Master Thesis

Job Crafting among Nurses: Engaging in Effective versus Ineffective Job Crafting Behaviors.

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Introduction

The increasingly competitive environment shaping today's society results in a highly demanding situation for both employers and employees. On the one hand, it consists of the employers demanding higher performance from their workforce, whereas, on the other hand, employees seek better working conditions and support (Bacaksiz et al., 2017). The highly demanding situation places a burden on employees. This can clearly be noted in the healthcare sector. Both nationally and internationally, financial cuts and work demands are increasing in this sector. This negatively affects employees' performance and patient satisfaction, which results in increased burnout among healthcare employees (Balch & Shanafelt, 2011; Schaufeli et al., 2009). An important factor is the decreasing patient satisfaction. The decrease results from the affected job attitudes of nurses. As they are continuously in close contact with their patients, they are considered the key professionals within the healthcare sector. Their close contact makes their job attitudes closely related to the patients' health and safety (Chang et al., 2020). This means that the burden placed on nurses also affects the first aim of hospitals: providing good care to their patients. Combining this with the need for hospitals to provide a good work environment and maintain their employees' well-being, Chang et al. (2020) state that a developed understanding of the concept of job crafting is needed.

Job crafting, defined as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001, p. 179), has recently gained attention in the research field. This resulted from the changing view on work roles. For decades, it was believed that work roles are formed by the prescriptions, proscriptions, and requirements determined by the organization (Dierdorff & Jensen, 2018). However, this view has now been changed. Where employees were considered passive performers of their job as prescribed by the organization, they are now believed to play an important part in how their jobs are being performed (Wrzesniewski & Dutton, 2001). Through engaging in job crafting behavior, employees are able to modify their job characteristics according to their motivations, abilities, expectations, and volitions (Wrzesniewski & Dutton, 2001; Dierdorff & Jensen, 2018). Job crafting is considered an individualized form of job design (Gascoigne & Kelliher, 2018), in which individuals adapt their jobs to align them with their personal preferences (Esteves & Pereira Lopes, 2017). Engaging in these processes is considered necessary for personal adaptation (Grant & Parker, 2009), and thus responding to personal needs (Frese & Fay, 2001), to increase the person-job fit (Bakker, 2018).

Berg, Grant, et al. (2010) found evidence that job crafting occurs across various occupations and organizations. However, Bakker (2018) points out that job crafting is especially interesting in health care organizations. According to Bakker (2018), job crafting can be effectively learned and transferred from training to organizational practice within this context. Additionally, nurses are significantly being affected by their working environment and conditions (Bacaksiz et al., 2017), which makes it important for them to adapt these to their personal preferences (Bakker, 2018). This is important for healthcare organizations, as there is a clear need for them to increase their focus and thus understanding of job crafting behaviors among their employees. Acknowledging this, prior research has been examining job crafting within the healthcare sector (Baghdadi et al., 2021; Bakker, 2018; Gordon et al., 2015). Even though there is a need for further research regarding job crafting within the healthcare sector (Mahmoud, 2017; Shusha, 2014), the outcomes of prior studies have provided several insights into job crafting among healthcare professionals. For example, Bakker (2018) found that engaging in job crafting behavior positively influences opportunities for development, performance, and person-organization fit for healthcare professionals. This resulted in the respondents of the study indicating that they were able to create a work environment aligned with their personal needs and preferences. Additionally, the studies of Baghdadi et al. (2021) and Gorden et al. (2015) found several positive outcomes of engaging in job crafting behavior. Their outcomes point out that engaging in job crafting behavior increased the fit between the organization and healthcare professionals, and therefore their performance (Gordon et al., 2015), and that job crafting increased nurses' work engagement (Baghdadi et al., 2021). Lastly, being important, considering the increasing burnout among healthcare employees (Balch & Shanafelt, 2011; Schaufeli et al., 2009), Tims et al. (2013) pointed out that engaging in job crafting behavior decreased burnout among nurses.

As can be noted from these discussed studies, they have been focussing on the concept of job crafting and its outcomes. However, this reveals a knowledge gap in existing literature. Engaging in job crafting behavior results in certain outcomes, which can either be positive or negative. The degree to which these outcomes are positive or negative determines the effectiveness of the job crafting behavior (Dierdorff & Jensen, 2018). This results in a differentiation based on effectiveness. On the one hand, effective job crafting behavior can occur, which is defined as resulting in beneficial outcomes (Dierdorff & Jensen, 2018). An example coming from the aforementioned studies is increased performance as a result of an individual engaging in job crafting behavior (Bakker, 2018). On the other hand, job crafting

behavior can also result in negative outcomes. These negative outcomes define ineffective job crafting behavior (Dierdorff & Jensen, 2018). Examples are increased stress (Berg, Wrzesniewski, et al., 2010) and exhaustion (Demerouti et al., 2015).

Dierdorff and Jensen (2018) note that prior research has almost exclusively been focusing on the beneficial outcomes of job crafting behavior, and thus on effective job crafting behavior. However, they state that there is reason to believe that the personal consequences of job crafting may be more complex than just beneficial outcomes. The fact that there has been an extensive focus on effective job crafting, makes that the dysfunctional, or negative consequences of job crafting behavior have been under-investigated (Dierdorff & Jensen, 2018). This results in a knowledge gap regarding ineffective forms of job crafting behavior. To contribute to the knowledge regarding this knowledge gap, Dierdorff and Jensen (2018) propose future research to focus on the dysfunctional outcomes of job crafting behavior, and to examine whether these occur across various work contexts.

Dierdorff and Jensen (2018) are one of the first to examine the ineffective side of job crafting. In their study, they address this under-investigated aspect by examining the negative outcomes of job crafting behavior. However, this reveals another under-examined aspect of the aforementioned knowledge gap. Prior research regarding job crafting has been addressing the conditions concerned with individuals engaging in job crafting behaviors (Demerouti, 2014). However, this has not been done extensively yet for effective job crafting, and is missing for ineffective job crafting. As this knowledge is essential for developing an understanding of job crafting and its related aspects, there is a need to examine these conditions (Huyghebaert-Zouaghi et al., 2020).

Combining these notions forms the knowledge gap to address within this research. On the one hand, there is a call for examining ineffective job crafting, and on the other hand, there is the need to examine conditions related to job crafting behavior, in order to develop an understanding of this concept. This results in the aim of this research, being to gain insights into the conditions under which job crafting behavior is perceived to be effective versus ineffective. Including the ineffective side of job crafting, and combining this with insights into the conditions related to (in)effective forms of job crafting, will add new knowledge to the aforementioned gap in existing literature. Further, taking the interesting context of the healthcare sector into account (Bakker, 2018), combined with the fact that nurses are considered the key professionals within this context (Chang et al., 2020), results in a focus on job crafting behavior among nurses. This results in the following research question to be addressed within this study:

What are the conditions under which nurses perceive their job crafting behavior to be effective versus ineffective?

Answering this research question will contribute to both literature and practice. The academic relevance of this study lies in the contribution to academia by adding new knowledge to the defined gap in existing literature. By examining the conditions under which job crafting behavior is perceived to be effective versus ineffective, two research needs will be addressed. On the one hand, it will provide insights into the ineffective side of job crafting, as proposed by Dierdorff and Jensen (2018), and on the other hand, it contributes to developing an understanding of the conditions related to job crafting behavior (Huyghebaert-Zouaghi et al., 2020). In addition to these academic contributions, this study contributes to the need for research regarding job crafting in the healthcare sector (Mahmoud 2017; Shusha, 2014), thus adding value to the research field.

The context of the healthcare sector in which this study will be conducted also results in the practical relevance of this research. The problem statement, being the base of this study, is the burden placed on nurses as a result of the challenging situation in the healthcare sector. To overcome the negative impacts discussed earlier, including increased burnout and decreased satisfaction and performance (Balch & Shanafelt, 2011; Schaufeli et al., 2009), job crafting is believed to be an important aspect. As indicated, job crafting within the healthcare sector is believed to increase performance (Gordon et al., 2015) and decrease burnout (Tims et al., 2013). To be able to use job crafting as an advantage to overcome these problems, insights into its conditions are needed. As it is useful for healthcare organizations to know how to enable job crafting behavior, it is even more interesting to gain insights into how they are able to foster effective job crafting. In that way, healthcare organizations can use the insights to enable effective job crafting, and therefore foster beneficial outcomes for them and their employees. Additionally, the findings will also add value the other way around. Where the insights provide useful information on how to foster effective job crafting behavior, they will also contribute to diminishing ineffective job crafting behavior. When healthcare organizations have insights into the conditions making nurses perceive their job crafting behavior as ineffective, they can preserve themselves and their employees from negative outcomes by adapting, diminishing, or even removing these conditions. This will result in healthcare organizations being able to regulate the conditions related to job crafting, and

therefore fostering the desired conditions to adequately engage in effective job crafting behavior. By doing this, beneficial outcomes will be likely to occur, while negative outcomes will be likely to be diminished. This can contribute to solving the acute problems in the healthcare sector, and diminish the burden placed on their employees. As a result, a beneficial (work) environment for both the employees and their patients will be achieved (Chang et al., 2020).

In order to make these contributions, insights into the perceptions of nurses regarding their job crafting behaviors are needed. This calls for a qualitative approach, as this enables examining perceptions (Zirar, 2015). To gain clear and understandable insights, the participants of this study were asked about their experiences with (in)effective job crafting, and the characteristics of these situations. To adequately do this, the Critical Incident Technique has been followed, as this enabled critically reviewing these situations (Cunningham et al., 2020). This technique has been adapted by conducting interviews within *Hospital X.* An elaboration on the technique and methods adopted in this study will be provided in the following chapters.

The remainder of this research paper will be structured as follows. Building on the problem statement in the introduction, the underlying theoretical framework will be explained and discussed in Chapter 2. In Chapter 3, the methods of data collection will be explained, leading to reporting of the results in Chapter 4. Based on these findings, Chapter 5 will provide a discussion, followed by the conclusion in Chapter 6.

Theoretical framework

In this section, the important aspects regarding job crafting behavior and the possible conditions under which they are perceived as (in)effective will be explained and linked to each other. Taking existing literature into account, the concept of job crafting will be defined, followed by the conceptualization according to the Job Demands-Resources model. After that, different conditions will be discussed, being distinguished between conditions prior to the job crafting behaviors and conditions after the behaviors.

