

**ANALYZING THE EFFECT OF JOB CRAFTING ON PERSON ENVIRONMENT
FIT A CASE STUDY ON UGANDA CHRISTIAN UNIVERSITY**

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DEDICATION

I would like to dedicate this report to Uganda Christian University, to my mother Mrs Dinah Mwesigye and to everyone who helped me compile the necessary information needed for my dissertation I am greatly appreciative and I recognise your help in helping me achieve my degree.

ACKNOWLEDGEMENTS.

I would like to acknowledge the contribution of my course mates, mother and friends who supported me financially, and helped me in compiling the necessary information needed for this report. I acknowledge all your efforts made to help me out.

DECLARATION.

I Ayebare Grace hereby declare that this is my original work and has not been submitted to any other academic body for examination purposes.

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ABSTRACT.

Workers in their different working environments derive ways and modes through which they can attain environment fit and equally organisation fit. This can majorly be done through job crafting. Job crafting is significant because it entails three dimensions which are, relational, cognitive and task crafting. The purpose of this study is to firstly, establish the level of job crafting of the non – teaching staff of Uganda Christian University. Then, to determine the relationship between job crafting and person environment fit. And finally, to determine the state of person environment fit of workers. The research design was cross sectional meaning that the data was collected from one given point in time. Out of all the 58 questionnaires that were sent out to respondents 53 were answered implying a 91% targeted response rate. From the above findings, job crafting and person environment fit were said to be participated on a moderate level which implies that there is given room for improvement in these areas. There was a positive significant relationship between job crafting and person environment fit.

TABLE OF CONTENTS

DEDICATION	i
ACKNOWLEDGEMENTS.....	ii
DECLARATION.....	iii
ABSTRACT.....	iv
CHAPTER ONE - INTRODUCTION.....	1
1:1 INTRODUCTION.....	1
1.2 BACKGROUND.....	1
1:3 STATEMENT OF THE PROBLEM	3
1:4 PURPOSE	3
1:5 OBJECTIVES	4
1: 6 Research questions	4
1:6 SCOPE OF THE STUDY	4
1:7 Conceptual scope	4
1:8 TIME SCOPE.....	4
1:9 SIGNIFICANCE.....	4
1:9 JUSTIFICATION OF THE STUDY.....	5
1:10 CONCEPTUAL FRAMEWORK.....	5
1:11 CONCLUSION.....	6
CHAPTER TWO-LITERATURE REVEIW	7
2.0 Introduction.....	7
2:1 Job Crafting.....	7
2:3 Person Environment fit	11
2:4 JOB CRAFTING AND PERSON ENVIRONMENT FIT.....	14
CHAPTER THREE- RESEARCH METHODOLOGY.....	17

3:0 INTRODUCTION.....	17
3:1 RESEARCH DESGIN	17
3:2 Study Population.....	17
3:3 SAMPLING PROCEDURES	17
3:3:1 SAMPLE SIZE.....	17
3:3:2 SAMPLING TECHNIQUES	18
3:3 DATA COLLECTION METHODS AND INSTRUMENTS.....	18
3:5:1 RELIABILITY ANAYLSIS	18
3:5:2 VALIDITY OF RESEARCH INSTRUMENT	18
3:6 DATA MANGEMENT AND PROCESSING	19
3:7 DATA ANAYSIS	19
3:8 ETHICAL CONSIDERATIONS	19
CHAPTER FOUR –DATA ANAYLSIS AND INTERPRETATION.....	21
4:0 INTRODUCTION.....	21
4.1 RESPONSE RATE	22
4.2 DEMOGRAPHIC RATE	22
4.3 AGE OF RESPONDENTS	22
4.4 LENGTH OF SERVICE	23
4.5 LEVEL OF EDUCATION.....	23
4.6 RESPONDENTS POSITION.....	24
4.7 EMPLOYEES LEVEL OF JOB CRAFTING.....	24
4.8 JOB CRAFTING.....	25
4.9 PERSON ENVIRONMENT FIT	27
4.10 RELATIONSHIP BETWEEN JOB CRAFTING AND PERSON ENVIRONMENT FIT	30

4.11 CORRELATION.....	31
CHAPTER 5	33
DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATION.	33
5.1 INTRODUCTION.....	33
5.2 JOB CRAFTING.....	33
5.3 PERSON ENVIRONMENT FIT	34
5.4 JOB CRAFTING AND PERSON ENVIRONMENT FIT.	35
5.5 RECOMMENDATIONS	36
5.6 LIMITATIONS OF THE STUDY	36
5.7 FUTURE RESEARCH OPPORTUNITY.....	36
5.08 CONCLUSIONS.....	37
REFERENCES	38
APPENDICES.....	40
APPENDIX 1: RESEARCH QUESTIONNAIRE.....	40

CHAPTER ONE - INTRODUCTION

1:1 INTRODUCTION

This chapter contains a brief introduction to the variables of study which are, person environment fit and job crafting. It explains these variables in relation to the topic of study.

1.2 BACKGROUND

Employees strive to achieve a compatibility in their environment. Such a compatibility, otherwise known as person environment fit, is instrumental towards employees' career success. Person environment fit can be defined as the compatibility that occurs when individuals match the characteristics of their work environment they inhabit (De Cooman, & Vlegels, 2022) An employee that obtains a person-environment fit, has better match of their competences as against their job demand (otherwise termed as person-job fit) and also a better match with the organisational requirements such as in terms of values and ability to work with other people (otherwise termed as person-organisational fit. Person environment fit includes the compatibility between constellations of personal characteristics (individual's personality trait profile) and the environment partners personality trait profile. The environment contains several transient , constant and recurring aspects of the surrounding world that interact with an individuals characteristics to give rise to certain behaviours and outcomes . These can be, other individual's immediate situational stimuli, or the physical living conditions and broader societal or cultural contexts.(Kandler et al., 2024). In essence, person environment fit is a better match of an individual with their jobs and organisation.

In terms of the centrality of person-environment fit in an employee's career, both dimensions of the concept (person-job fit and person environment fit) avers that the concept is multifaceted. On one facet, an employee who fits well in their job, possess the competences, in terms of behaviour, attitudes and skills to execute their jobs effectively. A satisfying job is as a result of individual and organisational adjustments intended to create correspondence between individual and environmental attributes. Researchers have emphasised that person job fit can be established only if individual and environmental attributes are commensurate that is, when they belong to similar conceptual domains, are logically related to and interdependent on one another and are measured with similar rating scales(.Van Vianen ,2018). There is evidence that an employee whose

competences matches their job requirement are better performers and as such experience the career benefits such as job security, better rewards, and job promotions easily. On the contrary, organisations are less tolerant with employees that fail to match the demands of their jobs. On the other facet, person environment fit also entails person organisational fit. The ASA framework , which stands for, Attraction- Selection –Attrition .this theory emphasises that people are attracted to, selected by and stay on organisations that match their personal attributes. (Kandler, & Bleidom 2024).Person organisational fit is a better match of an employee with organisational aspects such as values and working effectively with other people as a team undoubtedly, an employee who fits well in their organisation has a good report with the superiors and colleagues which translates into high level of job security and performance.

Despite the centrality of person environment fit in employees' career, some employees are still struggling to obtain the fit and have thus been negatively affected. For instance, Uganda Christian University(UCU) the institution of interest in this study, had a number of staff members dismissed in June 2024 on the account of failing to match with the organisational values and ethics. In particular, some of the employees were involved in examination management malpractices and others failed to uphold the UCU moral values. Two of the staff members were dismissed. Further, a number of staff members have been warned over their failure to attend their work and teaching the students effectively. In particular, some of the employees' workload have been reduced due to failure to meet the required standards. There have also been cases where some staff members fail to work well with others (UCU Human resource records, 2024).

The modern world of work demand that the employees have a large responsibility of working towards obtaining a better environment fit. According to the new psychological contract, employers are willing and ready to dismiss employees that fail to match the demands of the environment. Psychological contract is a mental mode that encompasses an employee's subjective understanding of a reciprocal commitment-based exchange between him/herself and the organisation. Organisations and employees working together to build a healthy psychological contract can have a positive and far reaching impact (Chen & Feng2023). However, in today's organisational setting, employers are more willing to let go of employees that fail to attain environment fit because of the stiff nature of today's competition. As such, the mechanisms that the modern scholars should propose on how person environment fit can be fostered ought to offer

the individual initiatives. Based on the said reality, job crafting is hereby advanced as one of the initiatives that employees can undertake to foster their fit in the environment. Job crafting, is a proactive behaviour that entails redesigning one's jobs in terms of tasks, mind set, and relations in order to make their work more interesting and obtaining capability to perform well. Job crafting may be facilitated by job and individual characteristics and may enable employees to fit their jobs to their personal knowledge(Tims, & Barker, 2010). Job crafters have been found to enhance their fit through acquisition of new competences, having relationships that are beneficial, being proactive in knowing what is expected of them, and having a positive mind set.

There being a case of employees who have failed to fit well in their environment in UCU, and there being a persuasive theory, this study sought to examine the possible contribution of job crafting and person environment fit.

