



## An empirical study of job crafting and employees' loyalty in the Nigerian healthcare system

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### ABSTRACT

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Many factors have contributed to the continuous departure of workers from the Nigerian healthcare system since the COVID-19 outbreak. Therefore, this study aimed at examining the effect of job crafting on the loyalty of healthcare workers in public hospitals in Lagos, Nigeria. The study population was 11,084, comprising all the doctors and nurses in public hospitals in Lagos, with a sample size of 725 using the Morgan Sample Size Determination table. We collected primary data using a well-structured questionnaire and conducted analysis using structural equation modeling. The findings revealed a significant positive relationship between job creation and healthcare workers' loyalty in the public healthcare system. This implies that job creation influences health care workers' loyalty. This study suggests that the management of the public healthcare system should encourage and support job crafting while also building and encouraging positive relationships among healthcare workers to ensure their loyalty and effective service delivery.

**Contribution/Originality:** This study is especially unique because it uses expectancy theory to explain the behavior that leads to the best performance as a way to show how job crafting affects the commitment of healthcare workers in Nigeria, which is a developing economy.

### 1. INTRODUCTION

The fundamental role of the healthcare system extends beyond the mere provision of medical services; it encompasses a comprehensive array of functions such as financing, resource development, and service delivery, as articulated by Ezenduka, Obikeze, Uzochukwu, and Onwujekwe (2022). Beyond the confines of medical treatment, the healthcare system plays a pivotal role in contributing to broader societal goals, including poverty eradication and the enhancement of citizens' growth and well-being. This multifaceted impact results in a healthier overall environment for the country. This overarching mission aligns seamlessly with Goal 3 of the Sustainable Development Goals (SDGs), as outlined and recommended by the World Health Organization (WHO) and officially sanctioned by the United Nations (UN) on September 25th, 2015. Goal 3 specifically emphasizes the promotion of a healthy life and well-being for all citizens. This framework places paramount importance on ensuring universal access to quality healthcare services without imposing any financial barriers. However, the Nigerian healthcare system faces numerous challenges, including workforce shortages, resource constraints, and increasing demands for quality healthcare services. These challenges impact employees' morale, job satisfaction, and overall organizational effectiveness.

Scholars, practitioners, and researchers have identified numerous factors that contribute to negative retention outcomes (Kolo, 2018; Mohammed, 2022; Muhammad & Aji, 2021; Ogaboh, Udom, & Eke, 2020; Okafor & Chimereze, 2020; Salau et al., 2020). Factors that contribute to negative retention outcomes include a non-conducive working environment, insecurity, very poor remuneration, restricted and poorly structured jobs, a lack of welfare packages, an overwhelming work schedule, a lack of career development and job burnout, a lack of opportunities for growth, low work satisfaction, and poor quality of practice. Prior to this time, jobs were designed with little or no input from employees; this was a system where already designed jobs were handed over to employees to discharge.

Due to globalization and changes in business operations, particularly in the health sector, it has become imperative for employees to fully participate in the process of crafting their jobs. Job crafting involves modifying the work processes and responsibilities of employees' jobs to enhance their appeal, fulfillment, and satisfaction. This is highly needed in the health sector, which saw the mass exit of healthcare workers as a result of work overload and job burnout during and after the COVID-19 pandemic.

Employees change work processes for better adaptation and effective performance, which automatically impacts relationships and levels of interaction with colleagues, superiors, and subordinates in the workplace. Therefore, Geldenhuys, Bakker, and Demerouti (2021) defined this as the capacity of employees to enhance or modify their interactions within the workplace, with the aim of achieving higher performance. According to Nguyen, Nguyen, Ngo, and Nguyen (2019) the act of crafting job processes automatically modifies interpersonal relationships, leading to a complete transformation of the work environment. This, in turn, fosters a cooperative work environment where employees can support and bring out the best in each other. Relational crafting, therefore, improves employees' security and boosts self-confidence in the workplace, ultimately increasing employees' loyalty to the organization. Based on these assertions, the study examines job crafting as it affects the loyalty of health workers in public hospitals in Lagos State, Nigeria. The specific objectives are to:

- i) Examine the effect of relational crafting on the loyalty of health workers.
- ii) Investigate the effect of task crafting on the loyalty of health workers.
- iii) Examine the influence of cognitive crafting on the loyalty of health workers.

To achieve the study's objectives, the first section outlines the study's aims, while the second section focuses on evaluating existing literature to achieve these goals. The third part of the study focuses on the methodology used, and the last part of the study includes data analysis, a discussion of the results, recommendations, and limitations.

## 2. LITERATURE REVIEW

### 2.1. Conceptual Clarification

#### 2.1.1. Job Crafting Concept

Job crafting entails employees initiating changes in their job responsibilities according to the needs of the job, as well as the resources available to them, while making the job itself more meaningful, rewarding, and engaging (Costantini, Demerouti, Ceschi, & Sartori, 2022). As such, job crafting could serve as a viable alternative to traditional top-to-bottom job redesign techniques, allowing for the elimination of previous shortcomings, adaptation to modern job demands, and effective job performance.

Wrzesniewski and Dutton (2001) first introduced job crafting and divided it into three forms: cognitive, task, and relational crafting. Since then, various scholars have examined and redefined the concept in diverse but similar ways. Bruning and Campion (2018) defined job crafting as the ability of employees to alter their jobs and processes for effective delivery and improved performance. These changes may be in the form of cognitive, task, relational, or social forms (Walk & Handy, 2018). It is also possible to incorporate structures, both physical and procedural. Letona-Ibañez, Carrasco, Martinez-Rodriguez, Amillano, and Ortiz-Marques (2019) described job crafting as a modern proactive method of redesigning jobs, which is frequently done by employees to alter their jobs, thereby making it their choice jobs and making them active participants of their job processes and all it entails.