Job crafting

Job crafting is a proactive work behavior, by which individuals intend to better align their personal characteristics and interests with their job (Lazazzara et al., 2020). Engaging in job crafting behavior is a self-initiated change on the employee's side (Ghazzawi et al., 2021). As the initiation lies with the employee, it is considered a bottom-up approach to improve the design of one's job (Demerouti, 2014). The intention behind engaging in job crafting is to shape an individual's job to create a better fit with their unique characteristics. This results in adapting their job, without changing the core of the work (Bruning & Campion, 2018). Job crafting is proved to occur across various occupations and organizations (Berg, Grant, et al., 2010). Nevertheless, Dierdorff and Jensen (2018) state that the behavior is inherently embedded in, and shaped by the individual's specific context of work.

Job Demands-Resources Model

Demerouti et al. (2001) proposed the Job Demands-Resources Model (JD-R model). The model assumes that although every occupation is unique and has its own specific characteristics, they all include two general categories of working conditions. Therefore, the JD-R model aims to capture the unique characteristics of different work environments in one overarching model. The two categories are referred to as job demands and resources. These aspects are able to produce certain employee-level outcomes. As Demerouti et al. (2001) propose, job demands include a job's aspects requiring employees' physical and psychological effort. An example given by Bakker and Demerouti (2007) is high work pressure. Job resources, on the other hand, refer to a job's aspects helping individuals address job demands, and providing them with learning and development opportunities (Bakker & Demerouti, 2007). Tims and Bakker (2010) refer to three categories of job demands, being (1) functional in achieving work goals, (2) reducing job demands, and (3) stimulating personal

growth and development. Examples of these include feedback and support (Bakker & Demerouti, 2007). The JD-R model specifies how these two specific sets of working conditions produce certain outcomes, for example, well-being and effectiveness. Prior research has been using the JD-R model to conceptualize and frame certain concepts, including job crafting (Tims & Bakker, 2010).

The JD-R conceptualization of job crafting

Tims and Bakker (2010) conceptualized job crafting in terms of the job demands and resources of the JD-R model. This conceptualization results in four dimensions of job crafting behavior: (1) increasing social job resources, (2) increasing structural job resources, (3) increasing challenging job demands, and (4) decreasing hindering job demands. These are defined as follows. First, increasing social job resources includes increasing support in the form of feedback, interaction, and coaching. For example, asking a supervisor for feedback (Bakker & Demerouti, 2007). Second, increasing structural job resources refers to increasing the resources that support employees in achieving work goals and developing themselves. An example is an employee actively developing their capabilities (Bakker & Demerouti, 2007). Third, increasing challenging demands refers to increasing the demands stimulating employees to develop their knowledge and skills. Examples are individuals taking on additional tasks or starting new projects. This will contribute to achieving their goals (Tims et al., 2012). Last, decreasing hindering job demands contains making sure that one's work is less demanding, and is considered a result of employees perceiving their job demands as overwhelming (Tims et al., 2012). As an example, to make their job less mentally demanding, an employee may interact less with colleagues who they feel abstract their attention from their primary tasks (Lazazzara et al., 2020).

As the JD-R model is stated to be more flexible and rigorous than previously developed models, and because it has been widely used in job crafting research (Tims & Bakker, 2010), this conceptualization will be adopted within this research.

Conditions of job demands and resources

According to the JD-R model, job crafting within this research is categorized into increasing job resources and increasing and/or decreasing job demands. However, to effectively implement these job crafting behaviors, certain levels and availability of the job demands and

resources in one's job are necessary. As these are desired to effectively engage in, or implement these behaviors, they are considered as conditions before the job crafting behavior. For job resources, Tims and Bakker (2010) indicate that it is in general desirable to have a high level and availability. As job resources are important predictors for positive employee outcomes, their high level and availability will foster these outcomes. Contradictory, their low level or absenteeism can diminish the opportunities for job crafting behavior. In case of low job resources, individuals will try to increase them by engaging in job crafting behavior. However, opportunities and conditions are necessary to enable and achieve this. An example given by Tims and Bakker (2010) is a situation where there are no colleagues available for support in the form of feedback, or a job in which an individual has no autonomy. These examples provide two insights. On the one hand, the low availability of job resources in the form of feedback indicates decreased opportunities for increasing job resources, which makes it difficult for an employee to effectively engage in job crafting behavior. On the other hand, the low level of autonomy results in a hindrance to increasing one's challenging job demands. Prior research indicates that individuals will only be able to increase their challenging job demands when they have enough job resources available to help them deal with the job demands. This indicates that increasing job demands, while there are not enough job resources available, will have negative consequences for the individual (Tims & Bakker, 2010).
These examples about the job demands and resources indicate them being a crucial condition for job crafting behavior. Their levels and availability may foster beneficial results, or result in negative outcomes of the job crafting behavior. Therefore, they can be considered a condition under which job crafting behavior is perceived to be effective versus ineffective. Following the JD-R model of Demerouti et al. (2001), the job demands and resources are considered to be unique for every work environment. Therefore the level and availability of job demands and resources can be considered an organizational condition related to job crafting behaviors. These, among others, are organization-specific conditions related to this concept.

Organizational conditions

Job crafting is often initiated by the desire to increase the person-job fit, as a result of a perceived misfit between the individual and the organization (Bakker, 2018). This indicates certain organizational conditions that motivate, predict, or enable job crafting behavior, thus conditions at the front of the job crafting behavior. The fact that they might enable, thus also

hinder them, makes that they might be conditions under which job crafting behavior is perceived as (in)effective.

The levels and availability of job demands and resources, as described above, can be considered as conditions at the front of the job crafting behavior. As stated earlier, the low or high levels of certain job demands and resources may motivate an individual to engage in job crafting behavior. Also, their levels and availability may influence the ability to effectively engage in this, which then leads to a certain outcome (Tims & Bakker, 2010). The levels and availability of job demands and resources are considered important conditions. To this end, prior research has proposed certain specific job demands and resources as predicting or enabling job crafting behaviors. First, an important condition is perceived organizational support (Hobfoll, 1989). This refers to "employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger et al., 1986, p. 501). It is considered one of the key organizational conditions in predicting employees' attitudes and behaviors, including job crafting behavior. Perceived organizational support is believed to have a positive effect on job crafting behavior. In short, this lies in the fact that it is considered a resource for employees. The availability of this resource will enable them to use it to increase other job resources (Hobfoll, 1989), which results in effective job crafting behavior (Tims & Bakker, 2010). The enabling aspect of this job resource indicates the condition being applicable at the front of the job crafting behavior, serving as an enabling condition. Second, Wrzesniewski and Dutton (2001) propose job autonomy and decision latitude as important aspects that predict job crafting behavior. The autonomy and freedom to make decisions regarding one's job are likely to result in proactive behaviors of employees (Hackman & Oldham, 1976), including job crafting behaviors. Therefore, higher levels of these resources are likely to result in effective job crafting (Wrzesniewski & Dutton, 2001). Last, in combination with the aforementioned aspects, the discretion to engage in job crafting behavior (Leana et al., 2009), is considered an important organizational condition to predict and enable job crafting behaviors at the front, and to be related to their perceived effectiveness. Next to organizational conditions, individual conditions will be discussed.

Individual conditions

Individual conditions and factors are also considered to predict and enable engagement in job crafting behavior. Following prior research, these include an individual's motivations and individual predictors (Berg et al., 2008; Demerouti, 2014; Petrou, 2013).

Taking into account an individual's motivations for job crafting, Berg et al. (2008) indicate that these are important predictors for job crafting behavior. This indicates an individual condition at the front of the job crafting behavior. Petrou (2013) adds to this by stating that the motivations may influence the degree to which an individual will craft their job. As these motivations influence the degree of job crafting, this is also an enabling condition. The degree to which they succeed determines the behaviors' perceived effectiveness. Both Berg et al. (2008) and Petrou (2013) elaborate on the motivations for individuals to engage in job crafting behavior. The latter emphasizes the motivation for growth. Berg et al. (2008) describe four needs and desires of individuals to achieve certain aspects within their work: (1) the need for individuals to have control over their job, and to experience the meaning of their work, (2) the need for human connections and meaningful interactions with others involved in their job, (3) the need to fulfill their passions, and, (4) the desire of having the ability to cope with hindering aspects within one's job. These aspects are believed to be achieved through engaging in job crafting behavior. Demerouti (2014) links these motivations for engaging in job crafting behavior to individual predictors. The stronger these motivations, the more likely that an individual will engage in job crafting, and the more likely that they will succeed, thus perceive it as effective job crafting behavior. Further, an individual's personality and self-efficacy are considered individual conditions predicting and enabling job crafting behaviors. Bakker et al. (2012) indicate that an individual's proactive personality is an important predictor and enabler of job crafting behavior. They found that a proactive personality increases their ability to engage in job crafting behavior. Additionally, Griffin et al. (2007) refer to self-efficacy as being an important individual condition enabling job crafting behavior. This is referred to as an individual's belief in their abilities to engage in certain tasks, or to make changes (Bausch et al., 2014). They state that an individual's level of self-efficacy determines their ability to perform a specific behavior. Thus, individuals with high levels of self-efficacy tend to exhibit proactive behaviors and better perform them. As job crafting is considered a proactive behavior, self-efficacy is an important aspect in determining its success, thus effectiveness.

For all aforementioned conditions, it is being indicated that they apply at the front of the job crafting behavior. Them being predictors and enablers makes that they influence the success of the behaviors. Therefore, they are considered conditions under which job crafting behavior is perceived as (in)effective.

Demerouti (2014) included some of the aforementioned conditions in her work, resulting in the following integrated model.

Figure 1: Model integrating the findings on job crafting research
From: Demerouti (2014)

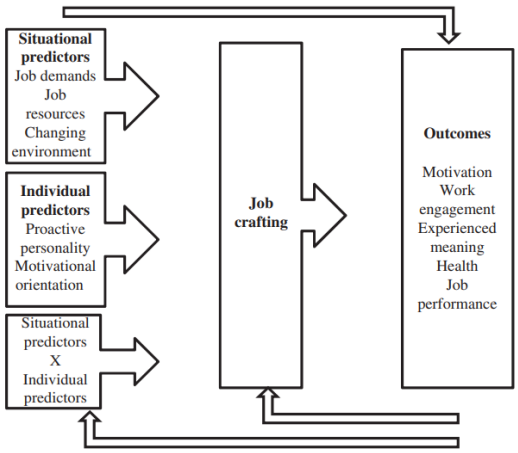

Figure 1. Model integrating the findings on job crafting research.

