

The Effect of Proactive Personality, Work-Life Balance and Work Engagement on Turnover Intention

Syara^{a*}

Tantri Yanuar Rahmat Syah^b

^{a,b}Faculty of Economics and Business, Esa Unggul University, Indonesia

Abstract

This study aims to seek the determinant of turnover intention in non profit organization. The transfer of employees is an important issue in the organization that management must consider. Efforts to deter this valuable employee are essential. This study was conducted to determine the relationship between proactive personality, work-life balance, and work involvement to the turnover intention, which is gender moderated. This research is expected to add information at the theoretical and scientific level of organizational management and positive managerial implications for the management of profit or non-profit organizations. The data are collected in this study using a survey method with an online questionnaire sampled 210 respondents and the hypotheses are analyzed using the Structural Equation Model (SEM) method. This study found that proactive customer service providers were first engaged in their work and showed a low turnover intention. Also, the intention will be low if the work-life balance of the employees is high.

Keywords

Turnover Intention; Work Engagement; Work-Life Balance; Proactive Personality; Gender

Received: 3 February 2022; Accepted: 25 February 2022; Published Online: 30 April 2022

DOI: 10.21776/ub.apmba.2022.010.03.7

Introduction

The transfer of employees is an important issue in organizations that management must consider. According to Steffens, Yang, Jetten, Haslam, & Jukka (2018), the company will be harmed if there is a change of employees. Mishra & Kumar (2017) also explain that employees change results in serious problems that weaken employee talent in the organization and cause costs.

To reduce the turnover intention, companies need work engagement within the company as a way for employees to remain at the company (Gupta & Shaheen, 2017). Also,

work engagement is a key factor in retaining employees (Azanza *et al.*, 2015). If employees have a low work engagement with the company, they will likely have turnover intention. Employees will feel pressured and want to leave work, and this statement follows the research of Grobelna & Tokarz-Kocik (2016), which states that work engagement can reduce turnover intention.

When they work under autonomous working conditions, they will have higher work engagement and lower employee turnover rates (Shin & Jeung., 2019). Also,

the engagement of work-life balance to employees who feel a balance between work and life who experience low-stress levels can better allocate their energy and time to track them naturally, which leads to increased well-being (Marjolein., 2016).

According to Soomro, Breiteneker, & Shah (2018), work-life balance contributes to a healthy, happy, and successful life. If there is an imbalance between employees, their work and personal life will hurt their families. Chan, Kalliath, Brough, O'Driscoll, Siu & Timms (2017) said having a work-life balance, and a good family relationship can help employees fulfill their job roles and responsibilities.

In addition to work-life balance, a proactive personality can also affect work engagement (Yang *et al.*, 2017). People with very proactive personalities can deliberately and directly change their surroundings to improve their safety behavior (Wang *et al.*, 2019). Proactive people tend to suggest new ways of doing tasks and generate new ideas to improve their initiative and function. When proactive individuals have ideas and thoughts, they can consider the situation (Elsaied 2019).

In short, previous research has discussed the effect of proactive personality and work engagement on turnover intention, which focuses on the Korean manufacturing industry (Shin & Jeung, 2019). However, in one framework, there has been no research on proactive personality variables, work engagement, and the customer service section's turnover intention, especially in Indonesia's goods delivery service. This study also involves the work-life balance variable and the work engagement variables, and turnover intention. This study aims to determine the effect of a proactive personality moderated by gender on work engagement and turnover intention. Also, the effect of work-life balance on work engagement and turnover intention. Hopefully, this research can contribute to

the theoretical and scientific management level for researchers in the future.

Literature Review

Turnover Intention

The turnover intention is the intensity of dismissing company employees, which is done by resigning or being expelled (Bazawi, Syah, Indradewa & Pusaka 2019). According to Diyanto, Susanti, & Syah (2019), the turnover intention is the desire to move from an organization, but it has not yet been realized. Turnover intends to leave a job voluntarily or accidentally or move from one company to another of its own choice (Silaban & Syah 2018).

