



Investigating The Role of Job Crafting as Mediator In-between Pro-active Personality and Person-Environment–Fit

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ABSTRACT

In this study, we will examine how to determine the first order of person-environment fit and its components using a hierarchical component model (HCM). The study's overarching goal is to learn how job crafting might facilitate long-term improvements in key dimensions of environmental fit (job fit, group fit, supervisor fit, and vocation fit) among individuals. In addition, our investigation has found a direct and indirect connection between proactive characters and the settings in which they flourish. The theory of labor market demand and supply was used to inform the construction of a conceptual model. We have developed four theories as a result of this. Because of the interconnected nature of these issues, a quantitative study was designed to collect first-hand information from 296 nurses at six public sector hospitals, or MTIs, in the city of Peshawar. The research was structured according to the tenets of positivism and the method of deduction. Questionnaires were sent to nurses in this research using a technique called proportionate random sampling. SPSS was used to do preliminary data screening based on the collected information. Then, structural equation modelling (SEM-PLS) was employed to go even further into the data and put our assumptions to the test. In light of these results, it is clear that the function of job crafting plays a vital role in mediating the association amongst a person's positive personality with the satisfaction in their current position. The conceptual model of the research demonstrates the significance of an independent variable known as proactive personality in each nurse working in the hospital. In addition to this, the results of this research show that job crafting and customization play a significant role as mediators to explain more about how well a person fits into their environment. The present research study has been successful in accomplishing its objectives, but it has also revealed a number of limitations, including time constraints, a restricted population, and a lack of financial resources. In addition, the research has significant repercussions for the academic world, particularly in the medical field. In addition, people in the health care industry, such as nurses, need to take into consideration their proactive personalities in order to improve work by creating actions that are geared towards person-environment fit.

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1. Introduction

According to studies, registered nurses are the most significant professionals in the healthcare business, and there is a clear correlation between the efficiency and safety of the job that they do. According to research published in 2014 by Shusha, job commitment and job satisfaction are raised for nurses working in hospitals when they do their duties in a professional way. In light of these connections, hospitals have to be aware of the elements that influence the proactive personalities of nurses and the work design of their facilities, both of which contribute

to the development of behavior that is beneficial to the environment. Individual traits such as a strong sensation of aptitude, person-environment fit (Zhang, Lam, & Deng, 2017), high levels of proactive behavior (Luthans et al, 2010), and an inner passion for professional achievement are the key components of job crafting, as stated by (Slemp, Kern, & Vella-Brodrick, 2015). If workers take an active approach to job-making, they may be able to create their own careers. Personal initiative and job-crafter characteristics would have a larger impact on work-life harmony as a result (Tims, Bakker, & Derks, 2013). According to (Wrzesniewski, LoBuglio, Dutton, & Berg, 2013), hospitals should create productive working environments that are suitable for the individual and the surrounding environment. This will allow job crafting to be recognized and encouraged in the context of human resource management for nurses. Because they work closely with other medical professionals and provide direct patient care, registered nurses are usually required to demonstrate proactive communication with their fellow employees (Baylina, Barros, Fonte, Alves, & Rocha, 2018).

1.1. Problem Statement

As a result, the COVID-19 pandemic has brought about a number of problems and difficulties, including job and responsibility conflicts, a lack of skills to perform in a COVID-affected setting, unemployment, underemployment, and anxiety, and continuing adjustments to deal with a high-pitched descent in the number of trained workers with availability of superiority occupations (Kniffin, Detert, & Leroy, 2020). The outbreak has prompted these problems and difficulties. Research by Tamin et al. from 2021 shows that a person's environmental fit is becoming more important. This includes not just their job fit but also their fit inside their organization. Given these circumstances, it is imperative that attempts to recover from the present crisis focus on altering employment rules and practices that are damaging to and devalue disadvantaged individuals (Blustein et al., 2020). Instead of simply going back to business as usual, this has to be done.

Since COVID-19 was initiated, businesses in the healthcare industry, along with many others, have been put under a significant amount of strain. We are all aware that nursing is the most essential component of hospital services, and according to (Bakker & Demerouti, 2017), the environment in which nurses do their jobs has a significant impact on the level of medical care that patients get. In addition, businesses in the healthcare industry are facing a continual threat to their ability to survive. According to (Ahmadi, Khanagha, Berchicci, & Jansen, 2017), nurses are able to enhance their personal fit at the organizational level by redefining the meaning of their work by altering the components of their jobs and the interactions they have with others. This allows nurses to reinterpret the significance of their work.

These challenges call for nurses who are able to plan their professions so that they may take ownership of both their personal fitness and the fitness of their surroundings (Tims, Bakker, & Derks, 2012). This negative impact is dependable with the results of prior examination that was predicated on the notion of the demand for job resources. According to (Tims et al., 2012), these issues may have their origin in a lack of job- and environment-specific tailoring. This study examines the role of job crafting as mediator in connection with individual's proactive personality traits and person environmental fit's. What this means is that the researchers are looking in connection with person's proactive nature and the fits associate with environment.

1.2. Objectives of the Study

As a preliminary step, we'll check to see whether job crafting plays a role in mediating the relationships amongst proactive personality and additional aspects of an person's environment, such as P-Group fit, P-Job fit, Person's-Org fit, Person's-Vocational fit, and Person's-S fit. Further sub-objectives of the study include the establishment of a connection between a person's proactive nature and how well they integrate into their surroundings. Similarly, examining the connection between work design and employee satisfaction was also the sub objective of the study. Finally, examining the role of job-crafting as a mediator between proactive character traits and the degree to which an individual is a good match for their workplace was also a sub-objective of the study.