Job crafting outcomes

As can be noted from the model of Demerouti (2014), the job crafting behavior is being motivated by certain predicting and enabling conditions, which lead to certain outcomes. These predictors and enablers, as pictured in the left part of the model, have been discussed in the previous sections, being distinguished between organizational and individual conditions. From this model, it can be noted that after the job crafting behavior, certain outcomes occur. The outcomes of job crafting behavior determine to a large extent their perceived effectiveness (Dierdorff & Jensen, 2018). Therefore, they are considered as conditions under which job crafting is perceived as (in)effective, being applicable after the job crafting behavior has occurred. This section will therefore focus on the outcomes. Prior research has been extensively examining these outcomes, also in the healthcare sector.

First, prior research has pointed out several beneficial outcomes of job crafting behavior among nurses (Bakker, 2018; Petrou et al., 2012; Tims et al., 2013). These positive outcomes include positive relationships with beneficial outcomes on the one hand, and negative relationships with negative outcomes on the other hand. In terms of positive relationships, Bakker (2018) found that engaging in job crafting increased the person-job fit. Additionally, Petrou et al. (2012) and Tims et al. (2013) point out increased job satisfaction, work engagement, and performance as a result of job crafting behavior. Following *Figure 1* of Demerouti (2014), increased motivation, experienced meaning, and health are also included in the beneficial outcomes. On the other hand, in terms of negative relationships with negative outcomes, Tims et al. (2013) found that increased job resources as a result of job crafting behavior decrease boredom and burnout among employees.

However, as addressed by Dierdorff and Jensen (2018), job crafting behavior can also result in negative outcomes. Campbell (2000) points out that job crafting may result in misalignment between an individual's actions and organizational expectations, which may

result in increased inefficiency. Dierdorff and Jensen (2018) add to this that this state of misalignment may result in decreased performance effectiveness. Other important findings in this context are from Berg, Wrzesniewski, et al. (2010) and Demerouti et al. (2015). The former point out that engaging in job crafting behavior may result in increased stress and intermittent feelings of regret on the employee's side. The latter point out that job crafting behavior may lower an individual's workload, decrease work engagement and increase exhaustion, while simultaneously diminishing task performance and altruism.

The outcomes of job crafting have been serving as the bottom line conditions under which job crafting behavior is perceived to be effective versus ineffective. Literature points toward the notion that effective job crafting is believed to result in beneficial outcomes, whereas ineffective job crafting is believed to have negative outcomes as a result (Dierdorff & Jensen, 2018). Taking this notion, and combining it with the knowledge discussed in this theoretical chapter, possible conditions under which job crafting is perceived as (in)effective can be combined for perceived effective and ineffective job crafting behaviors.

Effective job crafting behavior

As noted earlier, effective job crafting behavior has been defined as having positive outcomes as a result (Dierdorff & Jensen, 2018). In addition to this condition after the job crafting behavior, the theoretical review for this study has indicated conditions at the front of the job crafting behaviors under which it might be perceived as (in)effective. First, the organizational conditions within one's job. The demands and resources are important here. Following prior research, their levels and availability are believed to predict and enable job crafting behavior. In general, a high level of job resources is believed to foster effective job crafting behavior. Based on Hobfoll (1989), high perceived organizational support points toward effective job crafting, as well as high autonomy and the employees' opportunity to make decisions (Wrzesniewksi & Dutton, 2001). Second, these conditions include individual conditions. Summarized, clear motivations (Petrou, 2013) in combination with a proactive personality (Bakker et al., 2012) and high levels of self-efficacy (Griffin et al., 2007) will foster effective job crafting behavior. Lastly, the perceived effectiveness of job crafting behavior will be determined by the beneficial outcomes achieved by it.

Ineffective job crafting behavior

The ineffective side of job crafting behavior has been an under-investigated aspect of job crafting. Therefore, less is known about this particular aspect in comparison to effective job crafting. In general, ineffective job crafting behavior is defined as having negative outcomes as a result (Dierdorff & Jensen, 2018). Taking existing literature and knowledge into account, possible conditions under which job crafting is perceived as ineffective can be identified and discussed. The conditions at the front of the job crafting behavior include organizational and individual conditions. First, the organizational conditions include the job demands and resources. A case of high levels of job demands, in combination with a level of job resources that is not high enough to deal with the demands, is likely to result in negative outcomes for the individual (Tims & Bakker, 2010). Additionally, a low level of job resources with few opportunities for increasing them leads to ineffective job crafting behavior (Tims & Bakker, 2010). A specific job resource to this end is low perceived organizational support, as it increases the possibility of perceived ineffective job crafting behavior (Hobfoll, 1989). Further, prior findings indicate that low levels of job resources in the form of autonomy and decision latitude are likely to contravene effective job crafting behavior (Wrzesniewski & Dutton, 2001). Second, the individual conditions. Prior findings indicate that job crafting behavior is less likely to be effective when an individual is not proactive (Bakker et al., 2012), there is a low level of self-efficacy (Griffin et al., 2007), or when their motivations are not strong enough (Petrou, 2013). Last, the third main condition is considered a condition at the end of the job crafting behavior. When there are negative outcomes as a result of the job crafting behavior, it might be perceived as ineffective.

Methodology

This chapter includes an elaboration on the methodology that has been used for this research. All methodological choices will be explained and substantiated for each aspect of the research conduction. These are the research design, the sample, the data collection method, and the approach and methods for analyzing the data, respectively. Additionally, for the methodological steps, the quality criteria will be assessed.

Research design

To answer the research question, a qualitative approach has been applied. This contributes to gaining insights into the conditions under which nurses perceive their job crafting behaviors as (in)effective, and therefore contributes to the research aim. To gain the insights needed for answering the research question, the participants were asked about personal and their colleagues' experiences regarding job crafting behaviors. For this, distinct questions have been asked regarding perceived effective and ineffective job crafting behaviors. These questions, complemented with specific sub-questions, contributed to gaining insights into the conditions related to these perceived (in)effective job crafting behaviors. The main aspect of this approach was to capture the nurses' perceptions regarding their job crafting behaviors. According to Zirar (2015), perceptions are also defined as interpretations. This makes that this research focuses on interpretative concepts, which are difficult to quantify. This substantiates the choice for a qualitative study. Following the qualitative approach, interviews have been conducted as the main source of data, by using the Critical Incident Technique, which will be elaborated on later in this chapter.

This research has been conducted following an abductive approach. The choice for this approach rests on the fact that although there is certain existing knowledge concerning the main concept within this research, several under-investigated aspects are also being included in this research. Taking this into account, the abductive approach has been focusing on theory construction, by setting new empirical findings against a background of existing theories (Timmermans & Tavory, 2012). To this end, the notions and theories discussed in the theoretical framework served as theoretical background to the new findings gained through the data collection.

Sample

This qualitative study has been conducted within *Hospital X*, located in the Netherlands. There has been chosen to conduct this study within this particular hospital, as they have experienced a challenging period during the peak of the COVID-19 pandemic in 2020 and 2021. The employees stated that they have served as the second largest COVID hospital in the Netherlands. This resulted in a major challenge for both the hospital and its employees. Especially for the ER department, this period has been challenging, because on top of the acute situations they are normally dealing with, they also had to deal with all the COVID-19 patients. Additionally, it is proven that burnout is especially disruptive among ER nurses (Abellanoza et al., 2018). Because of this challenge and burden placed on the employees, the outcomes of this study can add value to them. As mentioned earlier in the practical relevance of this study, the insights into (in)effective job crafting behaviors and its conditions can be used to overcome problems of stress and increased burnout, and increase positive outcomes for both the employer and employees. The special conditions under which this hospital and department have been working, have resulted in the choice for the sample of this study.

To collect data aligned with the research aim, interviews have been conducted with nurses, as they are the most adequate source to provide insights into their perceptions. Within this hospital, 10 nurses have been interviewed who are working in the ER department. This sample has been complemented with 2 interviews with nurses from two other Dutch hospitals, from the cardiology and obstetrics departments. These have been provided from another sample, and have been analyzed for the purpose of this research.

The nurses have been approached through contacts within the hospital they are working for. For this end, the researcher used her network. The head of the department has been contacted to ask for participation in this research. Then, in deliberation with the head of the department and the nurses, a selection of participants for the research has been determined. Some general information about the participants includes the following aspects. The time working within this particular hospital varies between 2 and 35 years. Among the participants, there are 6 males and 4 females. For all interviewees, their function is stated to be a nurse in the ER of the hospital. Participants 11 and 12 from another sample are both women, working in other hospitals, in the cardiology and obstetrics departments, respectively. Throughout this study and the report, the hospital, as well as the participants, will stay anonymous. Therefore, confidential information has been left out or adapted to protect their anonymity.

Data collection

As explained in prior sections, the main method for data collection has been conducting interviews. Interviews are proven to be a useful method for exploring a specific aspect in-depth (Letts et al., 2007; Cunningham et al., 2020). This method is suitable for this study, as the aim is to gain in-depth insights into the perceptions of nurses regarding the conditions concerned with perceived (in)effective job crafting behaviors. The interviews have been conducted according to the Critical Incident Technique (CIT), which will be elaborated on next.

Critical Incident Technique

Whittaker (2000) describes the Critical Incident Technique in his work. It states that CIT research takes place in a natural setting, in which the researcher is the key instrument for the data collection. When following CIT, the data is being collected through interviews with qualitative, open-ended questions. Within this technique, there is a specific focus on the participants' perspectives. As stated by Cunningham et al. (2020), CIT allows for in-depth explorations of antecedents and consequences of particular, so-called incidents. Incidents are defined as follows: "Any human observable activity that is sufficiently complete in itself to permit inferences and predictions to be made about the persons performing the act" (Cunningham et al., 2020, p. 6).

These main aspects of the CIT comply with the research aim of this study. To gain insights into the conditions under which job crafting behavior is perceived to be (in)effective job, experiences regarding both sides of job crafting need to be examined. Therefore, there is a need to focus on experiences that were perceived as positive or negative. These examples of job crafting behaviors have served as critical incidents. They can be considered adequate critical incidents in this context, as they are critical in terms of positive or negative experiences, and because these behaviors are initiated by the individual (Peeters et al., 2014). This results in considering them human observable activities, therefore complying with the definition of Cunningham et al. (2020). Through open-ended questions, the participants have been asked about their experiences. This increased the likeliness that the information accurately captured the perceptions of the participants, as they were able to bring in their own perceived experiences.

