

Humble Leadership and Its Relation to Staff Nurses' Job Crafting and Creativity

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Abstract

Background: Humble leaders do inspire the initiatives and efforts of their staff and this has been found to enhance nurses' job crafting and creativity in respect to performance and effectiveness **Aim:** Determining humble leadership and its relation to staff nurses' job crafting and creativity. **Design:** Descriptive, correlational research. **Setting:** Critical care units and in-patient department at the National Liver Institute, Shibin al-Kom, Menoufia Governorate. **Study subjects:** A convenient sampling technique was used (n=297) who are working at the above-mentioned units and departments. **Tools:** Three tools of data collection were used: Humble Leaders Questionnaire, Job Crafting Scale, and Creativity Scale. **Results:** Nursing managers have had a moderate level of humble leadership from staff nurses' perspective. Also, staff nurses had a moderate level job crafting and a high level of creativity. **Conclusion:** High statistical significance between nursing managers' humble leadership and staff nurses' job crafting and creativity has been found out. **Recommendation:** Nurse Managers create a work environment that helps nurses craft their jobs in order to enhance job creativity and avoid counterproductive work behavior.

Keywords: Creativity, Humble Leadership, Job Crafting & Staff Nurses

Introduction:

In a dynamic environment, healthcare organizations face a number of challenges and rapidly changing circumstances to survive, while maintaining a professional work environment for nurses and a safe environment (Khan et al., 2021). (Covid-19) has proven to pose a global challenge. This virus develops an environment of anxiety and depression that harms the healthcare team (Asghar et al., 2022). Additionally, the role of nurse leaders has expanded to include managing nurses' anxiety and depression when interacting directly with them. A leader can take an active part in this situation. Leaders' actions can inspire their team members to come up with new and beneficial concepts, leading to creativity, innovation, and social sustainability (Kapoor & Kaufman, 2020).

The humble leadership style has been proposed as a potential style to assist healthcare organizations in adapting to the ever-evolving work environment. Humble leaders inspire initiative and contribution from their team members, which improves team performance and efficiency (Rego et al., 2019). Although humble leaders demonstrate positive and motivating behavior, this research primarily focuses on how the positive characteristics of humble leaders influence nurses' job crafting and creativity. It is becoming increasingly necessary for healthcare organizations to focus on leadership styles to manage a critical situation like COVID19. This also increases

the need for effective leadership during the COVID-19 pandemic (Sergent & Stajkovic, 2020).

Humility leadership is a leadership style that positively influences staff members' creativity in an organization (Septiandari et al., 2021). So, leaders have understood that to encourage nurses to be more creative, the staff should work on customizing their tasks and duties to match their personal preferences and abilities, instead of just accepting their roles and responsibilities without any input (Gomes et al., 2016).

Humility leadership is a virtue-based leadership model widely researched for an effective leader (Achmadi et al., 2022). Also, humility leadership is defined as a leader who has the characteristics of nurturing, providing support, working examples, acknowledging the contributions and strengths of others, being receptive to new ideas and criticism, and willing to acknowledge their own weaknesses. Humility can be seen in leaders' interactions with others through their actions. Specifically, humble leaders are characterized by nine dimensions: having an accurate view of self, admiring team members' strengths and achievements, modeling teachability and being correctable, leading by example, showing modesty, working together for the collective good, empathy and approachability, showing mutual respect and fairness, and mentoring and coaching (Oc et al., 2020).

Whether intentional or unintentional, a leader's humble behavior demonstrates to team members that

it aids in their ability to view themselves objectively, value others, and be receptive to new ideas and information. Each team member can learn and copy the good behavior of humble leaders, and over time, the team can work together better (Zhu et al., 2022). Humble leaders will improve the behavior of staff members; job crafting is done by their staff members to achieve common objectives. Importantly, nurses' job crafting enables staff to learn how to work together to mobilize resources. This implies that nurses have the freedom to determine the nature and process of their teamwork (Pradana & Suhariadi, 2020).

Job crafting, as a particular form of proactive work behavior, has been defined as employees' self-initiated adjustments to the task or the relational boundaries of their work that are intended to improve person-job fit (Tims et al., 2015). Furthermore, nurses' job crafting, as a group process, focused on what to craft and how to accomplish common objectives. Although theoretically similar to individual-level job crafting, nurses' job crafting is not just the mathematical sum of each staff member's job crafting behaviors (Makikangas et al., 2017).

Job crafting has recently attracted academic interest due to its central role in healthcare organizations which is a critical potential for overcoming organizations challenges and path rapidly through changing circumstances for their survival and maintaining a professional work environment (Ding et al., 2020). In addition, there are three types of job crafting: task crafting, relational crafting, and cognitive crafting (Demerouti, 2014). Task crafting involves altering the nature, quantity, content, or scope of tasks and work processes (Rahmani Azizah, 2018). While relational crafting refers to changes to the quality and/or quantity of social interactions at work, cognitive crafting refers to the changes to the way of one perceives the job (Hetland et al., 2018).

Besides, nurses' job crafting, as a dynamic negotiation between staff nurses, aids in the integration and updating of existing knowledge structures, as well as the mobilization of job resources to inspire a creative work environment (Carlucci et al., 2020). Therefore, exploiting and integrating diverse knowledge is a key to enhancing nurses' creativity (Pradana & Suhariadi, 2020).

It's critical to recognize that nurses are responsible for many of the innovations in health care today. Nurses' creativity is demonstrated at both the individual and group levels. Individuals engage in creative behavior and propose their ideas to the group, who provide feedback to the individuals who in turn engage in creative behavior (Liu, 2022). Creativity is defined as the process of generating ideas in an analogical manner, combining concepts and discovering

information clearly presented through personal knowledge, intelligence and experience in each setting (West et al., 2017).

