Reciprocal Relationship among Job Crafting, Work Engagement, Leader-Member Exchange, and Person-Environment Fit: A Study of Tourist Guide in Pakistan

Bibi Yasmeen
Department of Business Administration
Allama Iqbal Open University Islamabad Pakistan.
bbyasmin263@gmail.com

Abstract:

Tourism industry is considered as the main source of overall economic growth in both emerging and developed countries. It plays an important role in the economic development and improving national income. Pakistan is a developing country and it has rich natural resources as well as diverse tourist spots. Currently, tourism industry in Pakistan is gradually developing and it has positive impact on economic growth. In this connection, this study has been undertaken to investigate the reciprocal relationship among job crafting, work engagement, leader member exchange, and person-environment fit in tourism industry of Pakistan. For analysis, primary data has been collected from 306 respondents and linear regression analysis has been employed to test the study hypotheses. Result of the study showed that there exist a positive and significant relationship between job crafting and work engagement. Further it is observed that job crafting strongly correlated with leader member exchange. Result of the study also showed that job crafting positively associated with person environment fit. The findings of the study are important for the policy makers to develop effective policies regarding tourism and employees of tourism sector organizations.

Keywords: *Job crafting, work engagement, leader member exchange, person environment fit, tourism industry, Pakistan.*

1. Introduction

Tourism industry is considered as the main source of overall economic growth in both developing and developed countries. It plays an important role in the economic growth and development. Tourism activities support international relation along with foreign trade. It can be regarded as a tool of building country's soft image. Tourism is a complement to the foreign exchange revenue generated by the trade of goods and sometimes finance the import of capital goods needed to grow other financial and non-financial sectors in the economy. On the other hand, rapid economic growth in developing economies attracts foreign and business tourists, thereby increasing the country's foreign reserves as well as country's reputation. Pakistan is a developing country and it has rich natural resources as well as diverse tourist spots. Every part of Pakistan has its own dynamic inheritances, norms, languages, and culture, which makes more attractive. Now a day's tourism industry in Pakistan is gradually developing and it has positive impact on economic growth. To improve further it needs even more devotion and got attention of policy makers around the transition world. Various studies have been conducted by different scholar in different countries and diverse organization to explore relationship of different variables in the tourism industry. Among them leadership management exchange, job crafting, and environment fit are most prominent aspects of tourism-oriented organizations.

Tourism sector is a service focused industry relying on employee behavior, counseling skills, guidance, and job performance.

A plethora of research studies suggest that person environment fit is important for organizations. Various studies documented that person environment fit can be influenced by different factors. Deschênes (2020) reported that job crafting positively affect job and person environment fit and improves overall performance of different organizations. Further it is also argued that leader member exchange can also influence person environment fit in developing world (Derindag, Demirtas & Bayram, 2021). Work engagement is an important determinant of person environment fit as positive work engagement increases the job fitness of employee and person environment fit also affect work engagement (Kodden, 2020). Meanwhile person environment fit, and its dimensions can also affect job crafting, work engagement and leader member exchange (Andela & Doef, 2019). Based on theoretical and empirical evidence, this study has been undertaken to investigate the reciprocal relationship among above mentioned variables.

The understanding of this relationship is important for researchers as well as employers as management plays an important role to manage and monitors employee's activities in the tourism industry. Seniors and overseers who are not good in making decent relationship with subordinates are failed to gain employees trust thereby loses performance (Coyle & Foti, 2015). On the other hand, managers and supervisors who have made good relationship or always offering motivation would likely to increase performance of organization. Meanwhile, previous research has studied various aspects and explored numerous attributes and relationship of different organizations employees in diverse industries.

Many scholars have argued that job crafting, and leadership member exchange are positively correlated and this positive relationship can boost employee's performance if carefully studied and managed (Brown, Paz-Aparicio & Revilla, 2019). According to Radstaak and Hennes (2017) it is well established fact that leader member exchange increases decent activities related to job crafting. Literature also revealed that job crafting directly affect leader member exchange and vice versa. Empirical evidence support that job crafting has a positive impact on both leader member exchange and work engagement (Bakker, Tims, & Derks, 2012).

Previous research has indicated that there exists a strong correlation between work engagement and job crafting (Kuijpers, Kooij & Woerkom, 2020). The idea of job crafting that an employee may redesign its job or task by its own initiatives was given by the researchers in last century. Job crafting considerably increases work engagement of employees. It is observed in the literature that work engagement has been positively connected to job crafting behavior. Employee's job crafting and work engagement positively influences each other in the identical organization (Bakker & Schaufeli, 2015). It is also reported that employees and workers affect their behavior through job crafting and can influence each other's work Engagement. Job crafting is an employee-oriented approach which empower workers to form their own working environment. Arshad, Iqbal, and Shahbaz (2018) argued that positive job crafting will help employees to better fit with organization environment. It is further stated that job crafting influences motivation which improves overall work engagement of employee.

Management of human resources is a critical issue in the organizations. Although employees' job crafting in the workplace has been studied, little research has investigated the reciprocal relationship among Job Crafting (JC), Work Engagement (WE), Leader-Member Exchange (LMX), and Person-Environment Fit in travel industry (Rudolph et al., 2017). Most of the research have been conducted in developed countries. The environment of tourism industry in Pakistan is different from other countries and we cannot generalize the findings of those studies in an emerging country. Therefore, this research study has been undertaken to explore the reciprocal relationship between selected variables and further explain inconsistencies in the findings of previous related studies.