By using CIT in research, five steps should be followed. These include the following: determination of the research aim, developing plans and specifications for the collecting of data, the actual collection of data, analysis and interpretation of the data, and reporting the data. These are being applied in this research. First, as can be found in the introduction of the research report, the aim of this research has been determined. In this section regarding the methods, the procedures, and thus plans for data collection have been developed. Following these procedures, the data has been collected. Then, the data has been analyzed and interpreted, followed by the reporting of the findings in the results section and conclusion.

Following the CIT, interviews with open-ended questions have been prepared. The interviews have been conducted following the interview protocol included in *Appendix B,* resulting in interviews with a duration of approximately 30 minutes. As the native language of the participants is Dutch, the interviews have been conducted in Dutch. To this end, the interview protocol has been translated into Dutch through peer-checking of translations among other researchers in this project. The translated interview protocol as used in the interviews is included in *Appendix C.* This protocol formed the base for the data collection, as it enabled the researcher to guide the interview to some extent. However, to gain additional answers and insights, follow-up questions have been asked where needed. This enabled clarifying and substantiating certain answers, therefore contributing to collecting complete and clear data. This indicates a semi-structured approach of interviewing. According to Bleijenberg (2015), this provides the interviewer with more specific answers in comparison to strictly structured interviews. As the perceptions of the participants needed to be captured as specific as possible, this approach is suitable for this study.

Ethical considerations

As human beings are involved in this research, it is important to take ethical considerations into account (Hallberg, 2013). This concerned the following aspects. First, all participants were explicitly asked for their consent regarding their participation in this study. This has been formally documented, by asking them to fill in the consent form, included in *Appendix A*. Additionally, clear boundaries regarding the anonymity of the participants have been set. This also included guaranteeing the participants that their involvement in this study would have no consequences for them or their position within their job.

Prior to the interviews, the participants have been asked about their preferences regarding the interviews. Based on this, arrangements regarding the date and location have been made. At

the start of the interview, the participants have been for permission to be recorded. This enabled further analysis of the data, as it enables transcribing the entire conversation accurately.
All aforementioned choices and boundaries have been set in full agreement with all involved parties, in order to make the interviews as comfortable as possible for all.

Coding procedure

After the interviews have been conducted, they have been transcribed precisely, to form the base for the coding procedure. Throughout the coding procedure, template analysis has been used. This form of thematic analysis balances a high degree of structure with the flexibility to adapt the analysis to the needs of the specific study (Brooks et al., 2015). It is proposed to start with a priori themes which can be complemented with new inductive codes developed throughout the research process (Brooks et al., 2015). The limited availability of existing knowledge regarding the topic of this study therefore fits within this analysis method. Additionally, according to Brooks et al. (2015), this method is suitable for analyzing interview transcripts. As a result of this fit with the methodology of this study, the steps for template analysis as proposed by King (2012) have been applied. The central notion of this technique is that a certain subset of the data will result in a coding template, which can then be applied to the other data. King (2012) therefore proposes to first become familiar with the data, after which themes within the data will emerge, which can be organized into meaningful clusters. This will serve as a base for the initial coding template. The initial template existed of codes derived from pre-existing knowledge and additional new inductive codes. As Brooks et al. (2015) state that it is not predefined when the initial template can be developed, it has been determined throughout the analysis process. As a result, this was determined after coding 4 of the 12 interviews. As template analysis is defined by the flexibility to adapt the coding, the initial template has been modified throughout the analysis when necessary (Brooks et al., 2015). This resulted in the final, complete coding template, which has been applied to the entire set of data. To create structure and context for the researcher, all aspects included in the interview protocol have been coded accordingly. Then, from these codes, the important deductive and inductive codes related to (in)effective job crafting behaviors and the conditions under which they were perceived, were used to draw conclusions, and thus to answer the research question. An overview of the codes, their explanation and example quotes have been included in the codebook in *Appendix D*.

For the coding procedure, the software ATLAS.ti has been used. This software enabled coding the collected data in a clear, structured manner. The emerging themes have been defined in a structured manner, which contributed to developing the initial coding template. Then, by using the coding template, the software has been used for further coding.

Quality criteria

In order to increase the quality of certain aspects of this study, the following considerations, as proposed by Lincoln and Guba (1985), have been taken into account. First, credibility. To increase the adequacy of reflecting the experiences of the participants, all transcripts and the reporting have been shared with the participants. Second, the transferability. To increase the opportunity to apply the findings in other contexts, all steps and findings have been thoroughly documented throughout the entire research process. Third, the dependability has been taken into account, by cross-checking the research design and findings among other researchers in this project. Fourth, the confirmability has been increased to diminish the possibility of the findings being affected by the researcher's motivations, interests, and beliefs. The codebook used for the analysis will be appended to the research report, to substantiate that the analysis has been performed adequately. Last, to increase the authenticity, this study has been checked with other researchers in this project. As they are practitioners in this research field, they are able to assess whether the study and its outcomes are authentic (Lincoln & Guba, 1985).

Results

In this chapter, the most important findings from the collected data will be discussed.

Effective job crafting

The participants were asked about examples of job crafting behaviors by them or others that were perceived to be effective. The aim was to gain insights into the reasons behind the job crafting behaviors, the evoked feelings, and the outcomes of these behaviors. Examples of all forms of job crafting were mentioned. Regarding increasing social job resources, participant 3 stated: *"A good thing that was successful, was that when it was not too busy at work, we practiced with the artificial respiration equipment, so that colleagues could explain it to me."* For increasing structural job resources, participant 11 stated: *"I am very motivated to undertake things, for example, I perceived participating in the breastfeeding course as very nice."* Third, for increasing challenging job demands, several examples were given. Participant 2 stated: *"Those additional tasks, responsibilities for the students,... I really like that."*, and participant 10 stated: *"Taking on those additional tasks has made my work more interesting for me."* Last, for decreasing hindering job demands, participants 5 and 8 stated, respectively*: "To protect myself, I will not be concerned with workgroups anymore."* and: *"I decided to diminish my working hours here, to fill them in within another function, because it gives me a better balance."*

When elaborating on these examples, the participants indicated different conditions under which they perceived these job crafting behaviors as effective. These included conditions that enabled them to engage in the job crafting, thus facilitating conditions at the front of or during the job crafting behavior on the one hand, and outcomes as a result after the job crafting behavior on the other hand.

The facilitating conditions at the front of, or during the job crafting behavior can be categorized into organizational and individual conditions. First, for the organizational conditions, the levels and availability of job demands and resources were indicated to be important. A job resource indicated by all participants, was the open climate and high comradery within the team. Participants 3 and 9 indicated that these conditions facilitate effective job crafting behavior, by stating: *"You can always ask your colleagues.",* and *"Yes, the climate among colleagues is contributing."* Participant 3 mentioned in her example that she asked a colleague for feedback and clarification. This made her feel good, because she learned from it. This resulted in her perceiving the job crafting behavior as effective. Additionally, the availability of job resources in the form of learning and development and

challenging possibilities contributed to the participants perceiving their job crafting behavior as effective. When asked about the possibilities to challenge yourself, participant 1 stated: *"You are able to engage in many projects."*, and about learning opportunities, participant 6 stated: *"There are many educational courses for which you can enroll yourself, and symposia you can attend."* Last, autonomy and decision latitude as job resources were mentioned by participants 3, 5, and 12. Participant 5 indicated perceiving taking on an additional task as being effective. When asked about the autonomy and decision latitude within this additional task, he stated: *"Yes, I really have that. I work very autonomously in that sense … So that is going very well. I am very satisfied with that."*

Second, the participants indicated conditions that can be considered individual conditions. When asked about the reasons behind their job crafting behaviors, the participants indicated certain motivations. Examples are: *"I wanted to challenge myself.",* and: *"I wanted more within my job".* It indicates motivations to engage in the job crafting behaviors which were perceived to be effective. This is related to the participants having a proactive personality, which motivates them to make the change they desire. An example was given by participant 8: *"I was seeking immersion, to keep my job alternately and enjoyable."* As a result of this motivation, he decided to diminish his working hours in the ER, to fill them in within another function, which gave him a better balance. Thus, his motivation resulted in him finding a suitable solution, thus perceiving it as effective job crafting behavior.

Last, conditions after the job crafting behavior were indicated. The outcomes as a result of the job crafting behavior were indicated to be an important condition under which they were perceived as effective. The participants were asked about the evoked feelings and outcomes of the job crafting behavior. Examples of evoked feelings were: *"It made me feel good."*, or *"They were glad they did that."* Further, different positive outcomes were mentioned. For example, participants 9 and 10 stated, respectively: *"Those additional tasks make me motivated."*, and: *"Taking on those additional tasks provides me more opportunities for my private situation, so that has had good results for me."* These outcomes indicate increased motivation, as perceived by participants 3, 4, 5, 9, 10, and 11, and increased work-life balance. Increased satisfaction was the most mentioned, by participants 2, 5, stating: *"This additional task makes me satisfied, which makes me want to keep doing it."*, 6, 7, 8, 10, and 12. Additionally, other positive outcomes were mentioned. Increased person-job fit was indicated by participants 2, 5, 8, and 10. Participants 5, 8, 10, and 12 indicated increased work pleasure, and participants 6, 10, 11, and 12 experienced increased enthusiasm. For example: *"Those projects make people enthusiastic to engage in them."* Further, participants 3, 4, 11,

and 12 indicated increased self-confidence, and participants 8 and 9 experienced increased employee well-being as an outcome. Last, participants 4, 10, and 12 indicated affirmation, and participants 1, 8, 9, and 12 indicated experiencing relief as an outcome. Examples are: *"Asking for feedback made me feel good, because it affirmed I was doing it right."*, and: *"I am participating in less workgroups right now, that is a lot more relaxing for me."*

Ineffective job crafting

The participants were also asked about job crafting behaviors by them or others that were perceived as ineffective. Here, only behaviors related to decreasing hindering job demands and increasing challenging job demands were mentioned. For example, participant 5 stated: *"In my 35 years' experience, I have been part of many workgroups, sorted things out, started up new things, and all those outcomes have disappeared into drawers, and have never been implemented."* Participant 2 mentioned: *"I tried to talk to him, and then I got no response, but then they told us in the team meeting generally that we cannot contact them directly."* Additionally, participant 12 stated: *"I pointed out to my department that I experienced difficulties with aggressive patients. Then, instead of offering coaching and support, they made me practice it more individually. But that made me even more unhappy and stressed, I thought that was terrible."*