Work Engagement

Work engagement is very important for a company because workers who do not have a work engagement will impact its costs, which will become expensive (Chan *et al.*, 2017). Engagement is a positive and satisfying situation in the workplace determined by passion, dedication, and absorption (Schaufeli *et al.*, 2002). Since work engagement is indeed a state of mind that satisfies basic psychological needs (physical, cognitive, and emotional). It may also lead to higher hedonic defined happiness and pleasure, including affective commitment and lower turnover intentions (Borst, Kruyen, & Lako 2019).

Work-Life Balance

According to Clarke, Koch, & Hill (2004), work-life balance guarantees psychological well-being, satisfaction, and overall synchronization. Researchers have defined "balance" differently. Work-life balance is the work and life balance of female and male employees to fulfill their responsibilities as employees in a company (Alianto & Anindita 2018). Grady & McCarthy (2008) stated the importance of organizations implementing work-life balance initiatives.

Proactive Personality

Individuals who have proactive personality traits have more ideas and take personal

initiative on purpose to change their situation (Buil, Martínez, & Matute., 2019).

According to Wang *et al.* (2019), a proactive personality refers to a behavioral tendency that focuses on imposing or changing one's environment, aiming to achieve a different future by looking for opportunities, showing initiative, and being determined to bring about meaningful change. Thus, employees characterized by a proactive personality prefer new methods and ideas to improve their work (Yan *et al.*, 2019). Hu *et al.* (2020) explain that proactive personality functions seem more efficient in helping individuals achieve their goals when faced with a new and challenging environment. Elsaied (2019) proactive personality, namely employees who have unique ways of doing tasks and propose new ideas to increase initiative in using business, persistence to shape influencing the environment.

Gender

Gender consists of relationship patterns that develop over time to define men and women, masculinity and femininity, and structure and regulate community relations with society (Gunn., 2012). According to Barnes (2019), gender has a social position theory that gender is a social system that prioritizes some and harms others based on expectations about people's social roles based on sexual characteristics. Krijnen (2020) says gender is understood in several ways and broad meanings, each impacting the type of research conducted on a particular topic. According to Barnes (2020), gender is a social system that privileges some. It harms others based on expectations about what social roles people should play based on the sexual characteristics they feel.

Hypothesis Development

The Influence of Proactive Personality and Work Engagement.

Work engagement and proactive personality play an important role as personal resources with a relatively stable

tendency to create opportunities that allow employees (gender controlled) to manage their work effectively and personal resources (Caniëls, Semeijn, & Renders., 2018).

Employees with proactive characteristics have a work engagement associated with positive work results, experiencing success in their work (Yan *et al.*, 2019). Aligning proactive personality traits that are fixed and malleable through the right approach in studying the emergence of work engagement, employees should strive to be involved in their work (Tisu *et al.*, 2020).

A high level of proactive personality towards employees can result in higher work engagement (Yang *et al.*, 2017). Proactive employees will achieve positive work outcomes through work engagement, gender at their level was significantly associated with work engagement (Wang *et al.*, 2017). In particular, the results show that the effect of work engagement is higher when frontline employees have a more proactive personality (Buil, Martínez, & Matute., 2019).

Based on the above statement, the hypotheses that can be proposed are;

H1: A high proactive personality can result in higher work engagement.

H1a: Male employees enhances proactive personality towards work engagement.

Work engagement and turnover intention

Lu *et al.* (2016) stated an inverse relationship between work engagement and stronger turnover intention for supervisors than for superiors. The intention to switch employees can be seen in decreased team member fatigue and increased work engagement (Steffens *et al.*, 2018). Thus, in their research, Bothma & Roodt (2012), in their research, explain that there is a high negative relationship that is statistically significant between turnover intention to work engagement.

The results of research evidence this statement by Wu, Rafiq, & Chin (2017),

show that the relationship between work engagement and turnover intention is statistically insignificant. And reinforced by Shin & Jeung (2019) and research by Azanza *et al.* (2015), work engagement shows a significant negative correlation with turnover intention. Thus the authors hypothesize that:

H2: Work engagement has a significant negative effect on turnover intention.