1.3. Significance of the Study

Significance of a research study always state that why and how the current result study will be contributed to the society, theory, organization, people, literature, knowledge of policy

makers and researchers. The current result study is significant not only to the individuals of hospitals, but also to the doctors, policy makers and those who are taking interest in the area of person environment fit attributes, job crafting and proactivity.

2. Literature Review

2.1. Job Demands-Resources Theory

The Job Demands and Resources (JD-R) hypothesis posits that employees' output and happiness on the job may be impacted significantly by organizational factors. Fatigue and a drop in productivity due to job demands that aren't met might have negative financial and psychological effects (Bakker & Demerouti, 2017; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). If the requirements of the job aren't satisfied, workers will get exhausted and their output will suffer.

Workers react to the job as it has been designed by management, according to job design perspectives, as opposed to the work crafting idea, which suggests that workers continually modify and adapt the design of their employment while doing their duties. Based on the idea that job crafting is a supplement to job design (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001), academics have used the well-known Workplace Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017) as an umbrella for identifying which aspects of a job an individual can change proactively. This has been done to identify the facets of work that may be altered voluntarily. Instead of having a fixed list of traits that are crucial for the motivation and performance of employees, the JD-R theory posits that each piece of work may be categorized into one of two broad categories.

Workers engage in job crafting when they make adjustments to the demands and resources of the workplace in accordance with the Job Demands and Resource (JD-R) hypothesis (Tims & Bakker, 2010). There are four methods to create a new position: In their 2012 article, Tims, Bakker, and Derks list the following four tactics: Four strategies were proposed to improve job satisfaction: (a) increasing job demands that are stimulating, such as getting involved in new projects; (b) increasing social job demands, such as supervision, coaching, and feedback; (c) increasing job demands that are challenging, such as autonomy, variety, and growth opportunities; and (d) reducing restrictive job demands, such as the quantity of emotionally taxing interactions or cognitive tasks. Advantageously, the work characteristics that are being employed in this way of operationalizing job creation may help the great majority of accessible jobs. In 2006, Morgeson and Humphrey's investigation's conclusions were made public. Because it emphasizes the changes (i.e., improvements or reductions) made by employees themselves, this perspective on job building differs from notions about task design, which center on discussions of how people feel about different aspects of their occupations. The reactions of employees to different aspects of their occupations are a key subject of discussion that influences the decisions made by designers.

2.2. Person Environment Fit, Proactive Personality and Job Crafting

The phrase "job crafting" is used to refer to the practice of employees making voluntary adjustments to their work environments. It may be necessary to adjust one's professional responsibilities, one's social contacts in the job, and one's outlook on the function (Wrzesniewski & Dutton, 2001). Employees may engage in task crafting in a variety of ways, such as by taking on more duties, fluctuating the method wherein responsibilities are accomplished, or decreasing the overall scope of their job. Employees are not limited to the duties assigned to them but may also influence the nature of their interactions with colleagues.

Finally, the process of cognitive formation offers people a chance to modify their outlooks on the workplace. Work design perspectives have dominated organizational psychology research, however (Wrzesniewski & Dutton, 2001) contend that job crafting is a separate but related field. Proactive people were shown to have higher scores on the P-J and P-O measures of personal environment fit, but the reasons for this were not explained by the study of (Erdogan & Bauer, 2005). Both P-J fit and P-O fit are linked to a proactive disposition, as shown by (Liao, 2021). Conversely, proactive individuals are those that actively seek to improve their circumstances.

Accordingly, change agents may benefit from considering theories on how individuals are impacted by their environments while making choices. To be sure, people's responses to the same stimulus might vary widely. Proactive individuals, in contrast to passive people who don't

try to change their situations (Bateman & Crant, 1993; Tolentino et al., 2014), actively seek out possibilities and take actions to change their environments. An active employee is one who takes the initiative to make adjustments to their workplace that are in line with (Crant, 1995) theories and that better use the employee's unique set of abilities and personality (Seibert, Crant, & Kraimer, 1999). Based on the discussion, the first hypothesis has been established.

H₁: The degree to which a person is proactive affects how well they fit into their surroundings.

Job crafting occurs when employees attempt to modify their occupations in order to better suit their interests, abilities, and preferences (Tims et al., 2012; Wrzesniewski & Dutton, 2001). Proactive individuals, nevertheless, want to influence their environments and are seldom constrained by external factors (Bateman & Crant, 1993). Independent thinkers, according to the study, are more inclined to take part in the process of creating new jobs. The list includes a rise in work challenge and a reduction in work hindrance, as well as an increase in both structural and social employment resources (Tims et al., 2012).

Reasons for this behavior may be traced back to the constructive correspondence amongst demanding work and physical job possessions in addition to demanding work and societal job properties. (Lee et al., 2021) found that when workers have access to resources like social networks and organizational structures, they experience higher levels of enthusiasm at work. Moreover, (Crawford, LePine, & Rich, 2010) found that strenuous work requirements had a negative impact on employee enthusiasm. Improving organizational work possessions, expanding community occupation possessions, raising demanding job demands, and lowering hindering job weights are the 4 characteristics of occupation crafting outlined by Tims et al. (2012). That's what the study authors (Tims et al., 2012) say.