Tims, Bakker, and Derks (2012) define job crafting as the adjustments employees make to their various job responsibilities and job resources in order to achieve and optimize the job's objectives. They identified four distinct forms of job crafting, which include enhancing social resources, boosting structural job resources, raising demanding job needs, and lowering limiting job needs (Tims et al., 2012). Job crafting, as defined by Hetland, Hetland, Bakker, and Demerouti (2018) is a notion that assists employees in obtaining resources, pursuing challenges, and lowering pressures in a strategic job. Job crafting is a form of job redesign that stems from the bottom to the top of the organization and has the ability to significantly increase the engagement of employees, resulting in high performance (Oprea, Păduraru, & Iliescu, 2022). Peng (2018) discovered that job crafting is a behavior that originates from the bottom up, in contrast to the typical top-down design of jobs in the workplace, and represents individual proactivity. Individuals who engage in job crafting tend to alter and restructure job requirements, work styles, and cooperative relationships with team members. Furthermore, job creation may strengthen organizational design and working relationships, as well as an individual's working identity and adversity coping capacity.

#### 2.1.2. Cognitive Crafting

Wrzesniewski and Dutton (2001) introduced cognitive crafting, a psychologically oriented aspect of job crafting that empowers workers to modify their perception of their jobs and their responsibilities without

necessarily changing the physical aspects of the job itself (Costantini et al., 2022). This method results in changes in employees' behavior, perception, attitude, and feelings towards their work, thereby making it more fulfilling and satisfying. As a result, employees are able to feel more positive about their jobs, even without any changes to the job processes or description. For instance, cognitive crafting entails an employee re-evaluating a job and trying to mentally align it with their goals and values (Geldenhuis et al., 2021).

### 2.1.3. Relational Crafting

People engage in relational crafting when they modify their level of interaction in the workplace to enhance their feelings and increase their effectiveness within the organization. Therefore, relational crafting gives organizational members the opportunity to relate with other members of different departments, thereby enlarging their sphere of contact as well as their social network with individuals of mutual interest. This affords employees the opportunity to communicate with other individuals from different backgrounds, and by so doing, the social connections among employees are strengthened, and they are motivated to put in their best in the workplace (Letona-Ibañez et al., 2019).

### 2.1.4. Task Crafting

This refers to the proactive approach of employees in modifying their job responsibilities, such as taking on different tasks, altering the mode of operations, and adjusting the task timing to align with their individual dispositions and abilities. Some individuals could decide to have complex jobs performed in the earlier part of the day when they feel most productive or make the time schedule flexible. When employees have autonomous power over their job processes and responsibilities, they feel valued by the organization with a sense of belonging, perform better, make the jobs their own, and become highly productive and effective (Bakker & Demerouti, 2017) leading to positive retention outcomes". Task crafting in the health sector is the deliberate alteration of the routinely performed tasks by the health workers to make the jobs easier, interesting, and flexible (Haibo, Xiaohui, & Jinrong, 2018) thereby making them more relaxed, productive, efficient, and effective.

### 2.1.5. Employees' Loyalty

Since employees are considered the organization's core, their performance determines whether it succeeds or fails. Tamunomiebi and Odili (2020) defined employee loyalty as their commitment to the organization. The loyalty of personnel towards the company and their lack of active job searching are crucial to the organization. Therefore, we can describe loyalty as an individual's level of commitment to something or someone. Recently, the economic performance of businesses has become increasingly dependent on the involvement, dedication, and, in general, loyalty of their workforce (Murali, Poddar, & Seema, 2017).

Employees' loyalty is when they are committed to the success of the organization with the mind that working with the organization is to their best advantage (Tamunomiebi & Odili, 2020). Loyalty can be defined as the binding force of employees to an organization irrespective of the economic situation of the organization (Murali et al., 2017). Dede and Sazkaya (2018) and Murali et al. (2017) define employees' loyalty as their deliberate commitment to uphold the organization's and their employer's best interests, even if it involves significant sacrifices that may go against their self-interest or exceed legal or moral obligations. Therefore, it is crucial to empower and support these employees with favorable conditions to fully realize their potential (Onifade, Tongo, & Adetayo, 2022).

More than ever before, obtaining and fostering employee loyalty in an organization has become increasingly challenging (Tamunomiebi & Odili, 2020) making it seem like a rare commodity. They attributed the rare nature of employees' loyalty in today's business world to the current economic situation, which makes regular pay (minimum wage) highly inadequate to fulfill basic needs and obligations because of hyper-inflation and high cost of living (Tamunomiebi & Odili, 2020; Tongo & Ajayi, 2022). Therefore, organizations are to deliberately create supportive work environments and implement strategies that should ultimately promote employees' loyalty and retention efficacy (Salau et al., 2020). Other concepts such as employees' commitment, engagement, and organizational citizenship behavior have been associated with employees' loyalty (Unaam, Adim, & Adubasim, 2018). Unaam et al. (2018) asserted that loyal employees are those who dedicate their time, emotions, talent, service, and effort to the organization over an extended period, regardless of the potential rewards. Therefore, organizations should ensure fair treatment of these employees, give them a sense of belonging in the workplace, make the work structure flexible and friendly, and ensure their take-home pay is adequate to give them a comfortable life as well as comparable to their counterparts in the industry (Dede & Sazkaya, 2018). This move would make employees more committed and loyal to the organization.

## 2.2. Theoretical Justification

Vroom (1964) expectancy theory served as the foundation for this study. The theory primarily focused on motivating individuals and groups in the workplace, leveraging the unique motivators of each employee's talent, and promoting behavior that optimizes their performance. According to the theory, every individual's behavior is the outcome of conscious decisions they make among several options; as a result, their constant goal is to maximize pleasure and minimize misery. Therefore, the expectancy theory simply asserts that the anticipation of a specific outcome determines the likelihood of displaying a particular behavior (Lloyd & Mertens, 2018; Rehman, Sehar, & Afzal, 2019). The psychological mechanisms, which include the cognition that shapes thoughts and opinions, have a close relationship with the conscious decisions people make from a variety of options (Lloyd & Mertens, 2018).

According to Vroom, three mental components guide behavior, which include valence, instrumentality, and expectation. When people like a specific outcome, it indicates that it is positively valent. The very crucial part of people's valences regarding their work-related outcomes is that it concerns the level of satisfaction the individual expects to attain instead of the real value derived by the individual. Previous models focused on employee motivation rates and performance outcomes. Vroom described performance as an outcome, as the extent to which an individual feels that attaining a certain level of achievement will result in a desired objective. [Rehman et al. \(2019\)](#) further simplified the theoretical model. Therefore, relating expectancy theory to this study, it portrays the level of expectation from employees that a particular performance will result in a positive outcome. Valence, therefore, is the positive emotion of employees towards the end result of a particular performance; the job crafting itself, which is what connects the result with the outcome, is known as the instrumentality, while expectancy is the expectation the individual anticipates from a particular level of work performance. It is therefore positively valent because the outcome is considered very important in obtaining a positive result. When employees craft their jobs, the affective attitude (emotions) towards the outcome is always positively valent. This provides them with a high level of satisfaction and fulfillment, resulting in high productivity and loyalty.