Successful leaders recognize that creativity is significant in any organizational environment (Rego et al., 2019). Therefore, humble leadership plays a unique role in encouraging team creativity based on the following reasons: **First**, humble leaders are more prone to admit their weaknesses. So, they are more receptive to new perspectives, accept criticism about themselves and negative feedback, and cooperate in making decisions. These attributes help foster work environment that is more open to new ideas, dialogue and debate so that it becomes a driver of creativity and innovation (Achmadi et al., 2023). **Second**, another characteristic of humble leaders is their tendency to value their staff members' contributions, which is the key to the ensuing interaction process (Abbas & Wu, 2021).

In this sense, nurses will respond with creativity when they receive signals to communicate openly, experiment and develop new ideas, or when they feel a sense of equity and reward. Hence, the strength of nurses' creative behavior depends heavily on how nursing leaders have responded to that behavior in the past and how leaders open themselves to encouraging nurses to be creative in the present (Zhu et al., 2022). In this line, humble leaders are willing to acknowledge their errors and are receptive to suggestions and criticism from their team members. Also, team members get more optimistic and proactive in sharing and elaborating their knowledge and crafting their jobs to come up with original and lucrative ideas when they have faith in the abilities of their humble leaders (Leblanc et al., 2022). Furthermore, humble leaders are more likely to hold prominent positions within their organizations. Their team members become more confident as a result of their stable status, feeling safe and able to speak up (Hu et al., 2018) and taking on challenges to develop new skills through job crafting (Luu, 2021).

Significance of the study:

Humble leadership is one bottom-up leadership approach that has been suggested to assist organizations in adjusting to a rapidly changing work environment (Chen et al., 2021). A leader's humble behavior serves as an example to staff members of how to view themselves objectively, view others with appreciation, and be tangible to new ideas and information. Staff members can learn how to view themselves objectively, appreciate others, and be receptive to new ideas and information by watching how a leader conducts them in humility. By observing and learning from humble leaders, team members can

gradually adopt the behavior of highly integrated nurses (Zhu et al., 2022).

Humble leaders support their staff' ideas and contributions, enhancing their performance and effectiveness as well as the job-crafting and creativity of nurses. Humble leaders can provide nurses with material support and psychological safety. In turn, nurses gain self-assurance and more tools with which to craft their work. Effective job crafting; therefore, encourages staff nurses' creativity by assisting them in integrating a variety of information and knowledge (Chen et al., 2021). Despite the fact that humble leaders display positive and inspiring behavior, studies on humble leadership and its influence on staff nurses' job crafting and creativity have been rarely applied at the national level. Thus, the main focus of this study is on how the positive traits of humble leaders affect job creation and creativity. This study aims to determine humble leadership and its relation to staff nurses' job crafting and creativity.

Aim

The current study aims at determining humble leadership and its relation to staff nurses' job crafting and creativity.

Research Questions:

1. What is the level of nursing managers' humble leadership from the staff nurses' perspective?
2. What is the level of staff nurses' job crafting?
3. What is the level of staff nurses' creativity?
4. What is the relationship between nursing managers' humble leadership, staff nurses' job crafting and creativity?

Methods:

Research Design:

Descriptive, correlational research

Setting:

This study was carried out at critical care units and departments at the National Liver Institute, Shibin al-Kom, Menoufia Governorate, established in 1985 for the treatment of liver diseases in Egypt and the Arab world. The institute has two buildings; the new and the old. The new building includes Emergency Department, Outpatient Clinics, Intermediate and Intensive Medical Care Unit, Endoscopy, Operating Theaters, Surgical Department, Intermediate & Intensive Surgical Care Unit, 5th and 6th floor Medical Department, Pediatric ICU, Neonate ICU, while old building includes the Blood Bank and administrative offices. The current study was carried out in the above-mentioned units.

Participants:

The current study got conducted on staff nurses working in the above-mentioned units setting. The sample size was determined by using Slovin's

formula to assess the sample size of staff nurses (Yamane, 1976).

$$n = N / 1 + N(e)^2$$

N → total numbers of staff nurses (998) nurses

n → sample size

e → error tolerance (.05)

1 → a constant value

Sample size of staff nurse at the National Liver Institute: $879 / \{1 + (998 \times (0.05)^2)\} = 286$ staff nurse.

Sampling technique:

A convenient sampling technique was used in the present study (n=286). The total sample size was increased to 327 nurses to avoid the negative impact of attrition and 10% of pilot study was excluded from this sample size to avoid contamination of result (297).

Inclusion criteria:

Staff nurses working in critical care units and in-patient units accepted to participate in the study. Also, staff nurses had more than one year of experience.

Exclusion criteria:

Staff nurses who are working in outpatient units and emergency units

Staff nurses less than one years of experience.

Tools of data collection: Three tools of data collection were used as follows:

Tool 1: Humble leadership Questionnaire:

Developed by (Owens et al., 2013). It provides a solid nine-item scale containing the concept of humble leadership behavior. To be able to assess the level of nursing managers' humble leadership from staff nurses' perspective in the study setting, a five-point Likert scale, ranging from one= strongly disagree, two= disagree, and three= neutral, four = agree, five= strongly agree has been used. Each staff member was asked to rank each item according to how frequently it occurred.

Scoring System:

Total score of humble leadership ranges from (9-45) as follows: Scores ranged from (9-21) are described as low-level humble leadership, from (22-33) are described as moderate-level humble leadership and from (34-45) are described as high-level humble leadership.