For these examples, again, a distinction can be made between conditions applicable before or during the job crafting behaviors, and conditions after the behaviors, in the form of outcomes. First, as organizational conditions, the participants indicated the level and availability of certain job demands and resources. For the job resources, it was mostly indicated that the low level of perceived organizational and managerial support made them perceive the job crafting behaviors as ineffective. Participants 2, 3, 4, 5, 6, 7, 8, 11, and 12 indicated this in their examples. For example, regarding solutions as a result of extra projects, participant 5 stated: *"The organization will do nothing with it."* Another example indicated by participant 4 concerned a project he was engaging in, included: *"What antagonized me, was that after doing a lot of work, they told us that it was not going to work, because there was not enough money for additional nurses…, so that was very annoying."* Here, with 'they', he refers to the managers and the board of the organization. He indicated that it felt annoying, and that he did not feel supported by the organization, which resulted in him perceiving this job crafting behavior as ineffective. Further, the participants mentioned low levels of job resources in terms of time available to complete tasks or to take on additional tasks. For example, participant 1 stated: *"Often, the time available for projects is a barrier for us."* Additionally,

the participants indicated high work pressure within the department. These high levels of job demands, in combination with the low levels of the aforementioned job resources, resulted in perceived ineffective job crafting behaviors. According to participant 8: "*I experienced that those extra projects in combination with my 36-hour work week made me frustrated. That was because of the work pressure, and other difficulties we are experiencing here."*

Additionally, the participants indicated conditions that can be considered individual conditions. Often, the participants indicated that the individual conditions of their colleagues were antagonizing certain job crafting behaviors. Mainly, they indicated the conservatism and skepticism of certain colleagues. As participant 3 mentioned: *"You notice some resistance from others within the team, because these are problems that have been going on for about 30 years now."* An example regarding this condition concerned a project set up by individuals of the department, but for which there was no willingness for collaboration from other colleagues. Participant 1 stated: *"I was discussing this project, and a colleague is very skeptical about it. … Then I thought, what am I even doing, I only get negativity."* Thus, it decreased the individual's experienced meaning.

Last, also for the perceived ineffective job crafting, the participants still clearly indicated negative evoked feelings and outcomes. Evoked feelings included: *"It made me feel abandoned"*, and: *"I thought that was annoying"*. The negative outcomes were two-fold. On the one hand, the perceived ineffective job crafting behaviors increased negative outcomes, including frustration, as indicated by participants 1, 2, 4, 5, and 8, and resistance, as indicated by participants 3, 4, 5, and 8. Examples are: *"You notice that a large part of the team is not investing energy in the project anymore. It brings nothing but frustration."*, and: *"The workgroups bring me nothing but inconveniences and whine."* On the other hand, the indicated behaviors decreased positive outcomes. According to participants 1, 3, 4, 5, 9, and 10, these mainly included motivation. For example: *"There are possibilities to come up with ideas, but they end up in drawers, which can be very demotivating."* Further, the participants indicated decreased enthusiasm, as indicated by participants 5, 7, and 12, experienced meaning, indicated by participants 1 and 5, and well-being, as indicated by participant 12. Examples are: *"This additional task made me like my job even less."*, and concerning the example of participant 12, who tried to decrease her hindering job demands: *"This way of coaching made me even unhappier and nervous. It placed a burden on me, even outside my work."* Last, participants 5, 7, 10, and 12 stated that an outcome of the job crafting behavior was that it was all too much for them, which placed a burden on them. For example, participant 5 stated: *"All those additional tasks were too much for me."*

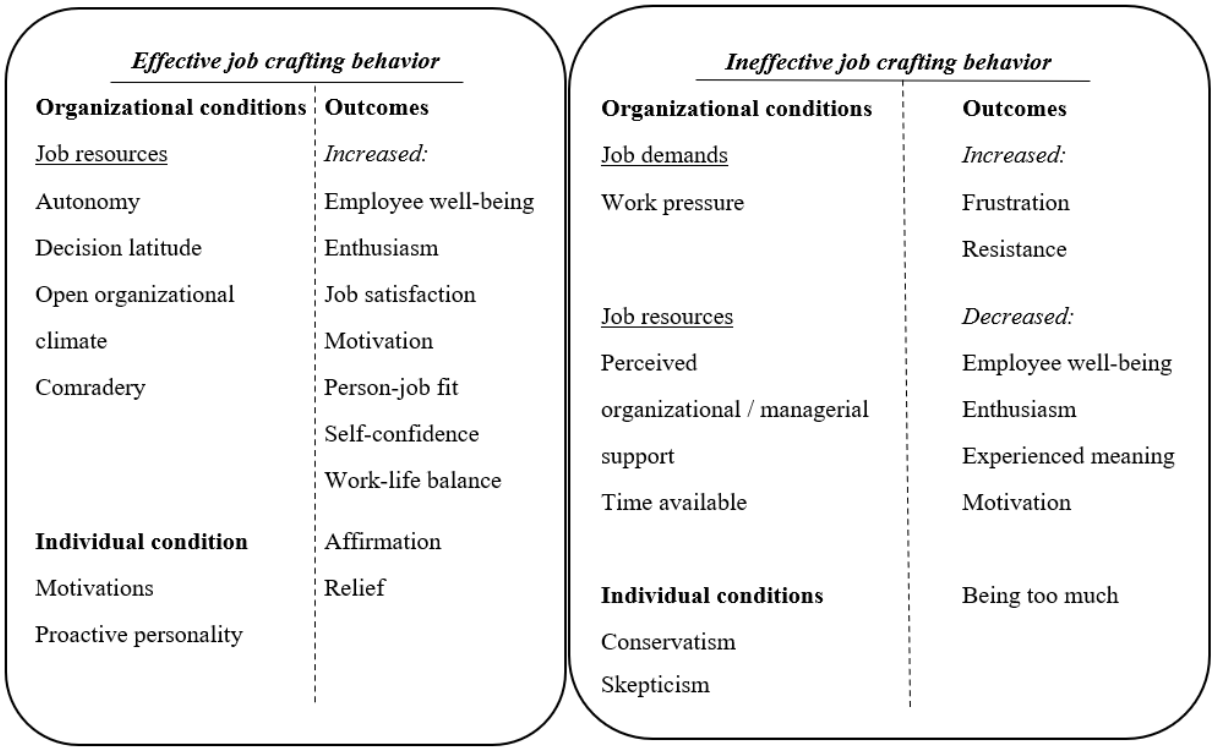

Figure 2: Overview of results – Conditions of (in)effective job crafting behavior

Discussion

In this chapter, the contribution and interpretation of the results, the implications, limitations, and future research directions will be discussed, respectively.

The central notion of the findings of this study is that (in)effective job crafting is perceived under three categorized conditions, which are applicable either at the front of, during, or after the job crafting behavior. These findings comply with the aim to gain insights into the conditions under which job crafting behaviors are perceived as (in)effective. This contributes to knowledge on two grounds. It provides insights into the ineffective side of job crafting on the one hand, and the conditions concerned with both forms of job crafting behaviors on the other hand. Further, the findings provide insights into specific conditions. Some conditions were indicated to only be related to either the perceived effective or ineffective job crafting behaviors. However, others can be two-directional. For example, managerial and/or organizational support. When perceived as optimal, they can contribute to perceived effective job crafting behaviors, but when perceived as not optimal, this will be the other way around. Comparing the outcomes of this study to the theoretical framework, both expected and surprising outcomes can be noticed. It was expected to have conditions being applicable at the front of, and after the job crafting behavior. These would consist of organizational and individual conditions, and outcomes as a result of the job crafting behaviors. Although these categories comply, a small discrepancy can be noted here. The participants indicated that certain organizational conditions were not only applicable at the front of the job crafting behavior, but also during the job crafting behavior. An example was given by participant 4. In this example, the job crafting had been started, by engaging in an additional project. However, because there was a lack of managerial support during this project, this job crafting behavior was perceived as ineffective. Further, for each category, also similarities and discrepancies can be noted. First, the organizational conditions. Although these are organization-specific, the findings mainly comply with the proposed theory. Thus, there were no striking or unexpected results. As expected, the job demands and resources were mentioned as conditions concerning (in)effective job crafting. The perceived organizational support was indicated by almost all participants, therefore complying with Hobfoll (1989), stating that is a key resource related to job crafting behaviors. Second, the individual conditions also mainly comply with the proposed theory. As job crafting behavior is initiated by the individual (Gascoigne & Kelliher, 2018), the findings for individual conditions follow logically from theory. However, a surprising finding concerns self-efficacy. Although indicated in the theoretical framework as

being an important individual condition influencing job crafting behavior (Griffin et al., 2007), the participants did not indicate self-efficacy as a condition for (in)effective job crafting behavior. A possible reason for this, as indicated by participant 5, is that the participants feel like they are depending upon the resources provided by the organization to engage in these behaviors. Therefore, they might not consider their ability to successfully engage in these job crafting behaviors as an individual condition for perceived effective job crafting behavior. Last, the outcomes of job crafting behavior as a condition. Mostly, the expected outcomes were indicated by the participants. However, the participants did not mention increased stress or decreased burnout as an outcome. This is surprising, as research points out that excessive stress can be an outcome of ineffective job crafting (Berg et al., 2010), and that decreased burnout is believed to be an outcome of effective job crafting (Tims et al., 2013). The fact that excessive stress has not been indicated by the participants, may lie in the fact that they experienced the feelings as an outcome of the ineffective job crafting not specifically as stress. For example, participant 5 indicated that the perceived ineffective job crafting resulted in all his additional tasks feeling 'too much' for him, and participant 8 stated that the perceived ineffective job crafting in the form of too many additional workgroups increased his frustration. These indicated outcomes may be considered a result of, or a form of stress. Positive relationships between stress and frustration have been evidenced, as they might exacerbate or follow each other (Sargent, 1948). For the case of decreased burnout not being mentioned, there may be two probable reasons. First, employees experiencing burnout might not have participated in this study. Second, according to Roczniewska and Bakker (2021), when employees experience burnout, they are less likely to engage in job crafting. This is because of burnout, individuals lack the motivation or capabilities to engage in it. Therefore, those employees might not have engaged in job crafting, which may explain that they have not experienced decreased burnout in relation to their job crafting behaviors.