Kim, Im, & Shin (2021) pronounced According to the concept of work crafting, employees alter their conduct in accordance with their abilities and needs in order to achieve a balance between workplace requirements and available resources. Work crafting was initially suggested by (Wrzesniewski & Dutton, 2001). This concept highlights the impact of work conditions on employee morale and satisfaction. Simply put, "job crafting" refers to an employee's proactive modification of their work processes and product delivery to better suit the objectives of specific stakeholders in service of the organization's overarching goals.

The authors of the research had a hypothesis that job fabrication would have an attenuating effect on the correlations that exist between proactive personality characteristics and P-J fit and P-O fit, which are two measures of ecological congruence. According to (Kim et al., 2021), the term "job crafting" refers to the process of improving the "environmental fit" between a job and its current employee. According to Lee et al.'s research from 2021, job customization leads to improvements in both the P-J fit and the PE fit. Based on the discussion, another hypothesis has been formulated.

H₂: Personality traits that encourage initiative are crucial in shaping one's career.

Individual differences, such as a person's degree of initiative and ability to take the lead in their employment, will have an impact on their P-J fit. Self-employed people have been shown to have a better environment-person fit than their counterparts in traditional employment settings. In addition to enhancing P-S fit, the authors of the research found that effort crafting also improved sub components of environmental fits of individuals. Because several studies have shown a connection between job-related creativity and P-J compatibility, there is no need for conjecture on the reasons why this is the case. We'll discuss why Judge and Cable (1997) found that job crafting was positively connected with occupational fit, organizational fit, group fit, and supervisor fit. The term "P-Org fit" comes from the definition of "the extent to which an individual's personal values and those of his or her organization are consistent with one another"(Cable & Judge, 1996).

Job roles and organizational values need to complement one another. In order to better grasp the organization's aims, norms, and values, employees may benefit from engaging in job-creating behaviors that increase social job resources, such as seeking feedback from coworkers and management. Thus, workforces will consume a more positive perception of their P-Org fit

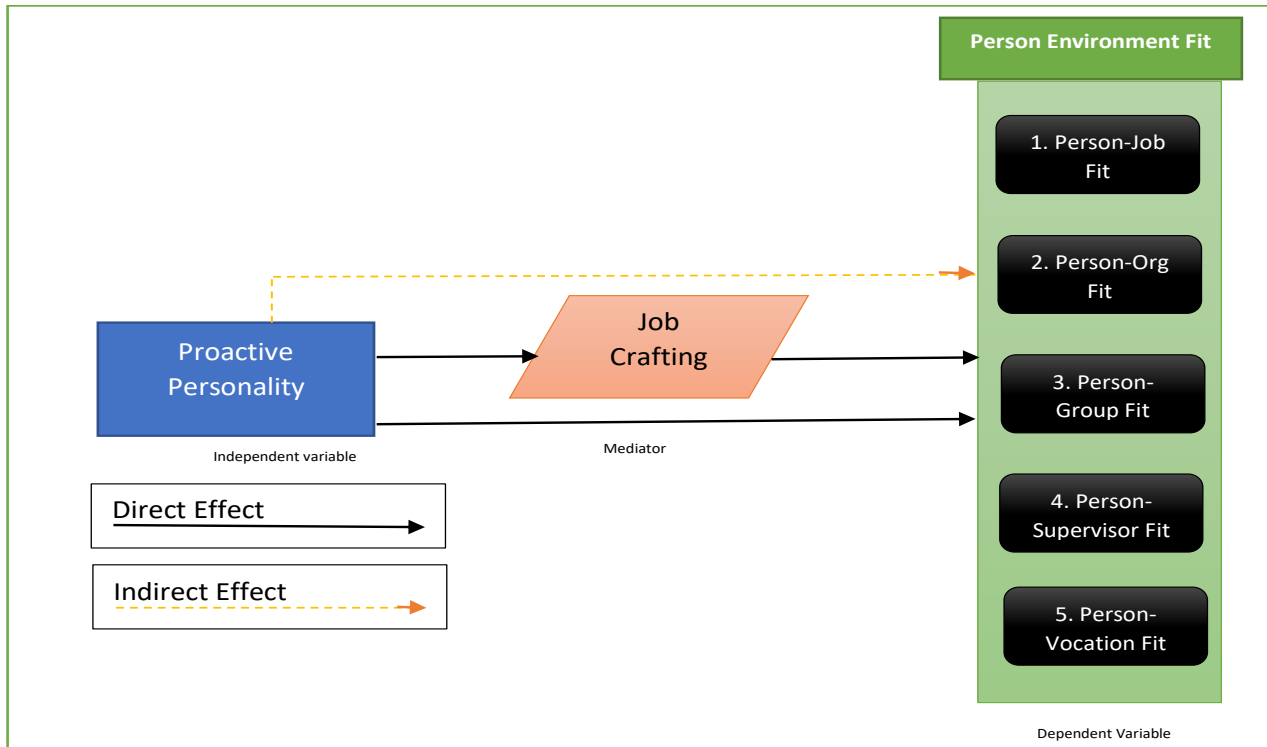
(Morrison, 1993) since they will feel more in control of whether or not they conform to the organization's standards and norms. Following the year 2020 (Deng & Yao). The "P-G fit" of an individual indicates how well they have blended into their teams (Verquer, 2002). Based on above discussion, third hypothesis has been established.

