

Intention to Quit of Proactive Health Workers: The Intervening Role of Employee Engagement and the Moderated Mediating Effect of Job Autonomy

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Abstract

As a necessary condition for the sustainability and success of teaching hospitals, maintaining proactive health personnel with the ability to be high performers is acknowledged. A few studies have logically clarified and empirically simplified the relationship between proactive employees and intention to quit, which signifies an engaged, proactive tendency to establish actual turnover behavior. However, this study target to resolve these research gaps. This paper predicted that the correlation between proactive health workers and intention to quit was likely mediated by employee engagement and job autonomy as a center point mechanism of motivation. Job autonomy (JA) as a significant framework is expected to buffer the link between proactive health employee and employee engagement. The present article developed a moderated mediated model that incorporates these variables. This study was consistent with previous studies carried out on health workers in Nigerian teaching hospitals. The results of this research help to expose the attrition intentions displayed by conscientious health workers.

Keywords: Proactive Worker, Intention to Quit, Employee Engagement, Job Autonomy

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1. Introduction

Organizational members' turnover leads to a shortfall of social and human capital, which has a detrimental influence on organizational productivity (Tziner & Birati, 1996). When high performers who make a significant contribution to an organization quit, the impact of the loss is substantially greater (Fuller & Marler, 2009). For the reason that energetic personnel strive to initiate good behavior instead of adapting to unfamiliar situations that leads to change-oriented goals (Bateman & Crant, 2017). Proactive personnel developed into high-achievers

who exercise control over their environs and make every effort for significant change (Bakker et al., 2012). As a result, retaining active people with the ability to be high achievers is considered as a necessary prerequisite for an establishment's continued existence and growth (Bergeron et al., 2013). Thus, determining whether or not proactive people of a company will depart and how to keep those individuals is critical.

Researchers discovered that when employees want to leave a company, they tend to plan ahead instead of leaving on the spur of the moment (Bateman & Crant, 2017). As shown in a meta-analytic assessment, their intention to quit has a strong explanatory power among the characteristics predicting their actual turnover behavior (Griffeth et al., 2000). As a result, the concept of turnover intention has been emphasised. Furthermore, an employee's proactivity, also known as proactive personality (PP), refers to the tendency to take action to increase efficiency and effectiveness (Bateman & Crant, 2017). As a result, the likelihood of proactive personnel leaving appears to be explained by the association between proactive personality and intention to quit. Furthermore, only few researches have looked into the link between these two constructs in depth. Many previous investigations revealed the relationships between them without providing a theoretical justification. In the literature, there have also been some inconsistencies. Some researchers have discovered, for instance, that proactive personality (PP) is associated with a lower likelihood of quitting (Wang et al., 2011), others, on the other hand, have shown a link between proactive behavior and intention to quit (Vandenberghe & Ok, 2013). Another research has found a statistically negligible link between the two (Allen et al., 2005). These inconsistencies suggest that the correlation between proactive personality (PP) and intention to quit may be more challenging as previously thought.

To tackle these theoretical gaps, the researchers propose that additional study would ponder on the previous variables. To begin, it is crucial to investigate the methods via which proactive personality is linked to a desire to quit. Personality, as a distant trait, influences behavior through proximal states like motivation, as per distal-proximal paradigm (Barrick et al., 2009). As a result, we should investigate a psychological construct that provides substantial explanations of the integral of the relationship between proactive personality and quitting intentions (Mathieu & Taylor, 2006). Job engagement has been considered as an indication of motivation in addition to happiness. Hence, this paper concentrated on the mechanism by which PP of employees is correlated to their intention to quit (Schaufeli et al., 2008). As a result, we propose that PP is associated with intention to quit indirectly via work engagement.

Secondly, based on the circumstances, the correlation between PP and work engagement (WE) may vary. Trait activation theory states that certain events stimulate a trait further than the others (Tett & Burnett, 2003). Job autonomy is at the foundation of motivational work design techniques, and it improves the proactivity of job officers (Morgeson & Humphrey, 2006). As a result, we focus on job autonomy as a crucial related component. Job autonomy is thought to buffer the link between proactive PP and WE in this present study.

Finally, an integrated approach is required to completely comprehend the correlation between PP and intention to quit in an attempt to postulate a further realistic understanding of the links. The theoretical model is based on the (JDR) job demands-resources framework of WE,

that presumes which individual and job resources, either separately or together, envisage WE, which has a beneficial impact on work performance (Bakker, 2011; Bakker & Demerouti, 2008). Individuals that rank extreme on positivity, resilience, self-efficacy, and self-confidence, for example, are employees competent to organize their workplace resources and are typically more involved in their job, according to the framework (Bakker & Demerouti, 2008). We used the framework as a theoretical model to investigate the indirect or mediating impact of personal resources and the desire to quit through work engagement, as well as the moderating influence of job resources in this link. Employees with personal resources are more likely to manage and affect their organization efficiently (Hobfoll et al., 2003), and proactive personalities are more likely to begin change and influence their surroundings (Bakker & Demerouti, 2008). Personal resources and PP appear to play a related function. Furthermore, according to the work personality's theory, one of the usual job resources is job autonomy (Bakker & Demerouti, 2008; Abdulrab et al., 2017; Kumdi et al., 2017; Gadi & Kee, 2020a). As a result, we conclude that the (JDR) job demands-resources framework of WE aligns to the research hypothesis that proactive individuals will be further engaged at work and have a lower intention to resign if they feel autonomy in executing their jobs. As a result, we're trying to come up with a moderated mediation assumption that reports for job autonomy as the moderating environment and WE as the intervening mechanism in the link between PP and quitting intention.

