

# Cultivating Well-being of Nurses Through Job Crafting: The Moderating Effect of Job and Personal Resources

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[journals.sagepub.com/home/jhm](https://journals.sagepub.com/home/jhm)**Adil Zahoor<sup>1</sup>, Danish Khan<sup>1</sup> and Shayan Basharat Fazili<sup>1</sup>**

## Abstract

We look into the way nurses' job crafting perception (POC) affects their job crafting behaviour (JC) and, as a result, their well-being (WB). Further, the moderating function of personal and job resources (JR) is also scrutinised. We collected primary data from 773 nurses working in 12 private sector and public sector hospitals in Northern Indian states using a standardised questionnaire and deployed structural equation modelling to examine the hypothesised linkages. The empirical findings exposed that POC significantly predicts JC. Second, JC significantly ameliorates nurses' hedonic and eudaimonic WB. Finally, personal resources (PR) intensify the influence of POC on JC, whereas JR do not. The findings imply that POC cultivates nurses' JC behaviour, which, in turn, enhances their WB and PR catalyses this driver impact.

## Keywords

Perceived opportunity to craft, well-being, personal resources, job resources, nurses, job crafting

## Introduction

A fundamental requirement of any effectively functioning healthcare system is the well-being (WB) of its employees, primarily nurses because they form the largest group of healthcare professionals and the physical and emotional burden of their job exacerbates stress and exhaustion. WB, reflecting an optimally functioning state of mind characterised by pleasure, a sense of purpose and meaningfulness (Kahneman et al., 1999; Waterman et al., 2010), positively contributes to several desirable outcomes such as improved performance, employee retention (Harter et al., 2003), innovative work behaviour (Zhou et al., 2020), patient safety (Welp & Manser, 2016) and so on. As such, the WB of healthcare staff is crucial for the efficient delivery of healthcare services. Specifically, as healthcare workers' mental health and WB have been severely affected due to the COVID-19 pandemic, a thorough investigation of the factors promoting their WB presents an earnest research priority. Furthermore, a deeper insight into the contributing factors of WB of frontline healthcare workers would aid in developing effective healthcare delivery systems that meet patients' medical and psychological needs.

Given its importance, several scholars have examined the factors that invigorate/restrain the WB of workers to generate insight that can be factored into the organisational job design and formulation framework. Notably, existing research evidence suggests that emotional intelligence (Carmeli et al., 2009), virtues (Burke et al., 2009), authentic leadership and

psychological capital (Laschinger & Fida, 2014) and so on, significantly enhance the WB of workers. In contrast, emotional labour (Kinman & Leggetter, 2016), occupational stress (Gu et al., 2019), patient aggression (Pekurinen et al., 2017) and so on, hurt WB.

Building on this agenda, scholars like Slemp and Vella-Brodrick (2014) highlighted that JC is a promising yet underexplored perspective in the WB research domain. Empirically, they observed a significant positive impact of JC on the WB of workers sampled from diverse sectors (education, banking, financial services and healthcare). They suggested that WB interventions based on JC can potentially garner favourable outcomes. A year later, Slemp et al. (2015) reported a significant positive interactive effect of JC and autonomy on workplace WB, thus highlighting the importance of contextual factors (autonomy) in nurturing WB through JC.

Despite these preliminary insights, the scholarly understanding of the boundary conditions that enrich WB through JC remains tenuous yet vital for academic scholarship and practice. Consequently, our objective is to propose and empirically examine a structural model that integrates the individual and organisational precursors of WB into a singular

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