1:3 STATEMENT OF THE PROBLEM

Person environment fit is critical to employee career. Nonetheless some employees have failed to fit well in their environment thus suffering the respective consequences. For example, Uganda Christian University(UCU) the institution of interest in this study, had a number of staff members dismissed in June 2024 on the account of failing to match with the organisational values and ethics. In particular, some of the employees were involved in examination management malpractices and others failed to uphold the UCU moral values. Two of the staff members were dismissed. Further, a number of staff members have been warned over their failure to attend their work and teaching the students effectively. In particular, some of the employees' workload have been reduced due to failure to meet the required standards. There have also been cases where some staff members fail to work well with others (UCU Human resource records, 2024). The said state of affairs can be well addressed if employees undertook proactive measures to fit well. This study attempted to asses the possible contribution of job crafting in reversing the situation.

1:4 PURPOSE

The purpose of this research is to look at why workers cannot attain fit within their given environments. This can include, the organisation or their given job roles. The purpose of this study is to look at how job crafting enhances person environment fit. That is the role of job crafting in person environment fit.

1:5 OBJECTIVES

The objectives of this study will be to;

- i. To assess the state of person - environment fit.
- ii. To assess the level of job crafting among employees.
- iii. To determine the relationship between job crafting and person- environment –fit.

1: 6 Research questions

- i. What is the state of person - environment fit among UCU employees?
- ii. What is the level of job crafting among employees?
- iii. What is the relationship between job crafting and person- environment –fit ?

1:6 SCOPE OF THE STUDY

Geographical scope

The research conducted in Mukono District specifically in Uganda Christian University as the institution. It was conducted among the non-teaching staff of Uganda Christian University.

1:7 Conceptual scope

Job crafting was analysed as the independent variable that is specifically, task crafting, cognitive crafting and relational crafting which are the main dimensions of job crafting. Then , person environment fit was assessed as the dependent variable in relation to understanding how a person fits into the environment that he/ she is in.

1:8 TIME SCOPE

The research will be conducted for a period of two months, and relevant literature employed was from a period of 2020-2024.

1:9 SIGNIFICANCE

Employees have sometimes found it difficult to fit into their given organisations and environments and however, an employee’s success in an organisation is highly dependent on their ability to fit well into an organisation. Therefore, this research is indeed significant in the following ways;

This study is significant to the employers in an organisation, that is, employers need to learn about the dynamics that employees attain in order to fit into their working environment well.

This study is also significant to fellow scholars who wish to attain knowledge on the nature of job crafting amongst working class employees.

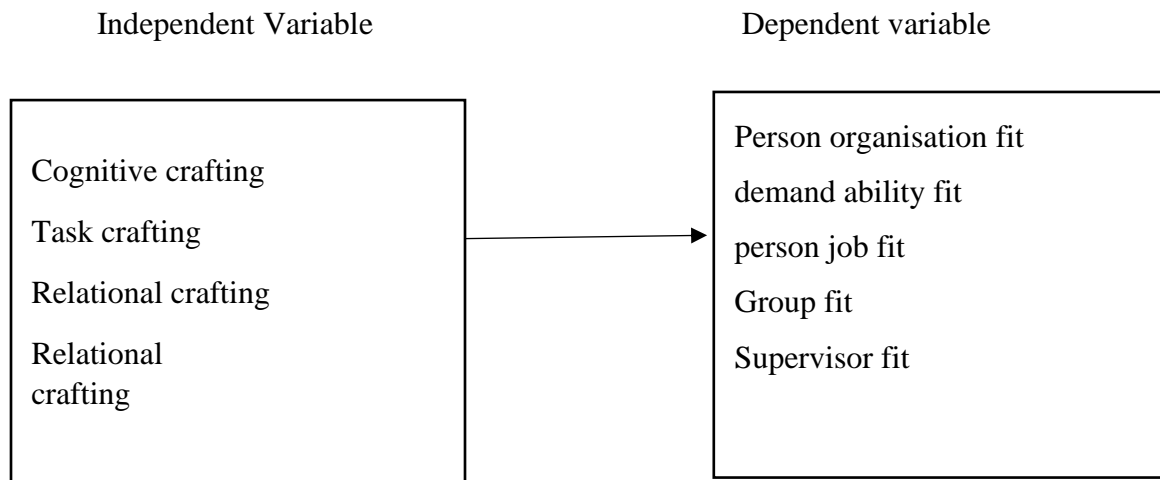
This study is also important to employees in other academic organisations who wish to improve on their employee work environment.

1:9 JUSTIFICATION OF THE STUDY.

This study tends to look at how important it is for employees who craft their jobs are able to fit well into the organisation and align their values and characteristics with that of the organisation. This looks at the importance of job crafting and the role it plays in how employees fit well into their organisation.

1:10 CONCEPTUAL FRAMEWORK.

This shows the relationship between the dependent variables and the independent variable. That is this shows how the independent variables depend on one another.



1:11 CONCLUSION.

In conclusion, person environment fit refers to the way through which an individual is able to fit into their given environment this can be an organisation environment or the surrounding area in which a person is working. Job crafting refers to the proactive self made changes that employees make to their job roles it involves, reshaping their job responsibilities. Therefore, the purpose of this research is to look at how job crafting is essential in person environment fit, that is how it helps one fit into the environment they are in. Employees may participate in job crafting as and when they see it necessary for them to do so.

CHAPTER TWO-LITERATURE REVIEW

2.0 Introduction.

This chapter contains a summary of the literature review, it reviews literature in line with the objectives of the study. The given variables which are job crafting and person environment fit, this chapter provides a conceptualisation concerning these variables.

2:1 Job Crafting

Job crafting is defined as the self-initiated changes that employees make in their own demands and job resources to attain and optimise their personal work goals (Baker, 2012). Many studies have focused that job crafting is driven by job characteristics which may include, autonomy of work load, and limited skill variety (Kim & Beehr, 2022), or individual skills and abilities (Bruning & Campoin 2022) which may drive these proactive behaviours. Job crafting involves employees redesigning their jobs to maintain and increase their person job-fit (Hakanen, & Svetlana). Job crafting comprises volitional, self-targeted work behaviours with which individuals seek to make changes to their jobs to improve their experience (Bruning & Campion, 2018). Job crafting can also be viewed in a role based resource based perspective. In role based perspective, employees make changes to the task, social or cognitive boundaries of work (Slemp & Vella Broadrick, 2013). Whereas, in a resource based perspective, employees make changes to their job resources and job demands.

In a study conducted by Lotta and Tims(2023), they shade light on job crafting and the relational design of work. The main argument of the relational work design theory is that the more opportunities employees have to interact with other people in and outside of the organisation, and the more resources they can draw from these connections the higher their motivation and performance at work will be. Social work characteristics determine the number and quality of interactions employees have. In the relational work design theory it explained that, the design of work can provide more or fewer opportunities for employees to interact with others and how these interactions in turn affect employee motivation and behaviours. (Grant & Parker, 2009). Employees craft their relational work design by changing the quality and quantity of interactions they have with other people (Dust & Tims, 2020). All these categories are categorised as approach crafting, where employees seem to shape social boundaries and interactions at work to enrich their jobs. (Bruning & Campion, 2018).

Despite the fact that social interactions with people has been studied to a lesser extent, to a greater extent studies have found that, there is a positive relation between task interdependence and a negative relation with individual crafting. This is because of the structural requirement for people to co-operate and co-ordinate their actions to carry out their work (Leana et al., 2009) Showing that individual crafting is not as successful as other forms of crafting because in the other forms there is dependency on one another to be able to craft and in most cases crafting one's job can be benefit to others. For the cases where one is to craft individually, he always seeks support from others. For example, a study conducted and documented how co-workers limited lower ranked employees perceived opportunities to craft their jobs by not granting them necessary autonomy to engage in crafting. They showed how, in response to these limitations, employees reached out to other people at work to gain support to craft their jobs (Berg et al., 2010). This shows that however much job crafting is focused one being better at his own tasks it also involves seeking knowledge from people around them.

According to the relational work design theory, (Grant, 2007), when workers have interactions with other people affected by their work, they will perceive their tasks as more significant and meaningful and their work motivation and helping behaviours will consequently increase. This theory posits that the degree to which employees have opportunities to interact with other people at work will also determine the degree to which they have opportunities to make a difference in others lives. When engaging in self focused behaviours such as job crafting, the relational work design may prompt employees to take others into account when crafting their jobs. Co-workers are also suggested to respond more favourably to job crafting when they perceive that their crafting benefits others. (Tims & Parker ,2020.) Even though job crafters are motivated by their own person job fit, interactions with other people are likely to play a role in how workers engage in job crafting.

In a research study conducted on the relational work design theory, where researchers conducted group interviews on 44 employees representing 8 focus groups representing different industrial sectors, from his findings, he discovered that there are various job crafting strategies. To begin with one of which is, relational crafting. Relational crafting is where by the workers mobilised contact with others to draw resources from the interactions and involve others in job crafting, studies have also shown how employees rely on others to craft their jobs for example, job crafters are known to co-ordinate their tasks with their co-workers to manage their workload (Gascoigne

& Kelliher, 2018) seek feedback and support from others (Tims et al., 2012), . Refine their ideas in collaboration with their co-workers (Mattarelli & Taglivanti, 2015) and build relationships with clients and co-workers (Slemp & Vella- Broadrick, 2013).

There is also, aligning job crafting strategies where participants used to navigate the tension between meeting one's own needs and being aware of how one's actions impacted others. While aligning, it meant foregoing job crafting altogether, or using time outside work to craft a job, because of the potential negative impact of crafting. It also illustrates job crafters shaping their work in a way that aligns with the broader social system at work.