Recommendations

The findings of this research result in certain practical and managerial implications. The implications derived from the results should mainly be implicated by managers, therefore referred to as managerial implications. The main recommendation would be for the managers and heads of departments to foster an open climate, in which there is room for discussion and attention to each other's needs. The findings point out that the open climate and comradery within the department contributed to the job crafting behaviors being perceived as effective. Additionally, the findings imply that the lack of perceived managerial support was often a

condition under which the participants perceived their job crafting behaviors as ineffective. Therefore, this managerial recommendation would add value in two ways. On the one hand, it would contribute to effective job crafting behaviors, which might result in positive outcomes for the organization and its employees (Demerouti, 2014). On the other hand, support from the managers or head of the department can possibly diminish perceived ineffective job crafting behaviors within their department, thus diminishing negative outcomes.

Limitations

As the case for all research, this study is subject to certain limitations. The main limitation concerns the sample and method of the study. The fact that the study was conducted in one department, makes that the findings may be department-specific. However, the ER is a specific department with special working conditions (Abellanoza et al., 2018), which creates difficulties in comparing the findings among different departments. Additionally, certain outcomes indicated as a condition were self-reported by the participants, therefore increasing the possibility of common method bias. However, certain outcomes, such as well-being and satisfaction may be subjective, which would make this a suitable method for capturing them (Sousa-Poza & Sousa-Poza, 2000). Further, the interaction effect between individual and situational conditions, as indicated by Petrou et al. (2012), has not been included in this study. This might be an additional condition for perceived (in)effective job crafting behaviors. Although this has not been examined, it gives rise to future research directions.

Future research

This study and its outcomes give rise to future research directions. As mentioned above, the interplay between individual and situational conditions could influence job crafting behavior (Petrou et al., 2012). Therefore, derived from the findings of this study, future research could examine whether the interaction between individual and organizational conditions can be considered an additional condition under which job crafting is perceived as effective versus ineffective. Further, future research could study (in)effective job crafting and its conditions across different departments, hospitals, and over a longer period. This would provide insights into whether these findings also apply to other hospitals and departments. This would give opportunities to create department-specific practical and managerial recommendations for fostering effective job crafting and diminishing ineffective job crafting. Moreover, this might show whether the conditions under which job crafting behaviors are perceived as (in)effective are perceived and thus indicated differently over time.

Conclusion

Nurses who engage in job crafting perceive their job crafting behaviors as effective versus ineffective under certain conditions. This study demonstrates that these conditions differ among perceived effective and ineffective job crafting behaviors, but can both be categorized on two grounds. The conditions can be divided into 3 categories: (1) organizational conditions in the form of job demands and resources, (2) individual conditions, concerned with an individual's personality, and (3) the positive and/or negative outcomes of the job crafting behaviors as a condition. Further, these can be categorized into conditions being applicable at the front of or during the job crafting behavior, being facilitating and enabling, and conditions after the job crafting behavior. Here, the organizational and individual conditions are considered conditions at the front of or during the job crafting behavior, and the outcomes as conditions after the job crafting behavior.

To foster effective job crafting, and diminish ineffective job crafting, the main implication for managers is to foster an open, supportive organizational climate, in which the employees' needs are considered, and taken into account.

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Appendix A: *Consent form*

English

INFORMATION AND CONSENT FORM

You are invited to participate in a research project in which we explore nursing work behaviors in hospital settings. This research project is being conducted by Rawan Ghazzawi and Senne Michels, at the Institute for Management Research at Radboud University.
The procedure involves being interviewed. The questions concern nursing work behaviors in hospital settings. The interview will take approximately 30-40 minutes. The interview will be audiotaped. Your contact data will not be collected.

Confidentiality of the research data
The research data will be made anonymous/ pseudonymized and safely stored according to the research data management guidelines of Radboud University and conform General Data Protection Regulation. The collected data will remain confidential and anonymous and in no way will the answers that you provide be linked to you. As soon as possible, any personal data will be deleted. The researchers involved in this study will use the research data for academic publications and presentations. The data will not be used for other studies, unless we got your explicit permission to do so. For research integrity purposes, the research data will be accessible to the academic community for a period of at least 10 years.

Voluntary participation
Your participation in this research is voluntary. This means that you can withdraw your participation and consent at any time during the data collection period, without giving a reason. Even up to six weeks after participating you can have your research data removed, by sending a request to rawan.ghazzawi@ru.nl.

Compensation
Thank you for participating. You will not receive payment for participation in this study. Your participation helps to improve knowledge about nursing work behaviors in hospital settings.

More information
Should you want more information on this research study, now or in the future, please contact: *Rawan Ghazzawi* (email: rawan.ghazzawi@ru.nl ; address: Elinor Ostrom Building, room 03.611) or *Senne Michels* (email: senne.michels@ru.nl)

Should you have any complaints regarding this research, please contact the researcher *or*

Contact the confidential Advisors Academic Integrity via email: vertrouwenspersonen@ru.nl

or
Contact the Committee Scientific Integrity of Radboud University. The committee's secretary is Mr. M. Steenbergen, (m.steenbergen@bjz.ru.nl or 024 3611578) Executive and Legal Affairs.

More information on the Committee Scientific Integrity can be found here:
https://www.ru.nl/english/research/other-research/academic-integrity/

CONSENT: Please select your choice below.

Selecting "Agree" below indicates that:
•you have taken note of and you understand this information
•you voluntarily agree to participate
•you are at least 18 years of age
If you do not wish to participate in the research study, please decline participation by selecting “I do not agree”.

Do you agree to participate?

I agree

I do not agree

Do you agree to have the interview recorded?

I agree

I do not agree

Dutch

INFORMATIE- EN TOESTEMMINGSFORMULIER DEELNEMERS > 18 JAAR

U bent uitgenodigd om deel te nemen aan een onderzoeksproject waarin werk gedrag van verpleegkundigen in het ziekenhuis wordt onderzocht. Dit onderzoeksproject wordt uitgevoerd door Rawan Ghazzawi en Senne Michels van het Instituut voor Management Onderzoek van de Radboud Universiteit.
De procedure omvat worden geïnterviewd. De vragen gaan over de werk gerelateerde gedragingen van verpleegkundigen in het ziekenhuis. Het gesprek duurt ongeveer 30 à 40 minuten. Het interview zal worden opgenomen op de telefoon van de onderzoeker. Uw contactgegevens [naam, e-mailadres, etc.] worden veilig opgeslagen door de hoofdonderzoeker.

Vertrouwelijkheid van de onderzoeksgegevens
De onderzoeksgegevens zullen anoniem worden gemaakt / onder een pseudoniem worden vastgelegd en veilig opgeslagen volgens de richtlijnen voor het beheer van onderzoeksgegevens van de Radboud Universiteit en conform de Algemene Verordening Gegevensbescherming (AVG). De onderzoeksgegevens zullen vertrouwelijk en anoniem blijven en zullen op geen enkele wijze gelinkt worden aan uw persoon. Alle persoonlijke gegevens worden zo snel mogelijk verwijderd. De onderzoekers die betrokken zijn bij dit onderzoek zullen de onderzoeksgegevens gebruiken voor academische publicaties en presentaties. De onderzoeksgegevens zullen niet gebruikt worden voor andere studies, behalve als hier expliciete toestemming voor is gegeven. Met het oog op de onderzoeksintegriteit zullen de onderzoeksgegevens voor een periode van ten minste tien jaar toegankelijk zijn voor de academische gemeenschap.

Vrijwillige deelname
Uw deelname aan dit onderzoek is vrijwillig. Dit betekent dat u uw deelname en toestemming op elk moment tijdens de periode van het verzamelen van gegevens kunt stopzetten en intrekken, zonder opgave van reden. Tot zes weken na deelname kunt u uw onderzoeksgegevens /persoonsgegevens/ contactgegevens laten verwijderen door een verzoek te sturen naar rawan.ghazzawi@ru.nl.

Compensatie

We willen u alvast hartelijk danken voor het deelnemen aan dit onderzoek. Voor deelname aan dit onderzoek zult u geen vergoeding ontvangen. Uw deelname draagt bij aan de kennis over werk gedragingen van verpleegkundigen in het ziekenhuis.

Meer informatie
Heeft u vragen naar aanleiding van dit onderzoek, nu of in de toekomst, neem dan contact op met *Rawan Ghazzawi* (email: rawan.ghazzawi@ru.nl ; adres: Elinor Ostrom Gebouw, kamer 03.611) of *Senne Michels* (email: senne.michels@ru.nl).

Als u klachten heeft over dit onderzoek, neem dan contact op met de onderzoeker *of*

Neem contact op met de vertrouwenspersonen voor academische integriteit via email: vertrouwenspersonen@ru.nl

Of

Neem contact op met de Commissie Wetenschappelijke Integriteit van de Radboud Universiteit. De secretaris van de commissie is Mr. M. Steenbergen, (m.steenbergen@bjz.ru.nl of 024 3611578) Bestuurlijke & Juridische Zaken.

Meer informatie over de Commissie Wetenschappelijke Integriteit vindt u hier: https://www.ru.nl/over-ons/overradboud/integriteitsbeleid/wetenschappelijke-integriteit//

TOESTEMMING: Selecteer hieronder uw keuze.
Door ondertekening van dit formulier/ door te klikken op de knop 'Akkoord' geeft u aan dat:
• u deze informatie hebt gelezen en begrepen
• u vrijwillig instemt met deelname
• u ten minste 18 jaar bent
Als u niet wilt deelnemen aan het onderzoek, kunt u de deelname weigeren door dit formulier niet te ondertekenen of door 'ik wil niet deelnemen' aan te geven.

Gaat u akkoord met uw deelname aan dit onderzoek?

Ik ga akkoord

Ik ga niet akkoord

Gaat u akkoord met het opnemen van dit interview?

Ik ga akkoord

Ik ga niet akkoord

Appendix B: *Interview protocol*

Interview Protocol

Thank you for agreeing to participate in this study. In the following 30 minutes or so I will ask you a set of questions that revolve around your tasks at work and the way you perform them.

1. Can you please describe to me the nature of your job? (outpatient/inpatient nurse)

2. Can you describe to me your daily tasks in terms of:
   - The tasks that you do that involve interacting with other individuals (colleagues and patients)
   - The tasks that you conduct alone

3. Sometimes we like to add our own "touch" to our jobs and the way we conduct the tasks that fall under it. Can you tell me how you think you do your job differently from others in comparable jobs?

4. Have you ever heard about the concept of job crafting? [even if the participant has heard of the concept of job crafting before, please provide him or her with the definition below]

Job crafting includes the set of changes that employees engage in at work in order to achieve a better match between their needs and preferences and their jobs. Employees who engage in job crafting shape their job demands and resources in order to create a work environment that enables them to perform better in.

