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JOB CRAFTING AND WORK ENGAGEMENT AMONG NURSES IN LIPA CITY HOSPITAL SYSTEMS: INPUTS FOR NURSING ADMINISTRATION AND WORKFORCE DEVELOPMENT

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This study examined the relationship between job crafting behaviors and work engagement among nurses in Lipa City Hospital Systems as a basis for nursing administration and workforce development strategies. A quantitative descriptive-correlational research design was employed, using total enumeration and standardized instruments, specifically the Job Crafting Scale and Utrecht Work Engagement Scale. The thesis reported 81 respondents in the abstract, although other sections indicated 80. Descriptive statistics and Pearson product–moment correlation were used to analyze the data. Findings revealed a very high overall level of job crafting (M = 4.27), with increasing structural job resources obtaining the highest mean (M = 4.58), followed by increasing social job resources (M = 4.33), decreasing hindering job demands (M = 4.19), and increasing challenging job demands (M = 3.99). Work engagement was likewise very high (M = 4.88), with dedication emerging as the highest-rated dimension (M = 5.16), followed by vigor (M = 4.77) and absorption (M = 4.70). Descriptive differences were observed across selected demographic and professional characteristics, particularly age, clinical experience, and employment status. A strong, statistically significant positive relationship was established between job crafting and work engagement (r = .74, p < .001). The findings indicated that nurses who reported greater engagement in proactive workplace behaviors also tended to demonstrate higher levels of work engagement. A nursing administration and workforce development framework was proposed, emphasizing professional development, supportive leadership, mentorship, job enrichment, and workload management. The study concluded that job crafting was positively associated with work engagement and represented a relevant consideration in developing workforce support strategies.

Keywords: *job crafting, work engagement, nursing administration, workforce development, nurses, hospital systems*

Introduction

Nursing professionals operate in demanding healthcare environments characterized by complex patient needs, increasing clinical responsibilities, administrative requirements, and organizational constraints. These conditions require not only clinical competence but also adaptability, motivation, and sustained professional engagement. In government hospital settings, where staffing limitations and resource constraints may affect service delivery, understanding the behaviors that support nurses' motivation and professional fulfillment is particularly important. Job crafting has emerged as a relevant organizational concept because it recognizes employees as active participants in shaping their work experiences rather than passive recipients of assigned responsibilities.

Job crafting refers to self-initiated modifications in job demands and resources that allow employees to align their responsibilities with their strengths, interests, and professional goals. Tims and Bakker (2010) conceptualized job crafting within the Job Demands–Resources (JD-R) framework through four dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. In nursing practice, these behaviors may include pursuing professional development, seeking supervisory feedback, strengthening teamwork, accepting meaningful clinical challenges, and managing unnecessary occupational stressors.

Work engagement, meanwhile, is a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption. Vigor refers to energy and resilience, dedication reflects enthusiasm and professional pride, and absorption involves concentration and immersion in work responsibilities. Schaufeli (2017) emphasized the motivational importance of adequate workplace resources, while Keyko et al. (2016) identified work

engagement as an important consideration in nursing workforce management and professional performance.

The study was primarily anchored in the JD-R-based Job Crafting Model, which explains how employees proactively modify workplace resources and demands in relation to motivation and engagement. Self-Determination Theory further provided a motivational perspective by emphasizing autonomy, competence, and relatedness as fundamental psychological needs (Deci et al., 2017). Pender's Health Promotion Model also informed the study's consideration of individual characteristics, perceived benefits, self-efficacy, and environmental support in shaping proactive behaviors.

Previous research has demonstrated positive associations between job crafting and work engagement. Rudolph et al. (2017) identified the motivational relevance of job crafting, while Bakker and Demerouti (2017) emphasized the contribution of job resources to employee well-being and engagement. However, despite growing international evidence, limited localized research has examined these relationships among nurses employed in Philippine government hospitals, particularly within Lipa City Hospital Systems.

Understanding these relationships is essential for developing nursing administration strategies that encourage professional initiative while ensuring adequate organizational support. Accordingly, the study assessed the demographic and professional characteristics of nurses, determined their levels of job crafting and work engagement, examined differences across respondent groups, and established the relationship between job crafting and work engagement. It tested the null hypotheses that no significant differences existed across demographic groups and that no significant relationship existed between the two principal variables. Ultimately, the study sought to generate evidence-based inputs for nursing administration and workforce development.