There is also impact crafting, which illustrates how awareness of the impact of one's actions on others. This looks at the impact job crafting has on people around that is, it looks at the direct impact of job crafting.

Job crafting is equally seen as a mode/ method through which employees deal with illegitimate tasks. In research conducted by Makkikangas and Minkkien (2018) discovered that job crafting is a proactive move to handle illegitimate tasks. Illegitimate tasks refer to the extent to which employees are expected carry out extra tasks at work including task which they perceive as unnecessary or unreasonable and incompatible with their core roles and thus conflicting with their professional identity (Kronenwatt, & Rigotti, 2019). These illegitimate tasks may have detrimental consequences to employees wellbeing like burn out, feelings of resentment (Semmer et al., 2015), job dissatisfaction, impaired intrinsic motivation (Omonsky et al., 2016) . Here they investigated the role of job crafting for meaning of work. As their research was conducted on teachers in Finland, they discovered that it is one of the countries reporting increase in use of digital technologies for teaching. The national curriculum was reviewed in 2016-2019 resulting into new responsibilities for teachers (Finish Board education , 2016) Meaning that, teachers in Finland are faced to handle many illegitimate tasks and need to develop more efficient ways of doing their work which includes job crafting. In their discoveries, they conducted an investigation to look at whether job crafting strategies have potential to mitigate the unfavourable consequences of illegitimate tasks. They proposed that job crafting strategies may include important stress management elements under job stress when experiencing illegitimate tasks as people are generally trying to cope and adjust under stressful circumstances, the idea of which is well

established in coping with self regulation theories of stress (Vohs & Baumeister., 2017). The Job demand Resources model (JD-R) model posits that individual job crafting entails increasing structural job resources, opportunities for personal development, increasing challenging job demands and decreasing hindering job demands(Tims et al., 2012) The first three of these job behaviours are termed as approach crafting and the latter avoidance crafting (Zhang & Parker, 2019).

Approach type crafting behaviours include, seeking job resources and challenging demands which are said to enhance employee wellbeing and work motivation according to the JD-R model 9 (Bakker & Demerouti, 2017). It has been found to facilitate occupational wellbeing such as work engagement (Rudolph et al., 2017). Another job crafting strategy presented is, optimising work job demands. Which was introduced to complement the job crafting construct (Demerouti, & Peeters, 2018). Optimising demands refers to improving work processes or simplifying them in order to perform work more efficiently and increase one's work motivation (Demerouti, & Peters, 2018). This job crafting strategy is needed especially in demanding jobs such as in teaching with its various emotional and cognitive demands.

If employees experience high levels of illegitimate tasks at work, they will surely try to cope with these and optimising demands and seeking resources , thus engaging in job crafting behaviours may be ones way to cope and adjust in the presence of illegitimate tasks. This shows that job crafting is a potential moderator for job related stress.

For the purpose of this study, the conceptualisation of job crafting was adopted from the work of Wrzeniewski and Dutton (2001) who defined job crafting namely in three aspects, task crafting, cognitive crafting and relational crafting. Task crafting entails redesigning the aspects of employees jobs, in such terms as identifying cuts to do their work better, reducing on some of the tasks, taking up some new exciting tasks among others. For example, an administrator for instance can task craft their work by identifying computer packages that can help perform their work better. This shows he is finding better ways of being better at his job. The cognitive aspect of job crafting refers to the way an employee makes changes to their perception about their job to attach more meaning to their work (Slemp & Vella- Brodrick, 2013). The aim of cognitive crafting is to

enhance meaningfulness of work, for example, the aim is directing attention to the meaningful aspects of the job. It helps to better align one's skills, values and goals.

Finally, relational crafting relates to the other three methods of crafting in that relational crafting refers to a process in which individuals adjust their social relationships to enhance their social bonds (Nielsen, & Abildgaard, 2012). It can also be referred to as the control employees have over the people at work they interact with (Slemp, & Vella –Brodrick, 2014).It depicts employees behaviours to change relational boundaries, involving activities of seeking , building and maintaining better relationships with preferred individuals at the work place (Burning & Campion 2018). This behaviour has found to help employees have more supportive and rewarding interactions , resulting in various positive outcomes (Jutengren et al., 2020.) Job crafting of employees can be seen and understood through these three aspects, namely, task crafting, cognitive crafting and relational crafting.

2:3 Person Environment fit

Person environment fit according to Lawtons theory refers to when physical and social environments and the persons behaviour are shaped by one another in a dynamic ever changing process. When an individual's behaviour is dependent on their characteristics and environment (Kurt Lewin, 1976). Person environment fit is when employees chose between organisations based on their perceived fit. (Kristof brown 2000) and they continuously evaluate this fit as they move through their career and also shape the nature of their environment. There are numerous levels of person environment fit which are, person organisation fit, person job fit, person group fit, and individual and vocation fit, individual and supervisor fit (Su et al., 2015). Employees must both fit into their organisation and job to be successful (Brown, 2000). Individuals develop a good career in organisations and achieve professional success when the organisation provides employees with career guidance and optimisation strategies to meet their development needs (Guo , & Collegues 2021). In this, sense, the value fit of individuals with organisations is conducive to individual career development. Thus, in most cases, employees are able to attain fit through this. In a study conducted by Cartens et al. (2022) on various sectors of South Africa, they discovered that personal resilience moderated the relationship between person organisation fit and subjective career success. Subjective career successes being that individuals form an overall subjective evaluation

of their careers. Some researchers have posited that person environment fit that is, person job fit, person environment fit and person culture fit plays a significant role in employees perception of personal career successes (Rasdi et al., 2009) The notion is that when there is good fit between employees and their development seeking behaviours, and create situations that support higher levels of job performance and achievement which could lead to feelings of subjective career success (Su et al., 2015).

Equally still, in order for one to attain person environment fit , one has to be able to attain certain personality traits to be able to fit into a new culture. In a study conducted by Valenzuela and Rogers(2018), they looked at the need for expatriates (people living in a new country) to be able to fit into their new environment. They explained that, there is need for expatriates to draw upon certain personality traits to influence the adoption of certain articulation strategies needed to meet the demands of the cultural context across domains. This was done through understanding of expatriate model adjustments. These models of expatriates adjustments (Haslberger & Dickman, 2016) grounded in person environment fit theory outline that expatriate adjustments occurs when expatriates abilities meet the demands of the new cultural context. That is, if they are able to cope with the changing new culture and adopt to it. If they can do so, they will be able to attain fit in the new environment that they are in.

However, it was also noted that, expatriates adjustment is likely to occur when the expatriates ability to draw upon some personal attributes (Lenartowicz, & Apud ,2006) meets the demands of the cultural context and when the cultural context fulfils the expatriates needs. This gives us a different angle from which we are able to view person environment fit. From this, we are able to understand that person environment fit occurs when one is able to fit into his/ her environment and be able to equally thrive in a different environment as is seen through the expatriates. It might require one developing personal strategies such as having personal attributes that promote their environment fit. These personal strategies include, extraversion, agreeableness. Extraversion refers to the tendency to be social able and seek the company of others we propose high levels of extroversion to be associated with integration, assimilation and separation strategies (Kosic 2002). Agreeableness refers to the tendency to be able to be warm, and compassionate towards others, high levels of agreeableness may lead to integration, assimilation and separation strategies. Therefore, if an expatriate develops such strategies, they are able to not only attain fit but also lean

towards understanding of the new culture that they wish to adopt. And thus in the long run, they are able to attain fit.

For the case of this research however, one is to aim and dwell on the concepts of person environment fit which are, person organisation fit, person job fit, person group fit , and supervisor fit. Person organisation fit refers to the compatibility between people and the organisations for which they work (Kristof, 1996) for example someone who is results focused and values speed will fit best with an organisation that shares and enacts these values. Organisation fit looks at how well and how best an employee is able to fit in his organisation putting into mind. This focuses on the congruence between patterns of organisational values and patterns of individual values.

Person job fit on the other hand refers to the degree of match between an individual's skills, abilities , interests and demands, rewards and opportunities of a specific job. It entails one being able to fit into his job, it focuses on the worker's needs, abilities , values and organisation demands and how the company / job can provide or match those criteria. Job fit is also based theory that looks at how different people have different strengths and characteristics at the same time different occupations and how well they are able to maintain being productive even at the job.

Person group fit refers to the compatibility between individuals and their work groups. (Kristof 1996). Person group fit exists when one is similar to work group values or when one poses job relevant knowledge skills and abilities. The group has a relevant and meaningful reference point for a host of organisation phenomena. (Shin, & Choi, 2010) Through group fit, one is able to attain a sense of belonging and in the long run, they are able to attain fit through the easiest possible ways. Another type of fit is supervisor fit, this looks at how well one is able to be compatible with is/ her supervisor. It refers to the compatibility between an employee and his supervisor. This type of fit is essential for an employee willing to curb the working dynamics in an organisation. Supervisor fit entails a good relationship between one and his immediate superior this type of fit looks at how well an individual is able to correlate with his supervisor at the place of work. This type of fit ensures that one is able to fit well into his organisation in the long run when he cultivates a positive relationship with him and also when the supervisor gives positive feedback to his inferiors as well.

2:4 JOB CRAFTING AND PERSON ENVIRONMENT FIT.