JC can be divided into the four dimensions outlined in the table below:

Increasing Social Job Resources
I ask my supervisor to coach me
I ask whether my supervisor is satisfied with my work
Increasing Structural Job Resources
I try to develop my capabilities
I try to learn new things at work
Decreasing Hindering Job Demands
I manage my work so that I try to minimize contact with people whose problems affect me emotionally
I make sure that my work is mentally less intense
Increasing Challenging Job Demands
When an interesting project comes along, I offer myself proactively as project co-worker
When there is not much to do at work, I see it as a chance to start new projects

5. I am now going to go through each of the dimensions that I mentioned and ask you specific questions about them:

Increasing Social Job Resources

- Can you please elaborate on the possibility of engaging in this dimension in your job context?
- What do you think are the facilitators of increasing your social job resources in your job context?
- What do you think are the barriers to increasing your social job resources in your job context?

Increasing Structural Job Resources

- Can you please elaborate on the possibility of engaging in this dimension in your job context?
- What do you think are the facilitators of increasing your structural job resources in your job context?
- What do you think are the barriers to increasing your structural job resources in your job context?

Increasing Challenging Job Demands

- Can you please elaborate on the possibility of engaging in this dimension in your job context?
- What do you think are the facilitators of increasing your challenging job demands in your job context?
- What do you think are the barriers to increasing your challenging job demands in your job context?

Decreasing Hindering Job Demands

- Can you please elaborate on the possibility of engaging in this dimension in your job context?
- What do you think are the facilitators of decreasing your hindering job demands in your job context?
- What do you think are the barriers to decreasing your hindering job demands in your job context?

6. Can you please provide me with some job crafting examples that you have initiated in your job or you have witnessed someone initiate in their job and that you thought were effective/ successful?

You yourself:

- What did you do?
- What was the reason behind this JC behavior?
- How did this JC behavior make you feel?
- What was the outcome of this JC behavior?

Another person:

- What did they do?
- What was the reason behind this JC behavior?
- How did this JC behavior make them feel?
- What was the outcome of this JC behavior?

7. Can you please provide me with some job crafting examples that you have initiated in your job or you have witnessed someone initiate in their job and that you thought were ineffective/ unsuccessful?

You yourself:

- What did you do?
- What was the reason behind this JC behavior?
- How did this JC behavior make you feel?
- What was the outcome of this JC behavior?

Another person:

- What did they do?
- What was the reason behind this JC behavior?
- How did this JC behavior make them feel?
- What was the outcome of this JC behavior?

When looking for a specific actor in job crafting behavior, the role of management is found to be related. Managerial support can be seen as the extent to which managers value employees' contributions and care for their well-being, by showing consideration, acceptance and concern for the needs and feelings of other employees.

8. How would you best describe the support you receive from management?
   - In which way do you experience that this contributes to your engagement in increasing your social resources?
   - In which way do you experience that this contributes to your engagement in increasing your structural resources?
   - In which way do you experience that this contributes to your engagement in increasing your challenging job demands?
   - In which way do you experience that this contributes to your engagement in decreasing your hindering job demands?

Appendix C: *Translated interview protocol*

Interview protocol thesis job crafting among nurses – Nederlandse versie – 7 april 2022

Dank u voor uw deelname aan dit onderzoek. In de komende 30 à 40 minuten zal ik u een reeks vragen stellen die betrekking hebben op uw taken en de manier waarop u deze uitvoert binnen uw functie.

1. Kunt u mij de kern van uw functie beschrijven? (poliklinisch / opname verpleegkundige)

2. Kunt u voor mij uw dagelijkse taken omschrijven met betrekking tot:
   - De taken die u uitvoert waarbij u contact heeft met andere personen (collega's / patiënten)
   - De taken die u alleen uitvoert

3. Soms willen we onze eigen "draai" geven aan onze baan en de manier waarop we de bijbehorende taken uitvoeren. Kunt u mij vertellen hoe u denkt dat u uw werk anders uitvoert dan collega's in soortgelijke functies?

4. Heeft u gehoord van het concept 'job crafting'? [zelfs als de deelnemer heeft gehoord van het concept van job crafting, geef hem of haar dan de onderstaande definitie]

Job crafting omvat de reeks veranderingen die werknemers op het werk doorvoeren om een betere aansluiting te bereiken tussen hun behoeften en voorkeuren, en hun baan. Werknemers die aan job crafting doen, geven vorm aan hun functie-eisen en middelen om een werkomgeving te creëren waarin ze beter kunnen presteren.

Job crafting kan worden onderverdeeld in de vier dimensies die in de onderstaande tabel worden beschreven:

Toenemen van sociale middelen in je functie 'Social Job Resources'
Ik vraag mijn leidinggevende om mij te coachen.
Ik vraag of mijn leidinggevende tevreden is over mijn werk.
Toenemen van structurele middelen in je functie 'Structural Job Resources'
Ik probeer mijn capaciteiten te ontwikkelen.
Ik probeer nieuwe dingen te leren op het werk.
Toenemen van uitdagende functie-eisen 'Challenging Job Demands'
Wanneer er een interessant project voorbij komt, bied ik mijzelf proactief aan als collega voor het project.
Wanneer er weinig werk te doen is, zie ik dit als een kans om een nieuw project te starten.
Verminderen van belemmerende functie-eisen 'Hindering Job Demands'
Ik reguleer mijn werk op zo'n manier dat ik probeer om contact te minimaliseren met mensen wiens problemen mij emotioneel raken.
Ik zorg ervoor dat mijn werk mentaal gezien minder intens is.

5. Ik ga nu door met de vier dimensies die ik net benoemd heb, en stel hierbij specifieke vragen per dimensie.

Toenemen van sociale middelen

- Kunt u nader ingaan op de mogelijkheid om deze dimensie in uw functie in praktijk te brengen?

- Wat zijn volgens u bevorderende factoren voor het toenemen van uw sociale middelen in uw werkcontext?

- Wat zijn volgens u de belemmeringen voor het toenemen van uw sociale middelen in uw werkcontext?

Toenemen structurele middelen

- Kunt u nader ingaan op de mogelijkheid om deze dimensie in uw functie in praktijk te brengen?

- Wat zijn volgens u bevorderende factoren voor het toenemen van uw structurele middelen in uw werkcontext?

- Wat zijn volgens u de belemmeringen voor het toenemen van uw structurele middelen in uw werkcontext?

Toenemen van uitdagende functie-eisen

- Kunt u nader ingaan op de mogelijkheid om deze dimensie in uw functie in praktijk te brengen?

- Wat zijn volgens u bevorderende factoren voor het toenemen van uw uitdagende functie-eisen in uw werkcontext?

- Wat zijn volgens u de belemmeringen voor het toenemen van uw uitdagende functie-eisen in uw werkcontext?

Verminderen van hinderlijke functie-eisen

- Kunt u nader ingaan op de mogelijkheid om deze dimensie in uw functie in praktijk te brengen?

- Wat zijn volgens u bevorderende factoren voor het verminderen van uw hinderlijke functie-eisen in uw werkcontext?

- Wat zijn volgens u de belemmeringen voor het verminderen van uw hinderlijke functie-eisen in uw werkcontext?

6. Kunt u voorbeelden noemen van job crafting die u of iemand anders in uw werkomgeving heeft toegepast en die volgens u doeltreffend of succesvol waren?

Uzelf:

- Wat deed u in deze situatie?
- Wat was de reden achter dit job crafting gedrag?

- Welk gevoel riep het job crafting gedrag bij u op?
- Wat is/waren de uitkomst(en) van job crafting in deze situatie?

Andere persoon:
- Wat deed deze persoon in deze situatie?
- Wat was de reden achter dit job crafting gedrag?
- Welk gevoel riep het job crafting gedrag bij hen op?
- Wat is/waren de uitkomst(en) van job crafting in deze situatie?

7. Kunt u voorbeelden benoemen waarin job crafting werd geprobeerd door u of door iemand anders in uw werkomgeving waarvan u dacht dat deze ineffectief of niet succesvol waren?

Uzelf:
- Wat deed u in deze situatie?
- Wat was de reden achter dit job crafting gedrag?
- Welk gevoel riep het job crafting gedrag bij u op?
- Wat is/waren de uitkomst(en) van job crafting in deze situatie?

Andere persoon:
- Wat deed deze persoon in deze situatie?
- Wat was de reden achter dit job crafting gedrag?
- Welk gevoel riep het job crafting gedrag bij hen op?
- Wat is/waren de uitkomst(en) van job crafting in deze situatie?

Bij onderzoek naar een specifieke actor in job crafting gedrag, blijkt de rol van het management gerelateerd te zijn. Management ondersteuning kan worden gezien als de mate waarin managers de bijdragen van werknemers waarderen en zorg dragen voor hun welzijn, door blijk te geven van consideratie, acceptatie en zorg voor de behoeften en gevoelens van andere werknemers.

8. Hoe zou u de steun die u van het management krijgt het best omschrijven?
- Op welke manier ervaart u dat dit u helpt betrokken te zijn bij het vergroten van uw sociale hulpbronnen?
- Op welke manier ervaart u dat dit u helpt betrokken te zijn bij het vergroten van uw structurele hulpbronnen?
- Op welke manier ervaart u dat dit u helpt betrokken te zijn bij het verhogen van uw uitdagende functie-eisen?
- Op welke manier ervaart u dat dit u helpt betrokken te zijn bij het verminderen van uw belemmerende functie-eisen?

Appendix D: *Codebook*

Code	Description	Example
Decreasing hindering job demands		
Barriers	The nurses indicated different barriers for decreasing their hindering job demands.	"You cannot just withdraw yourself when you have a mental breakdown, that is almost impossible."
Decreasing workload	A form of decreasing hindering job demands indicated by the nurses was decreasing their workload.	"I repelled certain additional tasks, because I noticed they placed a burden on me."
Diminishing contact	A form of decreasing hindering job demands indicated by the nurses was diminishing contact with colleagues who distracted them from their main tasks.	"I shield myself from negative people."
Facilitators	The nurses indicated different facilitators for decreasing their hindering job demands.	"The team is very open to that, so they give you the time for that".
Support	To decrease their hindering job demands, nurses indicated support from others within the department.	"If someone is not feeling well, I give attention to them, to be concerned, to sympathize with them, and to be lenient with them."
Effective job crafting	The nurses indicated job crafting behaviors they perceived as effective.	"A good thing that was successful, was that when it was not too busy at work, we practiced with the artificial respiration equipment, so that colleagues could explain it to me."
Effective job crafting (2)		
Condition	The nurses indicated conditions concerned with their perceived effective job crafting behaviors.	"It was not too busy at work."
Decreasing hindering job demands	An example of perceived effective job crafting behavior concerned decreasing nurses' hindering job demands.	"I decided to diminish my working hours here, to fill them in within another function, because it gives me a better balance."
Evoked feelings	The nurses indicated certain feelings evoked by the perceived effective job crafting behaviors.	"Yes, yes, that felt good."
Facilitator	The nurses indicated facilitators concerning their perceived effective job crafting behaviors.	"If I have extra time to invest in that, it has good results."

