

# RELATIONSHIP BETWEEN JOB CRAFTING, GRATITUDE, ORGANIZATIONAL TRUST TOWARDS SERVICED-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN NURSES

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## ABSTRACT

*The COVID-19 pandemic has presented nurses with various challenges, such as high workloads and difficult working conditions. To face these challenges, service-oriented citizenship behavior is needed. To overcome these challenges, service-oriented organizational citizenship behavior is necessary. Employees with service-oriented organizational citizenship behavior will show broad job development, can gather more resources, and feel more enthusiastic about engaging in activities outside their work roles (Bavik et al., 2017; Demerouti et al., 2015). There are several other factors that are related to service-oriented organizational citizenship behavior in nurses, such as job crafting, gratitude, and organizational trust. This study aims to examine the relationship between job crafting, gratitude, organizational trust, and service-oriented organizational citizenship behavior. This is a quantitative study conducted through non-experimental methods and a survey of 166 research subjects. Using regression analysis, this study found that job crafting ( $\beta$ ) = 0.288, gratitude ( $\beta$ ) = 0.337, and organizational trust ( $\beta$ ) = 0.171 are positively related to service-oriented organizational citizenship behavior with an R square of 0.407. Based on the hypothesis test conducted, it was found that job crafting, gratitude, and organizational trust have a significant positive relationship with service-oriented organizational citizenship behavior.*

**Keywords:** Service-oriented organizational citizenship behavior, job crafting, gratitude, organizational trust

## 1. PREFACE

Hospitals are the primary organizations involved in the healthcare service industry in handling COVID-19. During the COVID-19 pandemic, hospital managers faced various challenges in providing healthcare services to the public. Based on a survey conducted by Markplus Company, these challenges include people avoiding visiting hospitals for fear of being exposed to COVID-19, a decrease in public trust resulting in choosing virtual health services. In addition, there was an increase in operational costs that hospitals had to bear to comply with the new health protocol standards and procedures.

In addressing these challenges, hospitals deployed nurses who were directly involved in diagnosing, treating, and caring for confirmed positive patients (J Lai et al., 2020) as well as other general patients.

Based on an interview with one of the COVID-19 isolation room nurses, she said that in carrying out their duties, nurses provide direct services to patients according to their basic human needs. This includes providing food to patients, observing the health equipment used, especially providing oxygen according to the needs of confirmed positive patients. Nurses also administer drugs according to the doctor's instructions, provide a sense of security and comfort to patients, including communicating with the patient's family to provide information about the latest health conditions of the patient.

The difference that nurses have felt during this crisis is the deep support given to patients and their families who feel afraid of their health conditions that could take their loved one's life. Additionally, patients feel alone and isolated because there are no family members accompanying them. Nurses fighting COVID-19 may face significant challenges, including high work standards and a difficult working environment (H Zhang et al., 2021). These challenges may have a significant impact on the emergence of serviced-oriented organizational citizenship behavior in nurses. Serviced-oriented organizational citizenship behavior refers to a set of extra roles that employees serve customers beyond their job descriptions (Bettencourt & Brown, 1997). Unlike organizational citizenship behavior in general, which refers to extra roles performed by followers to contribute to organizational goals and function beyond what is specified in their job descriptions (Organ, 1988).

Serviced-oriented organizational citizenship behavior refers to a set of additional roles that employees perform to serve customers beyond their main job description, in this case nurses. This can enhance teamwork, strengthen organizational productivity, and help the organization face challenges (H Zhang et al., 2021). When employees engage in organizational citizenship behavior, they aim to provide assistance to others, including coworkers, nurse supervisors, and hospitals where nurses work.

Job crafting is an aspect of work that may be related to promoting serviced-oriented organizational citizenship behavior by specifically enhancing job resources and reducing demands at work. Job crafting emerges as a possible solution to the challenge of restructuring jobs, where employees can flexibly respond to organizational changes that affect their jobs faster than actions from top to bottom. Secondly, knowing the core of their jobs allows employees to shape them more effectively. Finally, employees rearrange and consider their own needs and preferences.

Increased adaptability was observed during the COVID-19 pandemic, where employees had to redesign their jobs to fit the new situation, face new demands, and achieve a work-life balance. Overall, job crafting can be associated with more sustainable work, which is essential to achieve employee-job fit. Therefore, it is necessary to further examine how nurses' organizational citizenship behavior during this COVID-19 pandemic through job crafting is performed by nurses (Roczniewska, M., Rogala, A., Marszałek, M. et al., 2023).