### 2.3. Empirical Justification

Job creation instills employee loyalty to their organization. This reduces the cost of staff turnover to the organizations and boosts organizational performance. [Letona-Ibañez et al. \(2019\)](#) discovered a 29% decrease in employee turnover within the organizations using crafting, as individuals seeking advancement first looked within the business before pursuing external positions. Active job crafters were more likely to stay put and adjust their roles rather than moving to other organizations. The implication is that dynamic job crafters believe that acting for the benefit of others and the overall goal of the organization is paramount; hence, they pledge their loyalty to their organization. They are concerned about the overall well-being of their organization. They tend to exhibit organizational citizenship behavior to ensure the achievement of organizational goals through active job crafting.

Employees often pledge their loyalty to their organization through organizational identification. Organizational identification is a process through which loyal employees establish a long-lasting psychological bond with their organizations either in good or bad times. Employees are happy to stick to their place of work if the organization recognizes the peculiarities of its employees and crafts their jobs to suit them and get the best from them. In a study among nurses in Turkey, [Bacaksiz, Tuna, and Seren \(2017\)](#) investigated the relationship between organizational identification, job performance, and job crafting. Researchers found a highly positive correlation between organizational identification and employee performance and a moderately positive correlation between job crafting and employee performance. This implies a clear connection between work effectiveness and employee loyalty. In terms of organizational identity, there was a statistically significant variation depending on the institution, position, educational background, and length of time at the hospital. Characteristics such as educational level, job held, length of employment, and the type of institution they work for all have an impact on how loyal individuals are to their employer. Additionally, there was a statistically significant difference between work crafting behaviors and educational level, nurse performance and educational level, and employee performance and institution type ([Bacaksiz et al., 2017](#)). The results indicate that job crafting has a considerable impact on social and environmental aspects that motivate employees to stay loyal to their companies.

Investigating the impact of job crafting on employees' performance in the Telecommunications sector in Nigeria using survey research design and analysis, [Genty, Abioro, and Shofowora \(2021\)](#) revealed that job crafting significantly influenced employees' performance, resulting in improved loyalty. In a related study, [Gorgenyi-Hegyessy, Nathan, and Fekete-Farkas \(2021\)](#) investigated the relationship among workplace health promotion, employee well-being, and loyalty during the COVID-19 pandemic in Hungary, using the structural equation modeling approach. The findings revealed that mental and emotional health contributed to employee well-being, but did not directly impact employee loyalty. However, healthcare support positively influenced both employee well-being and loyalty. [Zahoor \(2021\)](#) investigated the impact of job crafting on employees' performance in the banking sector among bankers in India using a quantitative method of analysis, and findings revealed that job crafting positively influenced employees' service recovery performance, which results in higher productivity and loyalty of employees to the organization. [Geldenhuis et al. \(2021\)](#) examined job crafting and work performance across various sectors in South Africa using multilevel confirmatory factor analysis, and the results revealed a direct relationship between job crafting and work performance, which strengthens employee loyalty. Researchers [Nguyen et al. \(2019\)](#) looked at how job crafting affected work engagement and performance in Vietnamese commercial banks. They used cognitive crafting and relational crafting as variables and found that cognitive crafting had a positive effect on work engagement, which makes employees more loyal. On the other hand, relational crafting did not have a significant effect on work engagement.

[Sakuraya, Shimazu, Imamura, and Kawakami \(2020\)](#) studied job crafting intervention programs in the health sector in Japan using linear mixed modeling techniques, and findings revealed that there is a positive relationship between job crafting and work engagement, which results in higher productivity and employee loyalty. In a related study, [Ghani, Kaliappen, and Jermisittiparsert \(2019\)](#) used a quantitative research design to examine job crafting in relation to work engagement among SMEs. Findings revealed job crafting influenced work engagement positively, leading to higher productivity and enhanced employee loyalty. Another study by [Almaaitah, Harada, Sakdan, and Almaaitah \(2017\)](#) used a qualitative research design to test social exchange theory against employee retention in the health sector. The results showed that there was a positive relationship between the two variables, which led to

employee loyalty. Zuma (2020) conducted a study on the impact of job crafting on employee retention across various sectors in Bangladesh. The study used descriptive statistics, including correlation and multiple regression analysis. The results showed that task and relational crafting, along with a proactive personality, positively impacts employee retention, leading to increased employee loyalty. Rajpoot (2020) examined the moderating role of job crafting on career satisfaction and empowering leadership in the business sector using quantitative analysis, and findings revealed job crafting mediating between empowering leadership and career commitment, which improves the performance and loyalty of employees. Also, Noesgaard and Jørgensen (2024) understudied job crafting, organizational commitment, and work engagement among knowledgeable employees in a software company in Denmark using a longitudinal qualitative case study. Findings showed strong significance in relational and cognitive crafting, encouraging normative and affective continuous commitment. Hyun (2020) investigated the impact of job crafting on motivation, job effectiveness, and commitment in South Korea's health sector. The study made use of structural equation modeling, and findings revealed a significant relationship between the variables leading to organizational commitment and employee loyalty.

### 3. METHODOLOGY

#### 3.1. Research Design

The study used a pragmatic research approach because it allowed for the unique, dynamic, strategic, and innovative conduct of detailed research, ensuring that the target audience provided the necessary information for an effective analysis.

#### 3.2. Area of Study

The area of study was the secondary public hospitals, also known as the General hospitals in Lagos State; the study population comprised doctors and nurses in these General hospitals in Lagos, Nigeria.

#### 3.3. Population and Sample Size Determination

The population of study comprised all the doctors and nurses in the public secondary category of hospitals, also known as General hospitals in Lagos State, Nigeria. The total number of doctors was 4,036 while the number of nurses was 7,048, making a total population of 11,084. A Morgan sample size determination table was used to determine the sample size for the study.