Tool (II): Job Crafting Scale:

It was developed by (Tims et al., 2012) to assess the level of staff nurses' job crafting in the selected hospital. A five Likert-scale ranging from one= never, two= rare, three= sometime, four = often, five= always, has been used. Each staff member was asked to rank each item according to how frequently it occurred.

It included 21 items: - Increasing structural job resources (five items), decreasing hindering job demands (six items), increasing social job resources

(five items) and increasing challenging job demands (five items).

Scoring System:

Total score of job crafting ranges from (21-105) as follows: Scores ranging from (21-48) are described as low level of job crafting, scored ranging from (49-77) are described as moderate level of job crafting and scores ranging from (78-105) are described as high level of job crafting.

Tool (III): Creativity Scale:

It was developed by (Tierney et al., 1999) to assess the level of staff nurses' creativity in the study setting. A five Likert scale ranging from one= strongly disagree, two= disagree, three= neutral, four = agree, five= strongly agree has been used. Each staff member was asked to rank each item according to how frequently it occurred. The scale consisted of nine items.

Scoring System:

Total score of creativity ranges from (9-45) as follows: Scores ranging from (9-21) are described as low level of creativity, scored ranging from (22-33) are described as moderate level of creativity and scores ranging from (34-45) are described as high level of creativity.

Validity and reliability:

The content and face validity of the tools were evaluated for completeness, coverage of the content, and item clarity by using a jury of five nursing professionals with expertise in nursing administration. The necessary modification was carried out as a result. In order to check for consistency of items after translation and spotting any confusion or ambiguities, the researchers also translated the original tools into Arabic before back translating the Arabic tools into English and comparing them with the original English tools. Utilizing Cronbach's alpha coefficient method, the study tools' internal consistency was evaluated for dependability. Humble leadership questionnaire (tool I) was ($\alpha=0.84$), for creativity scale (tool II) it was ($\alpha=0.81$) and for job crafting scale (tool III) it was ($\alpha=0.81$).

Pilot study:

To ascertain the viability and applicability of the questionnaires, as well as the amount of time required for data collection, a pilot study was carried out. It was conducted on 10% (30) of the participants tested. The study included those who took part in the pilot experiment. The piloting results were taken into account, and changes were made to the Arabic tools.

Data collection procedure:

Official approval was taken from the medical and nursing directors of the selected hospitals, to be able to carry out data collection and conduct the study. A pilot study was conducted on 10% of the participants from study setting. Participants in the pilot study were

excluded from the final analysis, with response rate 100%. The researchers collected data from February, 2023 to the end of April 2023. An interview was conducted by the researchers for the participants during the morning shift when most of staff nurses were available to orient them about how to fill the three tools of the study; it took about 20 to 25 minutes. Responses rate for staff nurses was 100%.

Ethical considerations:

In order to adhere to the ethical aspects of the research, the following steps were secured; written approval was obtained from the Ethical and Research Committee at the Faculty of Nursing, Menoufia University. Additionally, the hospital administrator and the nursing authority in the study setting gave their written consent after being informed of the objectives and methods of the study. By requiring voluntary participation and obtaining oral informed consent after outlining the study's objectives, methods, and potential advantages, the rights of the respondents were protected. The respondents received guarantees that the information would be handled with strict confidentiality.

Statistical design:

The SPSS (Statistical Package for Social Science) statistical package, version 22, was used to enter and analyze the data. In order to create the graphics, Excel was used. A mean (\bar{X}) and standard deviation (SD) was used to present quantitative data. The student t-test was used to compare the two means. Tables of frequency distribution, numbers, and percentages were used to present qualitative data, and Chi-square (χ^2) analysis was used to examine it. However, if an expected value of any cell in the table was less than 5, Fisher Exact test was used (if the table was 4 cells), or Likelihood Ratio (LR) test (if the table was more than 4 cells). Level of significance was set as P value <0.05 for all significant tests.

Results:

Table (1): Distribution of studied sample according to their Personal Characteristics (n=297)

Personal Characteristics	Staff Nurses	
	N	%
Age (Mean ± SD)		
Mean± SD	29.7 ± 5.2 years	
Gender:		
Male	80	26.9
Female	217	73.1
Experience		
Mean± SD years	5.8 ± 2.4 years	
Qualification:		
Nursing 2ry schools	68	22.9
Nursing Technical Institute	103	34.7
Bachelor of nursing	118	39.7
Master degree	8	2.7
Total	297	100