In addition to job crafting, there are other individual aspects of nurses that are also relevant to examine their relationship with serviced-oriented organizational citizenship behavior, namely gratitude. This can increase the ability to manage stress, increase self-confidence, job satisfaction, and overall well-being (Converso D, Loera B, Viotti S, and Martini M., 2015). Expressing gratitude makes nurses feel better, but interpersonal dynamics can also spread the benefits of well-being by thanking coworkers, increasing organizational citizenship behavior, strengthening reciprocal norms, teamwork, and altruism, or ensuring that employees feel recognized for their contributions.

Sun et al. (2020) stated that nurses who frequently interact and care for COVID-19-infected patients reported an increase in gratitude along with other negative emotions. Additionally, Sun et al. (2020) reported that nurses' gratitude for those who care for and support them, as well as gratitude for the experience, made them feel valuable and their families important, and that working during the COVID-19 pandemic was a noble work experience. This is a gift, and nurses appreciate it.

Individuals who express gratitude feel better, and it contributes to their well-being by viewing their coworkers more positively, thereby enhancing organizational citizenship behavior and strengthening mutual reciprocity, cooperation, and altruism (Dik et al., 2014). Gratitude ensures that workers will be recognized for their organizational contributions (Dik et al., 2014). There is a relationship between gratitude behavior and organizational citizenship behavior (McCullough et al., 2001 in Spence et al., 2013), which is a task performed by employees in an organization to help maintain, support, and improve the organizational context. The relationship between gratitude and organizational citizenship behavior is emphasized because gratitude encourages people to have altruistic behavior as it has a moral incentive function (McCullough et al., 2001 in Spence et al., 2013).

In addition to the job and individual aspects that may have a relationship with serviced-oriented organizational citizenship behavior, there are also organizational aspects that are essential components of professional life and have beneficial consequences for nurses and organizations. Organizational trust, as one of the workforce resources, originates from the leader's or organization's role in building relationships with nurses. This shows how nurses and management level can optimize the work environment.

Organizational trust facilitates the organization members' ability to successfully navigate and respond to challenging events and changes and supports organizational resilience (Balogun, Hope Hailey & Gustafsson et al, 2015). Organizational trust influences employees' willingness to engage in serviced-oriented organizational citizenship behavior. When employees perceive the organization as a trustworthy place where nurses work, they voluntarily perform behaviors beyond their role at work.

Chiang and Hsieh (2012) have shown that organizational trust is an important factor in driving serviced-oriented organizational citizenship behavior because it motivates employee-initiated behaviors. The study by Paillé et al. (2010) revealed that employees who trust their organization are more satisfied with their job and therefore demonstrate better serviced-oriented organizational citizenship behavior. Therefore, the researcher intends to re-examine how organizational trust can promote serviced-oriented organizational citizenship behavior in nurses.

Based on the above explanation, the researcher intends to study the role of job crafting as a job aspect, gratitude as an individual aspect, and organizational trust as an organizational aspect on serviced-oriented organizational citizenship behavior in nurses.

## **2. RESEARCH METHOD**

### **Research Subject**

#### *Research Subject Characteristics*

The characteristics of the subjects in this research were selected based on age, education, average number of working hours per week, position, work schedule, length of service, income, and employment status of nurses. The age range of the research subjects was from 20 to 55 years old.

#### *Research Sample and Sampling Technique*

The population of nurses in this study was 226, and the subjects of the study were 166 nurses. Therefore, this study did not use a sampling technique because the research was conducted within the population. The sample used in this study consisted of 125 permanent employees and 41 contract employees who worked as nurses.

### *Research Design*

This research was a quantitative study. The quantitative study was conducted using non-experimental and survey methods, and using regression analysis technique. This was done because there were no variables that would be given special treatment or manipulated. Data processing was carried out using SPSS 25.0 for Windows.

### *Location Setting and Research Instruments*

The research sample is a nurse who works at the "X" Hospital located in Cilegon, Banten Province, Indonesia. Questionnaire collection was carried out during the period August 2021 to November 2021. This research was conducted using a research questionnaire.

### *Research Measurement Instruments*

The researcher used four measurement instruments, the first of which is the Service-Oriented Citizenship Indicators created by Bettencourt (2001). This measurement tool has multidimensional dimensions including Loyalty, Service Delivery, and Participation. This measurement tool has a Cronbach's Alpha which is divided into each of its dimensions. For the Loyalty dimension, it has a value of  $\beta = 0.87$ ; for the Service Delivery dimension, it has a value of  $\beta = 0.80$ ; and for the Participation dimension, it has a value of  $\beta = 0.82$ .