Work-life balance and work engagement.

Marjolein (2016) states that employees who have a work-life balance and work engagement supported by the company are more willing and able to invest efforts and show more resilience than unsupported employees. Chan *et al.* (2017) work-life balance and work engagement through a process of self-achievement in which employees will achieve what they believe they can achieve and, in the process, build other skills and personal abilities to manage work and family challenges.

Grobelna & Tokarz-Kocik (2016), employees feel bound in their work with positive work-life balance, and there is a significant influence between work-life balance and work engagement. Harini, Luddin, & Hamidah (2019) also prove the direct and positive influence between work-life balance and work engagement that will increase.

Based on the above statement, the hypotheses that can be proposed are:

H3: Positive influence between work-life balance and work engagement.

Work-life balance and turnover intention.

The opinion of Hammer *et al.* (2011) stated that employees would be less willing to leave the company when their work-life balance obligations are fulfilled. This opinion is supported by Gertsson & Sylvander (2017) that a lower life balance stimulates employees to make decisions to leave their professions to a higher level. Johari, Yean Tan, & Tjik Zulkarnain (2018) The work-life balance can also result in increased productivity and decreased absenteeism and turnover intention.

That suggests that work-life balance will be negatively associated with leaving the profession (Pandey & Khare, 2013). Fayyazi & Aslani (2015) support this statement by proving their research results a significant negative relationship between work-life balance and turnover intention. This statement is also reaffirmed by Jaharuddin & Zainol (2019) research that the higher the work-life balance experienced by employees, the less likely they are to want to move to another job.

From the above, the hypothesis is obtained:
H4: Work-life balance has a significant negative effect on turnover intention.

Based on the theoretical framework above, the research model described is as follows:

Theoretical Model and Hypoteses

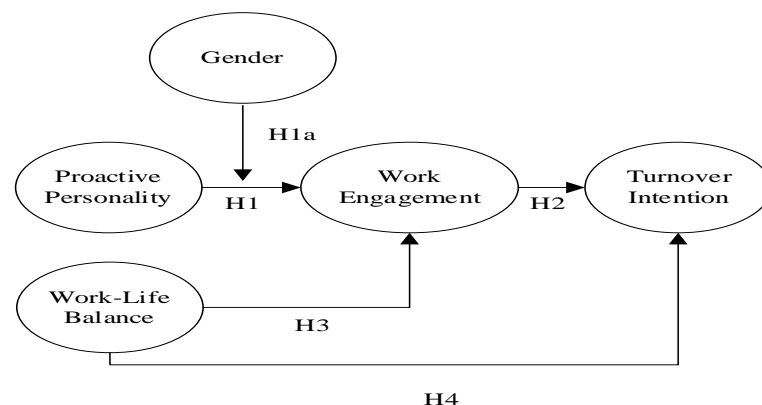


Figure 1. The Research of Model

Methods

This study's measures on the Proactive Personality variable were measured using ten statements from (Elsaied, 2019). Work-life balance has ten ideas that will be measured using accounts (Jaharuddin & Zainol 2019). In measuring work engagement, it will measure using a statement from Salanova, Agut, & Peiró (2005), which consists of an idea of Vigor (6 questions), Dedication (5 questions), and Absorption (6 questions). The intention to switch will be measured using a statement from Jaharuddin & Zainol (2019), consisting of 3 comments. In measurements based on the Likert with five scales 1-5 (1 = never and five = very often), respondents were asked to choose an answer according to what they felt in each statement.

We conducted this research in two freight forwarding companies in Jakarta, Indonesia, especially in the customer service department. The number of questionnaires distributed to two shipping service companies in October 2020; each company was 115, totaling 230. However, the first company filled only 100 questionnaires in; in the second company, 110 filled in with a total of 210 questionnaires, and 20 respondents did not fill in.