Job crafting and person environment fit are quite synonymous for one to be able to attain person environment fit, they need to be able to develop tactics that can help them achieve it. Person environment fit being one of them. Job crafting is an important factor that enhances person environment fit. Job crafting entails several factors including, relational crafting, cognitive crafting and task crafting.

Relational crafting looks at how well one is able to interact with others in most cases one attains necessary resources to help him be better at his job. Such resources can be in terms of getting help, that is, getting help from different workers in the same field. For example, an HR seeking help from a fellow HR who might be in a different organisation seeking for his advice and consult. Also relational crafting can look like receiving advice from fellow co-workers or supervisors at work, and also increasing on one's social capital by building social bonds that last even outside the job. Socialisation and induction have been advanced as means that organisations employ to help new employees ably fit into the organisation (Abdul, & Malik, 2012). When one socialises with others in the cases when he is new, he is able to have a good sense of the organisation. This can be done at different intervals and levels depending on the nature of the worker. This means that apart from the official socialisation programmes, and employee may need to be proactive to build relationships with people that are within or outside the organisation to enable him perform well in the organisation (Saks & Gruman, 2018). Relational crafting can also include one seeking help not only from internal but also from external sources of his organisation. Therefore, relational crafting can be looked at as an important factor for person environment fit.

Another element of job crafting such as task crafting is essential in determining the fit of an employee/person. Task crafting relates to identifying the responsibility within a given job description. When one identifies their job description, they are able to proactively craft their job tasks for instance , identifying more shortcuts to do their work, which includes dropping some boring aspects and become more innovative to make their jobs more interesting and attain fit.(Wingerden et al., 2017). This means that job crafting is of importance if one is to attain person environment fit. For example, employees who are used to change such as business men, entrepreneurs are exposed to different change aspects within their job through this, they have to come up with new strategies of doing work to be able to satisfy their customers and develop new products and services that can help the organisation(Rider et al., 2019).Once they are able to

achieve this, they can also attain recognition which means that they have attained fit. In the process of changing the work aspects the employees can be viewed as one who crafts their job wisely (Bei, & Zhao, 2017). This job crafting is an important aspect for one being able to attain person environment fit.

In management, there are different styles and ways through which managers are able to manage their employees well for example, there are different management styles such as, management by objective and result oriented management. These management styles have put emphasis on the results rather than the means to obtain the results. Management by objective is when a manager and an employee agree on specific performance goals and then develop a plan to reach them. While result oriented management is a management style based on the idea that people will work with more enthusiasm and fan if people clearly know what is expected of them. If employees participate in job crafting, they are able to get the derived results and also maintain an achieving objectives set with their management. This means that ideally, the organisations have now began to leave employee work on their own and advise means to achieve their goals (Guan, & Frenkel, 2018). Once employees redesign their jobs to achieve their set goals it improves their fit because such an employee is desirable at the work place. In the long run it ensures that one is able to attain proper environment fit in the long run.

Job crafting can also include one crafting his job in the midst of the most difficult situations. The mind-set of an employee towards their job in an organisation has been found to be a determinant of ability to fit in an organisation. (Van den Oetelaar ,2011). Some jobs portray to be risky and also not as financially rewarding for example teachers and lecturers may not be as paid to the amount of work they take on, and because of this, their attitude towards the job can shape their crafting abilities. Another example would be, employees who work for the government that is, (UPDF) soldiers may find it difficult or may find working in such environments hostile and difficult, therefore, for them to be able to fit into their job well, they have to participate in job crafting which needs them to redesign their jobs mentally and this is referred to as cognitive crafting. Cognitive crafting is referred to as, the way an employee makes changes to their perception about their job to attract more meaning to their work (Slemp & Vella-Brodrick 2013). Workers/ employees use this for the cases where they are challenged in some ways or for the cases when there working conditions may not be as favourable. For example, in a study conducted by

Bamwonjobora Celia on the among health workers of Bundibudyo District, it was noted that the motivation packages for such workers was inadequate. This was evident in inadequate supervision and limited opportunities for career growth and development. The study therefore concludes that there is need to strengthen health systems to ensure effective service delivery and improved health outcomes. However, for the inner belief among workers that they have a calling to save lives and provide health care services to people mothers and children inclusive boosted their inner ability to continue working and because of this, it enables them to be able to craft their jobs well to pursue their passions adequately. For example, in some health centres for instance, owing to lack of electricity, nurses were found to find all means to help mothers gave birth successfully (Bakibinga 2012).

Therefore, it is safe to say that in order for one to attain fit, which includes person environment fit, they have to be able to craft their jobs as well which can range in various forms. Crafting can be a personal initiative taken by the worker in cases where they feel the need to cope with their job demands. In the long run, one who participates in job crafting is able to attain person environment fit as they are able to better at their job using various resources and approaches around themselves to better at their jobs. Crafting can be in line with one's responsibilities, also someone can craft according to the values of the organisation, the work demands at hand. Therefore, it is safe to say that the relationship between job crafting and person environment fit is quite synonymous.

CHAPTER THREE- RESEARCH METHODOLOGY

3:0 INTRODUCTION

This chapter contains the methodology to be used when collecting data. It also consists of the research design, sampling procedure, sample size, among others. It also explains how the research ethics will be observed by the researcher when collecting the given data.

3:1 RESEARCH DESIGN

In this given research study, a cross sectional survey and a structured questionnaire was used to collect the data using a descriptive research design . This means that the data will be collected once from the given population. This design is relevant when collecting of data because unlike the longitudinal design, it is efficient, this means that it takes a short amount of time since data is collected from that given point in time from the respondents. The study will be correlational in nature this means that the study is aimed to ascertain the relationship between variables. In this study, it is aimed to look at the importance of job crafting in attaining person- environment fit. This means that there will be analysis on the relationship between job crafting and person environment fit.

The quantitative approach is adopted to enable collection of data from a large sample size and for easy analysis. Quantitative approach includes collection of data that will be analysed numerically using

3:2 Study Population

The data will be collected from members of the non- teaching staff of UCU. The employees will be a unit of focus and inquiry this is simply because the employees individual behaviour will be assessed rather than the organisational behaviour.

3:3 SAMPLING PROCEDURES

This section shows how the respondents to the study will be selected. The respondents will be selected by simple random sampling

3:3:1 SAMPLE SIZE

This is a representative from a given population in order to participate in a study. A sample size is a small group of people who can be managed by the researcher who will be respondents while collecting the necessary data. This is to ensure the practicability and efficiency of the data collection exercise. A small sample size of 70 members of non-teaching staff will be used to collect data from the given institution which is UCU.

3:3:2 SAMPLING TECHNIQUES

The given sampling techniques for this given research will be clustered sampling. Here, the members of the non-teaching staff will be grouped into a cluster and from this, will be able to collect the data from the given cluster. This enables the researcher to have a more organised data collection method.

3:3 DATA COLLECTION METHODS AND INSTRUMENTS

Here, both primary and secondary data will be collected. That is, primary data will be collected directly from the respondents by use of questionnaires. The method of data collection will be questionnaire survey method. Questionnaires will be handed out to members of the non-teaching staff in UCU. Secondary data on the other hand will be collected from journals, publications, and other scholarly works relating to the given topic at hand.

In collecting of the primary data, a questionnaire will be used. This will be a closed ended questionnaire where the respondents will be restricted to the set out choices that will be in 5 point like scale, such that, 1= strongly disagree, and 5= strongly agree. The questionnaire will contain statements that examine the different variables in the topic which is job crafting and person environment- fit. To measure job crafting, a questionnaire adopted from the work of Arts (2012) will be used while a questionnaire adopted from Piasenten and Champman (2007), Vogel and Feldman (2009) will be used to measure the person environment fit.

3:5:1 RELIABILITY ANALYSIS

This aims to look at the credibility of a measurement scale, assessing its ability to produce consistent and relevant results when the measurement process is repeated multiple times. Reliability is a concept in describing how reproducible or replicable a study is. In general, if a study can be repeated and the same results are found, the study is considered reliable. This means that if a respondent is given the same questionnaire over a number of time, the answer will be in the same manner given the condition has not changed. To ensure this is achieved, the research instrument will be subjected to a Cronbach alpha co-efficient test and it is only questions that register a score of above 0.7 (Nunnaly, 1978) which is considered highly reliable that will be retained.

3:5:2 VALIDITY OF RESEARCH INSTRUMENT

Validity refers to the extent to which an instrument measures what it was intended to measure. Therefore, an instrument is considered valid when it is set out to measure what it was intended to

measure. In this case, the research instrument used should be able to look at both job crafting and person environment fit which are the variables under investigation. Therefore, in order to achieve this, a questionnaire will be used that has been adopted from previous scholars who have used the same test in the past. Revisions will be made where question in the given questionnaire is vague and unclear.

3:6 DATA MANGEMENT AND PROCESSING

All the questionnaires to be used in this study will be similar, that is they will all contain the same amount of questions and require to be filled in a given specific period of time. This research will also be conducted with authorisation of the research supervisor as well. A request will be made to the university, to the human resource of the university as well to be able to distribute questionnaires to the target respondents. A request will also be made to the respondents to answer questionnaires this includes the non-teaching staff of UCU. After the data is collected, it will be checked for completeness and appropriateness. The questionnaires that will be found inappropriate will not be used further for analysis.