The goals of this research are to see if WE mediates' the link between PP and intention to quit, if job autonomy (JA) moderates the relationship between PP and WE, and if JA moderates the mediated link between PP and intention to quit. Figure 1 depicts our study model that reflects these goals. These systematic and thorough methodologies are intended to aid in better understanding proactive employees' intentions to leave.

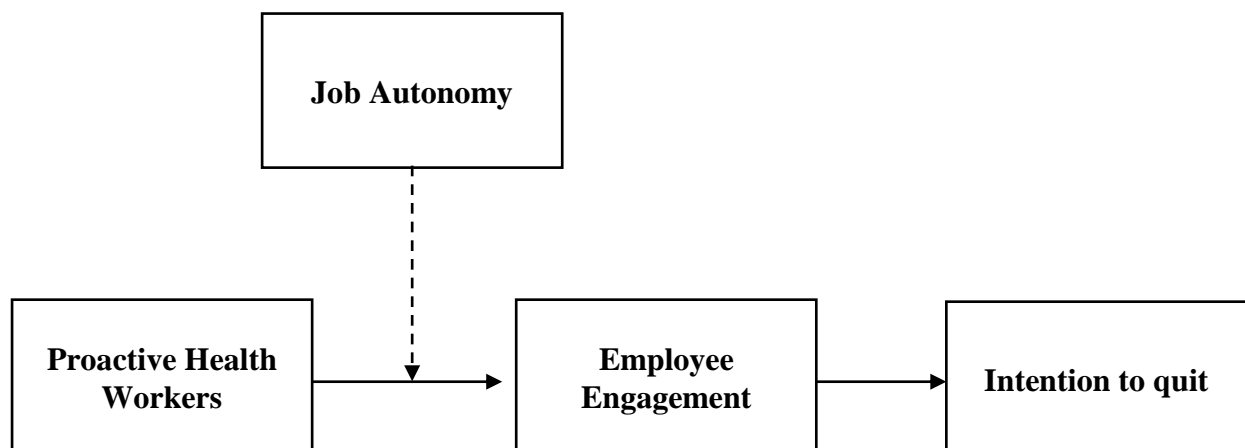


Figure 1. Research model

2. Literature Review

The study first look at the function of WE as a bridging factor in explaining proactive employees' intentions to leave. Furthermore, by concentrating on the increasing significance

of JA in the link between PP and WE, we look at how engaged proactive employees are when they are given autonomy over their responsibilities. We also recommend using the integrated framework to fully comprehend the roles of job characteristic and emotional state in the relationship between PP and intention to quit.

2.1. Mediating Role of Work Engagement (WE)

This theory of job engagement arose from efforts to comprehend individuals' general psychological states, which ranged from sick to well. This was conceived as the polar inverse of burnout, which depicts a condition of exhaustion (Schaufeli et al., 2008). Recent research suggests, however, that WE is neither the polar inverse of burnout, nor is it fully independent of burnout (Jiménez et al., 2019; Schaufeli & de Witte, 2017). In other words, work engagement has lately been recognized as having a negative link with burnout, but it also has its own set of characteristics (Jiménez et al., 2020; Gadi & Kee, 2020b; Albadayneh & Alrawashdeh, 2017). As a result, the problem is important to focus on not only to the qualities of WE that coincide with burnout, also to its unique personalities in order to comprehend the linkages between WE and other constructs.

Work engagement (WE) is seen as “an encouraging, satisfying, job-related state of viewpoint described by vigor (increased degrees of energy and psychological resistance whereas performing, likely to engage effort in one's job, and perseverance even in the face of difficulties), dedication, and perseverance even in the face of problems” (a sense of significance, enthusiasm, inspiration, pride, and challenge), and absorption (the state of being entirely absorbed and extremely immersed in one's task, in which time flies by and it is difficult to extricate oneself from it)” (Schaufeli et al., 2002). We use the distal-proximal technique, which states that distal employee dissimilarities have indirect impact on behavior via proximal employee dissimilarities, to explain how PP relates to intention to quit (Barrick et al., 2009; Caponecchia et al., 2020). We argue that WE is the intermediate mechanism that accounts for the relationship between PP and intention to quit.