Methods

The study employed a quantitative descriptive-correlational research design to examine job crafting behaviors and work engagement among registered nurses in Lipa City Hospital Systems, a government healthcare institution in Lipa City, Batangas, Philippines. The descriptive component assessed the levels of job crafting and work engagement, while the correlational component determined the strength and direction of their relationship. A total enumeration approach was employed among eligible registered nurses who had rendered at least six months of clinical service. The thesis reported 81 respondents in its abstract, although the Methods section and demographic frequencies indicated 80 participants. Data were gathered using a demographic questionnaire and two standardized instruments: the Job Crafting Scale developed by Tims, Bakker, and Derks, which assessed increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands; and the Utrecht Work Engagement Scale, which measured vigor, dedication, and absorption. The instruments employed Likert-type response formats and were selected based on their established use in occupational research. The thesis described intended expert content validation and pilot testing but did not provide completed validation results. Before data collection, formal permission was obtained from the Mayor of Lipa City, and coordination was undertaken with the Nursing Service Office to facilitate access to respondents. Printed questionnaires were distributed, retrieved after completion, checked for completeness, and encoded for statistical analysis. Frequencies and percentages were used to describe respondents' demographic characteristics, while means and standard deviations were employed to assess job crafting and work engagement. Pearson product–moment correlation was used to determine the relationship between the two principal variables, and descriptive comparisons were presented according to selected demographic and professional characteristics. Ethical safeguards included informed consent, voluntary participation, the right to withdraw without penalty, confidentiality, anonymity, secure

handling of collected information, and aggregate reporting of findings for academic purposes.

Results And Discussion

Demographic Profile of the Respondents

The respondents were predominantly female, with 57 nurses (70.37%), while 23 (28.40%) were male. Most held bachelor's degrees in nursing (71.60%), while smaller proportions had pursued graduate education. Regarding employment status, job order personnel constituted the largest group (51.85%), followed by permanent employees (35.80%). In terms of clinical experience, 30.86% had served for 11–15 years, while 29.63% had accumulated 6–10 years of experience. Most respondents were assigned to wards (34.57%), emergency rooms (25.93%), and operating rooms (23.46%).

These findings indicated that the participating nursing workforce consisted largely of experienced personnel, although a substantial proportion occupied non-permanent employment positions. The distribution highlighted the relevance of professional development, career advancement, and employment stability in nursing workforce planning. Keyko et al. (2016) emphasized that organizational resources and supportive workplace conditions were important considerations in sustaining nurses' work engagement. Similarly, Boamah et al. (2018) identified the relevance of leadership and organizational support to nursing outcomes.

The findings suggested that nursing administrators should consider professional development and workforce support initiatives responsive to nurses' employment arrangements and career stages. However, the demographic findings did not independently establish relationships between employment status, job crafting, and work engagement.

Level of Job Crafting Behaviors Among Nurses

The respondents demonstrated a very high overall level of job crafting, with a composite mean of 4.27. Among its four dimensions, increasing structural job resources obtained the highest mean (M = 4.58), followed by increasing social job resources (M = 4.33), decreasing hindering job demands (M = 4.19), and increasing challenging job demands (M = 3.99). These findings indicated that nurses frequently reported proactive behaviors aimed at developing professional competence, strengthening workplace relationships, and managing occupational demands.

Increasing structural job resources emerged as the strongest dimension. Trying to learn new things at work obtained the highest mean of 4.63, followed by professional self-development (M = 4.59) and improving capabilities and skills (M = 4.58). These findings suggested that respondents placed considerable importance on professional growth, learning, and competency development. The results were consistent with the JD-R framework, which recognizes learning opportunities, autonomy, and professional development as motivational resources (Bakker & Demerouti, 2017). They also supported Rudolph et al. (2017), who identified positive associations between resource-oriented job crafting and employee engagement. The findings emphasized the importance of sustaining continuing professional education, clinical specialization, and competency-based training.

Increasing social job resources obtained a very high mean of 4.33. Seeking advice from colleagues received the highest mean (M = 4.38), followed by requesting colleagues to share their expertise (M = 4.35). Seeking supervisory coaching obtained a comparatively lower mean of 4.26. These results indicated that nurses frequently sought interpersonal support and professional guidance, particularly from colleagues. The findings aligned with the JD-R perspective that social relationships and feedback constitute important workplace resources. They also reflected the importance of supportive leadership emphasized by Boamah et al. (2018). Strengthening formal mentorship, supervisory feedback, and

interprofessional collaboration could further support nurses' professional development.

Increasing challenging job demands obtained a high mean of 3.99. Actively seeking opportunities for growth received the highest mean (M = 4.36), followed by pursuing additional learning opportunities (M = 4.33). However, requesting additional responsibilities received the lowest mean of 3.51. This finding suggested that nurses reported greater willingness to pursue professional growth than to assume additional work responsibilities. Although the reasons for this difference were not directly investigated, the pattern highlighted the importance of providing meaningful professional challenges without imposing unnecessary workloads. Rudolph et al. (2017) emphasized the motivational relevance of constructive job challenges. Nursing administrators may therefore consider guided job enrichment, leadership opportunities, and participation in quality improvement activities.