#### 3.4. Sampling Technique and Research Instrument

The study employed dual data collection methods, which are the primary and secondary data collection methods. The primary method was to use a well-structured questionnaire to solicit responses from respondents, while the secondary data was to use articles, journals, magazines, and published materials. The questionnaire was structured into sections A and B and constructed using a five-point Likert scale ranging from 1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree. The questionnaire enabled respondents to bring forth their views accurately regarding the concept under study. The validity of the research instrument was determined using content and construct validity, which involved close and effective scrutiny of the research instrument, while the reliability was determined using Cronbach's alpha.

#### 3.5. Method of Data Analysis

We adopted a quantitative method of data analysis. The quantitative data was analyzed using descriptive and inferential statistical methods. Using the Statistical Package for Social Sciences (SPSS) version 26, we coded the obtained data after collating and sorting the questionnaire. The data was analyzed using descriptive and inferential statistical methods. The descriptive statistics method included frequencies, tables, mean, and standard deviation. We used percentage tables and frequencies to analyze the respondents' age, gender, marital status, and department, and applied inferential statistical methods to measure the various study hypotheses. SPSS data format was utilized in analyzing the various formats, while the complex relationships between variables were analyzed using the Structural Equation Model (SEM). The statistical tools employed by the study include structural equation modeling and correlation.

### 4. RESULT AND ANALYSIS

The unit of analysis was the secondary category of the public healthcare system, also known as general hospitals, with a total population of approximately 11,084 doctors and nurses. Using the Morgan sample size determination table, we determined the sample size of doctors and nurses to be 355 and 370, respectively, at the 95 percent confidence level. We distributed a total of 725 questionnaires, of which 645 returned copies, indicating an 89% response rate. The response rate is presented below.

**Table 1.** Respondents' response rate.

Sample size	Number	Percentage (%)
Correctly filled and returned	645	89%
Not returned and not completely filled	80	11%
Total	725	100%

Table 1 displays the distribution of questionnaires and the response rate. The number of missing values was small and random, representing about 11% of the total distribution.

#### 4.1. Descriptive Statistics of the Research Objective

To evaluate the impact of job crafting on the loyalty of healthcare workers in Public Hospitals, Table 2 presents data on the influence of job crafting (*Cognitive, task and relational crafting*) on the loyalty of healthcare workers in Public Hospitals. These tables also illustrate the perspectives of healthcare workers, as indicated by the specific items included in the research instrument.

Table 2. Descriptive statistics for the loyalty of healthcare workers loyalty of health workers.

Loyalty of healthcare workers	Strongly agree	Agree	Un-decided	Disagree	Strongly disagree	Total
I defend my organization at every given opportunity	228 (35%)	195 (30%)	56 (9%)	87 (14%)	79 (12%)	645 (100%)
I am devoted to the success of this hospital	187 (29%)	203 (32%)	66 (10%)	98 (15%)	91 (14%)	645 (100%)
I will continue to remain with this hospital for a lengthy period	195 (30%)	210 (33%)	56 (9%)	82 (13%)	102 (16%)	645 (100%)
I will not hesitate to recommend my organization to anyone	215 (33%)	169 (26%)	63 (10%)	87 (14%)	111 (17%)	645 (100%)
I have genuine love and support for this hospital	218 (34%)	194 (30%)	59 (9%)	90 (14%)	84 (13%)	645 (100%)

The loyalty of healthcare workers is a significant aspect to consider in the findings. A notable proportion of healthcare workers (65% either strongly agree or agree) indicate that they defend their organization at every opportunity. Similarly, a considerable number of healthcare workers (61% either strongly agree or agree) express their devotion to the success of the hospital. When it comes to the intention to stay, a significant portion (63% either strongly agree or agree) express their willingness to continue their tenure. Additionally, a considerable number of healthcare workers (59% either strongly agree or agree) state that they would not hesitate to recommend their organization. Furthermore, a significant number of healthcare workers (64% either strongly agree or agree) express genuine love and support for the hospital. However, there are also segments who express a neutral stance or disagreement, suggesting that not all healthcare workers share the same level of loyalty. Nurturing a positive work culture and addressing concerns can enhance loyalty among healthcare workers.

#### 4.2. Test of Hypothesis

This study used data analysis to predict both structural and measurement models. To measure job crafting, the researchers included relational, task, and cognitive crafting as factors, and the researcher utilized path coefficients and the bootstrapping approach with 5000 bootstrap samples, following the recommendations of Liao, Tang, and Shim (2022). All the constructs and items used in the measurement model were reflective, with loading factors of at least 0.70, as suggested by Younas, Noor, Zhou, Menhas, and Qingyu (2022). Surprisingly, all of the constructs had values higher than 0.70. Figures 4.8, 4.9, and 4.10 present the findings, revealing the removal of only a small number of items with loading factors below 0.7. The analysis included assessing significant values, R-squared ( $R^2$ ), and path coefficients. Moreover, the most effective and appropriate non-parametric method for evaluating the model's effect in PLS-SEM was the bootstrapping method. By using the bootstrapping estimate, the researchers aimed to obtain more accurate results in demonstrating the relationship between job crafting and the loyalty of healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria. The formulated hypothesis was as follows:

$H_0$ : Job crafting (*Relational, task and cognitive crafting*) does not have a significant influence on the loyalty of healthcare workers (*Doctors and nurses*).

The hypothesis consists of one independent variable, job crafting (including relational, task, and cognitive crafting), and one dependent variable, the loyalty of healthcare workers. A structured questionnaire employing a five-point Likert scale assessed all the variables in the study. We used fifteen items to measure the latent variable, job crafting, and five items to measure the loyalty of healthcare workers (doctors and nurses) in the public hospitals of Lagos State, Nigeria. The items used to measure job crafting were relational, task, and cognitive.

People commonly use PLS-SEM to predict the relationship between variables (Hair & Alamer, 2022). The structural equation modeling of hypothesis 1, presented in Figure 1, illustrates the standardised estimates that indicate the impact of job crafting (including relational, task, and cognitive crafting) on the loyalty of healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria. It is important to note that all the items related to job crafting (relational, task, and cognitive crafting), as shown in Table 3, exhibited factor loadings above the minimum threshold of 0.70 suggested by Kılıç, Uysal, and Atar (2020).

Table 3. Factor loading for job crafting and loyalty of healthcare workers.