Individuals with a high PP are likely to be very engaged with their job. “A stable propensity to take individual idea in a wide range of undertakings and jobs” is reflected in PP (Yang et al., 2017). Employees that are not proactive are less likely to “look for opportunities, not taking initiative, act, and endure to achieve closure by effecting about transformation” (Bateman & Crant, 2017). They're also skilled at spotting or generating possibilities that will enable them to be more effective (Brito & Oliveira, 2016). Individuals with PPs are further expected to have a strong, devoted, and absorptive technique to their job, and to make a significant contribution to the quality of their life at work. In light of this, researchers claim that “PPs is likely associated to engagement since persons that are immersed in their workplace are similarly inclined to engage themselves in their organization” (Vermooten et al., 2019). These findings show that having a proactive personality is linked to higher levels of job satisfaction (Bakker et al., 2012; Albrecht et al., 2015).

We also predict that engaged employees will have a lower likelihood of quitting. Burnout has long been thought of as a stressor and a contributing influence to high turnover (Kubayi, 2018). Job engagement is expected to reduce intention to leave because WE and burnout are philosophically and empirically opposites (Ugwu et al., 2013). In relation to this logic, it is vital to consider the characteristics of job engagement that distinguish it from burnout. Since

engaged individuals are further energetic, passionate, and involved in their job, they are more likely to discover their job fundamentally engaging, to feel self-influenced to complete jobs, and to enjoy difficulties placed on them at work (Sheehan et al., 2019). Furthermore, employees manage to keep good psychological health devoid of feeling discomfort or sadness (Gupta et al., 2018), which would encourage them to stay in their current jobs and not leave. Consequently, assessed to disengaged individuals, engaged employees have further pleasant job knowledge and a stronger bond to their employers, which leads to a lower likelihood of quitting (Seibert et al., 2001; Ibrahim et al., 2019; Bakker & Albrecht, 2018).

To summarize, proactive individuals are more liable to be involved in their job, which reduces their desire to leave. As a result, it's acceptable to assume that PP is associated to intention to quit indirectly via WE. We propose the following hypothesis based on this expectation:

Hypothesis 1. Work engagement mediates the relationship between proactive personality and intention to quit.

2.2. Moderating Role of Job Autonomy

The researchers believe that the intensity of the link between an employee's PP and their WE will vary depending on the context. "Individuality traits are exhibited as reactions to trait that are applicable to environmental cues," according to trait activation theory (Muldoon et al., 2017). Similarly, innate attributes like personality are expressed in response to situational cues connected to the traits' characteristics. Given that the job serves as the primary link between employees and companies, it's important to concentrate on the job contexts in which they operate. Furthermore, because autonomy is a core job characteristic (Singh & James, 2016; Beehr et al., 2001) and has the potential to stimulate employee proactivity (Tummers et al., 2015; Gruman & Saks, 2011), job autonomy is expected to perform a vital situational cue in defining proactive employees' work engagement.

"The level to which a job gives independence, freedom, and pleasure to schedule work, make decisions, and choose the techniques utilized to execute tasks" is how job autonomy is defined (Singh & James, 2016). Employees are open to perform their job activities based on individual decision and preferences when work is arranged in a manner that they have autonomy. Those who have a high amount of job autonomy are further expected to feel accountable for issues that develop while doing their duties and to recognize that they have sufficient influence over their employment outcomes (De Gieter et al., 2018).

Because jobs with more autonomy provide less limits on individuals' conduct, JA is more likely to act as a weaker factor, allowing individuality to steer performance directly. Given that PP stands for the individual predisposition to discover and act on chances for change, proactive individuals are capable to make use of autonomy as a way to handle professional requirements (De Gieter et al., 2018). (Bateman & Crant, 2017). "To be proactive is probable very significant in positions with autonomy," according to academics (Bakker, 2017).

To summarize, proactive workers with autonomous occupations will have synergistic outcomes in that they will be further engaged in their organization. As a result, job autonomy is likely to reinforce the beneficial relationship between PP and WE. As a result of this anticipation, we suggest the following hypothesis:

Hypothesis 2. The link between proactive personality (PP) and work engagement (WE) is moderated by job autonomy (JA), in a way that the correlation is stronger amongst individuals with high JA than individuals with low JA.

2.3. Moderated Mediation Model

This research shows that work engagement mediates the association between PP and intention to leave, and that JA moderates the link between PP and WE. These reasons, taken together, form a unified model in which JA heightens the motivational activities that underpin the PP and intention to leave link. To put it another way, the justifications for H1 & H2 (Hypotheses 1 and 2) merge together to justify the incorporation of moderation and mediation, resulting in a mediation moderated framework (Malhotra et al., 2014; James & Brett, 1984). In particular, proactive workers who do independent jobs are further expected to have prospects to perform in behaviors that are compatible with their proactivity, bolstering the mediating impact of WE in explaining the relationship between PP and intention to quit. The job demands–resources framework of WE underpins this assumption (Bakker & Albrecht, 2018; Lartey et al., 2019). The approach believes that individual and professional resources are intertwined and relate to improve workplace engagement and outcomes. Personal resources, which are theoretically comparable to PP, refer to people's perceptions of their competence to successfully organize and influence their surroundings (Simon et al., 2015). One of the most common employment resources is job autonomy (Achmad et al., 2019). As the autonomy of proactive employees' duties grows, we expect their levels of job engagement to rise, and their willingness to depart from the organization to decrease. As a result of this anticipation, we suggest the following hypothesis:

Hypothesis 3. The mediated link between proactive personality (PP) and intention to quit through work engagement is moderated by Job autonomy (JA), in a way that the link is stronger amongst individuals with high job autonomy (JA) than individual with low (JA) job autonomy.