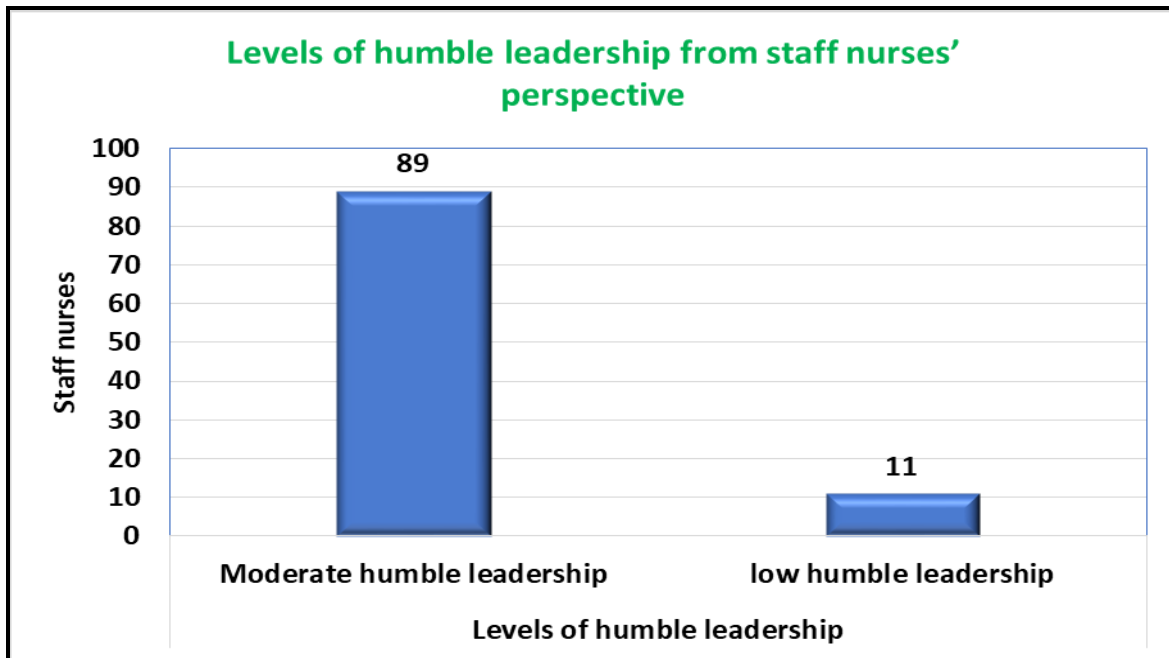


Figure (1): Levels of humble leadership from staff nurses' perspective (n=297)

Table (2): Distribution of mean score and ranking of job crafting dimensions among staff nurses (n=297).

Dimensions of job crafting	The studied sample (n=297)				Ranking
	No items	Min	Max	Mean ± SD	
1. Increasing structural job resources	5	16	25	21.8±1.6	2
2. Decreasing hindering job demands.	6	20	29	24.8±2.2	1
3. Increasing social job resources	5	16	24	21.2±1.9	4
4. Increasing challenging job demands	5	16	25	21.2±2.2	3

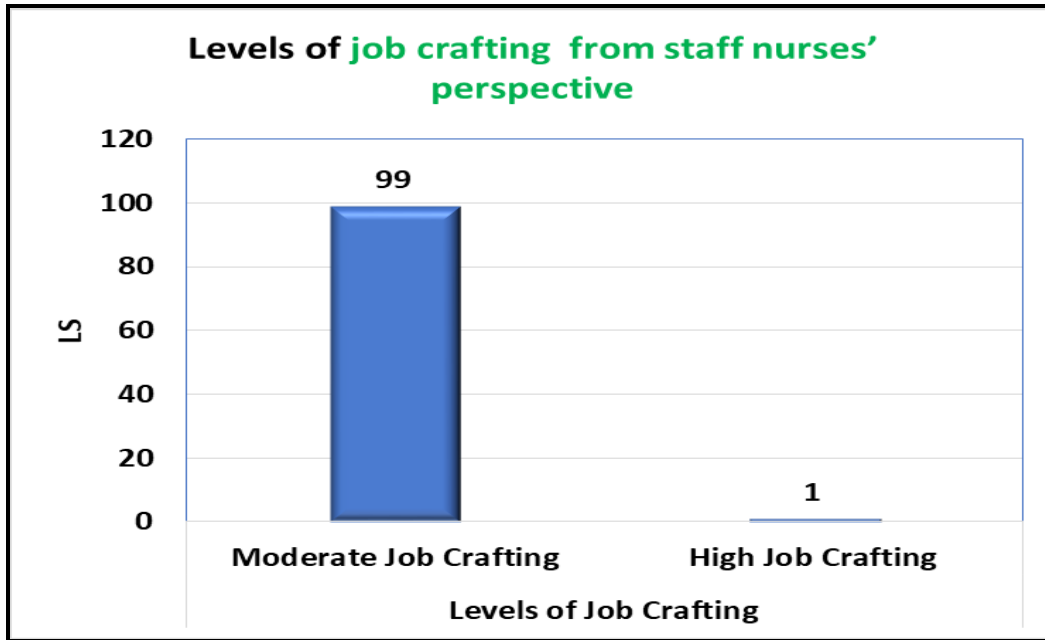


Figure (2): Levels of staff nurses' job crafting (n=297)

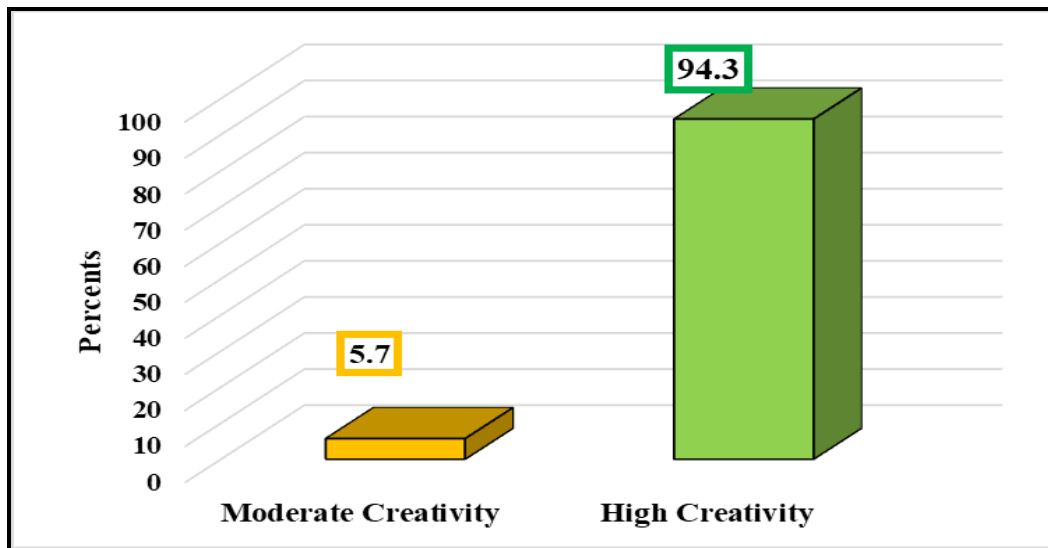


Figure (3): Levels of staff nurses' creativity (n=297)