	Factor loading	Error variance	Composite reliability	AVE	Cronbach's alpha	No. of indicators
Indicators	> 0.7	< 0.5	≥ 0.8	≥ 0.5	≥ 0.7	
Job crafting	0.892	0.108	0.878	0.637	0.817	15
Relational crafting	0.741	0.259	0.836	0.543	0.794	5
Task crafting	0.888	0.112	0.901	0.611	0.852	5
Cognitive crafting	0.809	0.191	0.884	0.639	0.806	5
Loyalty	0.821	0.179	0.846	0.650	0.822	5

Kılıç et al. (2020) proposed specific criteria for scales and measurement items: factor loadings should surpass the threshold of 0.70, composite reliability should be at least 0.80 (ideally higher), and the average variance extracted (AVE) should exceed the minimum value of 0.50. Additionally, for the instruments to be considered reliable, the Cronbach's alpha coefficient should be equal to or higher than 0.70. Table 3 shows that all dimensions related to job crafting (including relational, task, and cognitive crafting) and healthcare worker loyalty have values exceeding 0.80 and 0.70, respectively. This indicates that the constructs ranged from 0.729 to 0.896, and this implies good reliability. If the degree of fit meets the necessary criteria, the instrument can be considered both valid and reliable.

4.2.1. Evaluation of the Inner Structural Model

The inner structural model was employed to determine the significance of the path coefficients. In PLS-SEM, the use of bootstrapping becomes crucial in assessing the level of significance (Méndez-Suárez, 2021). This study used 5000 subsamples for the default bootstrapping. The inner structural model demonstrates the impact of job crafting (including relational, task, and cognitive crafting) on the loyalty of healthcare workers (doctors and nurses) in public hospitals, Lagos State, Nigeria. It is presented in Table 3 and visualized in Figures 1, 2, and 3.

4.2.2. Path Coefficients (β) and T-Statistics Estimation

The path coefficients and the standardized coefficient were obtained using Partial Least Square. The value was used to test the hypothesis's significance. The bigger the value, the more significant the influence on the retention outcomes. However, in Figures 2 and 3, bootstrapping is depicted for job crafting dimensions and loyalty of healthcare workers (doctors and nurses) in the Public Hospitals in Lagos State, Nigeria.

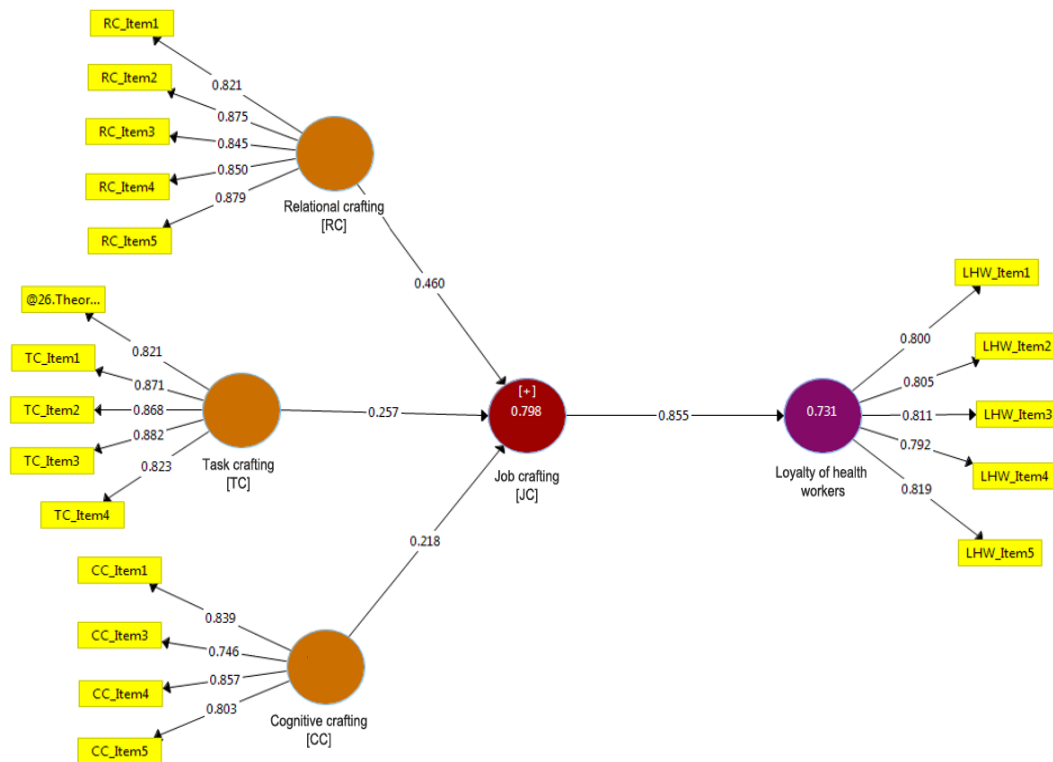


Figure 1. Predictive relevance (Path co-efficient) of job crafting and loyalty of healthcare workers.