We postulated that work shaping would act as a moderator foretelling of person-in-environment compatibility. Through work crafting, in which nurses enhance structural job resources like acquiring information or abilities relevant to their activities, job performance may improve and the likelihood of meeting supervisor expectations is increased. Consequently of their hard work, these subordinates would be able to connect with their superiors in a positive way (De Grip, Fouarge, Montizaan, & Schreurs, 2020). Employees are more content with their P-S matching when they are encouraged to develop strong social exchange links with their superiors and peers (Zhang et al., 2017).

According to research by (Vogel & Feldman, 2009), "P-V fit" explains how well an individual's skills and interests align with the requirements of their employment. Employees may take action to make the structure and needs of their jobs more in line with their interests, improving the P-V fit (Tracey, 2002). Assuming leadership of a more complex project is one way to actively enhance the difficulty of one's job and prepare oneself for a future in management (Glosenber, Tracey, Behrend, Blustein, & Foster, 2019). Because of their aptitude for leading and coordinating, this person will be a better fit for their chosen job and the new project.

Employees who fear a worsening of their P-S fit or P-G fit may take action to alleviate their fears via work design that lessens restrictive requirements. Problems with other people and administrative red tape are examples of such pressures (Weiss & Cropanzano, 1996). Employees who often experience negative emotions on the job may feel isolated from their peer and management assemblages, as exposed through the study by (Lee et al., 2021). The study's findings provided support for the idea of moderation the link amongst job crafting, person's traits and work fit, organizational fit, person's G fit, vocation fit, and S-fit.

Figure 1: Conceptual Model



As a result of the positive effects on job fit, organization fit, group fit, supervisor fit, and vocational fit that may be attained by participation in work-crafting activities, proactive individuals are more likely to choose for them. Finally, fourth hypothesis has been established based on above discussion.

H4: Proactive personality and person-environment fit are linked through job crafting.

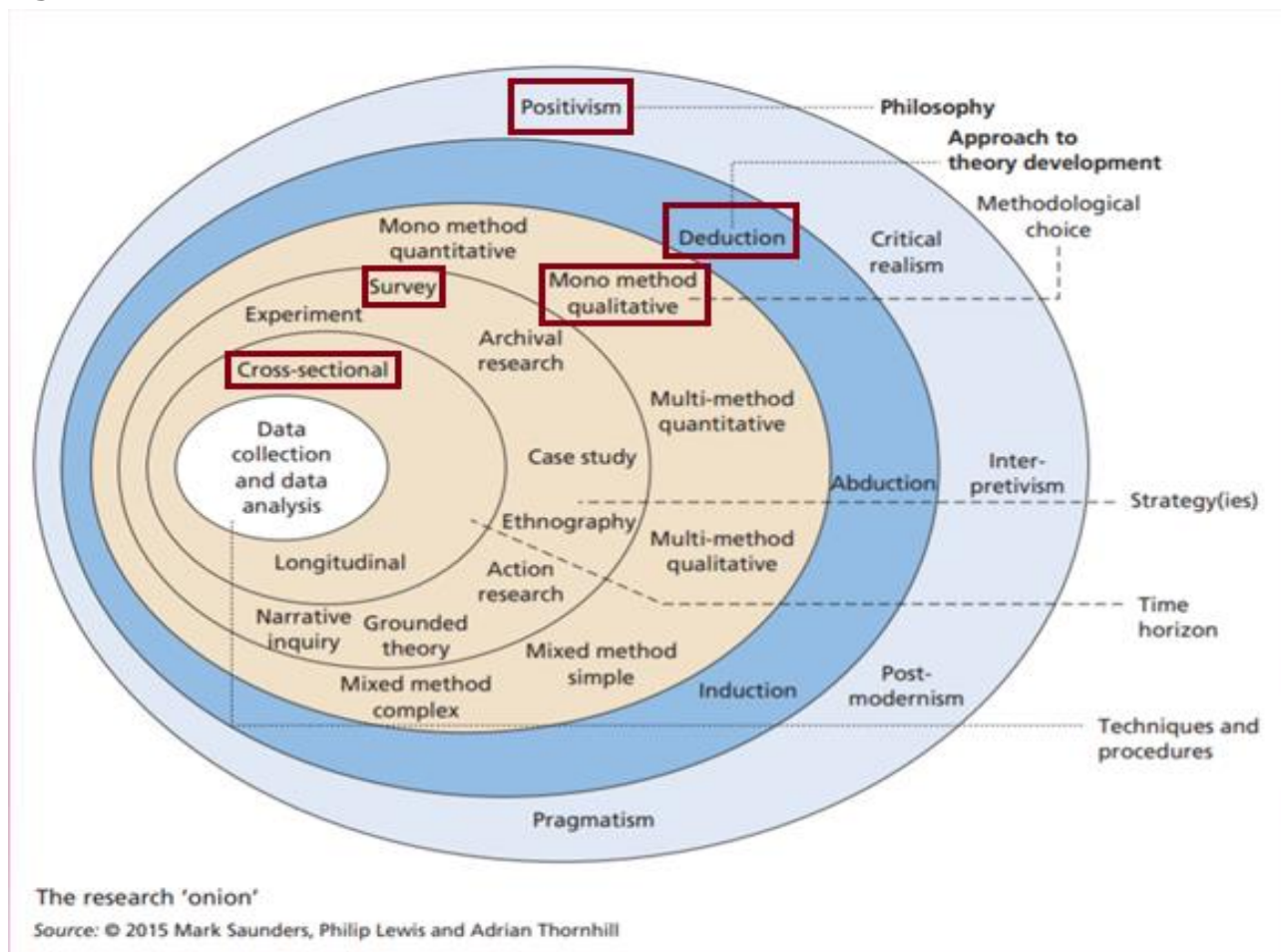
3. Methodology

A research methodology is a set of procedures for carrying out an investigation with the help of real-world examples. A research design is a plan that specifies how a study will be carried out in detail. Several stages may be identified. Saunders et al.'s (2009) "onion" metaphor for the research process adds further granularity.