3. Method Research

3.1. Procedure for Data Collection and Data Characteristics

The study collected data from teaching hospitals in North-central Nigeria (Plateau, Nasarawa, Abuja, Niger, Benue, and Kwara). Teaching hospitals in Nigeria commonly encountered major employee turnover and voluntary withdrawal problems in the last five years (Nawaz et al., 2015). According to the Nigerian Medical Association (NMA), the average employee turnover ratio in the sector from 2016 to 2020 was 16.7% in teaching hospitals, and 15.4% in federal medical centers. As a result, it's important to look into the relationship between personal and job traits, as well as health workers' WE, and their intention to quit teaching hospitals in Nigeria.

A one-time field survey design was assumed. The research surveys were delivered to 1500 health workers using purposive sampling technique. There was a risk of data defect due to common method bias because the data was collected at a cross-sectional point based on health professionals' self-perception (Mackenzie & Podsakoff, 2012). We placed the measurement scales of the key constructs (for example, Independent variable, mediator, moderator, and the dependent construct) separated by different scales of other extraneous constructs in the survey

questionnaire, following the recommendation of past studies, to decrease any arbitrary inflation or deflation of relationships among variables (Mackenzie & Podsakoff, 2012; Podsakoff et al., 2012).

The process for gathering data is as follows. The present study's objective and theoretical/practical contributions were first presented to the teaching hospitals' HR managers. The questionnaire began with a cover page that briefly described the study's purpose, besides problems of privacy and voluntary involvement, before moving on to the scales of psychometric properties and demographic questions. A total of 420 health workers took part in the survey, with a response rate of 38.92 percent. The conditional mean imputation approach was used to fill in a few missing variables. There was no abnormal case identified using a multivariate outlier identification technique based on Mahalanobis D2.

The present study's sample was drawn from a teaching hospital in North-central Nigeria; as a result, many demographic factors were used as control variables to exclude any false connections between the key variables. Gender, tenure, and education, according to prior research, may have a major impact on work engagement (Methot et al., 2016; Rai et al., 2019) and desire to resign (Methot et al., 2016; Rai et al., 2019). (Fabi et al., 2015; Memon et al., 2017). In all primary analyses, gender (female = 1, male = 2), tenure in yrs. at the present establishment, and education in yrs. (for instant, 17 years for a secondary-school graduate, 24 years for a university graduate) were mostly controlled.

3.2. Measurement Scales

The primary factors were measured using four psychometric instruments. All assessments were based on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

The Proactive Personality Scale, in its abbreviated form, was used to assess proactive personality (Bateman & Crant, 1993). Due to the high factor loading above (0.707), all six things were kept, and the mean of all the items was utilized in the main analysis. Three items from Morgeson and Humphrey (2006) were used to determine the level of job autonomy. The nine items of the work engagement Scale (Balducci et al., 2010) were used to assess employee engagement in their work. Finally, three items were used to assess intention to quit (Mobley et al., 1978). Table 1 shows the results of all item surveys alongside the standardized factor loading, average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha as internal consistency reliability.

4. Result and Discussion

4.1. Measurement Model

The reliability, convergent validity, and discriminant validity of the study's items were all tested. All of the items used for this study are good indicators of the latent variables, according to the results. Also it was demonstrated that the measurement models meet all of the minimum requirements (Table 1). For factor loadings, a cut-off value of 0.708 significance (t-value >1.96 and p-value 0.05) was employed. All of the items in this analysis had loadings greater than 0.729. According to Hair, Ringle, and Sarstedt (2011 & 2013),

higher outer loading factors indicate greater indication reliability. In addition, when Dijkstra-rho Henseler's (rhoA) is used instead of Cronbach's alpha and Composite Reliability, a more precise evaluation of data consistency is obtained. The values here indicate the dependability of the objects loaded on each construct (Ringle et al., 2017). Furthermore, because Cronbach's Alpha has a lower bound value, causing genuine reliability to be underestimated, some researchers decided to adopt Composite Reliability (CR) (Peterson & Kim, 2013). In reality, CR can be used as an alternative to Cronbach's Alpha because of its somewhat greater value in contrast to that of the latter, with a relatively insignificant difference between them (Peterson & Kim, 2013). In this investigation, the CR values are greater than the recommended threshold value of 0.708. (Hair et al., 2013; Henseler, Ringle & Sinkovics, 2009; Wong, 2013). Meanwhile, all average variance extracted (AVE) values are greater than the 0.50 criterion. In terms of convergent validity, this backs up the concept measures (Henseler, 2017; Henseler, Hubona, & Ray, 2016).