Table (3): Pearson correlation coefficient between humble leadership and staff nurses' job crafting and creativity (n=297)

Job Crafting Creativity	Total Humble Leadership		Significance
	r	P	
Job Crafting dimensions:			
Increasing structural job resources	0.15	0.007	HS
Decreasing hindering job demands	0.21	0.0001	HS
Increasing social job resources	0.10	0.07	NS
Increasing challenging job demands	0.25	0.0001	HS
Total Job Crafting	0.31	0.0001	HS
Total Creativity	0.52	0.0001	HS

HS= High Significant

NS= Not Significant

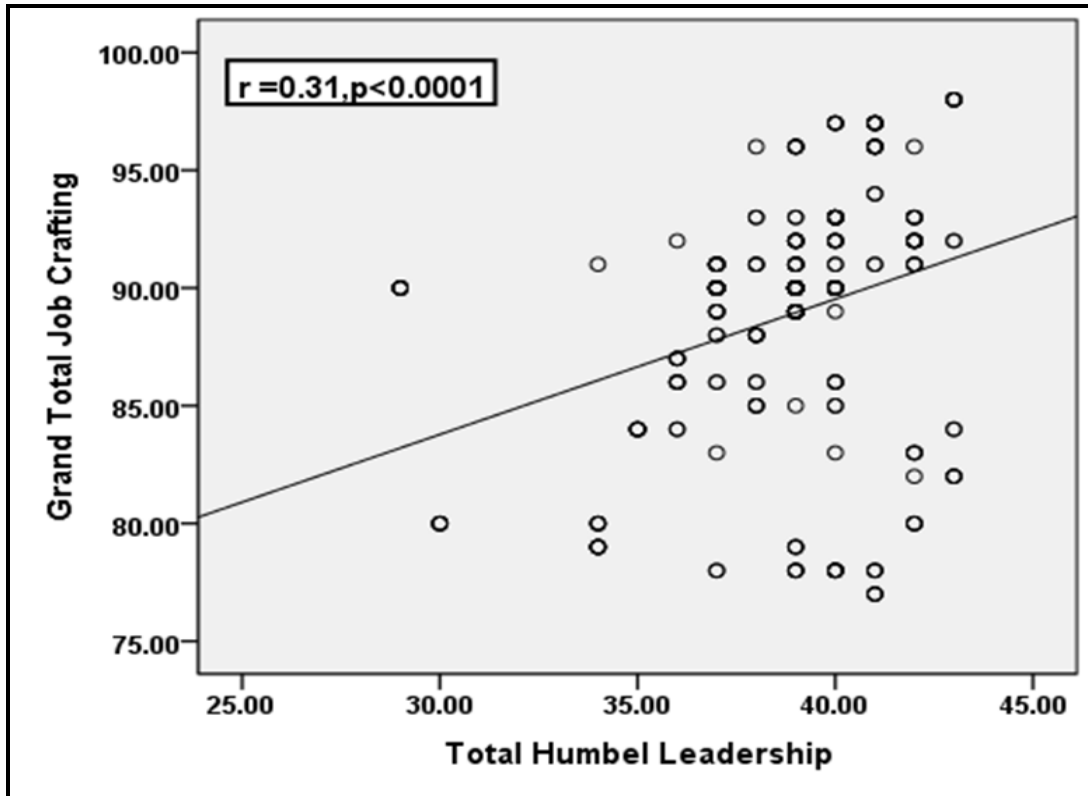


Figure (4): Correlation coefficient between total humble leadership and total job crafting from staff nurses' perspective (n=297)