Decreasing hindering job demands obtained a high mean of 4.19. Avoiding emotional exhaustion received the highest mean (M = 4.30), followed by organizing work to prevent overload (M = 4.22). These findings indicated that nurses frequently reported efforts to minimize unnecessary occupational stressors and maintain manageable workloads. Within the JD-R framework, managing hindering demands is relevant to reducing strain and protecting occupational well-being (Bakker & Demerouti, 2017). The findings supported the importance of workload management, efficient documentation procedures, and organizational support systems.

Overall, the very high level of job crafting suggested that nurses actively participated in shaping their work experiences, particularly through professional development and social collaboration. However, comparatively lower ratings for accepting additional responsibilities highlighted opportunities for balanced job enrichment and supportive administrative practices.

Level of Work Engagement Among Nurses

The respondents demonstrated a very high overall level of work engagement, with a composite mean of 4.88. Dedication obtained the highest mean (M = 5.16), followed by vigor (M = 4.77) and absorption (M = 4.70). These findings indicated strong self-reported professional commitment, energy, and involvement in nursing responsibilities.

Vigor obtained a very high mean of 4.77. Feeling strong and vigorous at work received the highest mean (M = 4.89), while feeling motivated to go to work in the morning obtained the lowest mean (M = 4.58). These findings suggested that nurses generally maintained substantial energy and psychological resilience despite the demands of clinical practice. Schaufeli (2017) identified vigor as an essential component of engagement characterized by energy and persistence. The comparatively lower rating for morning motivation suggested that maintaining energy and enthusiasm should remain a workforce development consideration. Appropriate staffing, workload distribution, and employee wellness initiatives may help sustain this dimension.

Dedication emerged as the strongest dimension, obtaining a very high mean of 5.16. Feeling proud of one's work received the highest mean (M = 5.39), followed by feeling inspired by one's job (M = 5.06) and enthusiasm toward work (M = 5.03). These findings indicated that nurses attached considerable significance to their professional responsibilities and demonstrated strong professional pride. The results were consistent with Keyko et al. (2016), who emphasized the importance of meaningful work and professional commitment in nursing engagement. The findings suggested that recognition programs, professional advancement, and participative leadership could help sustain nurses' dedication.

Absorption obtained a very high mean of 4.70. Being immersed in work received a mean of 4.83, while feeling happy when working intensely obtained 4.80. Becoming carried away while working

received the lowest mean of 4.48. These findings suggested that nurses generally maintained strong concentration and involvement in their clinical responsibilities. However, absorption was the lowest-rated engagement dimension. Within the JD-R framework, adequate resources and manageable work demands support employee motivation and sustained involvement (Bakker & Demerouti, 2017). Improving clinical workflows, minimizing unnecessary interruptions, and ensuring adequate staffing may help nurses maintain concentration during patient care activities.

Collectively, the findings revealed that nurses demonstrated very high work engagement, particularly in dedication. This pattern suggested that professional pride and commitment were prominent characteristics of the respondents, while maintaining energy and concentration remained important considerations for nursing administration.

Differences in Job Crafting According to Demographic and Professional Characteristics

Descriptive comparisons revealed variations in job crafting behaviors according to selected demographic and professional characteristics. Nurses aged 31–40 years obtained the highest mean of 4.36, compared with 4.18 among those aged 20–30 years and 4.28 among those aged 41 years and above. Similarly, respondents with 6–15 years of clinical experience obtained the highest mean of 4.37, while those with 1–5 years and more than 15 years of experience obtained means of 4.20 and 4.31, respectively.

Regarding employment status, permanent nurses obtained a mean of 4.35, compared with 4.22 among contractual and job order personnel. Nurses with graduate studies also demonstrated a slightly higher mean (M = 4.33) than bachelor's degree holders (M = 4.25).

These findings suggested that mid-career nurses, experienced personnel, and permanent employees reported comparatively

greater job crafting behaviors. Such patterns were compatible with the literature emphasizing the relevance of professional experience, autonomy, and workplace resources to proactive behavior (Rudolph et al., 2017). However, because the thesis presented descriptive comparisons without corresponding inferential test statistics, the observed differences could not be interpreted as statistically significant.

The findings highlighted the potential relevance of career-stage-responsive professional development, structured mentorship for less experienced nurses, and opportunities for professional growth across employment categories.

Differences in Work Engagement According to Demographic and Professional Characteristics

Descriptive comparisons also revealed variations in work engagement across respondent groups. Nurses aged 31–40 years obtained the highest mean of 4.92, followed by those aged 41 years and above (M = 4.85) and those aged 20–30 years (M = 4.76). Respondents with 6–15 years of clinical experience demonstrated the highest mean of 4.94, compared with 4.88 among those with more than 15 years and 4.80 among those with 1–5 years of experience.