The sample criteria in this study are customer service who have become permanent employees and are at the head office as a representation of the company. For age, it is divided into two choices, namely age less than 30 years and more than 30 years, male and female, and have a minimum educational background of SMA/equivalent or DIII/S1/S2. This study uses data collected by distributing online using Google forms and informing respondents to fill out during breaks or after work so as not to interfere with work productivity because questionnaires distribute an office environment.

This study is a quantitative study using the Structural Equation Model (SEM) method, processing data analysis using SPSS 26 and Lisrel 88 software. Analytical methods and measurement models used validity and reliability tests to determine the significance level and engagement between variables and analyze data processing. The data collection technique begins with distributing the initial questionnaire (pre-test) to 30 respondents.

The work-life balance variable has 10 questions but only 6 are declared valid. While on the proactive personality variable of the 10 questions, only 7 questions were declared valid. In work engagement there are 17 questions of 3 dimensions (Vigor, Dedication and Absorption). The validity test per dimension could not carry out because the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values did not reach < 0.5 so, we decided to take measurements in 1 full variable without being separated by dimension. There are 17 questions, and only 12 questions are declared valid. All of the variables of intention to switch are valid and can use with a total of 3 questions. The results obtained measurements amounted to 28 questions which can see in the operational variables in Appendix 2 and the questionnaire in Appendix 3. According to Hair et al. (2014) the number of research samples is a minimum of 5 questions, and the sample used was 210 respondents in this study.

Results

Respondents in this study were two customer service companies in Indonesia who had become permanent employees as company representatives. Based on the data we obtained in 2020 from 210 respondents from two different companies, 57% women and 43% men. The validity and reliability of the constructs were tested based on Hair *et al.* (2014). The observed variables or indicators for each latent variable must

meet the requirements. The measurement of this study's construct validity can be accepted and declared valid because most of the indicators on each variable have a loading factor value of more than 0.50 and a T-value of more than 1.96. Two indicators are declared invalid because they have a loading factor value below 0.50, namely the proactive personality variable (KP4), which has a value of 0.46, and the work engagement variable (WE4) of 0.49.

This study's results meet the overall requirements of the construct reliability and variance extract values. Hair et al. (2014) said that the value of the construct reliability (CR) test must have a CR value above 0.6 as a condition of reliability. It can be seen that CR on the work-life balance variable (CR = 0.846; VE = 0.480), proactive personality (CR = 0.778; VE = 0.369), work engagement (CR = 0.875; VE = 0.440), turnover intention (CR = 0.857; VE = 0.667). It means that the four variable's reliability has a good consistency, but the VE value does not meet the requirements because it is less than 0.50. But because the reliability calculation using VE is optional, the researchers are more likely to choose the CR value to measure reliability.

Structural test analysis is carried out to determine the value of R^2 in each equation

to provide the proportion or percentage of the total variation in the dependent variable described by the independent variable. Based on the results of SEM analysis, the results of the analysis are: first, the work engagement variable (WE) is jointly influenced by the work-life balance (WLB) variable, proactive personality (KP), and the moderating role of proactive personality (JKKP) with an R^2 value of 0.49. Therefore, it can be interpreted that 49% of the variants of work engagement can be explained by work-life balance and proactive personality. The remaining 51% can be influenced by other variables not included in this study.

The second analysis is that the variable turnover intention (TI) is jointly influenced by the work engagement variable (WE) and work-life balance (WLB) with an R^2 value of 0.38. It can also be interpreted that 38% of the turnover intention variance can be explained by the work engagement (WE) and work-life balance (WLB) variables. In comparison, other variables influence the remaining 62%.

The next stage is based on the suitability test analysis. This test will evaluate whether the resulting model is a good model (fit) or not.