3:7 DATA ANAYSIS

Upon deriving the questionnaires, those found to be appropriate for analysis will be entered into the SPPSS version 22 for analysis. Both inferential and correlational statistics in form of percentages will be developed. Inferential percentages help to make predictions based on your data and correlational statistics express the extent to which two variables are linearly related. In this case the variables are, job crafting and person environment fit.

Inferential statistics will be in form of percentages and will include the biographical data of the respondents such as, age bracket, educational level and the period of service of the employee. The correlational statistics will be used to test the relationship between the variables which are the job crafting and person environment fit. The results can either be positive, negative or null between the two variables which are the independent and dependent variables. Regression on the other hand will show if the two variables that is, weather the independent variable is a predictor of the dependent variable.

3:8 ETHICAL CONSIDERATIONS

This includes the set of guidelines/ principles that guide one's research process. This includes, firstly, researching on a topic that is justifiable and non-harmful. Then, getting informed consent

this can be consent from the institution or organisation of choice, it can also include asking for consent that is, consent from the respondents it is ethical to ask from the given respondents as some may not be willing to participate in the process. Then, maintaining anonymity of the respondents by using questionnaires that do not give that provision.

CHAPTER FOUR –DATA ANALYSIS AND INTERPRETATION

4:0 INTRODUCTION

This chapter includes, the response rates the interpretation of findings on job crafting and person environment fit within the non-teaching staff of a Uganda Christian University. The main objective of this study is to find out the level of crafting members of non-teaching staff engage in to be able to attain person environment fit. That is, employees to be able to fit in well into their working environments.

Table showing the demographic rate of the respondents

Gender	Frequency	Percentage%
Male	23	43
Female	30	56
TOTAL	53	100
Age groups		
18-29	26	49
30-39	23	43
40-49	3	6
50-59		
60- above		
TOTAL	53	100
Education background		
UCE/UACE	19	36
Certificate	9	17
Ordinary Diploma	4	8
Bachelor's degree	14	26
Master's Degree	5	9
Other	2	4
TOTAL	53	100
Length of work in the org.		
Less than a year	24	45
1-2 years	6	11
3-4 years	10	19
5-6 years	5	9
5-8 years	1	2

8 and above	7	13
TOTAL	53	100
Respondents position		
Subordinate	42	79
Supervisor	7	13
Manager	4	8
TOTAL	53	100

4.1 RESPONSE RATE

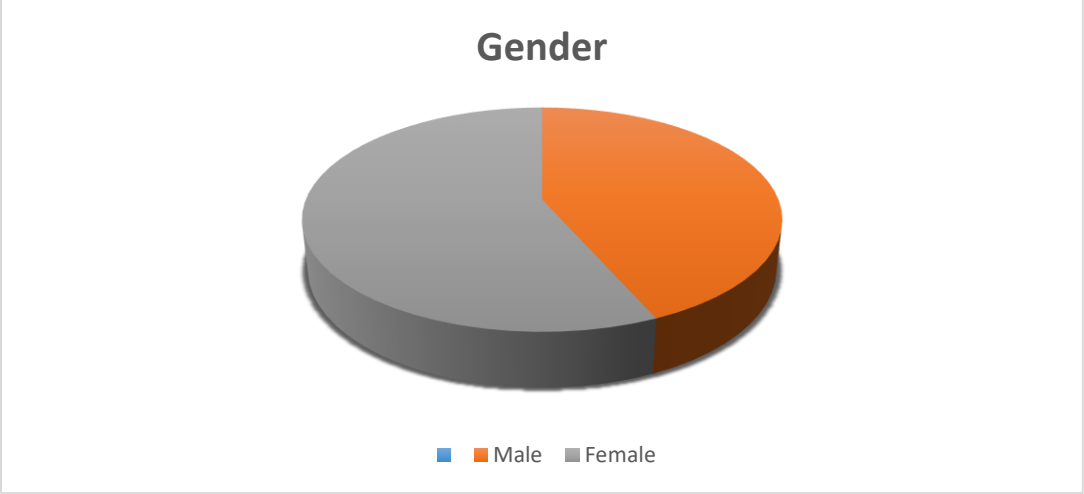
Out of 58 questionnaires, that were sent out to the respondents, 53 were able to be returned and answered fully this presents a 91% response rate out of the targeted sample population.

4.2 DEMOGRAPHIC RATE

Findings on the demographic rate are discussed below

Majority of the respondents were female, this means that 56% of the respondents which includes members of the non- teaching staff of UCU are female and the remaining 43% are male.

Figure 1. GENDER OF RESPONDENTS



Majority of the respondents were female with a given percentage of 56% and male respondents being 43%.

4.3 AGE OF RESPONDENTS

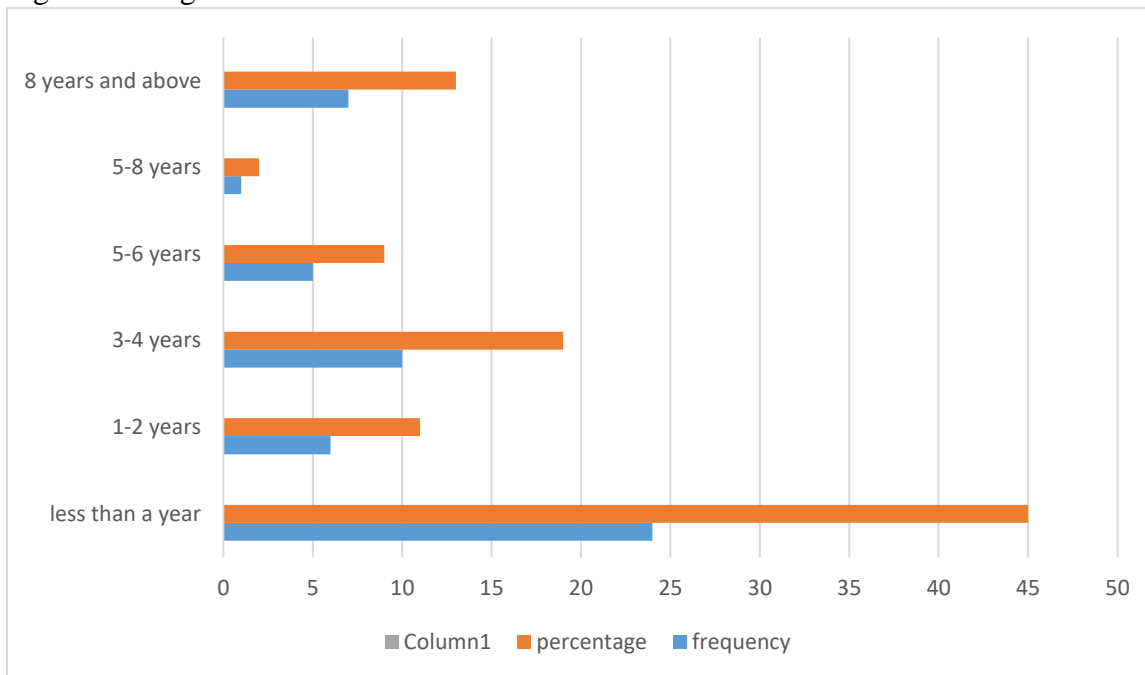
The study revealed that majority of the respondents that is, 49% were between the age of 18-29 that is majority of the respondents were young in age. In the age bracket of 30-39, 43% of the

respondents fall under that category. In the age bracket of 40-49, only 6% of the respondents fall under this category. And none of the respondents fall under the age bracket of 50-59 and 60 and above. This indicates that the given population of non-teaching staff in UCU falls under the age bracket of 18-29. This indicates that most non-teaching staff members are young.

4.4 LENGTH OF SERVICE .

The study findings revealed that 45% of the respondents have worked less than a year, this could be attributed to the fact that new security personnel (Magnum security) members had just been hired and on boarded by the university. Then, 11% of the members have worked for a period of 1-2 years, 19% have worked between 3-4 years. Then 9% of the respondents worked for a period of 5-6 years. 2% of the members worked between 5-8 years and 13% of the respondents have worked 8 years and above.

Figure 2. Length of service.



4.5 LEVEL OF EDUCATION

From the study findings, it indicated that, 36% of the respondents have attained UCE and UACE academic qualifications. This could be attributed to the fact that most of the respondents were members of the security personnel which is the Magnum Security Services. Then 26% hold Bachelors degree, 17% hold a Certificate, 9% hold a Masters Degree and other percentage which is 4% have other academic qualifications.

4.6 RESPONDENTS POSITION

From the study findings it indicated that, 42% of the respondents were subordinates while, 13% were supervisors and 8% of the rest were managers. The data collected was collected from members of the non-teaching staff which included, security personnel, library staff, staff from Allan Galpin, and also staff from MIS offices.

4.7 EMPLOYEES LEVEL OF JOB CRAFTING

Job crafting is viewed from three levels which are cognitive crafting, relational crafting and task crafting. The respondents were given areas to test their responses which included, strongly disagree, disagree, neither agree nor disagree and strongly agree as shown below;

Table showing the rate of agreement of respondents.

Strongly disagree	1
Disagree	2
Neither agree nor disagree	3
Agree	4
Strongly Agree	5

Then, in each panel, a mean response was calculated in response to the both independent variables and dependent variables. The mean responses between 4.50 and 5.00 imply that there is a strong response for the statement which means that the statement is valid. Then, the mean responses between 3.50- 4.50 indicate that there is a moderate support which means that to some extent, the results are valid. Then, the responses between 2.50-3.50 were interpreted as inconclusive, this means that the findings are not giving or having a result. Then the responses between 1.00 and 2.50 indicate a clear disagreement with the statement.