3.1. Research Onion Model

Based on the above diagram of research onion. The positivist philosophy has been adopted. The deductive approach has been set as hypotheses are established based on theory and concept. A survey strategy was used as the mono method choice is quantitative. Each nurse staff was given a chance to participate as individual to fulfill the requirement of unit of analysis. A cross sectional time horizon was adopted to visit the target population/ sample. And accordingly, adopted questionnaire was distributed among the selected sample size.

Figure 2



3.2. Population

The population for the current research study is nurses of six public sector MTI's / Hospitals of only Peshawar city. The total nurses both male and females of these six public sector hospitals were 2542.

3.3. Sampling

In order to collect primary data, we will focus on the City of Peshawar in KP, Pakistan, and visit the six public sector Hospitals/ MTI's there. The method of random sampling used by the researcher is based on the principle of probability proportionality. See the table below for an explanation of the methodology used to determine how many samples should be taken from the total. Table 1 shows that six government hospitals were chosen as the primary focus. As a whole, there were 2542 nurses. In the first column, we see the names of six different medical facilities. The total number of registered nurses employed by each hospital is shown in Column 2. The 3rd and 4th columns are showing number of male nurse and female nurse in numbers.

Table 1: Proportional Random Sample

1 Hospital	2 Total	3 Male	4 Female	5 In PER%	6 Male In %	7 Female in %	8 Male Nurse	9 Female Nurse	10 Final Sample
LRH	1000	120	880	39	05	35	14	102	116
KTH	434	45	389	17	02	15	05	45	51
HMC	503	83	420	20	03	17	10	49	59
IKD	095	25	70	04	01	03	03	08	11
PIC	320	170	150	13	07	06	20	17	37
KCD	190	70	120	07	03	05	08	14	22
Total	2542	513	2029	100	20	80	60	236	296

As mentioned, total nurses in six hospitals are 2542, in which 513 are male nurse while 2029 are female nurse. 5th column of the table representing the percentage which is calculated to find out a proportional sample size from each hospital. Column six and seven representing the percentage of sample size of nurses from each hospital. Accordingly, column 8 and 9 showing actual number of male and females being selected as sample for the study. Finally, columns 10 showing total number of sample for each hospital.

4. Results

Statistics were collected from six public hospitals in Peshawar. In order to disclose the statistical data, methods like structural equation modeling (SEM-PLS) and the Statistical Package for the Social Sciences (SPSS) are being employed. Nurses from six different hospitals in Peshawar contributed to the data collection. The first step was to code the data and run some preliminary tests. The first step was to look into the missing information. None of the information was missing, as shown by the findings. The next phase was analyzing the unilabiate outlines. The unilabiate outlier is often identified using a z-score of 3.30 ($p < 0.000$). In this method, just three examples were found to have an outlier issue, and those cases were removed from the dataset.

In next step, normality assumption was tested. According to the result of Kolmogorov-Smirnov and Shapiro Wilk test. The result found that the value of each item $p = 0.05$. if the data of each item is below 0.05, the data said to be non-normal distributed (Cain, Zhang, & Yuan, 2017). Similarly, if the data is nor-normal distributed, SEP-PLS urge the researcher to use SEM-PLS (Hair, Risher, Sarstedt, & Ringle, 2019). Finally, Cronbach's Alpha test was applied on dataset with the aim to find out the reliability of each scale. The result reveals that all of the adopted scales Cronbach's Alpha was above the threshold and found statistically significant. Table 4.4 show the result of reliability.

Table 2: Reliability of Scale

Scale	Cronbach's Alpha	Developed by
Proactive Personality	0.880	Seibert et al. (1999)
Job Crafting	0.799	Yepes-Baldó et al. (2018)
Person's Group—Fit'	0.827	Verquer's (2002)
Person's Job—Fit'	0.787	Saks and Ashforth (2002)
Person Organization Fit'	0.820	Saks and Ashforth (2002)
Person's Supervisor—Fit'	0.820	Chuang and Shen in 2007
Person's Vocational—Fit'	0.818	Vogel and Feldman (2009)

4.1. Assessment of Measurement Model

In structural equation modeling technique, two prototypes 'model / theory of measurement' & 'model / theory of structure' need to be established before testing hypotheses. In measurement model, the two important tests of construct reliability and validity were performed. In this test, Cronbach Alpha, rho_A, Composite reliability and average variance extraction (AVE) were tested. Accordingly, discriminant validity including cross-loadings, Fornell-Larcker criteria and HTMT tests were performed. In convergent validity, item loadings of each item were tested (Hair et al., 2019).

Table 3 shows the result of outer loadings of each item. According to the rule of thumb by Hair et al. (2021), each item outer load should be more than 0.708. In social sciences, if the outer loading of an item is below 0.708 and the value of AVE is above 0.5, the item should remain in dataset (Ramayah, Cheah, Chuah, Ting, & Memon, 2018).