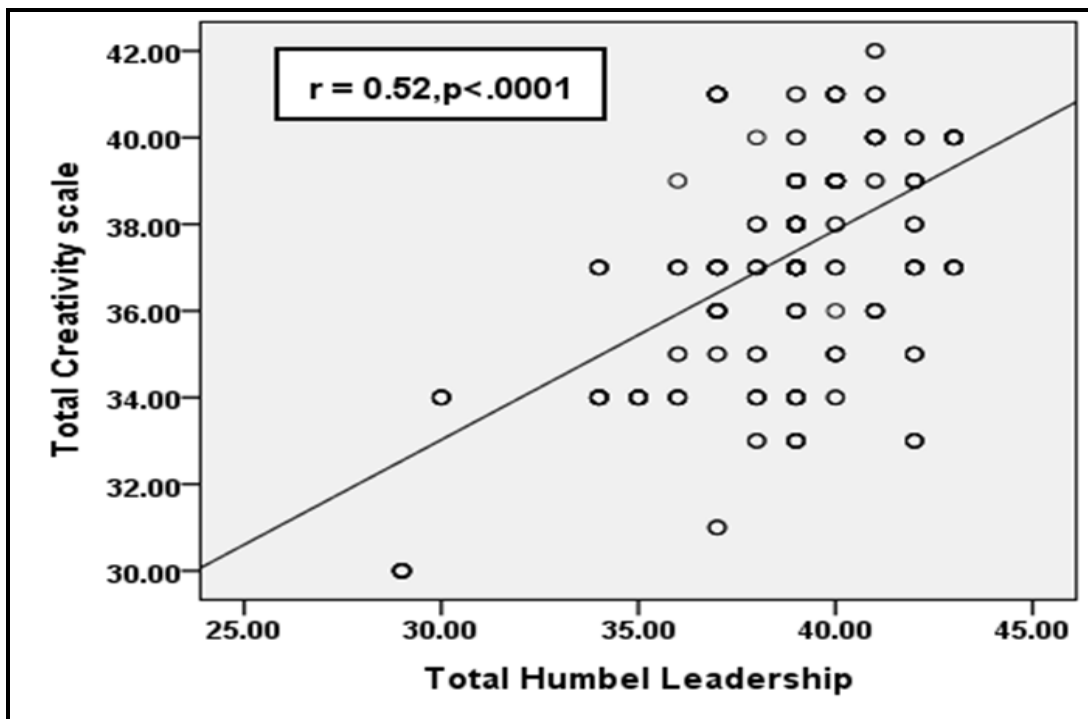


Figure (5): Correlation coefficient between total humble leadership and total creativity from staff nurses' perspective (n=297)

Table (4): Relation between the studied sample's personal characteristics and their perspective levels of humble leadership (n= 297).

Humbel Leadership Personal Characteristics		Total	Levels of Humble Leadership				X ² / LR	P-value
			Low HL		Moderate HL			
			N	%	N	%		
Gender	Males	80	7	8.8	73	91.2	10.5	<0.001 S
	Females	217	2	0.9	215	99.1		
Qualifications	Bachelor	118	0	0	118	100	LR= 19.6	<0.000 1 S
	Tech.Institute	103	9	8.7	94	91.3		
	2ry schools	68	0	0	68	100		
	Master	8	0	0	8	100		
Total		297	9	3	288	97		

Table (5): Relation between the studied sample's personal characteristics and their job crafting (n= 297).

Job Crafting Personal Characteristics		Total	Levels of Job Crafting				X ² / LR	P-value
			High JC		Moderate JC			
			N	%	N	%		
Gender	Males	80	0	0	80	100	1.8	0.17 NS
	Females	217	3	1.4	214	98.6		
Qualifications	Bachelor	118	1	0.8	117	99.2	LR= 2.3	=0.51 NS
	Tech.Institute	103	2	1.9	101	98.1		
	2ry schools	68	0	0	68	100		
	Master	8	0	0	8	100		
Total		297	3	1	294	99		

Table (6): Relation between the Studied Sample's Personal Characteristics and Their Creativity (n= 297).

Creativity Personal Characteristics		Total	Levels of Creativity				X ² / LR	P-value
			Moderate C		High C			
			N	%	N	%		
Gender	Males	80	8	10	72	90	Fisher	0.08 NS
	Females	217	9	4.1	208	95.9		
Qualifications	Bachelor	118	8	6.8	110	93.2	LR= 10.7	<0.01
	Tech.Institute	103	9	8.7	94	91.3		
	2ry schools	68	0	0	68	100		
	Master	8	0	0	8	100		
Total		297	17	5.7	280	94.3		

Table (1): Staff nurses’ mean age was (29.7± 5.2) years, had mean experience (5.8±2.4), and most of them were female (73.1%). Additionally, the high percentages of them had Bachelor of nursing degrees (39.7 %).

Figure (1): Reveals that the majority of nursing managers (89%) have moderate level of humble leadership from staff nurses’ perspective.

Table (2): Highlights that the highest mean score of job crafting dimensions is (24.8±2.2) for 'Decreasing hindering job demands', while, the lowest mean score is (21.2±1.9) for 'Increasing social job resource'.

Figure.2 mentions that the majority of studied sample (99%) has moderate level of job crating.

Figure.3 shows that the majority of staff nurses (94.3%) have high level of creativity.

Table (3): Displays Pearson correlation coefficient between humble leadership and staff nurses’ job crafting and creativity. This table illustrates that there is high statistical significance between humble leadership and dimensions of job crafting except 'Increasing social job resources' no significance from staff nurses’ perspective. Also, there is a high statistical significance between total humble

leadership and total of staff nurses' job crafting and creativity.

Figure (4): Highlights a strong positive significant correlation between total humble leadership and total job crafting from staff nurses' perspective ($r=0.31$, $p<0.0001$).

Figure (5): Highlights a strong positive significant correlation between total humble leadership and total creativity from staff nurses' perspective ($r=0.52$, $p<0.0001$).

Table (4): Highlights the relation between the studied sample's personal characteristics and their perspective levels of humble leadership. The table shows that there are statistically significant differences between the staff nurses' gender and qualifications and total score of their humble leadership levels ($p<0.001$, and <0.0001).

Table (5): Highlights the relation between the studied sample's personal characteristics and their job crafting. The table shows that there are no statistical significant differences between staff nurses' gender and qualification and their job crafting.

Table (6): Highlights the relation between the studied sample's personal characteristics and their creativity. The table shows that there are statistically significant differences between the staff nurses' qualifications and total score of their creativity ($p<0.01$).

Discussion

As the complexity of health care and nursing escalates, staff nurses are expected to offer proactive and creative solutions in nursing practice. The variety of patients, their ages, health conditions, and backgrounds that nurses must deal with have made creativity a vital element in nursing duties. Staff nurses feel supported by their supervisors are more likely to succeed in their role and develop creative ideas for their departments (Awad et al., 2021). Therefore, humble leaders are more prone to value the contributions that nurses make to their work and to be receptive to their opinions and suggestions, which in turn motivates and supports them to take initiative at work. Thus, nurses with humble leaders may easily craft their jobs (Son & Lee, 2023).