The measurement tool for the Job Crafting variable is the Job Crafting Scale created by Tims et al (2004). This measurement tool has multidimensional dimensions, including Increasing Structural Job Resources, Increasing Social Job Resources, and Increasing Challenges. This measurement tool also has a Cronbach's Alpha which is divided into each of its dimensions. For the Increasing Structural Job Resources dimension, it has a value of  $\beta = 0.82$ ; for the Increasing Social Job Resources dimension, it has a value of  $\beta = 0.77$ ; and for the Increasing Challenges dimension, it has a value of  $\beta = 0.75$ .

The Gratitude at Work Scale (GAWS) is the measurement tool for Gratitude created by Cain et al (2018). This measurement tool has a unidimensional dimension and has subscales including Gratitude for a Supportive Work Environment and Gratitude for Meaningful Work. This measurement tool has a Cronbach's Alpha ( $\beta$ ) of 0.83.

The Organizational Trust measurement tool is the Organizational Trust Inventory Short Form created by L.L. Cummings et al (1994). This measurement tool has multidimensional dimensions including Dimension One: Keeps Commitments, Dimension Two: Negotiates Honestly, and Dimension Three: Avoids Taking Excessive Advantage. This measurement tool has a Cronbach's Alpha ( $\beta$ ) of at least 0.70 for each item.

## **3. RESULT AND DISCUSSION**

To test the hypothesis, the researcher examines the description of the research variables, the dimensions of each variable and performs several assumption tests to determine whether the data collection meets the requirements for multiple linear regression analysis. The assumption tests carried out in this study included normality tests, multicollinearity tests, and heteroscedasticity tests.

## The Description of Research Variables

**Figure 1**

*The Description of Research Variables*

Variables	MidPoint	Empirical Mean	SD	Interpretation
SOCB	4	6.36	0.50292	High
Job Crafting	3	3.93	0.51292	High
Gratitude	3	4.61	0.37635	High
Organizational Trust	4	4.95	0.83384	High

**Figure 2**

*The Description of SOCB Dimentions*

Dimentions	MidPoint	Empirical Mean	SD	Interpretation
Loyalty	4	6.41	0.56574	High
Service Delivery	4	6.45	0.52973	High
Participant	4	6.21	0.66198	High

**Figure 3**

*The Description of Job Crafting Dimentions*

Dimentions	MidPoint	Empirical Mean	SD	Interpretation
Increasing Structural Job Resources	3	4.40	0.46544	High
Increasing Social Job Resources	3	3.85	0.68800	High
Increasing Challenges	3	3.53	0.77377	High

**Figure 4**

*The Description of Organizational Trust Dimentions*

Dimentions	MidPoint	Empirical Mean	SD	Interpretation
Keeps Commitments	4	5.41	0.84307	High
Negotiates Honestly	4	5.59	1.03578	High
Avoids Taking Excessive Advantage	4	3.84	1.37301	Moderate

## Normality Test

This test is conducted to determine whether the sample from the population has normal data distribution or not. Normality of data can be observed based on the residual values. Based on the calculation results obtained, the value of Asympt.Sig (2-tailed) is  $0.200 \geq 0.05$ . Thus, it can be concluded that the decision-making basis in the Kolmogorov-Smirnov normality test has normally distributed data. Therefore, the assumption or requirement for normality in the regression model has been fulfilled.

### Multicollinearity Test

It is done by looking at the magnitude of the VIF (Variance Inflation Factor) value. Based on the table presented below, it is obtained that the VIF value is  $\leq 10$  for each independent variable. This can be concluded that there is no multicollinearity between each independent variable. Thus, the multicollinearity assumption test has been fulfilled.

**Figure 5**

*Multicollinearity Test Overview*

Variable	VIF Value	Results
<i>Job crafting</i>	1.441	No Multicollinearity
<i>Gratitude</i>	1.375	No Multicollinearity
<i>Organizational trust</i>	1.299	No Multicollinearity

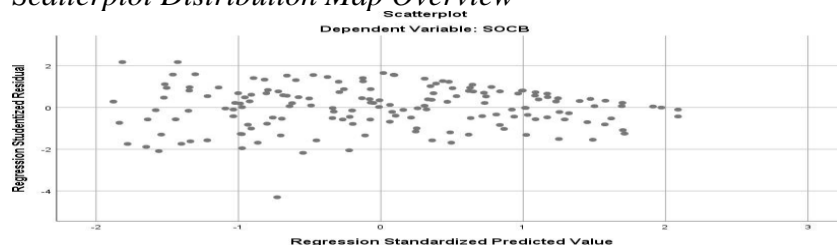
*Dependent variable: Serviced-oriented organizational citizenship behavior*