Based on the social cognitive and leader member exchange theory the basic purpose of the study is to investigate the reciprocal relationship among job crafting, leader member exchange, work engagement and person environment fit. In the field of management sciences, human resource management plays significant role to hire related employee and further gives proper training to boost overall performance. Current study made an important contribution to the tourism industry. The organizations of tourism industry should focus on person job and environment fit. Selection of right person to do related job is pertinent and can affect overall performance and reputation of the organization. Moreover, understanding of employee's needs, psyche and cognitive factor that affect employee is important for both employees and employers. The findings of this study will provide information related to job crafting, work engagement and person environment fit. This information will help policy makers to understand the relevant factors that can affect employee's performance.

In the fast-changing world of Information Technology which highly increased the business competition around the globe resulted in the dynamics of innovations, motivations and flexibility in executing the tasks and due to which the bottom line of environmental, economic, technological aspects has been taken care of but less attention has paid to the aspect of human performance. To cope with complexity and challenges in the travel Industry, the Job Crafting initiatives and the relationship of LMX, employees job engagement and employee's environment fit techniques with the modernizations effect of Idiosyncratic deals in tourism industry of Pakistan is very indispensable. The findings of the study are useful for the owners, tourists, and employees as well. They can use this information to improve management practices and to understand overall environment of tourism industry.

2. Literature review

2.1 Job Crafting and Work Engagement

With the modern evolution of IT and constantly scientific innovations, our environment is becoming changing and uncertain so as the environment of the organizations where the methodology of employment has changed, and new generations called "Millennials" and few generations (Generation Z) are entering into organization fully equipped with modern technological skills. Thus, these millennials and new generations like to perform their job autonomously, actively involving their own choices (Bakker, 2011). Researchers now gradually shifted towards job crafting to cop up with the changing trends. Studies have as shown by Mäkikangas (2018) observe that human resource practices like job crafting have greatly affected work engagement. Previous studies have shown that job crafting is positively influence work engagement via job resourcefulness. But the extent of effectiveness of employees as well as organizational effectiveness depends upon the degree of displaying job crafting behavior, organizational commitment, and job satisfaction along with level of person job fit and significance of job or work design (Tims, Derks, & Bakker, 2016).

Bakker and Albrecht (2018) in their studies described that various job requirements are differentiated according to different personality traits. Mäkikangas (2018) and early researchers have investigated the influence of the Big Five personality traits of employees on the job designing and work behavior. Bakker and Schaufeli (2015) have explored the influence of personality traits on job crafting. They explored that the employees with more proactive personality traits such as having high level of agreeableness, risk takers, openness to experience are more interested in job crafting while the extraverted and promotion focused employees are less likely to design their social and structural job resources and challenging demands.

However, Mäkikangas (2018) studied that the different personality traits influence different job descriptions in any organizations. They observed that employees with high temperament seek job resources and job challenges and on the other hand, employees with avoidance

temperament attempt to decrease their job demands. Means such proactive employees increase their resources and challenges as compared to the employees with dark personality traits i.e., narcissism and psychopathy) shows greater tendencies towards seeking social job resources and challenges but avoid job demands and those employees who have high psychopath are not increasing social resources.

Chen, Yen and Tsai (2014) have proved that there is positive relationship between the job crafting and work engagement both on individual and collaborative levels. Other researchers have also explored that the work engagement can affect certain kinds of job crafting which varies in different domains. Proactive employees maintain high work engagement and they also mobilize the available resources and gets their colleagues' help and address their organizational concerns so as change their job condition (Bakker et al., 2008). Work engagement was defined by Schaufeli, Bakker, and Salanova (2006) that work engagement is "a positive, fulfilling, and work-related state of mind characterized by vigor, dedication, and absorption". Schaufeli, Bakker, and Van Rhenen (2009) further explained it as work engagement is associated with proactive behaviors of the employees. Researchers argued in their studies that social support also has a positive link with work engagement which is defined as "an interpersonal transaction that involves emotional concern, instrumental aid, information, or appraisal". These types of transactions are dealing with the job stress and psychological burdens. Social support also increases belongingness and feeling of protection thus increases satisfaction and decreases psychological issues resulting in increasing work engagement (Hakanen et al., 2008).

Many researchers as Demerouti et al., (2001) have argued that employee's motivation and satisfaction are linked to job designs and enhance the motivation by changing the job features according to their own requirements. Hakanen et al. (2008) described it as proactive employees engage themselves in different problem -solving challenges, fitting it to their needs thus increasing the work engagement. Wrzesniewski and Dutton (2001) suggested that job crafters are satisfied employees. Researchers explained that employees engage themselves in motivating challenges and effective problem-solving processes by being proactive which in turn increases their work engagement. Demerouti and Bakker (2008) have argued that work engagement plays two major motivational roles such as intrinsic motivational role and extrinsic motivational role. Intrinsic motivational role fulfils the human need resources while extrinsic motivational role by execution of task and satisfaction. Further studies showed that workload is positive related to work engagement. It is evident that extra resources and challenges of job crafting has a positive link with work engagement and the reducing demands has negative link with work engagement. Based on the literature we can hypothesize following hypotheses:

>   *H1: Job crafting is positive related to employees work engagement.*
>   *H2: Employees Work Engagement is positive related to Job Crafting*

2.2 Job Crafting and Leader Member Exchange

Based on the theories of social exchange and leader-member exchange, it proves that the LMX improves the job crafting by the employees and it increases with the increase of opportunities in decision making and the LMX decreases with the lack of such type of opportunities. This type of relationship can be explained as there is reciprocal relationship between LMX and Job Crafting and the same theory was described by Rockstuhl, Dulebohn, Ang, and Shore (2012) and they theorized that those employees who receives trust and other favorable opportunities from the leader having in decision making and delegation of tasks. This causes low the feeling of obligations to repay it more favorably by their self-initiated engagements consequently improving the tasks given by their leaders. This relationship effect negatively on the job crafting when there is low quality relationship between leader and employee and there is lack of opportunities in participation level of job crafting and organizational objectives decreases.

Thus, the high-quality LMX motivates the employees to perform well and to achieve the trust of the leader and vice versa.

Scholars have described that there are different types of relationships exist among the leaders and followers which is based on the performance, ability, and skills of the employees as well as the leader's rational choice to allocate the limited resources efficiently in an effective time period. Thus, the leader cannot treat every employee at the same level resulting in differentiating the competent employees and developing different quality level relationships (Sniderman et al., 2016).Many scholars have argued that although job crafting is the main factor in developing motivations, but the intrinsic motivation cannot be induced due to its top-down control that's the reason that the employee side of job redesign is more effective in developing motivational strategy regarding change in job processes (Byun, Dai, Lee, & Kang, 2017).

Job crafting relates to voluntary modification in the processes of job boundaries thus it derives from the intrinsic motivation within employees resulting in positive results. This type of changing and motivations enables the employees to execute the task s more effectively and more efficiently resulting in fulfilling the job responsibilities resulting in gaining appreciation and trust of the leader which promotes higher-quality LMX. As suggested by Wrzesniewski and Dutton (2001) that when the employees engage themselves in non-constructive exchanges which Weaken the interests of not only the leader but also of the organization, the quality of LMX decreases. As the leader evaluate the performance of the employee which directly affect the quality of LMX. The relationship between LMX and Job crafting is a reciprocal relationship and according to the reciprocity norms, the employee in high-quality relationship enjoys the trust of the leader and gaining rewards and respect as well as experience stressful. Accordingly, Qi, Zhang, Fu, Zhao, and Wang (2019) stated that challenging environment as compared to those employees having low-quality relationship and they feel demotivated, no rewards etc. (Abou Hamdan, Yeadon-Lee, & Rachel, 2018). Moreover, researchers have argued that social norms also effect the LMX and Job crafting behavior. Some researchers have argued that social relationships may improve or constraints the job crafting depending upon the attitude and performance of the employees in relation to the quality of LMX (Dai, Chen & Zhuang, 2016). This also can be influenced by the social relationship of the colleagues but considerably less effective within a group or team as compared to the. From above literature we can developed following two hypotheses:

> **H3:** *Job crafting is positive related to employees LMX.*
> **H4:** *LMX is positive related to Job Crafting*

2.3 Job Crafting and Person-Environment Fit

Scholars have investigated and proved that the importance of PEF with the job crafting. It has been explored the paradigm shift of job design from manger- initiated approach to employee -initiated approach. The person job fit mediates the relationship between job crafting and work engagement. It's have been proved from many research studies that PEF plays a vital role in paradigm shifting of working procedures in an organization which has been shown like the job designing has now been shift from manager-initiated approach to employee-initiated approach. Researchers have proved that PEF also mediates the job crafting and work engagement. Literature explained that the employee's psychological health and work life has a great role of the environment of the organizations where they work due to relational connections and experiences. In today's era, work structure in almost every organization have been changed and the work characteristics has been greatly influenced by the proactive PEF behaviors enabling the employees to match their abilities and needs with demands and opportunities of

the organizational environment. In their studies, Chen et al., (2014) revealed that PEF is a key factor to job crafting. The recent globally lock down due to COVID 19 has also influenced the earlier concepts of job crafting and its relationship with its factors in every organization, national or international. In this recent example, concept of PEF and job crafting relationship has totally changed and will be changing in near future due to the lock down crises of COVID 19. Many organizations in the west had started working on the concept of "Online work" or "Work from Home" but the COVID 19 crises have pushed almost every organization i.e. health education, businesses in both public and private sectors Bakker et al. (2012). The relationship between Person-team fit has critically changed the earlier narratives which will be becoming more complex in the years ahead. This situation has affected two main work structure which are the meaningful work processes and social connections may be decreasing and the job crafting, and work engagement may become a challenging task for creating opportunities in terms of person job fit (Tims, Derks, & Bakker, 2016). According to theoretical and empirical evidence we can predict positive relationship between job crafting and person environment fit.