Increasing challenging job demands	An example of perceived effective job crafting behavior concerned increasing nurses' challenging job demands.	"Taking on those additional tasks provides me more opportunities for my private situation, so that has had good results for me."
Increasing social job resources	An example of perceived effective job crafting behavior concerned increasing nurses' social job resources.	"A good thing that was successful, was that when it was not too busy at work, we practiced with the artificial respiration equipment, so that colleagues could explain it to me."
Increasing structural job resources	An example of perceived effective job crafting behavior concerned increasing nurses' hindering job resources.	"I am very motivated to undertake things, for example, I perceived participating in the breastfeeding course as very nice."
Outcomes	The nurses indicated certain outcomes as a result of the perceived effective job crafting behaviors.	"That makes that I have more confidence… self-confidence."
Reason behind job crafting behavior	The nurses indicated certain reasons why they engaged in the perceived effective job crafting behaviors.	"I was seeking immersion, to make my work more alternately and enjoyable."
Executing tasks		
Differences	The nurses indicated differences in how they and their colleagues execute their work tasks.	"I think everyone has their own way of working."
Similarities	The nurses indicated similarities in how they and their colleagues execute their work tasks.	"The main aspect, caring for the patients, comes down to the same thing."
Increasing challenging job demands		
Actively initiate additional learning	A form of increasing challenging job demands indicated by the nurses was to actively initiate additional learning	"You can ask… actively, to learn a certain element, or other things you want to learn, to practice them."
Barriers	The nurses indicated different barriers for increasing their challenging job demands.	"For certain workgroups… you get barely time for it."
Facilitators	The nurses indicated different facilitators for increasing their challenging job demands.	"For example, early in the morning, it is not too busy, so you can withdraw yourself to do those tasks."
Proactively engage in new projects	A form of increasing challenging job demands indicated by the nurses was to proactively engage in new projects.	"One colleague is super, super active. She participates in a lot of workgroups."
Taking on additional tasks.	A form of increasing challenging job demands indicated by the nurses was to take on additional tasks.	"Besides my work here, I also do some teaching here."
Seeking immersion	A form of increasing challenging job demands indicated by the nurses was to seek immersion.	"I try to keep it enjoyable for myself, by seeking immersion."

Increasing social job resources		
Barriers	The nurses indicated different barriers for increasing their social job demands.	"When it is super busy at the ER, there is no time for that."
Coaching	A form of increasing social job demands indicated by the nurses was to ask for coaching.	"When they experience difficulties with the course, or in their private situation, they are appointed a coach."
Facilitators	The nurses indicated different facilitators for increasing their social job demands.	"The team… everyone dares to say what they think, so that is facilitating."
Feedback	A form of increasing social job demands indicated by the nurses was to ask for feedback.	"I am able to make sure I receive feedback."
Increasing structural job resources		
Barriers	The nurses indicated different barriers for increasing their structural job demands.	"Often, there is the problem of the time available."
Facilitators	The nurses indicated different facilitators for increasing their structural job demands.	"I think providing enough educational courses and activities."
Learning and development	A form of increasing structural job demands indicated by the nurses was learning and development.	"There are many educational courses for which you can enroll yourself, and symposia you can attend."
Individual condition		
Affinity	The nurses indicated affinity as a condition concerned with perceived (in)effective job crafting behaviors.	"I need to have affinity with that."
Ambition	The nurses indicated ambition as a condition concerned with perceived (in)effective job crafting behaviors.	"You need to be willing to do that, and to be open to it."
Conservative	The nurses indicated conservatism as a condition concerned with perceived (in)effective job crafting behaviors.	"They asked me to cooperate, but I am rather conservative, leave it as it is."
Personality	The nurses indicated their personality as a condition concerned with perceived (in)effective job crafting behaviors.	"It depends on yourself if you are willing to do that or not."
Proactive personality	The nurses indicated their proactive personality as a condition concerned with perceived (in)effective job crafting behaviors.	"You notice that some colleagues are willing to proactively organize things."

Skepticism	The nurses indicated skepticism as a condition concerned with perceived (in)effective job crafting behaviors.	"I was discussing this project, and a colleague is very skeptical about it."
Ineffective job crafting	The nurses indicated job crafting behaviors that they perceived as ineffective.	"I tried to talk to him, and then I got no response, but then they told us in the team meeting generally that we cannot contact them directly."
Ineffective job crafting (2)		
Condition	The nurses indicated conditions concerned with their perceived ineffective job crafting behaviors.	"The start was bad, so I know this project will fail."
Decreasing hindering job demands	Examples of perceived ineffective job crafting behavior concerned decreasing nurses' hindering job demands.	"I pointed out to my department that I experienced difficulties with aggressive patients. Then, instead of offering coaching and support, they made me practice it more individually. But that made me even more unhappy and stressed, I thought that was terrible."
Evoked feelings	The nurses indicated certain feelings evoked by the perceived ineffective job crafting behaviors.	"I thought that was annoying."
Increasing challenging job demands	Examples of perceived ineffective job crafting behavior concerned increasing nurses' challenging job demands.	"In my 35 years' experience, I have been part of many workgroups, sorted things out, started up new things, and all those outcomes have disappeared into drawers, and have never been implemented."
Outcomes	The nurses indicated certain outcomes as a result of the perceived ineffective job crafting behaviors.	"That is very demotivating."
Reason behind job crafting behavior	The nurses indicated certain reasons why they engaged in the perceived ineffective job crafting behaviors.	"I thought it was an interesting project."
Organizational condition		
Autonomy	The nurses indicated autonomy within their job.	"I work very autonomously in that sense."
Climate	The nurses indicated a good climate within the department.	"There is a very open atmosphere, everyone can be themselves."
Comradery	The nurses indicated comradery among colleagues.	"We have a very nice and social team. Everyone stands up for each other."

Decision latitude	The nurses indicated decision latitude within their job.	“Yes, you make your own decisions on a daily basis.”
Demands	The nurses indicated certain job demands.	“The work pressure is too high.”
Openness	The nurses indicated openness within the department.	“We are all very open to each other.”
Perceived managerial support	The nurses indicated the degree perceived managerial support.	“He is barely reachable. I miss that enormously here.”
Perceived organizational support	The nurses indicated the degree of perceived organizational support.	“The organization will do nothing with it.”
Resources	The nurses indicated certain job resources.	“There are resources available to learn.”
Outcomes		
Affirmation	Nurses indicated this outcome of job crafting behavior.	“That is affirmation, for yourself.”
Decreased employee well-being	Nurses indicated this outcome of job crafting behavior.	“That made me even more unhappy and nervous, I thought it was terrible.”
Decreased enthusiasm	Nurses indicated this outcome of job crafting behavior.	“That made me enjoy it even less.”
Decreased experienced meaning	Nurses indicated this outcome of job crafting behavior.	“Then I thought, what am I even doing, I only get negativity.”
Decreased motivation	Nurses indicated this outcome of job crafting behavior.	“That makes me demotivated.”
Increased employee well-being	Nurses indicated this outcome of job crafting behavior.	“That did me very good.”
Increased enthusiasm	Nurses indicated this outcome of job crafting behavior.	“Those projects makes people enthusiastic to engage in them.”
Increased frustration	Nurses indicated this outcome of job crafting behavior.	“I noticed that it made me frustrated.”
Increased motivation	Nurses indicated this outcome of job crafting behavior.	“Yes, it surely makes you motivated.”
Increased person-job fit	Nurses indicated this outcome of job crafting behavior.	“My person-job fit has increased.”
Increased resistance	Nurses indicated this outcome of job crafting behavior.	“Everyone is repelling workgroups, they do not want to engage in them anymore.”
Increased satisfaction	Nurses indicated this outcome of job crafting behavior.	“That is going well, so it makes me satisfied.”

Increased self-confidence	Nurses indicated this outcome of job crafting behavior.	"That makes that I have more confidence… self-confidence."
Increased skepticism	Nurses indicated this outcome of job crafting behavior.	"I think that makes people skeptic."
Increased work pleasure	Nurses indicated this outcome of job crafting behavior.	"By doing this, I regained my work pleasure."
Increased work-life balance	Nurses indicated this outcome of job crafting behavior.	"It has had good results for my private situation, so my work-life balance has become better."
Relief	Nurses indicated this outcome of job crafting behavior.	"You can release your frustration and irritation."
Too much	Nurses indicated this outcome of job crafting behavior.	"Those additional tasks were too much for me."
Possibilities		
Decreasing hindering job demands	The nurses indicated possibilities for job crafting in the form of decreasing their hindering job demands.	"When you have bad day, or there is something in your private situation, you can certainly discuss that here."
Increasing challenging job demands	The nurses indicated possibilities for job crafting in the form of increasing their challenging job demands.	"You are able to engage in different projects."
Increasing social job resources	The nurses indicated possibilities for job crafting in the form of increasing their social job resources.	"There are certainly possibilities for coaching and providing feedback."
Increasing structural job resources	The nurses indicated possibilities for job crafting in the form of increasing their structural job resources.	"There are many educational courses for which you can enroll yourself, and symposia you can attend."
Tasks		
Contact with others	The nurses indicated tasks in which they have contact with others.	"When there is a complex patient, you take care of them with another colleague or a doctor."
Individual	The nurses indicated tasks they execute individually.	"Administration is also part of our job. We need to record our activities in the digital system of the hospital."

Note: The light blue boxes indicate an overarching code. The codes below them relate to the blue code.
To provide the researcher an overview of all the data, all aspects of the job crafting concept included in the interview protocol have been coded. To indicate which codes are concerned with the specific topic of this study, the other codes have been colored light grey. The light grey codes have been used only to create structure and context.