Table 3: Outer Loadings

Items	Job Crafting	Person Environment Fit	Proactive Personality
JC1	0.858		
JC2	0.774		
JC3	0.737		
JC4	0.796		
JC5	0.637		
P-P1			0.709
P-P10			0.688
P-P2			0.746
P-P3			0.757
P-P4			0.774
P-P8			0.710
P-P9			0.790
Person's Group—Fit		0.736	
Person's Job—Fit		0.789	
Person's Organization—Fit		0.706	
Person's Supervisor—Fit		0.780	
Person's Vocational—Fit		0.784	

4.2. Convergent Validity

After the establishment of outer loading criteria, the next step is to establish convergent validity which is also known as average variance extracted (AVE). There is a threshold of AVE set by Hair et al. (2021) should be greater than 0.5. As we can see the results of table 4, the Cronbach alpha for job crafting (0.82, AVE = 0.584), person environment fit (0.820, AVE = 0.577), proactive personality (0.862, AVE = 0.547). For all variables of the study, the Cronbach alpha and AVE are in between the acceptable range.

Table 4: Convergent validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Crafting	0.820	0.825	0.874	0.584
Person Environment Fit	0.818	0.824	0.872	0.577
Proactive Personality	0.862	0.864	0.894	0.547

4.3. Discriminant Validity

The third step of measurement model establishment is to test discriminant validity (Hair et al., 2021). A Fornell-Larcker criteria was applied and found significant result.

Table 5: Fornell-Larcker Criterion

	Job Crafting'	Person's Environment—Fit	Pro-active Personality
Job Crafting'	0.764		
Person's Environment—Fit	0.734	0.763	
Pro-active Personality	0.589	0.689	0.74

4.3.1. HTMT

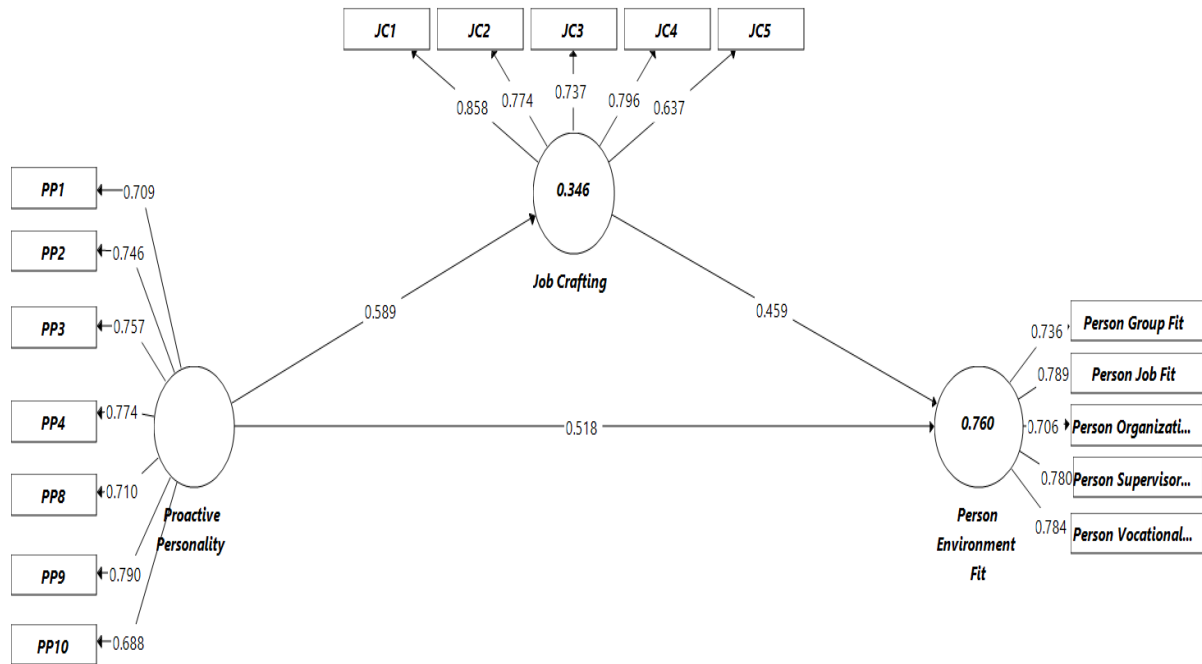
(Henseler, Ringle, & Sarstedt, 2015) introduced a term 'HTMT' which determined discriminant validity. According to the threshold, the higher value of HTMT is 0.90. as per the criteria, none of the score of below mentioned table 6 is above 0.90.