> **H5:** *Job crafting is positively related with employees Person –Environment Fit.*
> **H6**: *Person –Environment Fit is positively related with Job Crafting*

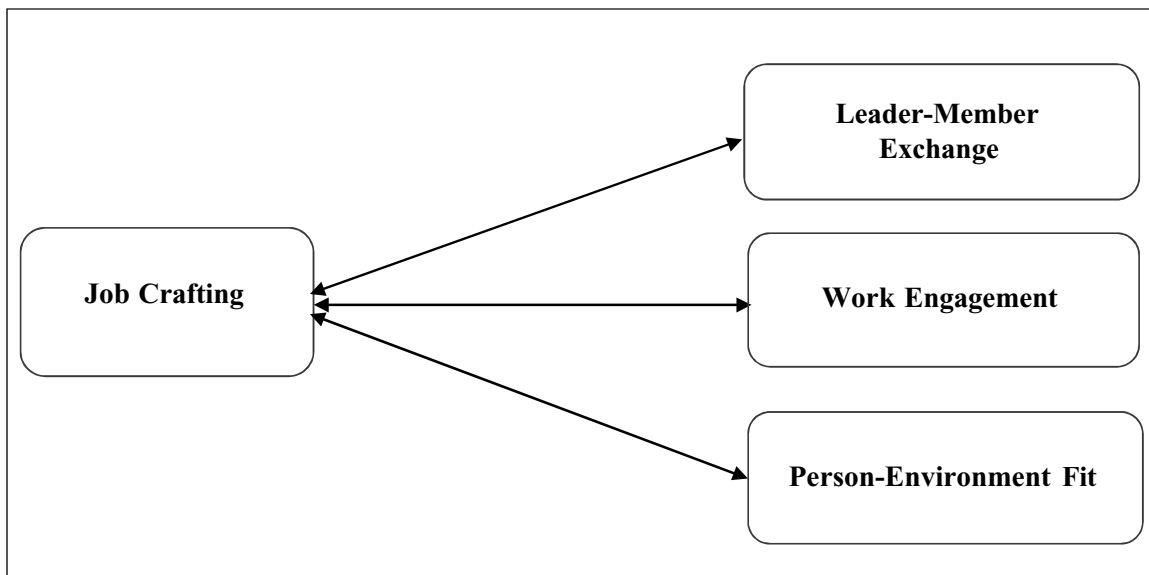**Reciprocal relationship among job crafting, work engagement, leader-member exchange, and person environment fit**

Figure 1: Research Model

3 Methodology

3.1 Sample and data collection procedure

Tour Leaders and Group tour leaders are the subjects of the survey and self-administered questionnaire has been used to collect the data form targeted sample. The data were collected form identified tourism-oriented organizations and these organizations are categorized according to their business activities. It is quite impossible to collect data from entire

population. Collection of data in developing countries is challenging and difficult process as individuals do not easily provide information (Taskeen, Shehzadi, Khan & Saleem, 2014). The sample has been selected by following the guidelines proposed by the study of MacCallum, Widaman, Zhang, & Hong, (1999), which suggest that a sample of 1000 respondents is excellent sample size and a sample size of 500 is very good sample. Moreover, a sample size of 300 is good sample while sample of 50 participants is poor sample. Furthermore, Krejcie and Morgan (1970) table was used to determine the sample size of the study. This study collected data from 311 respondents. The participants were selected from traveling agencies and organizations located in Pakistan. Questionnaire was directly handed over to the participants and they were asked to fill out the Questionnaire. The final sample for the current study is 311 which is consistent with the standards of sample suggested in literature.

This study used convenience sampling method to collect data from respondents as this is the easiest nonprobability sampling techniques. The questionnaires were distributed in following traveling agencies and responses are recorded accordingly. Detail of number of responses received from different traveling agencies is presented in table 3.1.

Table 3.1: Traveling Agencies and responses

Sr. No.	Traveling Agencies	No of respondents
1	Gilgit Traveling agency	6
2	Baltistan Traveling agency	13
3	Hunza Traveling agency	9
4	Upper Hunza Traveling agency	4
5	GB Traveling agency, Lahore	4
6	GB Traveling agency Islamabad	40
7	GB Traveling Agency, Karachi, Chitral	2

3.2 Instrumentation/ measures

Five-point Likert scale was used for each of the construct with 1 representing "Strongly Disagree" 2 "Disagree" 3 "Neither Agree/Nor Disagree" 4 "Agree" and 5 represents "strongly agree" for each item. Following measures were adopted from relevant studies and used in this research to collect data from respondents.

3.2.1 Job Crafting

Job crafting can be defined as self-initiated changes that employees make to achieve their job requirements and their personal goals by using job resources. The questionnaire for job crafting was adopted from the Leana, Appelbaum, and Shevchuk (2009) for crafting of job. The scale consists of 21 items. The scale was established on the bases of five dimensions of job crafting i.e. Individual crafting, collaborative crafting, task crafting, cognitive crafting and rational crafting. After the collection of data, scores were developed for leader member exchange constructs by averaging the responses to items comprising each dimension. Few sample statements of the scale are (1) Introduce new approaches on your own to improve your work

in the job; (2) Engage in networking activities to establish more relationships. The respondents were asked to rate on the statements that describe their way of job crafting. A higher scale indicates respondents are more crafting of job in the relevant area and vice versa

3.2.2 Work Engagement

Work engagement is an emotional commitment to the organization and its objectives. This emotional commitment means that active employees really care about their work related to their job. For the measurement of work engagement, the scale of 9 items used which was developed by Schaufeli and Bakker (2010). Few sample statements of the scale are; (1) It is hard to stick to my spending plan when unexpected expenses arise; (2) It is hard to stick to my spending plan when unexpected expenses arise; (3) It is hard to stick to my spending plan when unexpected expenses arise. A higher scale indicates respondents possess greater engagement in the work and vice versa.