### Heteroscedasticity Test

This test is conducted based on the scatterplot distribution map. Based on the research conducted, the scatterplot distribution map has residual values that do not spread significantly. This can be concluded that there is no heteroscedasticity. Thus, the heteroscedasticity assumption test has been fulfilled and all three assumption tests have been declared valid for multiple linear regression analysis.

**Figure 6**

*Scatterplot Distribution Map Overview*



### Colleration Test

The researcher tested the correlation matrix with the following data:

**Figure 7**

*Multicollinearity Test Overview*

	<i>Job Crafting</i>	<i>Gratitude</i>	<i>Organizational Trust</i>	<i>SOCB</i>	<i>Loyalty</i>	<i>Service Delivery</i>	<i>Participant</i>
<i>Job Crafting</i>	1						
<i>Gratitude</i>	.484**	1					
<i>Organizational Trust</i>	.435**	.388**	1				
<i>SOCB</i>	.525**	.542**	.427**	1			
<i>Loyalty</i>	.395**	.369**	.390**	.835**	1		
<i>Service Delivery</i>	.438**	.436**	.234**	.880**	.619**	1	
<i>Participant</i>	.519**	.585**	.481**	.872**	.581**	.650**	1

\*\*Significant correlation at the 0.01 level (2-tails).

## Hypothesis Testing

*Hypothesis 1: There is a Relationship Between Job Crafting and Service-Oriented Organizational Citizenship Behavior in Nurses.*

This proposed hypothesis is supported by the obtained p-value (Sig.) = .0000 < 0.05) and the regression coefficient value ( $\beta$ ) = 0.288. This means that job crafting shows a variation in service-oriented citizenship behavior of  $0.288 = 28.8\%$ . Job crafting has a relationship with service-oriented organizational citizenship behavior by 28.8%. Meanwhile, the remaining 71.2% can be attributed to the influence of factors that were not accounted for in this research model. The regression coefficient is positive, meaning that the higher the job crafting, the higher the service-oriented citizenship behavior. Therefore, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a relationship between job crafting and service-oriented organizational citizenship behavior in nurses.

*Hypothesis 2: There is a Relationship Between Gratitude and Service-Oriented Organizational Citizenship Behavior Among Nurses.*

The proposed hypothesis is supported by the obtained p-value (Sig.) of 0.000 ( $p < 0.05$ ) and the regression coefficient value ( $\beta$ ) of 0.337. This indicates that gratitude shows a variation in service-oriented organizational citizenship behavior of  $0.337 = 33.7\%$ . Gratitude contributes to service-oriented organizational citizenship behavior by 33.7%. Meanwhile, the remaining 66.9% can be attributed to the influence of factors that were not accounted for in this research model. A positive regression coefficient means that higher levels of gratitude result in higher levels of service-oriented organizational citizenship behavior. Thus, it can be concluded that  $H_0$  is rejected, and  $H_a$  is accepted, which means that there is a relationship between gratitude and service-oriented organizational citizenship behavior among nurses.

*Hypothesis 3: There is a Relationship Between Organizational Trust and Service-Oriented Organizational Citizenship Behavior.*

The proposed hypothesis is supported by a p-value (Sig.) of 0.014 ( $p < 0.05$ ) and a regression coefficient ( $\beta$ ) of 0.171. This indicates that organizational trust accounts for 17.1% of the variation in service-oriented organizational citizenship behavior. Organizational trust is associated with a 17.1% increase in service-oriented organizational citizenship behavior. Meanwhile, the remaining 82.9% can be attributed to factors not accounted for in this research model. A positive regression coefficient means that as the level of organizational trust increases, so does the level of service-oriented organizational citizenship behavior. Therefore, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a relationship between organizational trust and service-oriented organizational citizenship behavior.