Table 1. Test Results Suitability Model (GOF)

<i>Indicator</i>	<i>Value</i>	<i>Result</i>
<i>Degree of Freedom</i>	411	
<i>Minimum Fit Function</i>	584.64	
<i>Chi-Square</i>		
<i>Normal Theory WLS</i>	532.49	<i>Good Fit</i>
<i>Chi-Square</i>		
<i>NCP</i>	121.49	
<i>Confidence Interval</i>	66.04; 185.07	
<i>RMSEA</i>	0.038	
<i>Confidence Interval</i>	0.028 ; 0.046	<i>Good Fit</i>
<i>P-Value</i>	0.99	
<i>ECVI Model</i>	3.36	
<i>ECVI Saturated</i>	4.75	<i>Good Fit</i>
<i>ECVI Independence</i>	43.15	
<i>AIC Model</i>	702.49	
<i>AIC Saturated</i>	992	
<i>AIC Independence</i>	9017.5	<i>Good Fit</i>
<i>CAIC Model</i>	1072	
<i>CAIC Saturated</i>	3148.17	
<i>CAIC Independence</i>	9152.26	
<i>NFI</i>	0.93	
<i>NNFI</i>	0.98	
<i>PNFI</i>	0.83	<i>Good Fit</i>
<i>CFI</i>	0.98	
<i>IFI</i>	0.98	
<i>RFI</i>	0.93	
<i>Critical N</i>	172.82	<i>Marginal Fit</i>
<i>RMR</i>	0.096	
<i>SRMR</i>	0.064	
<i>GFI</i>	0.86	<i>Marginal Fit</i>
<i>AGFI</i>	0.83	
<i>PGFI</i>	0.71	

Most of the tests showed a good match, including Chi-Square, ECVI, AIC, CAIC, Fit Index, Critical N, and Goodness of Fit. It can be concluded that the results of the fittest (goodness of fit), there are five measures of Goodness of Fit that show a

good fit and two measures of Goodness of Fit that have a pretty good fit (marginal fit).

The research results are as illustrated in the following T-Value diagram:

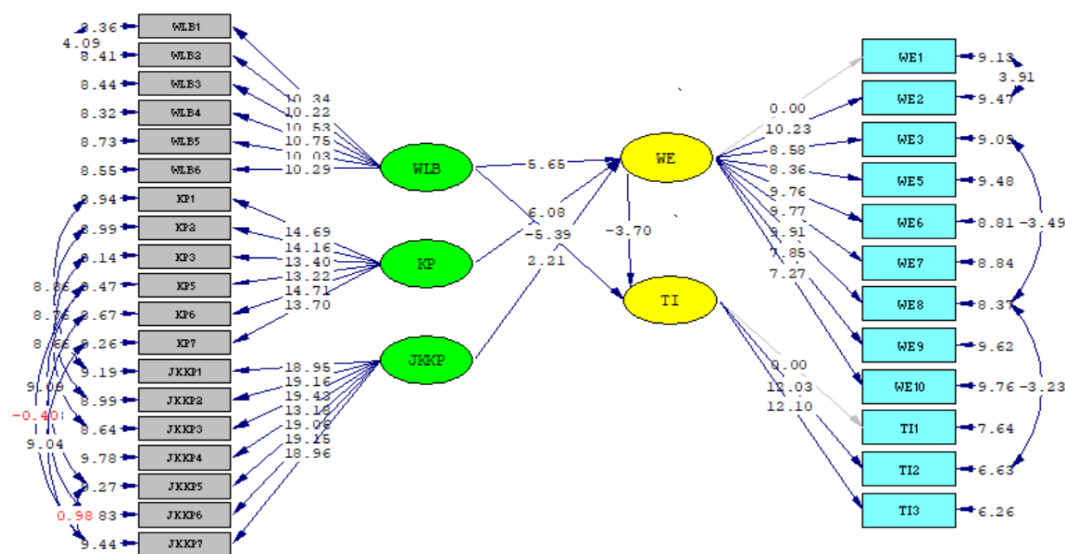


Figure 2. Output Lisrel

Based on the T-Value Path Diagram, as shown in Figure 2 above, the hypothesis

testing of the research model can be presented as follows:

Table 2. Hypothesis Test Result

Hypothesis	Statement of Hypothesis	T-Value	Information
H1	A strong proactive personality can result in higher work engagement.	6.08	The data support the hypothesis
H1a	Gender increases proactive personality towards work engagement.	2.21	The data support the hypothesis
H2	Job engagement has a significant negative effect on turnover intention.	-3.7	The data support the hypothesis
H3	The positive influence between work-life balance and work engagement.	5.65	The data support the hypothesis
H4	Work-life balance has a significant negative effect on turnover intention.	-5.39	The data support the hypothesis

Source: SEM Lisrel processed data (2020)

Based on the table of hypothesis test results above, it is known that all variables have a T-Value above 1.96, and thus, the data in this study support all the research hypotheses that were built.