4.8 JOB CRAFTING

	Question	Mean	SD
TC1	I have always introduced new approaches to improve my work	4.09	0.68
TC2	I have always changed the scope or types of tasks that I complete at work	3.73	0.934
TC3	I have always changed the way I do my job to make it more enjoyable	4.06	0.88
TC4	I have always introduced new work tasks that better my skills and interest	3.43	1.12
TC5	I have always chosen to take on additional tasks at work	3.79	1.03
TC6	I have always given preference to work tasks that suit my skills and interest	3.96	0.73
TC7	I always come up with workable shortcuts that makes my work easier	4.02	0.71
CC1	I have always thought about how my job gives my life purpose	4.09	0.87
CC2	I have always reminded myself about the significance my work has	4.17	0.57
CC3	I have reminded myself the importance of my work for the broader comm.	3.83	0.93
CC4	I have always thought about the ways in which my work positively impacts life	4.13	0.73
CC5	I always imagine about how my work helps a generation	3.72	0.92
CC6	I am always remind myself of the importance of leaving a legacy after my work.	4.06	0.96
CC7	I have always reflected on the role my job has for my overall well-being	3.96	0.78
RC1	I have always engaged in networking activities to establish more relationships	3.67	1.17
RC2	I have always made an effort to get to know people well at work	4.17	0.67
RC3	I have always organised or attended work related social functions	3.64	0.97
RC4	I have always organised or attended work related social functions	4.02	0.88
RC5	I have always associated myself with people who add positively to my career	4.19	0.65
RC6	I have always stepped away from friends who do not add value to my work	3.92	1.11
RC7	I have always stayed away from negative people who kill my morale at work	4.04	0.97
	TOTAL	3.94	0.87

From the first said objective which was to test the level of job crafting of employees, according to the given results, since the (Mean= 3.94 and the SD= 0.87) And from the above table, when the mean is from 3.50-4.50, it indicates a moderately strong statement. It indicates that there is a level of job crafting amongst the non teaching staff members of Uganda Christian University

. The results revealed employees different ways of crafting such as task crafting, for example, in TC1, where the question was, I have always introduced new approaches to improve my work, where the (Mean=4.09 and SD= 0.68) which indicates a strong response for this statement meaning that most employees do indeed find new ways and approaches of being better at their work. Task crafting identified in TC2, which states that, I have always changed the scope or types of tasks that I complete at work, from the mean and standard deviation scores, (Mean=3.73, SD=0.934) shows a positive response to this, which means that most employees engage in job crafting through their ability to change the type of tasks that they carry out at their job. Also task crafting is identified from TC3, which states, I have always changed the way I do my work to make it more enjoyable, since the (Mean= 4.06 and SD= 0.88). It indicates that employees come up with new ways of being able to do their work so that it is enjoyable to avoid monotony, this indicates that there is a level of task crafting among workers in the organisation since they engage in new ways of being able to complete their work. From the above results, TC7, question which states, I have always come up with workable shortcuts that make my work better , the (Mean= 4.07), this means that the above statement is true indicating that employees participate in task crafting where they derive ways of doing their work in a better way.

Then, in the aspect of cognitive crafting, CC1, states that, I have always thought about how my job gives my life purpose. From the mean and standard deviation scores of, (Mean= 4.09, SD= 0.87) it indicates, that employees view their jobs with purpose which indicates that once they derive purpose from their jobs, they are able to find better ways of carrying out tasks that are offered in the job and are also able to positively identify with their job and this increases their ability to craft. Then cognitive crafting is also viewed from, CC2, that is, I have always reminded myself about the significance my work has for the success of the organisation. From the mean scores of, (Mean= 4.17, SD=0.17) it indicates a strong response for this, which means that most employees pay attention to how their work impacts on the success of the organisation. Cognitive crafting is also viewed from CC4 question which indicated, I have always thought about the ways in which my work positively impacts my life, which has (Mean= 4.13, SD= 0.73) this indicates a strong response this means that in order for employees to be able to make changes about the perception of their work, they look at how their work positively impacts their life and this in turn can shape their cognitive ability towards their job. Cognitive crafting, CC6, I have always reminded myself of the importance of leaving a legacy after my work. From the given results of

(Mean=4.06, SD=0.96) it indicates a strong response, which means that even when people participate in ways of being better at their job, they are keen to make a good impression of leaving a good legacy at their job.

From the results, relational crafting, which looks at how well employees are able to relate well with others on the job, RC1, question talks about, I have always engaged in networking activities to establish more relationships the, mean,(Mean= 3.67) which indicates, that the statement is moderately true which implies that to given extent employees engage themselves in networking opportunities where they get to know people from different areas or fields of work which shows that there is relational crafting among employees. RC2, question which is, I have always made an effort to get to know people well at work. From the results, (Mean=4.17) which indicates that the statement is valid, which means that most employees engage in relational crafting where they aim to get to know their co-workers well. Then from the findings, RC5, question which states, I have always associated myself with people who add positively to my career, from the findings, where, (Mean= 4.19) which indicates that, the statement is valid, which means that most employees participate in relational crafting through their ability to relate/ associate with people who add positively to their career. This shows that workers participate in relational crafting through associating with people who add positively to their career. This signifies that employees craft their jobs through their level of association and equally through the ability to network and getting to know others.

The findings signify that, employees (non-teaching staff members) participate in crafting that is job crafting through the three ways identified which are, relational crafting, cognitive crafting and task crafting. Which means that the stated objective which was meant to be tested is indeed valid.

4.9 PERSON ENVIRONMENT FIT

Person environment fit contains, person organisation fit, demand ability fit, person group fit, and person supervisor fit. The findings are indicated as below;

		Mean	SD
PO1	I can work in this organisation without giving up my principles	3.77	0.98
PO2	I have to a large extent aligned my personal values with those of the org.	3.91	0.78
PO3	I have largely aligned my behaviour to meet the expectations of this org	4.13	0.73
PO4	I can say that to a large extent , I share common feelings with my workmates	3.79	0.92
PO5	I now feel that to a large extent, I get almost all my expectations	2.96	1.03
PO6	I am well attached to my organisational culture	3.87	0.78
PO7	The organisational culture does not affect my beliefs of how things should be done	3.68	0.86
DA1	The match is very good between the demands of my job and personal skills	3.72	0.76
DA2	My personal abilities and learned experience provide a good match with the demands of my job	3.77	0.77
DA3	I am now largely considered to be a reliable member in my organisation	4.19	0.65
DA4	Even when my personality differs from my co-workers, I have always managed to work very well with my colleagues and clients	4.21	0.56
DA5	When key decisions are made, my team members consult me because I have a different perspective than they do	3.87	0.73
DA6	I feel I now stand out on this organisation	3.19	1.17
DA7	My attitude towards my work is always positive	3.60	1.17
PG1	I have to a large extent managed to get along well with the people I work with	3.89	0.63
PG2	I have to a large degree managed to avoid much conflict with many of my group	4.02	0.69
GM		3.79	0.83

From the above findings, it stated that, PO3, question which states, I have largely aligned my behaviour to meet the expectations of this organisation, from the results, the mean being (Mean=4.13) which indicates a strong statement meaning that employees do indeed find importance in their ability to fit well in their organisation through aligning their behaviours to meet those of the organisation. Then PO1, question which states that, I can work in this organisation without giving up my principles were there was a derived mean of (Mean= 3.77) which implies

that there is a moderate response for this. Person organisation fit is also explained in PO2, question which states, I have to a large extent aligned my personal values with those of the organisation this indicates from the mean scores which are (Mean= 3.91) indicating that this is a moderate response signifying that, to a large extent employees seek to attain organisation fit through aligning their personnel values with those of the organisation. Person organisation fit can also be explained in, PO6 , question which states that, I am well attached to my organisation culture from the mean results which indicated, (Mean= 3.87) implying, moderate support for this statement this means that employees attain person organisation fit by attaching themselves to the organisation culture.

Under environment fit, there is person job fit, demand ability this tests to look at, firstly, weather the employees have the ability, skill and competence that matches them with their job. From the above findings, it states that there is a moderate response in regards to job ability fit demand. For example, in question DA1, which states that, the match is very good between the demands of my job and my personal skills (Mean=3.72) signifying that in order for employees to attain job fit, their skills should match with their job description / job responsibilities. Question DA2, explains, my personal abilities and learned experience provide a good match with the demands that my job places this is represented by (Mean=3.77) indicating that this is a moderate response meaning that from the information collected from the non-teaching staff, their ability to match with their job means them being able to have attained personal and learned experience. Then question DA4, explains, even when my personality differs from my co-workers, I have always managed to work very well with my colleagues and clients. From the mean findings, (Mean= 4.21) which signify a moderate response meaning that for one to be able to be consistently good at his job, then he has to be able to manage the personalities of others and work well with others. Then question DA7, talks about, my attitude towards my work is always positive, this implies that, from the mean scores, (Mean= 3.6) implying that, there is a moderate support for this statement, this implies that job ability demand fit is attained when one views his/her job with a positive attitude.

Person environment fit among the members of the non-teaching staff is moderate in nature, this can be proved by the mean where, (Mean= 3.79) this implies that most of the members of the non-teaching staff aim to attain environment fit within their work environment.