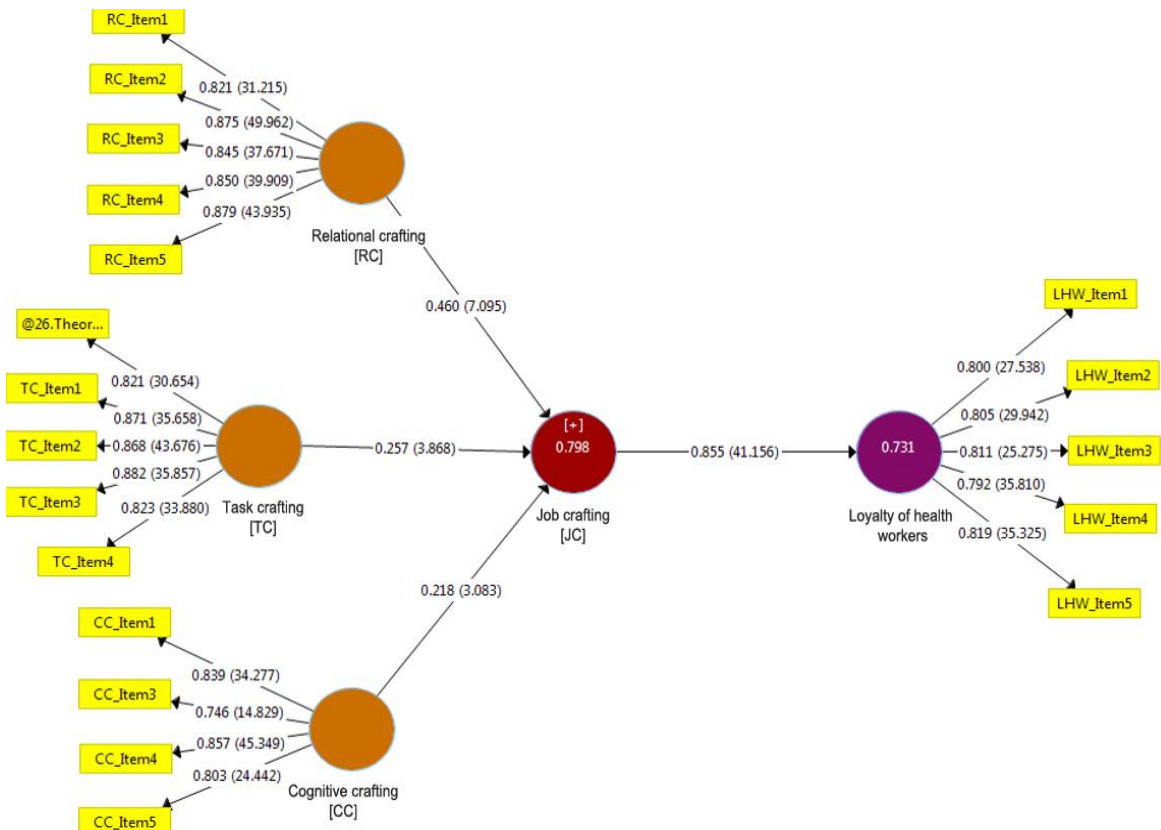


Figure 2. Path co-efficient and T-values for job crafting (i.e. relational, task and cognitive crafting) and loyalty of healthcare workers.

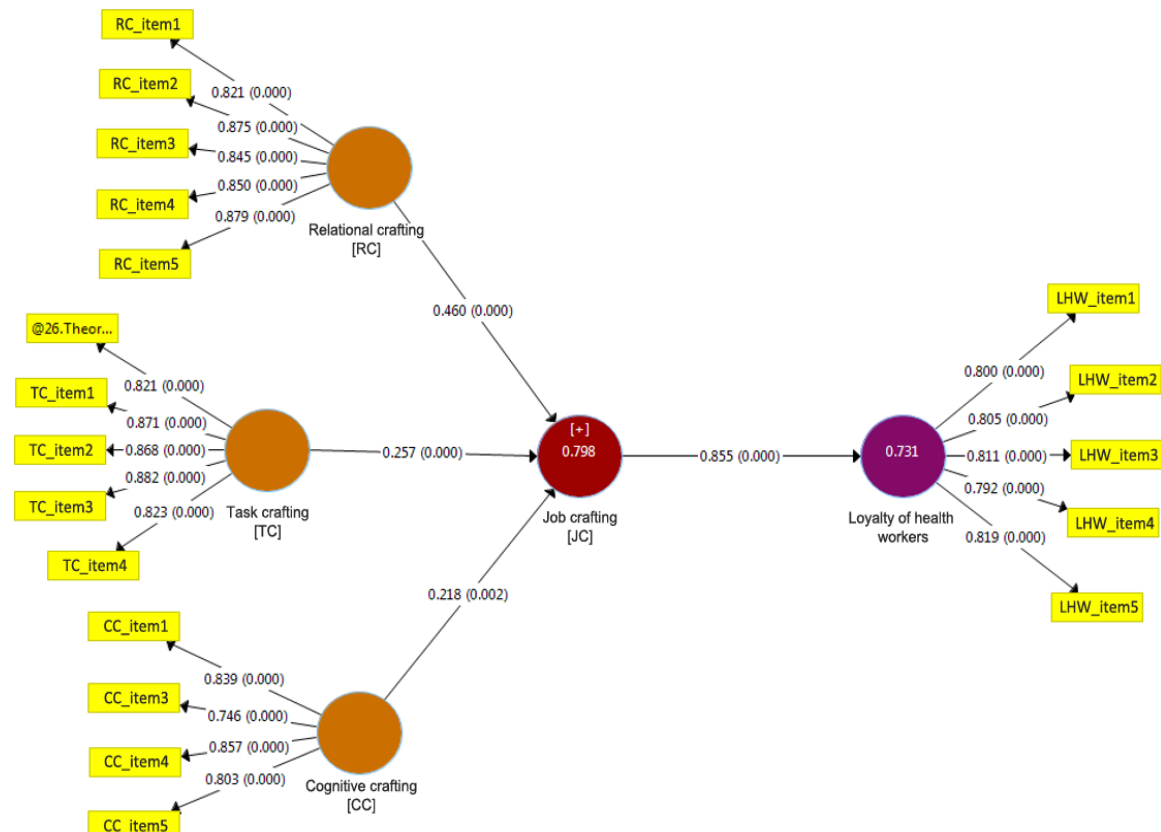


Figure 3. Path co-efficient and P-values for job crafting (i.e. relational, task and cognitive crafting) and loyalty of healthcare workers.

This hypothesis predicted that job crafting, which comprises relational, task, and cognitive crafting, significantly influences the loyalty of healthcare workers (doctors and nurses), as displayed in Table 4.



**Table 4.** Path coefficient for job crafting and loyalty of healthcare workers.

Variables and cross loading	Path co-efficient	Std. dev. (STDEV)	T-statistics (O/ STDEV)	P values
Job crafting → Loyalty of healthcare workers	0.855	0.056	41.156	0.000
Relational crafting → Loyalty of healthcare workers	0.460	0.072	7.095	0.000
Task crafting → Loyalty of healthcare workers	0.257	0.070	3.868	0.000
Cognitive crafting → Loyalty of healthcare workers	0.859	0.071	3.083	0.002
	R square (R <sup>2</sup> )		R square (R <sup>2</sup> ) adjusted	
Job crafting	0.787		0.786	
Loyalty of healthcare workers	0.842		0.842	

The analysis revealed significant relationships between all constructs, as indicated by the path coefficients and bootstrapping at a significance level of 0.05. The structural model demonstrated statistically significant path coefficients between job crafting (including relational, task, and cognitive crafting) and the loyalty of healthcare workers ( $\beta=.855$ ,  $Tval = 41.156$ ,  $p=.000$ ); relational crafting and loyalty of healthcare workers ( $\beta=.918$ ,  $Tval = 64.987$ ,  $p=.000$ ); task crafting and loyalty of healthcare workers ( $\beta=.835$ ,  $Tval = 35.043$ ,  $p=.000$ ); and cognitive crafting and loyalty of healthcare workers ( $\beta=.859$ ,  $Tval = 38.279$ ,  $p=.000$ ). The results indicated that relational crafting had the highest contribution to the loyalty of healthcare workers, followed by cognitive crafting, while task crafting had the lowest value. All of the path coefficients were practical, as their significance level was below 0.05.