Table 1. Scale items and construct evaluation

Construct	Item	λ	AVE	CR	A
Proactive personality			0.785	0.956	0.945
PP1	If I see something I don't like, I fix it	0.853			
PP2	If I see something I don't like, I fix it	0.890			
PP3	I love being a champion for my ideas, even against others' opposition.	0.865			
PP4	I am always looking for better ways to do things	0.903			
PP5	If I believe in an idea, no obstacle will prevent me from making it happen.	0.898			
Job autonomy			0.750	0.900	0.833
JA1	I have made my own decision about how to schedule my work	0.851			
JA2	I have made decisions about what methods I would use to complete my work.	0.866			
JA3	I have had a chance to use my personal initiative or judgment in carrying out my work	0.880			
Work engagement			0.752	0.965	0.958
EE1	At my work, I feel bursting with energy. (Vigor)	0.784			
EE2	At my job, I feel strong and vigorous. (Vigor)	0.826			
EE3	When I get up in the morning, I feel like going to work. (Vigor)	0.847			
EE4	I am enthusiastic about my job. (Dedication)	0.857			
EE5	My job inspires me. (Dedication)	0.899			
EE6	I am proud of the work that I do. (Dedication)	0.893			
EE7	I feel happy when I am working intensely. (Absorption)	0.900			

EE8	I am immersed in my work. (Absorption)	0.890
EE9	I get carried away when I am working. (Absorption)	0.899
Intention to quit		0.564 0.837 0.752
IQ1	I intend to look for a job outside of [company name] within the next year.	0.758
IQ2	I intend to remain with [company name]. (Reverse-coded)	0.707
IQ3	I often think about quitting my job at [company name].	0.829

Note: λ = standardized factor loading; AVE = average variance extracted; CR = composite reliability; α = Cronbach's alpha. All factor loadings are significant ($p < 0.001$). The values of Cronbach's alpha for three subdimensions of the UWES-9 are 0.88 (vigor), 0.81 (dedication), and 0.87 (absorption)

Table 2 Path Coefficient

	(Path Coefficient) F^2		R Square
	EE	IQ	
Employee engagement		0.052, (-0.367)	0.734
Job autonomy	0.067, (0.155)		
Proactive Behavior	1.63, (0.767)	0.01, (-0.162)	
Intention to quit			0.261

The study's discriminant validity was assessed using three methods: first, the Fornell-Larcker criterion, as proposed by Hair et al. (2013) as the standard method for analyzing this type of validity. The HTMT test, as demonstrated by Henseler, Ringle, and Sarstedt (2015), is the second technique, and the third method is to determine whether each indication outer loading on the appropriated construct is greater than cross-loadings with other constructions (Farrell, 2010; Obeid, Salleh & Mohd. Nor, 2017). In comparison to the use of other standard methodologies, the HTMT method was used at this stage as a tighter requirement. All variables meet the Fornell–Larcker criterion, as evidenced by the findings. The square root of each AVE, in particular, is greater than the correlations between constructs and reflective items (Hair et al., 2013; Henseler et al., 2016). Furthermore, the heterotrait–monotrait (HTMT) values in each example are smaller than the 0.85 criterion recommended by Hair et al. (2017) and Henseler et al (2015). Table 2 shows the results, which show that there is discriminant validity.

Table 3 Discriminant Validity

	Employee Engage	Job Autonomy	Proactive Behaviour	Intention to Quit
Employee Engage	0.867			
Job Autonomy	0.548	0.866		
Proactive Behaviour	0.846	0.512	0.886	
Intention to Quit	-0.504	-0.086	-0.472	0.751

Table 4 HTMT

	Employee Engage	Job Autonomy	Proactive Behaviour	Intention to Quit
Employee Engage				
Job Autonomy	0.61			
Proactive Behaviour	0.884	0.576		
Intention to Quit	0.554	0.171	0.52	