Table 6: HTMT

	Job Crafting	Person's Environment—Fit	Pro-active Personality
Job—Crafting			
Person's Environment—Fit	0.813		
Pro-active—Personality	0.68	0.802	

4.4. Measurement Model

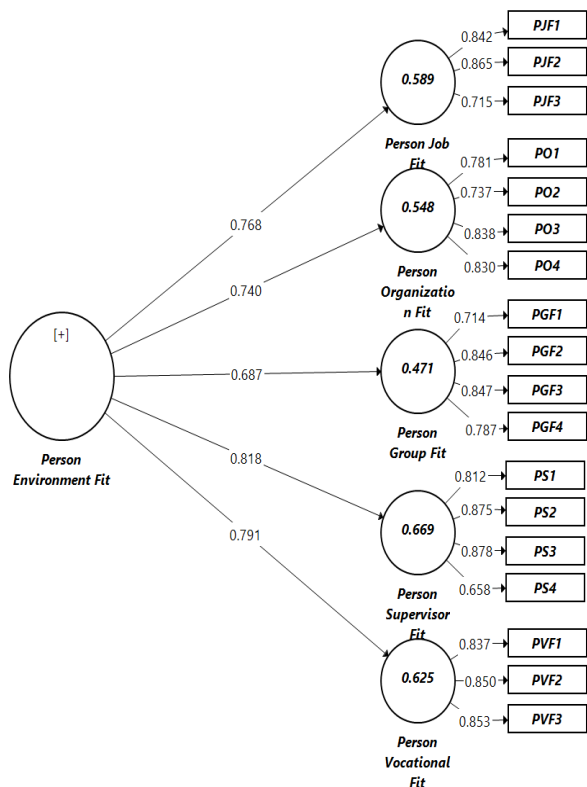
Figure 3



4.5. Evaluation of a Structural Metric for Measuring Higher-Order Constructs

In the present investigation, PEF is modeled as a five-factor hierarchical component space (HCM), or Higher Order Construct (HOC). (Hair et al., 2019; Ringle & Sarstedt, 2016) note that controlling whether a HOC assessment is used to decide. It is very important to determine whether or not a first order build loads onto a second order construct. Person Job Fit, Person Organization Fit, Person Group Fit, Person Supervisor Fit, and Person Vocational Fit all have good second-order loadings, while Person Environment Fit (PEF) has satisfactory first-order loadings. All loadings are greater than the 0.6 and 0.7 cutoffs.

Figure 4
HOC Measurement Model



HOC Structural Model

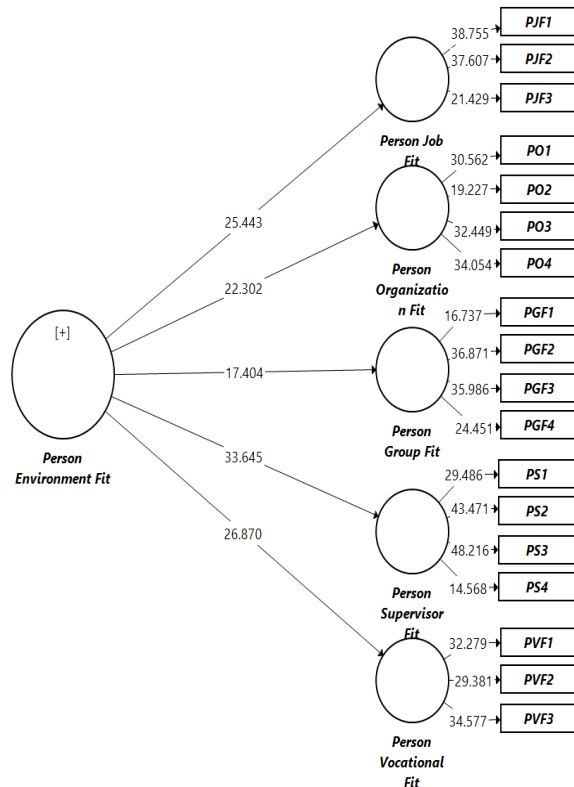


Table 7: Structure model of HCM

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Person Environment Fit -> Person Group Fit	0.687	0.687	0.039	17.404	0.00
Person Environment Fit -> Person Job Fit	0.768	0.769	0.03	25.443	0.00
Person Environment Fit -> Person Organization Fit	0.74	0.742	0.033	22.302	0.00
Person Environment Fit -> Person Supervisor Fit	0.818	0.818	0.024	33.645	0.00
Person Environment Fit -> Person Vocational Fit	0.791	0.792	0.029	26.87	0.00

Table 7 signifies all the indicators from the 5000-boostrapping for the PE-Fit -> PG-Fit ($\beta=0.687$, t-value = 17.404, $p < 0.00$); PE-Fit->PJ-Fit ($\beta=0.768$, t-value = 25.443, $p < 0.00$); PE-Fit -> PO-Fit ($\beta=0.740$, t-value = 22.302, $p < 0.00$); PE-Fit -> PS-Fit ($\beta=0.818$, t-value = 33.645, $p < 0.00$); PE-Fit -> PV-Fit ($\beta=0.791$, t-value = 26.87, $p < 0.00$) take empirically substantial assistances on Person’s Environment—Fit construct.

4.6. Structural model (Mediation analysis)

In this research, the connection amongst person’s pro-active temperament then their personal environment fit was examined, and it was shown that job crafting acted as a mediator between the two factors.