Moreover, the path analysis and bootstrapping, conducted at the organisational level, aimed to assess how job crafting (including relational, task, and cognitive crafting) influenced the loyalty of healthcare workers (doctors and nurses) in Lagos State, Nigeria.

Table 4 presents the results of the analyses, indicating strong predictive and explanatory capabilities of the structural models and path analysis in relation to job crafting and healthcare worker loyalty.

The findings indicated a positive relationship between job crafting (including relational, task, and cognitive crafting) and the loyalty of healthcare workers (doctors and nurses) in Lagos State, Nigeria, as depicted in Table 4. The R-squared value (R<sup>2</sup>) was used to assess the variance in the research model's predictive power.

Each research variable was measured using a standardized questionnaire with a five-point Likert scale. The latent variable, job crafting (including relational, task, and cognitive crafting), was assessed using five questions. The results revealed that job crafting positively and significantly influenced the retention outcomes of healthcare workers ( $\beta=0.701$ ,  $R^2=0.491$ ,  $p=0.000$ ). The correlation score of 70.1% indicated the overall impact of the predictor factors. The analysis indicated a strong and positive relationship between job crafting and the loyalty of healthcare workers (doctors and nurses) in Lagos State, Nigeria.

The regression findings further revealed the coefficient of determination, or R-squared value. Hair and Alamer (2022) classified R<sup>2</sup> values of 0.71 to 0.90 as outstanding, 0.51 to 0.70 as good, 0.31 to 0.50 as fair, and 0.10 to 0.30 as weak. The endogenous latent construct in this study had a path model of 0.491, which means that job crafting explained 49.1% of the differences in healthcare workers' loyalty in the model. This means that job crafting had a moderate amount of explanatory power. Specifically, the R<sup>2</sup> ( $\beta = 0.753$ ,  $R^2 = 0.567$ ) for the public healthcare hospitals was relatively good.

#### 4.2.3. The Common Method Bias (CMB)

The evaluation of Common Method Bias (CMB) was conducted using collinearity statistics in the SEM-PLS program, considering both the structural and measurement models. Liu, Park, and Whang (2019) suggested that a VIF value exceeding 3.3 indicates the presence of common method bias in the model. Conversely, if a maximum collinearity test yields all VIF values at the factor level equal to or lower than 3, common method bias may not impact the model. This study determined the variance for CMB to be 2.71 and 2.73, while Table 5 illustrates the variance for all variables combined to be 67.783%.

**Table 5.** Common method bias for job crafting and loyalty of healthcare workers.

S/N	Variables	VIF [ $<3$ ]	Decision	Variance factor in% [ $> 50\%$ ]
1	Job crafting (i.e. relational, task and cognitive crafting)	2.71	Free of CMB	67.783
2	Loyalty of healthcare workers	2.73	Free of CMB	

Table 5 shows that for job crafting (relational, task, and cognitive crafting) and retention outcomes, all VIF values for each of the measuring items and constructs are consequently less than 3. This suggests that the hypothesis does not contain any common technique bias.

#### 4.2.4. Evaluation of the Model Fitness

Following Hair and Alamer (2022) advice, this study used three main types of fit indices: absolute fit measures, incremental fit measures, and parsimony fit measures. Absolute fit indices check how well the sample data matches up with the model's initial predictions (Liu et al., 2019). This study found the RMSR value for the relationship between job crafting and loyalty of healthcare workers to be 0.054, below the threshold of 0.08, indicating a good fit. We met the GFI criterion, historically set at 0.9, with a value of 0.917, indicating a satisfactory fit. Similarly, the CMIN/DF value of the hypothetical model was below 3, indicating a satisfactory fit.

By comparing the tested model to a baseline model with all variables assumed to be uncorrelated, incremental fit measures evaluate the improvement of the tested model. The NFI and CFI have a traditional cut-off point of 0.9, indicating a favorable fit (Tzafilkou, Perifanou, & Economides, 2022). The NFI value of 0.911 in this study suggests that the research model is appropriate.

Parsimony fit indices are used to compare different models and assess how well the model fits samples from the same population. The Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, as recommended by West, Wu, McNeish, and Savord (2023) is employed in this study. The decision rule for model acceptance includes a CMIN/DF value below 3, an RMSR value of 0.08 or less, and NFI, GFI, and CFI values above 0.90 (Fornell & Larcker, 1981). The model fit indices presented in Table 6 indicate a relative Chi-square of 291.74, GFI of 0.971, CFI of 0.976, NFI of 0.964, and RMSR of 0.063. These values meet the required criteria, indicating a well-fitting model.

**Table 6.** Model fit index for job crafting and loyalty of healthcare workers.

Model fit index	Measures	Abbreviated	Accepted value	Model value
Absolute fit index	The goodness of fit index	GFI	$\geq 0.90$	0.971
	Chi-square/Degree of freedom	CMIN/DF	$< 3.0$	2.888
	Root means square residual	RMSR	$< 0.08$	0.063
Incremental fit index	Comparative fit index	CFI	$\geq 0.90$	0.976
	Normed fit index	NFI	$\geq 0.90$	0.964
Parsimony fit index	Parsimony comparative fit index	PCFI	$\geq 0.50$	0.577

According to Méndez-Suárez (2021) the measurement model exhibited all model fit indices falling within the acceptable range and surpassing the recommended cut-off level. Table 6 presented an RMSR value of 0.063 for this model, which is lower than the threshold of 0.08, indicating a good fit (Tzafilkou et al., 2022). Consequently, null hypothesis one (H<sub>0</sub>), which stated that job crafting (relational, task, and cognitive crafting) does not significantly influence the loyalty of healthcare workers (doctors and nurses) in Public Hospitals, Lagos State, Nigeria, was rejected. In summary, the results confirmed that job crafting (relational, task, and cognitive crafting) is a significant predictor of loyalty among healthcare workers (doctors and nurses) in Public Hospitals, Lagos State, Nigeria. These findings align with previous studies on the loyalty of health workers.