3.2.3 Leader Member Exchange

For the measurement of leader member exchange, the scale of Peterson and Aikens (2017), was used, which contains 11 items. The scale was developed on the bases of four dimensions of leader member exchange i.e., affect, loyalty, contribution and professional prospect. After the collection of data, scores were developed for leader member exchange constructs by averaging the responses to items comprising each dimension. Few sample statements of the scale are: (1) I like my supervisor very much as a person; (2) My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question. A higher scale indicates higher level of leader member exchange and vice versa.

3.2.4 Person-Environment Fit

The person or personal environment fit is the degree of adjustment or link between person and his/her work environment. The idea behind setting a personal environment is that everyone has a work environment with which they are most aligned. The person environment fit has different aspects and can be measure through multiple dimensions. Nine questions are designed to measure Person environment fit of the respondents. These questions are mainly adopted from Cable and DeRue (2002) to measure person environment fit. The scale was constructed on the bases of three antecedents of person environment fit i.e., Person–Organization Fit, Needs–Supplies Fit and Demands–Abilities Fit. After the collection of data, scores were developed for Person environment fit constructs by averaging the responses to items comprising each dimension. Few sample statements of the scale are (1) my personal values match my organization's values and culture; (2 the attributes that I look for in a job are fulfilled very well by my present job. A higher scale indicates respondents possess and matched person job fit and vice versa.

3.3 Control variables

Gender, age, qualification, and experience will be used as control variables. These demographic variables will be used as control variables because people different age level, experience and qualification may influence behavior differently, male and female may also have different attitudes and behaviors in this regard.

3.4 Reliability of the Scales

Reliability test has been run to check the reliability of all variables. Following table shows Cranach's Alpha of each variable. Statisticians stated that the Alpha value of a variable should be greater than .70. Table 3.2 shows that scales of all variables are quite reliable as Alpha values are higher than the threshold limit of .70.

Table 3.2: Reliability Analysis

Sr. No.	Variables of the study	No. of items	Cronbach's alpha
1	Job crafting	21	.880
2	Leader-Member Exchange	11	.816
3	Work Engagement	9	.830
4	Person- Environment Fit	9	.785

4 Results

4.1 Descriptive Statistics and correlation analysis

Table 2 shows results of mean standard deviation and correlation of the study variables including demographic variables. Moreover, correlation result has been run to check the significance level of each variable with one another. Correlation analysis shows that there is positive and significant correlation among independent and dependent variables. Whereas overall result reveals that most of the demographic variables are not correlated with dependent and independent variables. Meanwhile few demographics like gender has negative relation with job crafting and leader member exchange.

Table 4.1: Mean Standard Deviation and Correlation

Variables	Mean	St. D	1	2	3	4	5	6	7	8
1. Age	2.723	1.164	1							
2. Gender	1.270	0.445	-0.28**	1						
3. Education	2.566	1.114	0.14**	-0.13*	1					
4. Experience	2.952	1.298	0.50**	-0.21**	0.16*	1				
5. Job crafting	3.749	0.553	-0.02	-0.16**	0.08	-0.08	1			
6. Work Engagement	3.667	0.682	-0.05	-0.07	0.07	-0.08	0.77**	1		
7. Leader Member Exchange	3.643	0.526	0.01	-0.12*	0.11	-0.01	0.64**	0.63**	1	
8. Person –Environment Fit	3.705	0.582	-0.09	-0.01	0.021	-0.05	0.74**	0.64**	0.45**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Above table shows mixed result for correlation between demographic variables, independent and dependent variables. Many demographic variables are not correlated with dependent and independent variables. While few demographic variables have significant but different correlation with study variables. Result in the above table shows gender is negatively correlated with job crafting (-0.16**) and negatively correlated with leader member exchange (-0.12*). Whereas table shows that there is significant positive correlation between leader member exchange and person environment fit (0.45**) and leader member exchange is strongly positive related with work engagement (0.63**). Moreover, correlation between job crafting and leader member exchange is statistically significant (0.64**). Furthermore, results reveals that job crafting is positively related with work engagement (0.77**) and positively related with person environment fit (0.74**). Finally, table depicts correlation between work engagement and person environment is statically significant and positive (0.64**).

4.2 Regression Analysis

Linear regression test has been run to check the relationship among predictors and dependent variable. There are two model have been developed, first model has three independent variables and one dependent variable. In first model, the relationship between work engagement and job crafting has been tested through linear regression analysis then other remaining relationships have been tested and checked for statistical significance. In first step I entered the demographic characteristics of the respondents as the control variables, in second step, I regressed all predictors (work engagement, leader member exchange and person environment fit) on outcome variable (job crafting). Results of linear regression have been provided in following table.