Figure 5

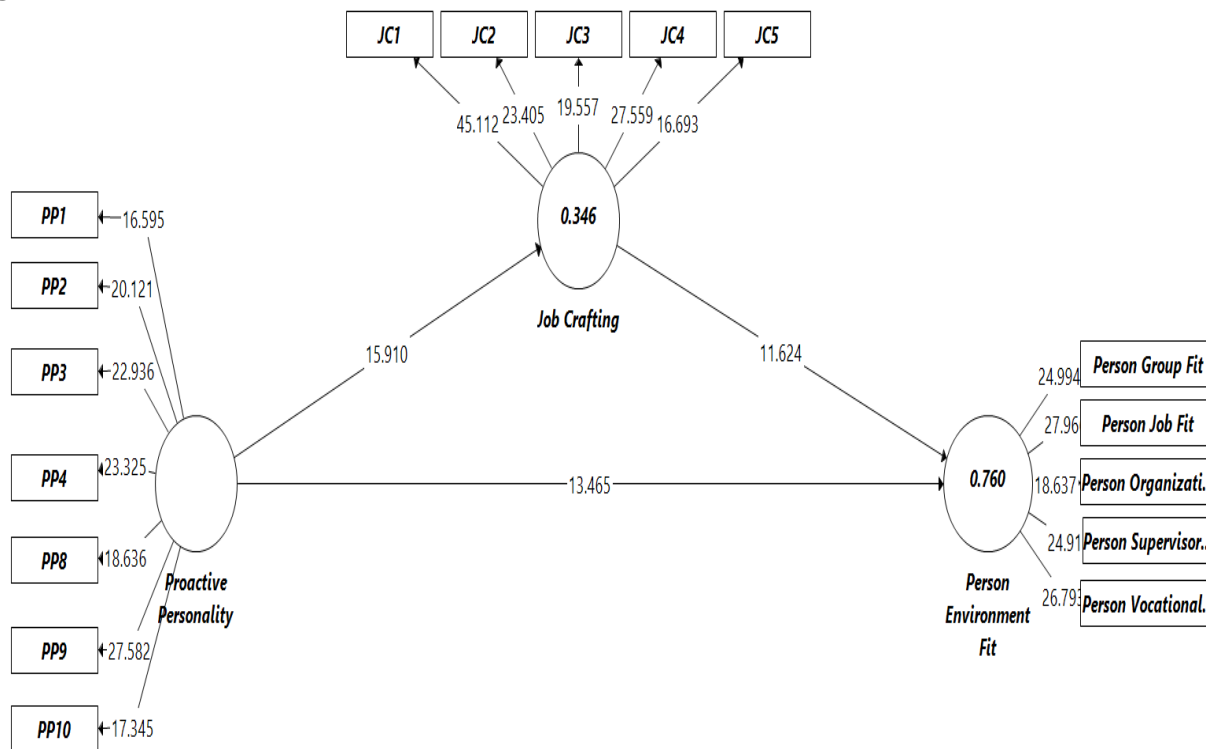


Table 8: Testing hypotheses (Direct and Indirect)

	Original Sample (O)	Sample T (O/STDEV)	Statistics P Values
H1: Proactive Personality -> Person Environment Fit	0.789	36.068	0.00
H2: Proactive Personality -> Job Crafting	0.589	16.193	0.00
H3: Job Crafting -> Person Environment Fit	0.459	11.597	0.00
H4: Proactive Personality -> Job Crafting -> Person Environment Fit	0.27	10.244	0.00

According to the result mentioned above table 8, the direct effect of H1: proactive personality on person environment fit p value is 0.00 and declared as statistically significant impact, similarly, the direct effect of H2: proactive personality on job crafting p value is 0.00 and declared as statistically significant impact, whereas the direct effect of H3: job crafting on person environment fit p value is 0.00 proved statistically significant impact, and finally, the specific indirect effect of H4: job crafting as mediator in between proactive personality and environment fit p value is 0.00 proved partial mediation. The study's overall findings from testing all four hypotheses indicate that job crafting mediates some of the link between an individual's proactive personality and their immediate surroundings. Therefore, the research accepts all of its assumptions.

4.7. Coefficient of Determination (R²)

Coefficient of determination measures the overall effect of the independent variables on the dependent variable. The coefficient of determination results shown below reveal that the adjusted R² of individual's environment—fit mark as 0.758, signifies momentous range, while the adjusted R² for the individual's job crafting is 0.344, which is in the moderate range.

Table 9: Coefficient of Determination

	R Square	R2 Adjusted
Job—Crafting	0.346	0.344
Person’s Environment—Fit	0.76	0.758

5. Conclusion

This quantitative study tested assumptions about the link amongst one's proactive personality and their ability to thrive in their work environment, as was mentioned above. We developed four distinct sets of research objectives, questions, and hypotheses for this study. These five components make up the "Person Environment Fit" concept in the real world. The study has used two-phase hierarchy methodology (Hair et al., 2019). The first HOC order was determined using the repeated indicator method, allowing for higher order building to be carried out. Reclassifying all first-order construct indicators as higher-order construct indicators is the first step in developing the higher-order construct (HOC) measuring paradigm.

Information was collected from 296 nurses at six public hospitals in Peshawar. This enabled them to test four hypotheses that were crucial to their investigation. SPSS and SEM-PLS were used to evaluate the measurement and structural model. The objective was to investigate possibilities. The statistical evidence suggests that an individual's level of proactivity has a significant impact on how well they mesh with their environment, and it further suggests that job crafting serves a mediating role between proactivity and persona environment fit. The latest study's results are consistent with those of the other studies' hypotheses.

5.1. Implications and Future Directions

The aim of the study was to test a conceptual model with the mediating role of job crafting in between a proactive attitude and a person's ability to adapt to their surroundings. The findings demonstrate the importance of having the capacity to construct and customize one's work environment in order to succeed in any kind of organization. In the present research, a higher construct of person-environment fit was examined in terms of both the first and second orders of conceptualization. In the future, self-efficacy and proactive behavior may be employed as a moderator with the intention of strengthening the influence that proactive personality and job crafting have on person environment fit.

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