#### 4.3. Thematic (Narrative) Analysis

During an interview on the loyalty of healthcare workers, several key points were discussed. The interview focused on understanding the factors that contribute to the loyalty of healthcare professionals and the challenges they face in maintaining loyalty to their organizations. The interview highlighted that healthcare professionals' loyalty is influenced by various factors, including job satisfaction, a supportive work environment, opportunities for professional growth, and positive relationships with colleagues and supervisors. When these factors are present, healthcare professionals are more likely to feel a sense of loyalty towards their organization.

The role of organizational culture in fostering loyalty was also discussed. A positive and inclusive organizational culture that values and appreciates employees, promotes open communication, and supports their well-being tends to foster loyalty among healthcare professionals. Conversely, a negative or toxic organizational culture can erode loyalty and lead to high turnover rates.

The interview also addressed challenges that affect loyalty in the healthcare system. We identified factors like high workload, burnout, limited resources, and lack of work-life balance as challenges that can negatively impact loyalty. When healthcare workers feel overwhelmed and unsupported in their work, their loyalty to the organization may decline.

The interview also touched upon the importance of leadership in cultivating loyalty. Effective leaders who provide clear direction, offer mentorship and support, and involve employees in decision-making processes tend to foster a sense of employee loyalty.

Moreover, the interview highlighted the significance of recognizing and rewarding the contributions of healthcare workers. When their efforts and achievements are acknowledged and rewarded, it enhances their sense of value and loyalty to the organization.

To improve loyalty among healthcare professionals, the interview suggested that organizations should prioritize employees' well-being, address workload issues, provide opportunities for professional development, foster a positive organizational culture, and ensure that employees feel recognized and rewarded for their work.

In summary, the loyalty of healthcare workers is influenced by factors such as job satisfaction, a supportive work environment, opportunities for growth, positive relationships, and organizational culture. Addressing challenges and implementing strategies to enhance these factors can contribute to increased loyalty and retention of healthcare professionals within their organizations.

## 5. DISCUSSIONS

The study's findings show that job crafting, which includes relational, task, and cognitive crafting, significantly affects healthcare workers' loyalty in public hospitals. When compared to cognitive and task crafting, relational crafting appears to have a stronger impact on loyalty. These results are in line with earlier studies done by other scientists.

A study by [Hyun \(2020\)](#) investigated the role of job crafting on motivation, job effectiveness, and commitment in South Korea's health sector using structural equation modeling. Despite the fact that job-creating activities like looking for new challenges or developing relationships with coworkers were not the major focus of the study, it revealed a significant relationship between the variables leading to organizational commitment and employees' loyalty. This indicates that individuals who engaged in these behaviors reported better levels of job satisfaction. People frequently view job happiness as a crucial factor in fostering employee loyalty.

Additionally, research by [Sakuraya et al. \(2020\)](#) looked at how work design affected staff members' well-being in a hospital environment in Japan using mixed modeling techniques. The study discovered a positive correlation between job crafting, which includes relational, task, and cognitive crafting, and employees' well-being and work engagement, even without a specific evaluation of loyalty. Higher levels of employee loyalty have been linked to improved well-being and workplace engagement.

While there are few specific empirical studies examining the impact of job crafting on employees' loyalty in public hospitals, the current data shows that relational crafting, in particular, may have a favorable impact on loyalty. Taking part in activities that promote good relationships, including interacting with coworkers or looking for social support, can boost a person's sense of commitment and belonging, which can result in higher productivity.

## 6. CONCLUSION AND RECOMMENDATIONS

The study concludes that cognitive, task, and relational job crafting significantly influenced healthcare workers' loyalty in public hospitals. The public healthcare system should place a higher priority on initiatives that encourage job creation and take into account the diverse and unique nature of employees' well-being when attempting to retain staff to ensure their loyalty.

Public hospitals can ensure and enhance employee loyalty by fostering a work environment that encourages job crafting that reflects flexibility and takes into account the diverse requirements and preferences of healthcare workers. This will yield better results for the healthcare system.

The study, however, recommended the following:

- i. Encourage a positive workplace culture: To ensure employees' loyalty, it is critical to provide a favorable work atmosphere. The public healthcare system ought to place a high priority on things like work-life balance, encouraging leadership, transparent communication, and employee appreciation. Encouraging a healthcare worker's loyalty to the organization and providing tools and support systems that cater to their well-being and work-life balance can be extremely beneficial.
- ii. Conduct regular well-being assessments: Public healthcare system should routinely monitor the happiness of its staff members using questionnaires, focus groups, or private conversations. This will provide insight into specific areas of concern and help identify appropriate solutions to improve employees' well-being and ensure their loyalty.
- iii. Individualize interventions to meet needs: Recognize that the requirements and interests of healthcare workers vary. When developing and putting into practice treatments pertaining to job crafting, well-being, and loyalty, it is crucial to take individual variances into account. Offering flexibility and customization in terms of working conditions, perks, and career possibilities may show that a business respects and supports each employee's particular situation, and this would ultimately result in their loyalty to the organization.

### 6.1. Limitations of the Study

While the research findings provide valuable insights, it is important to acknowledge the limitations. The current research has certain limitations:

- i. Self-Report Measures: The study relied on self-report measures, which may involve social desirability bias, thereby hindering full objective findings.
- ii. Comparative Analysis: The use of local geographical context also limited this study, as it may have prevented the full understanding of how context affects outcomes.

### 6.2. Suggestions for Further Studies

In order to improve our comprehension of the intricate interactions between job crafting and employees' loyalty of healthcare workers in public hospitals and other healthcare settings, future studies should take into account the constraints highlighted and investigate new lines of inquiry in the following order:

- i. Future research may use a more varied sample to look at how the conclusions apply in other situations.

- ii. To improve the validity of the results, future research may use different data sources or integrate objective metrics.
- iii. To further understand the underlying mechanisms on how context affects outcomes, future research may use another geographical context.

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**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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