Permanent nurses obtained a slightly higher mean of 4.93 than contractual and job order personnel (M = 4.82). Similarly, nurses with graduate studies reported slightly higher engagement (M = 4.91) than bachelor's degree holders (M = 4.86).

These findings indicated consistently very high work engagement across the examined groups, with comparatively higher descriptive means among mid-career nurses, experienced personnel, and permanent employees. The results were compatible with Keyko et al. (2016), who emphasized the relevance of professional resources and organizational support to nursing engagement.

Nevertheless, the absence of inferential statistics prevented conclusions regarding the statistical significance of these differences. The findings suggested that nursing administrators could consider differentiated workforce development initiatives, including mentoring for early-career nurses, professional advancement opportunities for experienced personnel, and equitable access to development programs regardless of employment status.

Relationship Between Job Crafting and Work Engagement

Pearson product–moment correlation analysis revealed a strong, statistically significant positive relationship between overall job crafting behaviors and work engagement among nurses ($r = .74$, $p < .001$). This finding indicated that nurses who reported higher levels of job crafting also tended to demonstrate higher levels of work engagement.

The result supported the JD-R-based Job Crafting Model, which proposes that proactive adjustments to job resources and demands are associated with motivation and engagement. It was consistent with Rudolph et al. (2017), who identified positive associations between job crafting and work engagement, and Bakker and Demerouti (2017), who emphasized the motivational importance of workplace resources.

The strong positive relationship suggested that nurses who actively pursued professional learning, sought social support, engaged in meaningful challenges, and managed hindering demands were more likely to report higher vigor, dedication, and absorption. These findings highlighted the relevance of job crafting as a potential component of nursing workforce development.

However, the descriptive-correlational design did not establish causation. Therefore, the findings demonstrated an association rather than proof that job crafting directly increased work engagement.

For nursing administration, the findings supported considering structured job crafting initiatives, professional empowerment, supportive leadership, and workforce development opportunities as potential strategies for sustaining engagement. Their effectiveness would require evaluation through subsequent intervention studies.

Proposed Nursing Administration and Workforce Development Framework

The findings provided the basis for a proposed nursing administration and workforce development framework integrating job crafting behaviors with strategies for sustaining work engagement. The framework emphasized professional development, supportive supervision, meaningful job enrichment, workload management, and recognition of employee contributions.

The proposed initiatives included structured mentorship, clinical leadership opportunities, workflow improvements, cross-unit collaboration, peer recognition, professional development activities, and mechanisms encouraging nurses to participate in organizational improvement. These strategies were aligned with the four dimensions of job crafting and intended to promote professional initiative within established clinical responsibilities and patient safety requirements.

The framework was consistent with the JD-R model by emphasizing the strengthening of job resources and constructive management of workplace demands. It also reflected Self-Determination Theory by supporting autonomy, competence, and relatedness as motivational needs (Deci et al., 2017).

The proposed framework offered nursing administrators a basis for strengthening professional empowerment, collaborative leadership, and workforce engagement. However, because it was not implemented or evaluated within the study, its effectiveness remained to be established.

Conclusion

The study revealed very high levels of job crafting and work engagement among nurses in Lipa City Hospital Systems. Increasing structural job resources emerged as the strongest job crafting dimension, while dedication obtained the highest work engagement rating. Descriptive variations were observed according to demographic and professional characteristics, particularly age, clinical experience, and employment status, although their statistical significance was not established. A strong, statistically significant positive relationship was identified between job crafting and work engagement ($r = .74$, $p < .001$), indicating that nurses who reported greater engagement in proactive workplace behaviors also tended to demonstrate higher work engagement. These findings underscored the relevance of job crafting to nursing workforce development and provided a basis for proposed administrative strategies emphasizing professional growth, supportive leadership, meaningful job enrichment, and workload management.

Recommendations

Nursing administrators should consider integrating job crafting initiatives into workforce development programs through continuing professional education, structured mentorship, participative decision-making, and opportunities for clinical leadership. Supervisory feedback, interprofessional collaboration, and professional recognition should be strengthened to sustain social resources and dedication. Guided job enrichment activities may encourage nurses to pursue meaningful professional challenges without increasing unnecessary workloads. Hospitals should also review staffing arrangements, employment development opportunities, and workflow practices to support employee well-being and professional growth. Future research should employ larger samples, appropriate inferential comparisons, and longitudinal or intervention designs to determine whether structured job crafting programs lead to measurable improvements in work engagement, workforce well-being, and organizational outcomes.

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