4.10 RELATIONSHIP BETWEEN JOB CRAFTING AND PERSON ENVIRONMENT FIT

From the above obtained results it chooses to show that firstly, the relationship between job crafting and person environment fit is synonymous meaning that employees will craft their jobs to be able to attain environment fit and this environment includes their work space environment as well if one is to be able to attain person-environment fit. They have to participate in activities that not only build up their job aspect but also learn to be able to participate in activities like, relational crafting, and from the above said results, it showed that most employees participate in relational crafting, from question RC1, which talks about, I have always engaged in networking activities to establish more relationships where the mean (Mean= 3.6) indicating a moderate analysis this implies that to some extent employees do engage in relational crafting,

Cognitive crafting is also identified in the findings, it stated that CC4, I have always thought about the ways in which my work positively impacts my life and from the said findings where mean (Mean=4.09) which indicated a true statement meaning that some of the workers derive purpose from their jobs which in turn helps them to be able to come up with better ways of being able to work better, and also and task crafting which involves the nature of how workers are able to change the tasks they carry out and the timing of their tasks . This in turn helps them be able to attain environment fit.

That is to say, from the three dimensions, firstly relational wise, when one comes up with better ways relationally this can be through getting to know people and networking with others it helps him in the long run be able to fit well in his environment one can also work well with his co-workers and supervisors. For example, from a relationary aspect, when one builds a good relationship with his co-workers, they can become peers and through this one can openly talk to them about any issue concerning work this means that one is able to fit well in his work environment/ attain fit by nature of the relationships he has built.

Cognitively one can derive ways of attaining person environment fit. This can be through one attaining fit in their well in their organisation. When one attains fit in their organisation, then they are also able to attain fit in their job this is seen when they enhance their tasks and cognitive ability which increases their skills For example, when one derives purpose from his job, he is able to maintain time at work, this is a dimension of crafting which is cognitive crafting and once this is done it improves his time management skills in the long run. Through this he is able to attain

environment fit, this can be, through group fit or supervisor fit as well because ones supervisor will be happy that he has been able to maintain time.

For Task crafting, one can attain fit through changing the sequence of time that he does some of his tasks or through changing the approaches to his work. For example, if one is running a computer software company and identifies that the major task is to identify malfunctions within the system, then he/she is likely to participate in task crafting through identifying new tasks that he can carry out, this can be through identifying skills that align with his skills, interests and strengths which can be adopting to Microsoft power point, excel sheets among others. Through this one has participated in task crafting which means he has come up with different ways of being better at his job through shaping the nature of his tasks carried out. In the long run this helps one attain organisation fit because one is able to attain ways of doing tasks that best suit his skills and abilities.

4.11 CORRELATION

Spearman’s Correlation was conducted to analyse the relationship between variables in this case which are job crafting and person environment fit. The correlation scores interpreted according to the range of values in the table below;

TABLE: SPEARMAN CORRELATION COEFICIENT RANGE	
Spearman Statistic	Strength
>0.80	Very strong
0.60-0.70	Strong
0.40- 0.59	Moderate
0.20- 0.39	Weak
<0.20	Very Weak

		Correlations	
		1	2
Spearman's rho	1 Job crafting	Correlation Coefficient	1.000
		Sig. (2-tailed)	.548**
		N	101
	2 Person environment Fit	Correlation Coefficient	.548**
		Sig. (2-tailed)	1.000
		N	101

** . Correlation is significant at the 0.01 level (2-tailed).

From the above findings, there was a moderate positive relationship between job crafting and person environment fit ($r=.548$). This means that the relationship between job crafting and person environment fit is positive implying that for one to be able to attain person environment fit, he has to be able to participate in job crafting. This can be either relational, cognitive or task oriented.

Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std error of the estimate
1	.653	.426	.420	.49911

Model		Unstandardized Coefficients		Standardized coefficients Beta	t	Sig
		B	Std Error			
1	(Constants)	1662	.324		5.124	.000
	Job crafting	.558	.099	.492	5.623	.000

A Dependent variable: Person environment fit.

The results have shown that, job crafting predicted 42.6% variance in the person environment fit job. This implies that job crafting is again found to be a significant predictor of development of person environment fit given the p value (sig=.000) which is less than 0.5. This in turn shows the significance of job crafting as it helps employees fit well into their environment.

CHAPTER 5

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATION.

5.1 INTRODUCTION

This chapter explains an overview of the research findings from the study. Conclusions are drawn from the findings which makes in order to be able to conceptualise the study. This chapter provides a summary and conclusions that can be drawn from the research and equally offers any more suggestions in the future for any given research on the topic job crafting and person environment fit.greater control over tasks, determining the way tasks are perceived deciding which social contexts and relationships to encounter at work. All of these enhance the ability of job crafting among workers.

5.2 JOB CRAFTING

From the given findings, it explains that employees participated in job crafting. In this case, crafting involves different dimensions such as task crafting, relational and cognitive crafting. Task crafting involves employees being able to improve their activities and scope of work to be able to deliver better, for example, task crafting can include, for example, if an office space has many hard copy documents of work and it becomes tedious to have to write through all these documents, one can include task crafting through having these documents in soft copy that way, it is easier to make necessary changes like copy and pasting necessary information. The soft copy can also work as a backup for the hard copy documents. This act not only firstly, made the work easier but also, such as employee crafted his work tasks to best suit his skills and abilities.

Crafting also presents its self through relationary crafting, this involves one being able to be better at his job through the number of interactions and relations that he has with others, the above findings shows that relational crafting among the non teaching staff takes place. Relational crafting involves, employees getting to know each other or even people from other organisations in their same department. For example, in case the HR of an organisation has a challenge that they are faced with, they can call another HR officer in another organisation to help him out, and through this, their work is made easier because of the nature of his relations with others. From the above findings, it shows that employees do participate in relational crafting.

Cognitive crafting is another form of crafting that was presented through the findings, cognitive crafting looks at, one's ability to use their mental capability and knowledge to be able to come up

with different way through which they can be able to be better at their job. From the above findings, it shows that there was participation in cognitive crafting takes place from the correlation coefficient range, it shows that it takes place on a moderate rate/level. Cognitive crafting involves employees employing their knowledge and mental capacity to be better at their job, for example, if an employee has two shifts which he works like the day shift and night shift, as and when one knows that he works better at night, he is able to change his working hours to night hours to be more productive and efficient. Through this, he is being better at his job, this is cognitive crafting. And from the above results, it shows that employees do participate in cognitive crafting.

5.3 PERSON ENVIRONMENT FIT

Person environment fit looks at how well workers are able to fit into their given work environments. It looks at organisation fit, supervisor fit, job ability demand fit and group fit. According to Kurt Lewins maxim he explained that everyone has a work environment with which they are most compatible. The behaviour of a person is function of his environment which implies that one's behaviour impacts his ability to attain fit in his given environment. From the above findings, it expressed that employees attained fit in their environments. This indicates that indeed person environment fit is attained among the members of the non-teaching staff of UCU.

From the above findings, it states that employees attained person environment fit. Person environment fit has four dimensions which are, person organisation fit, ability demand fit, supervisor fit and person group fit. Person organisation fit looks at how well employees are able to fit well in their organisation. For example, one who is results focused and values speed one who has those as his main attributes, will fit best in an organisation that shares and enacts these values or upholds them. From the above findings, it states that employees did attain organisation fit to a given level.

Person ability demand fit also known as job fit, chooses to look at how well one's ability matches with that of his job. For example, if one works in a clinic or hospital, it chooses to look at whether or not he has the necessary skills and knowledge to do his work well or if he has the practicing capability.

Person group fit chooses to explain one's ability to be able to fit well in a given group or setting, for example, in a group setting, one's ability to get along well with others whom they work, this can be people who they work with in a given department.

Then, from the above findings, it was observed that employees attained supervisor fit. Supervisor fit looks at how well one is able to have a coherent relationship with his given supervisor/leader and how well one is able to freely express himself around his supervisor. From the above findings, it shows that employees were able to attain supervisor fit from their supervisors. This is evident with the overall grad mean being 3.75 which means that supervisor fit was attained on a moderate level/scale.

5.4 JOB CRAFTING AND PERSON ENVIRONMENT FIT.

The findings of the study showed that job crafting was found to be a good predictor of person environment fit. The relationship between job crafting and person environment fit is quite synonymous, this because crafting enables one to be able to attain their own job fit and environment fit in the long run. From the above findings, it stated that, employees have participated in job crafting and person environment fit to a moderate level.

The above score supports other scholarly works that have found job crafting to be instrumental in supporting person environment fit. Studies conducted by scholars like Pen-Yuan Liao (2022) who conducted a study on proactive personality, job crafting and person environment fit. In his findings he explained that, proactive individuals are more likely to shape their surroundings to enhance their person environment fit compared to passive individuals where he conducted a survey on 171 employees and made a model that addresses the mechanism underlying the relationship between proactive personality and person environment fit. The regression analysis indicated that proactive personality correlated positively with job crafting. This means that once one has a proactive personality, they are able to craft their job and once they do craft their job, they are more likely to attain environment fit because of the nature of how they approach their job to tailor it according to their capabilities. Also according to, Sayed Adnan Ali Shah and Sahid Jan Kaka Khali (2023) who were choosing to investigate on the role job crafting has as a mediator between pro-active personality and person environment fit a research conducted on nurses within the medical field, they discovered that an individual's proactivity has a significant impact on how well they mesh with their environment and it further suggests that job crafting serves as a mediating role between proactivity and person environment fit. The above support the findings from, Pen-Yuan Liao (2022) who wrote about proactive personality, job crafting and person environment fit also, Daniel M Cable , D.S. Derue s(2002), Llewellyn E.van Zyl (2022), Carol M Wong (2017), Maria Tims (2016), Syed Adnan Ali Shah (2023), Anne Makikangas (2021), Ersoy Carkit (2024), Jaroslaw

Stanislaw Kardas (2023), Mimi Moulik (2021), Annet H. De Lange (2021) who all talked about job crafting and person environment fit.