Discussion

This study is focused on a research model that combines the relationship of proactive personality, work-life balance to work engagement, and turnover intention

moderated by gender. More specifically, this study developed a hypothesis to test whether a proactive personality moderated by gender influences work engagement. In addition, the balance of life has a work effect on work engagement and turnover intention.

This study extends previous research in several ways. First, this research contributes to a proactive personality. The results of testing the first hypothesis (H1)

show that a proactive personality positively affects work engagement. Zhuxi *et al.* (2017) proactive employees have a higher work engagement probably because the proactive personality serves as a personal resource and creates additional work resources.

Employees who have a highly proactive personality tend to change their surroundings, suggest new ways of doing tasks, and generate new ideas to improve their initiatives and functions. In addition, they can take situations into account and can experience success in their work. They always have a greater sense of self-determination, and they are more effective in finding better solutions to improve their jobs (Li *et al.* 2017).

The finding that proactive personality has a positive effect on work engagement in this study is expected to add to the enrichment of the theory that proactive personality in organizations has an important value for work engagement, so it can also be emphasized that it is important for employees to have a proactive personality to pay attention to the environment or the surrounding situation in finding a way. New to complete a job or task to have a high work engagement. As expected, the results of hypothesis testing (H1a) show that the male gender increases proactive personality towards work engagement even though the resulting score gender influences proactive personality.

Researchers also found a relationship between work engagement and turnover intention in this study. The results of hypothesis testing (H2) prove that work engagement has a negative effect on turnover intention. This result is consistently the same as previous (Zhang *et al.* 2018). The extent to which employees can access an organization's valuable resources can largely influence them to stay or leave. Resources acquired through training or non-training interventions

increase the pool of resources and ultimately result in higher work engagement levels and lower turnover intentions. This interaction clearly illustrates that employees will have significantly reduced turnover intention when they feel a high level of engagement in the organization. Increased work engagement means increasing a positive state of mind at work. Employees deeply engaged in the organization are the most valuable organizational resource (Zhuxi *et al.*, 2017).

Employees feel strong or energetic at work, and they show dedication or enthusiasm and passion for work. They show interest or an inability to get away from their jobs. According to Prastio, Indradewa, & Syah (2020), work engagement does not influence turnover intention. If the work engagement value is high, the less likely the employee will leave the company. Employee work engagement improves various employee outcomes and leads to organizational goals. Employees engaged in their work will result in a decreased level of turnover intention, which will benefit the organization. Generally, engaged workers will stay in the organization and have a lower turnover intention (Song *et al.*, 2020).

The study findings show the importance of work engagement in reducing turnover intention. Hence, work engagement appears to be a key factor in retaining employees. For the efficiency of the costs of recruiting new employees and losing experienced employees, managers can establish mechanisms to measure the work engagement of at least their core employees regularly (Gupta & Shaheen 2017).

We believe that this measurement will help organizations identify how their employees are engaged when engagement is followed by corrective action wherever and whenever needed. The results of this study can contribute to strengthening the previous

findings that the hypothesis (H3) work-life balance has a positive and significant effect on work engagement. Work engagement for employees can be affected by work-life balance. Acceptance of the hypothesis in this study explains that work-life balance is one of the factors causing the influence of work engagement. The higher the employee has a work-life balance, the higher the level of employee work engagement.

In this study, work-life balance is one factor that affects the increasing employee. Larasati, Hasanati, & Istiqomah (2019) explain the impact of employees who have achieved work-life balance, including reducing absenteeism, working more effectively, and increasing employee retention. Chan *et al.* (2017) said employees strive to acquire, maintain and protect resources to manage the demands of their role and achieve prosperity. In this study, welfare is operationalized through work-life balance and work engagement.