Table 4.2: Regression Analysis for Outcomes

Predicators	Job crafting		
	β	R^2	ΔR^2
Step 1			
Control Variables		.083	
Step2			
Employees Work Engagement Leader	.36***	.795	.712
Member Exchange	.19**		
Person –Environment Fit	.41***		

Above results shows that 8.3% job crafting is explained by control variables, while 79.5% variation in job crafting is explained by all predictors i.e., work engagement, leader member exchange and person environment fit. Age, gender, qualification, income level and experience were control variables. To test the hypothesis predicting a positive and significant relationship between work engagement and job crafting, I regressed work engagement on job crafting. The results showed a highly significant relationship between work engagement and job crafting (β = .19***, p<.001) thus accepting Hypothesis 1. Further leader member exchange was regressed on job crafting. The results showed highly significant and positive relationship between selected variables (β = .36**, p<.01) leading to accept Hypothesis 2. Similarly, relationship between person environment and job crafting also found to be significant (β = .41***, p<.01) which means Hypothesis 3 has been also accepted.

Table 4.3: Regression Analysis for JC and WE

Predicators	Work Engagement		
	β	R_2	ΔR_2
Step 1			
Control Variables		.151	
Step2			
Job Crafting	.59***	.687	.535

To test the hypothesis predicting a significant relationship between work engagement and job crafting, we regressed work engagement on job crafting. The result displayed a significant relationship between job crafting and work engagement (β = .59***, p<.001) thus accepting Hypotheses 4.

In this section regression analysis has been run to test relationship between variables of second model. Furthermore, second model is containing one independent variable and three dependent variables i.e., work engagement, leader member exchange and person environment fit as dependent variables and job crafting as independent variable.

Table 4.4: Regression Analysis for JC and LMX

Predicators	Leader Member Exchange		
	β	R²	ΔR²
Step 1			
Control Variables		.080	
Step2			
Job Crafting	.76**	.434	.355

Moreover, to check the significance of hypothesis predicting a significant relationship between job crafting and leader member exchange, I regressed job crafting on leader member exchange. The result revealed a significant relationship between job crafting and leader member exchange (β = .76**, p<.01) therefore, Hypotheses 5 has been accepted.

Table 4.5: Regression Analysis for JC and PEF

Predicators	Person Environment Fit		
	β	R²	ΔR²
Step 1			
Control Variables		.094	
Step2			
Job Crafting	.75***	.620	.527

Finally, hypothesis regarding relationship between person environment fit and job crafting has been tested by regressing person environment fit on job crafting. The result demonstrated a highly significant and positive relationship between person environment fit and job crafting (β = .75***, p<.001) which leading towards accepting Hypotheses 6.

5. Discussions and Findings

This section will provide important findings of different variables relationship related to tourism industry in context of Pakistan. Also, findings will be compared to results of previous similar studies and will provide justifications, detail and explanations. This research study has been conducted to investigate the relationship among job crafting, work engagement, leader-member exchange, and person-environment fit of tourism industry in Pakistan. Further, its analysis and shed light on its impact on overall economy of the country. Tourism sector plays vital role and support international relation as well. It can be regarded as a tool of building nations soft image and reputation. Tourism also increases foreign exchange revenue and reserves. Furthermore, rapid economic growth in developed economies attracts foreign tourists and citizens, thereby growing the country's foreign reserves as well as country's reputation.

Explicitly, this study has been designed to ascertain the relation of job crafting, work engagement, leader-member exchange, and person-environment fit in comparison with previous similar studies. Pertinent literature revealed that there exists a positive relationship between job crafting and work engagement of employees (Dubbelt, Demerouti & Rispens, 2019). Berdicchia (2017) documented that job crafting significantly affect leader member exchange. Whereas job crafting has positive association with person-environment fit (Kerse, 2018). Similarly, some studies observed that there exists a strong correlation between person environment fit and job crafting. Based on literature we have developed four hypotheses relevant to the research objectives. All six hypotheses were tested in previous section and each hypothesis will be discussed with reference to prior literature in detail. The first hypothesis of the study *job crafting is positive related to employees work engagement* has been accepted as results in the previous section shows significant p-value. Thus, we can argue that there exists a positive relationship between job crafting and work engagement of employees working in different organizations of tourism industry in Pakistan. This finding is in consistent with result of Dubbelt, Demerouti, and Rispens (2019) research study, where it has been observed that job crafting positively influences employees work engagement. This is because of good job crafting motivate employee and help them to more engage in their job duties and professional assignments. Therefor job crafting is considered positive factor of high job performance in different organizations of tourism industry. The second hypothesis of the study *employees work engagement is positive related to job crafting* is found to be statistically significant. Result of this study is in line with previous literature where Mäkikangas (2018) found similar findings and showed that work engagement positively affect job crafting and these two compulsories for each other's. Two related concepts have similar implications and could influence each other's and exist strong correlation between them. In addition, Bakker et al. (2012) also supported the above hypothesis as they also found that job crafting positively correlated with work engagement.