5.5 RECOMMENDATIONS

Given the above findings, it is recommended that:

Employees in UCU should continue engaging in job crafting all the dimensions of crafting which are cognitive crafting, relational and task crafting as this can foster their ability to fit in their environment. They have to be willing to accept that employees work in a way that best suits their own personal way of doing things. This is especially important because it will help them understand the reasons as to why their employees are able to carry out the activities that they can carry out or be able to understand why maybe they are unable to meet their work demand according to their liking.

5.6 LIMITATIONS OF THE STUDY

There are a number of limitations associated with this study which includes:

Adopting a cross sectional study design is one of the limitations to this study. This is so since cross sectional design only collects data at a particular point in time. This therefore fails to incorporate a possible change in opinion. With such a limitation, the study fails to establish a cause-effect model.

Another limitation of the study is on the account that, only one approach, the quantitative was applied. The respondents were also restricted to pre-set answers without an opportunity to make further individual comments that would have been important for the study. This fails to give a comprehensive result.

Finally, the study only collected information from only UCU employees. This is a limitation in that it fails to offer a comparison with other universities

5.7 FUTURE RESEARCH OPPORTUNITY.

Future researchers have the following opportunities to conduct a related study:

A similar study could be conducted employing a longitudinal design. This is able to establish a cause-effect model.

Future researchers have an opportunity to conduct a similar study by employing a mixed approach. This is able to provide a more wide-ranging result.

Finally, there is a need to carry out a similar study in other universities for comparison purposes.

5.08 CONCLUSIONS.

This study sought to examine the contribution of job crafting in fostering person environment fit. The results of the study found that job crafting was a good predictor of person environment fit. As such, the findings supported other studies that have consistently found that job crafting fosters person environment fit in other contexts. Other scholars who have found that job crafting is important in fostering person job fit for instance studies by, Amy E Randel (2023), Ward, Laura A. King (2017), Melissa Twemlow (2021), M Roczniowska (2023), Demerouti (2023) Wrzeniewski A & Dutton J.E (2001), Slemp G.R & Vella – Broadrick (2014), Cable D.M & Edwards J.R (2021), Zhang X & Li Y (2023), Kim M & Beehr T.A (2022), Gascoigne C, & Kelliher C.(2018) support this theory.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE.

Dear respondent, My name is, Ayebare Grace Mwesigye a student from Uganda Christian University pursuing A Bachelor’s Degree in Human Resource Management conducting an academic research on **Job crafting and person-environment fit at work place among employees**. You are kindly requested to participate in this study. The information collected will be used to determine the importance of an employee crafting his job in order to fit well in his working environment. This is purely an academic research and your response will be treated with utmost confidentiality.

Thank you for your cooperation.

SECTION 1: BACKGROUND INFORMATION

Tick where applicable

MALE:

FEMALE :

Age group of the respondent

18-29	30-39	40-49	50-59	60 and above
1	2	3	4	5

Education Background of the respondent

UCE/UACE	Certificate	Ordinary diploma	Bachelor’s degree	Master’s degree	Other Specify
1	2	3	4	5	

How long have you worked in this organisation?

Less than 1 year	1-2 years	3-4 years	5-6 years	5-8years	8 and above years
1	2	3	4	4	4

Respondents position

Which position do you hold?

Subordinate	Supervisor	Manager
1	2	3

SECTION 2: Job Craft Question

Job crafting Questionnaire

In this questionnaire, you are requested to carefully reflect on your behaviour at work in approximately between six months and one year, then respond to the best answer that reflects your work such that 1=**Strongly Disagree**, 2=**Disagree**, 3= **Neither Agree nor Disagree**, 4=**Agree**, 5=**Strongly Agree**. Please note that there is no right or wrong answer.

Task crafting						
		SD	D	NA ND	A	SA
TC1	I have always introduced new approaches to improve my work	1	2	3	4	5
TC2	I have always changed the scope or types of tasks that I complete at work	1	2	3	4	5
TC3	I have always Changed the way I do my job to make it more enjoyable	1	2	3	4	5
TC4	I have always Introduced new work tasks that better my your skills or interests	1	2	3	4	5
TC5	I have always chosen to take on additional tasks at work	1	2	3	4	5
TC6	I have always given preference to work tasks that suit my skills or interests	1	2	3	4	5
TC7	I always come up with workable shortcuts that makes my work easier	1	2	3	4	5
Cognitive Crafting						
CC1	I have always thought about how my job gives my life purpose	1	2	3	4	5

CC2	I have always reminded myself about the significance my work has for the success of the organisation	1	2	3	4	5
CC3	I have always reminded myself of the importance of my work for the broader community	1	2	3	4	5
CC4	I have always thought about the ways in which my work positively impacts my life	1	2	3	4	5
CC 5	I always imagine of how my work helps a generation	1	2	3	4	5
CC6	I am always remind myself of the importance of leaving a legacy after my work					
CC7	I have always reflected on the role my job has for my overall well-being	1	2	3	4	5
Relational Crafting						
		SD	D	NA ND	A	SA
RC1	I have always engaged in networking activities to establish more relationships	1	2	3	4	5
RC2	I have always made an effort to get to know people well at work	1	2	3	4	5
RC3	I have always organised or attended work related social functions	1	2	3	4	5
RC4	I have always introduced myself to co-workers, customers, or clients you have not met	1	2	3	4	5
RC5	I have always associated myself with people who add positively to my career	1	2	3	4	5

RC6	I have always stepped away from friends who do not add value to my work	1	2	3	4	5
RC7	I have always stayed away from negative people who can kill my morale at work	1	2	3	4	5

SECTION 3: Person Job Fit Questionnaire

Person Environment fit Questionnaire

Please carefully read the following statements and relate them to what has been the case of your reality at workplace in between approximately last six month or one year behaviour at work, then respond to the best answer that reflects your work such that 1=**Strongly Disagree**, 2=**Disagree**, 3= **Neither Agree nor Disagree**, 4=**Agree**, 5= **Strongly Agree**. Please know there is no right or wrong answer

Person Organisation fit						
		SD	D	NAN D	A	SA
PO1	I can work in this organisation without giving up my principles	1	2	3	4	5
PO2	I have to a large extent, aligned my personal values with those of my organisation.	1	2	3	4	5
PO3	I have largely aligned my behaviour to meet the expectations of this organisation.	1	2	3	4	5
PO4	I can say that to a large extent, I share common feelings with my workmates on many points	1	2	3	4	5
PO5	I now feel that to a large extent, I get almost all my expectations	1	2	3	4	5
PO6	I am well attached to my organisational culture	1	2	3	4	5

PO7	The organisational culture does not affect my beliefs of how things should be done	1	2	3	4	5
Person-Job Fit: Ability Demand						
		SD	D	NAN D	A	SA
DA1	The match is very good between the demands of my job and my personal skills.	1	2	3	4	5
DA2	My personal abilities and learned experience provide a good match with the demands that my job places	1	2	3	4	5
DA3	I am now largely considered to be a reliable member in my organisation because; I have gained competencies that make me more useful.	1	2	3	4	5
DA4	Even when my personality differs from my co-workers, I have always managed to work very well with my colleagues and clients.	1	2	3	4	5
DA5	When key decisions are made, my team members consult me because I have a different perspective than they do.	1	2	3	4	5
DA6	I feel like I now stand out on this organisation	1	2	3	4	5
DA7	My attitude towards my work is always positive	1	2	3	4	5
Person –group Fit						
PG1	I have to a large extent managed to get along well with the people I work with on a day-to-day basis.	1	2	3	4	5
PG2	I have to a large degree managed to avoid much conflict with many of my group	1	2	3	4	5
PG3	If I had more free time, I would enjoy spending more time with my group members socially.	1	2	3	4	5
PG4	I am compatible with other members of my workgroup.	1	2	3	4	5

PG5	I fit in with my workgroup.	1	2	3	4	5
PG6	I have always received positive remarks from members of my team	1	2	3	4	5
PG7	On many occasions my group mates find me useful whenever we undertake a joint task	1	2	3	4	5
Person- supervisor fit						
		SD	D	NAN D	A	SA
PS1	I have been able to work well with my supervisors'	1	2	3	4	5
PS2	I have learnt to handle feedback, whether positive or negative, from my supervisor effectively	1	2	3	4	5
PS3	I can ably understand both spoken and unspoken instructions from my supervisor effectively.	1	2	3	4	5
PS4	I can easily now make any request relating to my personal issues to my supervisor	1	2	3	4	5
PS 5	I can easily make any request relating to my job to my supervisor	1	2	3	4	5
PS6	My supervisor always considers me as an important member of their group	1	2	3	4	5
PS7	My supervisors are to a large degree contented with my contribution	1	2	3	4	5