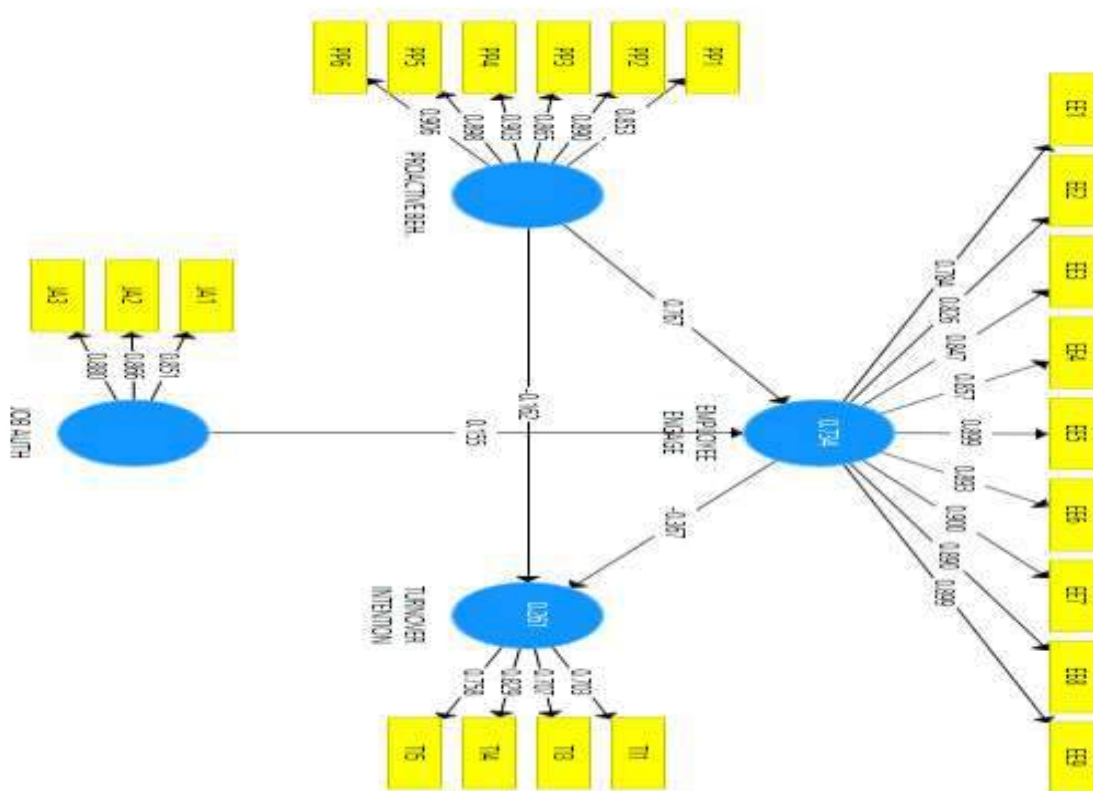


Figure 2 Measurement Model

Table 5 Path Coefficient

PATH	STD. BETA	STD ERROR	T Value s	P Value s	DECISIO N
EMPLOYEE ENGAGEMENT -> TURNOVER INTENTION	-0.387	0.093	4.17	0.000	SUPPOR TED
JOB AUTH -> EMPLOYEE ENGAGEMENT	0.315	0.04	7.788	0.000	SUPPOR TED
PROACTIVE BEH. -> EMPLOYEE ENGAGEMENT	0.756	0.027	27.53	0.000	SUPPOR TED
PROACTIVE BEH. -> TURNOVER INTENTION	-0.128	0.097	1.317	0.189	NOT SUPPOR TED
PROACTIVE*WORK ENGAGEMENT -> EMPLOYEE ENGAGEMENT	0.264	0.03	8.763	0.000	SUPPOR TED

Table 6 Path Coefficient

HYP	Path	STD. BETA	STD Error	T Value s	P Value s	Decision
H1	Proactive Behaviour. -> Employee Engage -> Intention to quit	-0.292	0.073	4.003	0.000	Supported
H2	Proactive*Work Engagement -> Employee Engage -> Intention to quit	-0.102	0.023	4.408	0.000	Supported
H3	Proactive*Work Engagement -> Employee Engagement	0.264	0.03	8.763	0.000	Supported

Following the evaluation of the measurement model, this study used the bootstrapping approach to investigate the link between exogenous and endogenous latent constructs. The significance results of the independent and dependent variables were displayed in Figure 3. All of the independent variables, such as proactive personality ($=.367$, $p.001$), employee engagement ($=.227$, $p.001$), and job autonomy ($=.291$, $p.001$), had significant and positive correlations with intention to resign, according to the findings (see Table 4). As a result, H1, H2, and H3 are all supported.



association with intention to quit ($=0.491$, $t = 6.292$, $p 0.001$), but proactive personality and intention to quit had no relationship ($= 0.06$, $t = 0.71$, $p > 0.05$). Established previous researchers such as Baron and Kenny's (1986) classical approach, this is a predictable display of full mediation.

To more thoroughly test the mediation outcome, confidence intervals (CI) of indirect impact were generated and bootstrapping. Table 5 summarizes the findings. Based on 5000 bootstrapped resampling, the indirect effect of work engagement was significant ($b = 0.38$, 95 percent bias-corrected CI = $[0.561, 0.242]$), whereas the direct effect was not ($b = 0.09$, 95 percent bias-corrected CI = $[0.162, 0.3391]$). The study based on 1000 repetitions of the simulated distribution revealed the same result ($b = 0.399$, 95 percent CI = $[0.553, 0.232]$). In conclusion, the role of WE as a complete mediator between PP and intention to quit has been properly established. As a result, Hypothesis 1 was shown to be true.

Continuous independent variables were mean-centered prior to testing moderation and moderated mediation to eliminate the possibility of multicollinearity (Saunders et al., 2009). The variance inflation factor (VIF) values in all of the regression models were less than 1.80, which is a reasonable level.