Furthermore, humble leadership plays an important role in promoting followers' creativity and performance, because humble leaders have the ability to receptive the suggestions and criticism from their subordinates (Cheung et al., 2020). Therefore, the purpose of this study was to determine humble leadership and its relation to staff nurses' job crafting and their creativity.

The present study findings were discussed in the light of the research questions as follows: The first research question is about the level of humble leadership from the staff nurses' perspective. The

results of the present study have revealed that the highest percentage of nursing managers had moderate level of humble leadership from staff nurses' perspective. From the researchers' point of views, this could be attributed to the nursing managers' being confronted with increasingly stressful work environments, due to their multi-faceted roles and responsibilities.

This was in harmony with Mrayyan, (2023) who found that leader's humble leadership was at moderate levels. Also, El-Gazar, et al., (2022) showed that the nurses in their study perceived that their nurse managers had moderate humility level.

Similarly, Wu, et al., (2022) revealed that majority of nurse managers had average level of humble leadership. Additionally, Yang, et al., (2019) stated that nurses reported moderate perceptions of humble leadership from their nurse managers.

Contrary to these findings, Ali, et al., (2021) mentioned that about half nurses managers had high humility that is an essential trait for a project manager. In addition, Zhu, et al., (2022) revealed that studied sample in the humble leadership group reported that leaders had higher level of humble leadership than those in the control group.

Regarding to mean scores of staff nurses' job crafting dimensions, the findings of the present study showed that the high mean score of job crafting dimensions decreased hindering job demands. The low mean score of job crafting dimensions increased social job resource. According to the researchers' point of view; it may be attributed to nurses' being experienced to high workloads, negative self-image, and work-life conflict. So, healthcare organizations try to increase flexibility, autonomy, professional opportunities, and the possibility of training for nurses, and support and feedback from supervisors.

The study findings, in agreement with Basiony & Ghonem (2023), have indicated that the high level of job crafting dimensions was for decreasing hindering job demands; followed by increasing challenging job demands, then increasing structural job resources and increasing social job resources dimension.

In addition, Abou Shaheen, & Mahmoud (2021) discovered that nurses' decreasing hindering job demands had the high mean score and nurses' increasing social job resource had the low mean score of job crafting dimensions. In the same line, this finding was supported by Cheng et al., (2020) who revealed that the high score was found for the element of decreasing hindering job demands and the lowest mean score was for increasing social job resource.

On the other hand, Baghdadi et al., (2021) mentioned that increasing structural job resources had high mean score of job crafting dimensions and increasing challenging job demands had the low mean

score of job crafting dimensions. Additionally, **Badran, & Akeel, (2020)** indicated that organizational job income measurement of job crafting had high mean score. The lowest mean score was lowering hindering job difficulties.

Regarding the second research question stated about the level of staff nurses' job crafting, the study findings have revealed that majority of staff nurses had moderate level of job crafting. From the researchers' point of view; this result may be due to nurses' being encouraged to actively participate in decision-making and seek ongoing professional development.

The study findings are in harmony with, **Basiony & Ghonem, (2023)** who revealed that the majority (88.3 %) of staff nurses had moderate level of job crafting. Also, **Hur et al., (2023)** showed that job crafting among service employees was moderate level. As well, **Ahmed & Abd-ElGhani (2021)** stated that staff nurses' job crafting level was moderate level. Moreover, **Huang, et al., (2020)** presented that the mean score of overall job crafting among nurses was moderate level.

Conversely, **Abou Shaheen & Mahmoud, (2021)** showed that the majority of staff nurses had low level of job crafting. Also, **Saad & Ahmed (2020)** demonstrated that less than half of the nurses surveyed (48 %) had low degree of job crafting. Additionally, **Baghdadi et al., (2021) & Mahdy et al., (2021)** revealed that nurses had high level of job crafting. As well, **Gouda et al., (2021)** stated that the participants had high level of job crafting.

According to the third research question stated about level of staff nurses' creativity, the study findings have confirmed that majority of staff nurses had high level of creativity. From the researcher's point of view, this result could be justified by nurses' high view of creativity. In addition, it indicates that their creativity depends on their cooperation with others or in a group rather than working individually on innovation. Thus, they tend to discuss new ideas with colleagues and with others rather than being isolated and working with them in secrecy. Further, nurses' managers support their creativity through providing emotional, appraisal, informational and instrumental support.

The result of present study was supported by **Fiori, et al., (2022)** who showed individuals who consider themselves as more creative. Moreover, **Helaly & El-Sayed, (2022)** found that almost half of the studied nurses had high creativity level. In addition to that, **Awad et al., (2021)** found that more than two thirds (72.7%) of staff nurses had high percentage of creativity as a total. Similarly, with, **Liu, (2022)** reported that the total score of creativity among studied sample was high. Also, **Elsayed et al., (2020)**

illustrated that more than half of the studied participants had a high level of creativity.

On the other hand, this finding was inconsistent with **Sorour et al., (2021)** who reported that most nurses had low and moderate levels of overall nursing creativity due to more work pressure. Also, this result was inconstant with, **Abd-Elrhman & Ghoneimy, (2018)** who observed that most of staff nurses had low level of creativity.

Related to the fourth research question stated about the relationship between humble leadership, staff members' job crafting and their creativity, the study findings highlighted that there was a strong positive significant correlation between total humble leadership and total of staff nurses' job crafting and their creativity. From the researcher's point of view, this result could be justified because; humble leaders play the role of good parents to their staff by being a supportive and dependable role model who helps staff nurses become more proactive and creative.