Work-life imbalances have several negative impacts on employee attitudes and behavior, resulting in decreased organizational performance. Hence, work-life balance is the focus of many research and organizational initiatives. This study examines the relationship between work-life balance and turnover intention. The hypothesis (H4) results are consistent with previous studies and empirical research that work-life balance has a significant negative effect on switching intentions.

In the study, researchers found that about half of employees in both companies (both male and female) said they could manage their personal and work lives well and other aspects of their lives and were less likely to leave the organization. Most respondents agreed that their company provided sufficient flexibility and support to help balance the two. Therefore, the organization has considered work-life balance practices to support employees and ensure their welfare, minimizing employee

turnover. However, this finding for organizations is that employees with low turnover intention cannot be interpreted impulsively because employees who have an unbalanced work-life leave work, many factors which can cause employees to want to move. Therefore, more research is needed to explore the main factors influencing employee turnover intentions in an organization.

Conclusion

Employee turnover is an important issue that management must pay attention to to retain the best employees. The results show that if the balance between the employees' personal life and work life is balanced, then the level of their intention to move tends to be low. In addition, this study reveals the fact that proactive employees are engaged in their work so that they show low levels of turnover intention. This research provides a new method to solve the problem of employee turnover intention.

The results confirmed that proactive personality and work-life balance positively value work engagement, and gender on proactive personality as moderation increases work engagement. Meanwhile, work attractiveness and work-life balance negatively affect turnover intention. These results offer new ideas about why employees leave their jobs and provide possible new methods of solving problems.

This research has several managerial implications that are important to preventing turnover intention: first, a work-life balance has a considerable influence on turnover intention. So the organization must pay attention clearly, to whether employees often leave their interests due to busy work or maybe work interferes with employees' personal lives to lose important personal activities. Employees are too tired to do what they want when they return home because the work activities are too

heavy or excessive, so the work complicates the personal interests that employees want. Employee workloads outside of job responsibilities and work demands at an excessive time are also major problems in balancing work life. Organizations must have effective work methods for employees to have more time for activities outside of work and not occur over time which is exaggerated. The second is that work engagement is proven in research to have a high value on proactive personality.

Therefore, organizations must encourage employees to have a proactive personality by supporting and appreciating their thoughts, ideas, or employee change and giving confidence to every employee to identify opportunities or find a better way to do a job.

Limitation

Although this research has made many theoretical and practical contributions, this research also has several limitations that must be resolved in the future, namely further research on turnover intention using several variables such as income level, job satisfaction, career development as described in this study (Wardana, Anindita, & Indrawati 2020).

This study also relies on samples collected from two freight forwarders in Indonesia, and the results of this study cannot be generalized by all types of companies. Therefore we suggest that future research can replicate our research model in various settings within the type of company, industry, and country to strongly support our findings' generalizability.

Notes on Contributors

Syara is a member of the Faculty of Economics and Business at Esa Unggul University; her research interest is the Effect of Proactive Personality, Work-Life

Balance and Work Engagement on Turnover Intention. She is also active as a senior manager of customer service at PT Sicepat Ekspres Indonesia since 2017.

Tantri Yanuar Rahmat Syah is a lecturer in the Management Science study program; he is one of the young lecturers at Esa Unggul University with a doctorate.