Hypothesis 2 proposed that the extent of JA moderates the link between PP and WE. The interaction term of PP and job autonomy was significant ($= 0.13$, $t = 2.01$, $p 0.051$), as shown in Figure 3 in Table 4. Furthermore, as shown in Table 4, the bootstrapping test showed a significant interaction effect ($b = 0.253$, 95% bias-corrected CI = $[0.00473, 0.502]$). The basic slope test (Stevens, 2009) revealed that when job autonomy was high (+1 SD), the positive association between PP and WE was substantially greater ($b = 0.651$, $t = 5.493$, $p 0.0012$). When JA was low (one standard deviation), the connection was weak ($b = 0.312$, $t = 2.331$, $p 0.051$). As a result, H2 was shown to be true. Figure 4 depicts the slope difference at one standard deviation of job autonomy.

Hypothesis 3 contends that the level of JA moderates the mediation effect between PP and desire to quit via WE. The extent of an indirect impact via mediator fluctuates dramatically varying on the degree of the moderator in moderated mediation. Under two conditions, it can be ascertained that there is a moderated mediation effect in the model of this study: (1) if the link between PP and WE (for example, mediator) is moderated by JA (for example, moderator), and (2) if the relationship between work engagement (for example, mediator) and intention to quit remains significant in the model including the interaction (i.e., moderator). By accepting Hypothesis 2, the first requirement was already met. Work engagement was strongly related to intention to quit in the second condition ($=0.491$, $t = 5.691$, $p 0.001$) (Figure 3 in Table 4). As a result, it is possible to conclude that there is a moderated mediation effect.

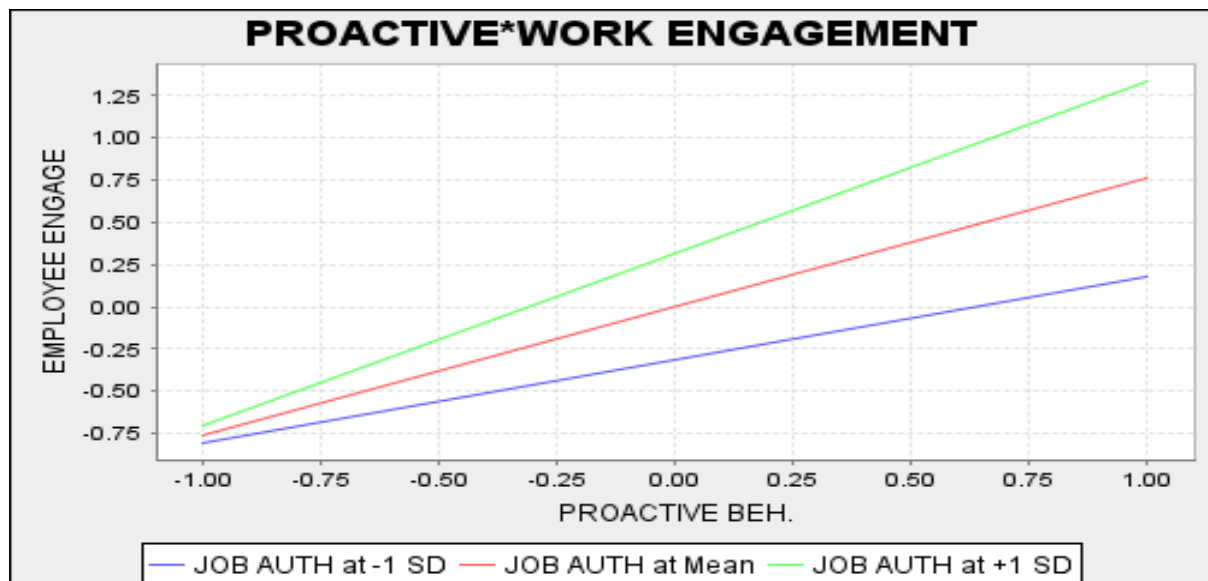


Figure 5 Moderation

4.2. Discussion

We believe that existing research on proactive employees' intentions to quit has two unresolved concerns. First, no theoretical framework explains how proactive personality affects quitting intentions. Second, the relationship's empirical outcomes have been inconsistent. The current study focuses on a research framework that integrates the motivational mediator and the appropriate moderator in the association between PP and intention to quit in order to fill these research gaps. This research aimed to see if WE mediates the relationship between PP and intention to quit, if JA moderates the relationship between PP and WE, and if JA moderates the mediated relationship between PP and intention to quit through WE. In addition, we discovered that WE act as intermediate function in relating PP with intention to quit utilizing survey data from 420 health workers working for a teaching hospital in Nigeria's north central region. In addition, job autonomy appears to play a role in explaining the favorable relationship between proactive personality and work engagement, according to this research. Conclusively, the findings of the current study revealed that job autonomy moderates the indirect relationship between PP and the intention to resign through WE.

4.2.1. Theoretical contributions and practical implications

Researchers generally believe that proactive individuals who are probable to become high achievers are critical for contemporary corporate organizations' survivability (Bergeron et al., 2013; Elsaied, 2019). They have, however, failed to rationally clarify and experimentally explain the relationship between PP, which signifies employee proactive tendencies, and intention to quit, which is used to forecast actual turnover. This study contributes to the relevant literature by attempting to resolve these challenges.