In addition, the ability to challenge the status quo was increased by a humble leader because they were typically open to new ideas and receptive, which encourages staff to actively participate in learning new knowledge, skills, and expertise. Such leaders also value diversity and acknowledge the skills, potential, and strengths of their workforce. Nursing managers with humble leaders can thus easily overstep job requirements and implement proactive changes at the workplace. Additionally, since they care about their staff' growth and exhibit an interest in learning, humble leaders make excellent mentors and coaches for their team members.

The result of current study was congruent with, **Son and Lee, (2023)** who report that humble leadership influences job crafting, and there is a positive relationship between humble leadership and the nurses' job crafting. According to **Ding et al., (2020)**, job crafting has a significant impact on the relationship between humble leadership and creativity. They also found that humble leadership is positively related to job crafting.

Zhu et al., (2022) presented that humble leader contributes to staff nurses' creativity. This result was associated with an understanding of how leaders work behavior influences the creativity of their staff nurses. Moreover, **Asghar et al., (2022)** illustrated that humble leadership has a positive significant impact on nurses' creativity. In addition, **Chen et al., (2021)** approved that there were positive relationships with job crafting and subordinates' creativity.

Regarding to the relation between the studied sample's personal characteristics and their perspective levels of humble leadership, the study results showed that there were statistically significant differences between the staff nurses' gender and qualifications

and total score of their humble leadership levels. This finding might clarify that females with high educational level can demonstrate an improved relation with humble leaders.

The study findings, in the same line with, **Luo et al., (2022)** showed that age, gender, study design, country, and year of subordinates had statistical significance with humble leadership. Also, **Wang et al., (2019)** reported that older nurses may have more positive attitudes toward their leaders than their younger colleagues. Then, men and women may have different responses to the same leader because they have different social expectations.

Regarding the relation between the staff nurses' personal characteristics and their job crafting, the current results showed that there were no statistically significant differences between staff nurses' gender and qualification and their job crafting. From the researcher's point of view, this result may be related to the fact that most of study sample were female and highly qualified. Also, the needs and preferences of staff changed, which can lead to a mismatch between person and job.

In the same context, **Basiony & Ghonem, (2023)** stated that there was no statistically significant relation between job crafting level and staff nurses' ages, gender, marital status, educational qualifications, and experience.

Conversely, these results disagree with the study conducted by **Elnady et al., (2023)** who demonstrated that there were highly statistically significant relations between nurses' educational qualifications, years of experience, workplace, number of shifts and total job demands, resources, professional quality of life, and job crafting.

Regarding the relation between staff nurses personal characteristics and their creativity, the study results showed that there were statistically significant difference between the staff nurses' qualifications and total score of their creativity. From the researcher's opinion, this may be related to having high qualifications that enable nurses to demonstrate creativity which they learned through their education in their work.

This finding was congruent with **Abd-Elrhman & Ghoneimy, (2018)** who stated that there was highly statistically significant correlation between level of creativity, and experience and qualification of studied staff nurses during immediate post-program phase. On the other hand, **Wang et al., (2018)** mentioned that the level of subordinates' creativity was positively correlated with subordinates' age.

Conclusion:

In the light of the present study; it could be concluded that the studied sample had moderate level of humble

leadership and job crafting from staff nurses' perspective. Also, the studied sample had high level of creativity from staff nurses' perspective. Finally, there was a high statistical significance between humble leadership and staff nurses' job crafting and their creativity from staff nurses' perspective.

Practical implications:

The results of this study have significant implications for the development of leaders, staff nurses, and healthcare organizations. First, leaders may be better able to manage their staff with humility. Therefore, leadership training and development programs should be made available to help leaders comprehend the value of humility and cultivate it. Second, this study has illustrated how humble leadership encourages staff to craft their own jobs.

Therefore, organizations should promote workers who exhibit a high degree of humility to be leaders or give current leaders the opportunity to participate in training programs to gain more knowledge about humble leadership to improve their job crafting. Additionally, health care organization should foster an environment that encourages job crafting for their staff. For instance, health care organization gives nurses more freedom to foster the conditions that lead to job crafting (**Ding et al., 2020**).

Third, the current study has revealed that humble leadership plays a significantly sequential role in facilitating staff creativity. Therefore, healthcare organizations should place a high priority on fostering an environment where staffs feel secure enough to take chances and suggest novel ideas. According to the literature, health care organizations and leaders should encourage staff, value their contributions, and establish trusting and encouraging relationships with them in order to foster creativity (**Wang et al., 2018**). Therefore, if healthcare organizations focus on making sure that staff nurses' job-crafting and creativity are present at the same time, they should be able to develop and receive high levels of humility.

Recommendation:

The following recommendations are proposed based on the study findings:

- Nurse managers create a healthy work environment for nurses to craft their jobs to enhance job creativity.
- Nurse managers conduct job crafting training programs and seminars that inspire nurses to consider the opportunities and approaches available to them for more engaging in job crafting behaviors.
- Nurse managers introduce reward programs to motivate nurses to continuously think creatively to improve the quality of patient care.

- Nurse managers provide a nurturing environment that is conducive to creative thinking, flexibility, creativity, support for change, and risk taking.
- A humble leadership educational program is recommended to be recognized and implemented for all nurse managers.
- Focusing on studying humble leadership and job crafting in multiple hospitals to cover a broader spectrum and identify corrective actions if needed.
- Replication of the study on other categories of nursing staff is highly recommended to achieve generalizable results.

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