*Hypothesis 4: There is a Joint Relationship Between Job Crafting, Gratitude, and Organizational Trust Towards Serviced-Oriented Organizational Citizenship Behavior.*

The proposed hypothesis is supported by obtained p-values (Sig.) of 0.000, 0.000, and 0.014 ( $p < 0.05$ ) and an R square value of 0.407. This implies that job crafting, gratitude, and organizational trust account for 40.7% of the variation in serviced-oriented organizational citizenship behavior. Meanwhile, the remaining 59.3% can be attributed to the influence of other factors not accounted for in this research model. A positive R square value means that the higher the levels of job crafting, gratitude, and organizational trust, the higher the level of serviced-oriented organizational citizenship behavior. Therefore, it can be concluded that  $H_0$  is rejected, and  $H_a$  is accepted, indicating that there is a joint relationship between job crafting, gratitude, and organizational trust towards serviced-oriented organizational citizenship behavior.

Job crafting is related to serviced-oriented organizational citizenship behavior. When employees are involved in the development of their job, they can gather more resources and feel more enthusiastic about engaging in activities that go beyond their job roles (Bavik et al., 2017; Demerouti et al., 2015). Additionally, when employees engage in organizational citizenship behavior, they offer help to others by sacrificing time and effort for the organization, leaders, or colleagues (Bavik et al., 2017). This impacts how they proactively seek new ways to enhance customer service. This is consistent with previous research by L.T.Tuan et al. (2021), in which each dimension of job crafting, namely increasing structural job resources, has a  $\beta$  value of 0.37,  $p < .001$ , increasing social job resources has a  $\beta$  value of 0.34,  $p < .01$ , and increasing challenges has a  $\beta$  value of 0.26,  $p < 0.01$ . Thus, there is a relationship between job crafting and serviced-oriented organizational citizenship behavior.

Gratitude has a value of  $r = 0.542^{**}$  with a Sig (2-tailed) value of 0.000 and there is a  $^{**}$  sign on the correlation with serviced-oriented organizational citizenship behavior. This result is supported by a  $\beta$  value of 0.337 or 33.7% with a p (Sig.) value of 0.000 ( $p < 0.05$ ). This can be explained by research conducted by Spence et al. (2013), where the standard estimate value = 0.15, SE = 0.07,  $t = 2.20$ ,  $p = 0.3$ . This result shows that gratitude is related to organizational citizenship behavior. This can also be explained based on social exchange theory, where individuals who feel gratitude feel better, and well-being helps them see coworkers more positively, thereby increasing organizational citizenship behavior and strengthening reciprocity, teamwork, and altruism (Dik et al., 2014). The relationship between gratitude and organizational citizenship behavior (McCullough et al., 2001 in Spence et al., 2013) is the task performed by employees in an organization that helps maintain, support, and improve the organizational context. Individuals engage in organizational citizenship behavior because they feel obligated to repay the positive treatment given by leaders and the organization as a whole (Spence et al., 2013). Thus, there is a relationship between gratitude and serviced-oriented organizational citizenship behavior.

Organizational trust has a correlation value of  $r = .427^{**}$  with a Sig value (2-tailed) of .000, and there is a  $^{**}$  sign on the correlation with serviced-oriented organizational citizenship behavior. This result is supported by a  $\beta$  value of 0.171 or 17.1% with a p-value (Sig.) of 0.014 ( $p < 0.05$ ). Therefore, organizational trust has a significant direct role in serviced-oriented organizational citizenship behavior. This can be explained based on the research hypothesis by Yoon, D., Jang, J., Lee, J (2016) where the  $\beta$  value is 0.18 or 18% with a p-value (Sig.) of  $p < 0.01$  and there is a  $^{**}$  sign indicating the significance between organizational trust and serviced-oriented organizational citizenship behavior. This means that organizational trust affects employees' willingness to display organizational citizenship behavior where when employees perceive their organization as trustworthy, they voluntarily display discretionary behavior that exceeds their role as employees. Other empirical evidence has shown that organizational trust is a significant driver of organizational citizenship behavior because it motivates employees' self-initiated behavior (Chiang & Hsieh, 2012).

#### 4. CONCLUSIONS AND RECOMMENDATIONS

Job crafting has a relationship with serviced-oriented citizenship behavior. Gratitude has a relationship with serviced-oriented citizenship behavior. Organizational trust has a relationship with serviced-oriented citizenship behavior. Therefore, all independent variables together have a relationship in serviced-oriented citizenship behavior.

The researchers suggest several recommendations for future research, including using other variables that function as mediators or moderators that can describe individual and organizational



factors, selecting hospitals that are part of a group of companies that oversee several hospitals so that a larger population can be captured that is consistent with the values embraced by the company group, providing appropriate training or skills for nurses, implementing a culture of gratitude among nurses at work, and establishing appropriate relationships between nurses and management to gain nurses' trust in the organization.

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