Work engagement, in particular, appears to act as a relationship between PP and intention to quit, according to this study. It is crucial to investigate the intermediary mechanism that mediates the link between PP and intention to quit in order to fully recognize the underlying

nature of the link (Kundu & Gahlawat, 2016). The researchers concentrated on WE because it is a motivational variable that is closer to intention to quit. We used the distal-proximal method, which states that proximal motivational states indirectly link to distal dispositional tendencies (Barrick & Mount, 2005). Work engagement has been presented as a precursor of behavioral intent or a result of employee personality in previous studies (Christian, Garza, & Slaughter, 2011; Saks, 2006). The current research emphasizes the significance of WE as a relationship in justifying the association between PP and intention to quit by going beyond previous research. Work involvement, in particular, appears to entirely moderate the connection between proactive personalities and intention to quit. This conclusion shows that individuals with proactive personalities are more interested in their jobs, which leads to a lower likelihood of quitting. It also implies that proactive employees who have the capacity of good behavior are more expected to value their employers.

Furthermore, we aimed to investigate the work setting that could hypothetically increase the proactive trait, based on trait activation theory (Tett & Burnett, 2003), which states that traits are exhibited as answers to pertinent situational signals. Indeed, the association between proactive dispositional propensity and employee motivational state is dependent on the self-directed employment situation, according to this study. As a result, this research supports the theory's validity while also expanding its applicability. . The findings of this study, on the other hand, are significant because they respond to a request for research into the amount to which situational variables boost or dampen the sign of PP (Bateman & Crant, 2017). The current paper highlights JA as a significant border circumstance to establish the boundary to which PP interacts with WE by unearthing that high degrees of JA seem to strengthen the favorable relationship between PP and WE. As a result, this research adds to the proactivity literature by identifying the best related element that might work in tandem with an individual's proactive personality.

Finally, using the job demands–resources model of work engagement (Hoole & Bonnema, 2015), we built a moderated meditation framework to justify for the relationship between PP and intention to quit (Rana et al., 2014). We also found that when proactive individuals complete independent activities, they are further expected to get engaged with their job, which reduces their desire to leave. This research adds to our knowledge of how PP affects intention to quit and when proactive employees' intention to quit declines. Furthermore, the study methodology of this research supports Blumberg and Pringle's (1982) claim that in order to explain employee behavior, researchers must investigate individual ability, opportunity, and motivation. In support of this theory, we discovered evidence that the behavioral intention (i.e., intention to leave) is controlled by the motivation (i.e., work engagement) that results from the combined strength of the ability (for example, proactive personality) and the opportunity (for example, opportunity to quit) (for example, job autonomy).

This research also has suggestions for effective organizational management. The implications for the staff, based on the findings of this study, include emphasizing the value of selecting proactive workers and measures to reduce proactive employee turnover. For today's commercial organizations, techniques to analyze candidates' proactivity may be beneficial and important. Given that proactive personality has a good relationship with job engagement and a negative link with intention to quit, it is beneficial to use the tools to discover proactive tendencies in applicants throughout the selection process. Following the recruitment of

proactive employees, organizations must focus on developing organizational practices, such as education and training, as well as organizational culture, such as organizational and supervisor support, in order to increase workers' levels of engagement at work (Yongxing et al., 2017). (Saks, 2019). The degree of job autonomy is particularly important when creating job duties and assigning them to employees. As a result, firms should allow employees to work under autonomous working conditions that allow them to realize the benefits of their proactivity, reducing turnover among proactive personnel.

5.2. Limitations and Future Research Directions

Although the reality that this work makes significant theoretical and practical advances, it also has a number of drawbacks that will need to be addressed in the future. Because we used cross-sectional data to evaluate our research model, the causality of our findings cannot be ensured. Though it is not expected that intention to quit has a direct impact on proactive personality and job autonomy, longitudinal data should be used to validate the research framework and make the findings of this study more appealing. Given that motivation triggers behavior, we concentrated on WE as a primary mediator in this study to elucidate the influence of PP on intention to quit. Other elements, beyond from motivation, must be explored to better comprehend the correlation between qualities and behaviors.

5. Conclusions

Establishments are pushed to attract employees with proactive traits, and the personnel are frequently asked to perform in a practical way, given the turbulent changes in the business environment. Attempts to keep these crucial individuals from departing are critical. The current paper adds to these attempts by revealing that proactive health workers are initially engaged in their job and then have low intentions to quit. Furthermore, when individuals work in autonomous working environments, they are further engaged and their intention to quit is lower. Therefore, this research recommends that to retain proactive personnel in Nigeria's university teaching hospitals, greater emphasis should be placed on WE, a motivation and health-related indicator, and JA, a typical job attribute (Najam et al., 2018; (Gadi & Kee, 2020b; Albadayneh & Alrawashdeh, 2017)

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