The third hypothesis of the study is *job crafting is positive related to employee's leader member exchange*. Results show that there exists significant and positive relationship between job crafting is positive related to employee's leader member exchange as job crafting influences leader member exchange and enhances employee performance comprehensively. This finding is consistent with previous studies and relevant literature as scholars Qi et al. (2019) reported significant relationship between these two variables. The fourth hypothesis of the study is *leader member exchange is positive related to job crafting*. Regression analysis revealed that there exist significant and positive relationship between leader members exchanges is positive related to job crafting. Few studies also reported that leader member exchange positively correlated with job crafting which mean both variable affect each other's in the same direction with different intensity. Finding of this study is in consonance with research of Berdicchia and Masino (2017) where they showed Leader member exchange has a positive effect on job crafting. Whereas the fifth hypothesis of the study is *job crafting positively related to employees' person environment fit*. The results also showed that job crating, and person environment fit are positively related. This finding is agreed with the study of Kerse (2018) which concluded that job crafting have a clear impact on person environment fit. Environment fits occurs due to the fact that employee's behavior skills and work environment matched. This matched could be the result of both engagement nature and crafting of job and related activities and finally the sixth hypothesis of the study is *person –environment fit positively related to job crafting*. Based on the result provided in previous chapter, there is sufficient evidence to conclude that person –environment fit has a significant relationship with job crafting. This finding indicates that employees with good environment fit are more likely to have considerable job crafting attitude. It is found consistent with the research of Chen et al. (2014)

which documented that person environment fit significantly related to job crafting of employees.

6. Conclusion

The basic purpose of this study is to investigate the reciprocal relationship among job crafting, work engagement, leader member exchange, and person-environment fit in tourism industry of Pakistan. Target population of this study is comprised of different public and private tourism-oriented organizations located in different areas of Pakistan. The participants of this study include staff members, managers and administrators working in different organization of tourism sector. The researcher collected data from 311 employees and workers. In present research, primary data collection method was used to obtain information and opinions directly and specifically from the respondents. Data were collected by using pre-tested questionnaire which comprises adopted scales of different variables. After data collection regression analysis and descriptive like frequency, mean standard deviation were calculated by using SPSS-25 version.

Total six hypotheses have been tested and all of them were accepted. Result of the study showed that there exist a positive and significant relationship between job crafting and work engagement. Further it was found that job crafting strongly correlated with leader member exchange. Result of the study also showed that job crafting positively associated with person environment fit. The findings suggest that job crafting has positive links with other important variables and could support higher employee's performance as well as overall organizations performance. Finally, the underlying study posit that a better person environment fit would affect crafting of job and improves role of leader member exchange. It is concluded from the above study that job crafting, work engagement, leader member exchange, and person-environment have a connection with each other's and betterment in one lead to improvement in another variable. For instance, better person environment fit improves job crafting and it will increase leader member exchange and interaction between staff and supervisors.

6.1 Theoretical Implications

The research study contributes to the relevant literature through following ways. The first contribution is to establishing a cross relationship between selected variables i.e., job crafting, work engagement, leader member exchange and person environment fit. As most of the studies have focused on unidirectional relationship and most of them have been conducted in the developing world. This study contributes to the literature by providing evidence from emerging country as it is important to know and test the relationship of two variables in different contextual settings. The second contribution is that we developed a comprehensive and integrated model to uncover the effect of each variable on selected dependent variables. Our model presents a big and overall understanding of relevant concept in the field human resource management. The third contribution of this research study is that it has been conducted to analyze and study job crafting, work engagement, leader member exchange and person environment fit in employees of tourism industry.

6.2 Practical Implications

This study has provided the findings on how each selected variables affect job crafting in tourism industry. Thus, we believe that this study can provide practical implications to employers, tourism-oriented organizations, workers, tourist guiders and visitors. This study will help employers and organizations to understand employees and customers needs and can be able to identify prominent factors to upheld business as well as reputation of their organizations. The findings of the study are important for the policy makers to develop effective policies regarding tourism and employees of tourism sector organizations. Employees

can also get help from this study to increase their awareness by understanding relevant aspects and factors of job performance.

6.3 Limitations and future research directions

Besides its strengths this study also has some limitations which opens ways for future research studies. The sample size of the study is only limited to the 306 respondents and although it has fulfilled minimum sample size criteria but the obtain results could not be robust and less representative of whole population. Future studies are suggested to increase sample size while conducted research on same study model or relationship of selected variables. The study design is cross sectional in nature, which means data collected at one point of time and that can create problem of casualty. It is further suggested to conduct more research on these variables by collecting data at more than one-time periods. This study only focuses on direct and reciprocal relationship of variables. Further, research can add mediator or moderating variable to investigate mentioned relationships in more detail.

References

Abou Hamdan, O., Yeadon-Lee, A., & Rachel, C. (2018). Leader-member Exchange within Academic Research Teams: An Exploration of the Relationship between the Research Team Leader and Research Member (s).

Andela, M., & van der Doef, M. (2019). A comprehensive assessment of the person–environment fit dimensions and their relationships with work-related outcomes. *Journal of Career Development*, *46*(5), 567-582.

Arshad, M. I., Iqbal, M. A., & Shahbaz, M. (2018). Pakistan tourism industry and challenges: a review. *Asia Pacific Journal of Tourism Research, 23*(2), 121-132.

Bakker, A. B. (2011). An evidence-based model of work engagement. *Current directions in psychological science, 20*(4), 265-269.

Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*.

Bakker, A. B., & Schaufeli, W. B. (2015). Work engagement. *Wiley Encyclopedia of Management*, 1-5.

Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & stress, 22*(3), 187-200.

Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human relations, 65*(10), 1359-1378.

Berdicchia, D., & Masino, G. (2017). Exploring the antecedents of job crafting: A conditional process analysis. *International Journal of Business and Management, 12*(12), 1-14.

Brown, O., Paz-Aparicio, C., & Revilla, A. J. (2019). Leader's communication style, LMX and organizational commitment. *Leadership & Organization Development Journal*.

Byun, G., Dai, Y., Lee, S., & Kang, S. (2017). Leader trust, competence, LMX, and member performance: A moderated mediation framework. *Psychological reports, 120*(6), 1137-1159.

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of applied psychology, 87*(5), 875.

Chen, C.-Y., Yen, C.-H., & Tsai, F. C. (2014). Job crafting and job engagement: The mediating role of person-job fit. *International Journal of Hospitality Management, 37*, 21-28.

Coyle, P. T., & Foti, R. (2015). If you're not with me you're...? Examining prototypes and cooperation in leader–follower relationships. *Journal of Leadership & Organizational Studies, 22*(2), 161-174.

Dai, Y.-D., Chen, K.-Y., & Zhuang, W.-L. (2016). Moderating effect of work–family conflict on the relationship between leader–member exchange and relative deprivation: Links to behavioral outcomes. *Tourism Management, 54*, 369-382.

Demerouti, E., & Bakker, A. B. (2008). The Oldenburg Burnout Inventory: A good alternative to measure burnout and engagement. *Handbook of stress and burnout in health care*, 65-78.

Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P., & Schaufeli, W. B. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian journal of work, environment & health*, 279-286.

Derindag, O. F., Demirtas, O., & Bayram, A. (2021). The Leader-Member Exchange (LMX) Influence at Organizations: The Moderating Role of Person-Organization (PO) Fit. *Review of Business*, *41*(2).

Deschênes, A. A. (2020). Satisfaction with work and person–environment fit: are there intergenerational differences? An examination through person–job, person–group and person–supervisor fit. *International Journal of Organization Theory & Behavior*.

Dubbelt, L., Demerouti, E., & Rispens, S. (2019). The value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence. *European Journal of Work and Organizational Psychology, 28* (3), 300-314.

Dubbelt, L., Demerouti, E., & Rispens, S. (2019). The value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence. *European Journal of Work and Organizational Psychology, 28* (3), 300-314.

Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress, 22*(3), 224-241.

Kerse, G. (2018). The Impact Of Job Crafting On Person-Job Fit:"I Am Compatible With My Work Because I Can Make Changes In My Work". *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 32*(4), 941-958.

Kodden, B. (2020). The Effect of Person-Organization Fit on Work Engagement and Performance. In *The Art of Sustainable Performance* (pp. 55-59). Springer, Cham.

Krejcie,R.V., & Morgan,D.W.(1970). Determining sample size for research activities. Educational and Psychological measurement, 30(3),607-610.

Kuijpers, E., Kooij, D. T., & van Woerkom, M. (2020). Align your job with yourself: The relationship between a job crafting intervention and work engagement, and the role of workload. *Journal of Occupational Health Psychology, 25*(1).

Leana, C., Appelbaum, E., & Shevchuk, I. (2009). Work process and quality of care in early childhood education: The role of job crafting. *Academy of Management Journal, 52*(6), 1169-1192.

MacCallum, R. C., Widaman, K. F., Zhang, S., & Hong, S. (1999). Sample size in factor analysis. Psychological methods, 4 (1), 84-97.

Mäkikangas, A. (2018). Job crafting profiles and work engagement: A person-centered approach. *Journal of Vocational Behavior, 106*, 101-111.

Mäkikangas, A. (2018). Job crafting profiles and work engagement: A person-centered approach. *Journal of Vocational Behavior, 106*, 101-111.

Peterson, T. O., & Aikens, S. D. (2017). Examining the relationship between leader-member exchange (LMX) and objective performance within higher education: An exploratory empirical study. *Journal of Leadership Education, 16*(2).

Qi, J., Zhang, K., Fu, X., Zhao, X., & Wang, L. (2019). The effects of leader–member exchange, internal social capital, and thriving on job crafting. *Social Behavior and Personality: an international journal, 47*(6), 1-10.

Radstaak, M., & Hennes, A. (2017). Leader-member exchange fosters work engagement: The mediating role of job crafting. *SA journal of industrial psychology, 43*(1), 1-11.

Rockstuhl, T., Dulebohn, J. H., Ang, S., & Shore, L. M. (2012). Leader–member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of applied psychology, 97*(6), 1097.

Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior, 102*, 112-138.

Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research, 12*, 10-24.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement, 66*(4), 701-716.

Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 30*(7), 893-917.

Sniderman, P., Fenton-O'Creevy, M., & Searle, R. (2016). Effects of managerial communication as moderated by LMX and trait NA. *Journal of Managerial Psychology* .

Taskeen, S., Shehzadi, A., Khan, T., & Saleem, N. (2014). Diculties faced by novice researchers: A study of universities in Pakistan. International Journal of Art and Literature, 1 (1), 1-4

Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior, 92*, 44-53.

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of management review, 26*(2), 179-201.