Reference

- Alianto, Andi, and Rina Anindita. 2018. "The Effect of Compensation and Work Life Balance on Work Satisfaction Mediated By Work Stress." *International Journal of Business and Management Invention (IJBMI)* ISSN 7(5): 79–87. www.ijbmi.org79%7CPage.
- Azanza, Garazi, Juan A. Moriano, Fernando Molero, and Jean Pierre Lévy Mangin. 2015. "The Effects of Authentic Leadership on Turnover Intention." *Leadership and Organization Development Journal* 36(8): 955–71.
- BARNES, ELIZABETH. 2019. "Gender and Gender Terms 1." *Gender and Gender Terms* 10: 1–27.
- Bazawi, H., T.Y.R. Syah, R. Indradewa, and S. Pusaka. 2019. "The Impact of Charismatic Leadership on Turnover Intentions and Organizational Citizenship Behaviors Toward Job Satisfaction." *Russian Journal of Agricultural and Socio-Economic Sciences* 91(7): 302–9.
- Borst, Rick T., Peter M. Kruijen, and Christiaan J. Lako. 2019. "Exploring the Job Demands–Resources Model of Work Engagement in Government: Bringing in a Psychological Perspective." *Review of Public Personnel Administration* 39(3): 372–97.
- Bothma, F. Chris, and Gert Roodt. 2012. "Work-Based Identity and Work Engagement as Potential Antecedents of Task Performance and Turnover

- Intention: Unravelling a Complex Relationship.” *SA Journal of Industrial Psychology* 38(1): 1–18.
- Buil, Isabel, Eva Martínez, and Jorge Matute. 2019. “Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality.” *International Journal of Hospitality Management* 77(October 2017): 64–75.
- Caniëls, Marjolein C.J., Judith H. Semeijn, and Irma H.M. Renders. 2018. “Mind the Mindset! The Interaction of Proactive Personality, Transformational Leadership and Growth Mindset for Engagement at Work.” *Career Development International* 23(1): 48–66.
- Chan, Xi Wen et al. 2017. “Self-Efficacy and Work Engagement: Test of a Chain Model.” *International Journal of Manpower* 38(6): 819–34.
- Clarke, Maribeth C., Laura C. Koch, and E. Jeffrey Hill. 2004. “The Work-Family Interface: Differentiating Balance and Fit.” *Family and Consumer Sciences Research Journal* 33(2): 121–40.
- Diyanto, Agus, Evi Susanti, and Tantri Yanuar R Syah. 2019. “The Employee Innovation Intervening Role on Relationship between Work Engagement and Employee Performance.” 03(05).
- Elsaied, Mervat Mohamed. 2019. “Supportive Leadership, Proactive Personality and Employee Voice Behavior.” *American Journal of Business* 34(1): 2–18.
- Fayyazi, Marjan, and Farshad Aslani. 2015. “The Impact of Work-Life Balance on Employees’ Job Satisfaction and Turnover Intention; the Moderating Role of Continuance Commitment.” *International Letters of Social and Humanistic Sciences* 51(im): 33–41.
- Gertsson, Nellie, and Johanna Sylvander. 2017. “Exploring Audit Assistants’ Decision to Leave the Audit Profession.” *Exploring audit assistants’ decision to leave the audit profession* 32(9): 879–98.
- Grady, Geraldine, and Alma M. McCarthy. 2008. “Work-Life Integration: Experiences of Mid-Career Professional Working Mothers.” *Journal of Managerial Psychology* 23(5): 599–622.
- Grobelna, Aleksandra, and Anna Tokarz-Kocik. 2016. “Work-Life Balance and Its Importance for the Work Process in the Hospitality Industry. a Perspective of Generation Y Employees.” *Economic and Social Development (Esd)* (September): 489–97.
- Gunn, Ann V. 2012. “Sandby, Greville and Burdett, and the ‘Secret’ of Aquatint.” *Print Quarterly* 29(2): 178–80.
- Gupta, Manish, and Musarrat Shaheen. 2017. “Impact of Work Engagement on Turnover Intention: Moderation by Psychological Capital in India.” *Business: Theory and Practice* 18(August): 136–43.
- Hair, Joe F., Marko Sarstedt, Lucas Hopkins, and Volker G. Kuppelwieser. 2014. “Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool in Business Research.” *European Business Review* 26(2): 106–21.
- Hammer, Leslie B. et al. 2011. “Clarifying Work-Family Intervention Processes: The Roles of Work-Family Conflict and Family-Supportive Supervisor Behaviors.” *Journal of Applied Psychology* 96(1): 134–50.
- Harini, Sri, Muchlis R. Luddin, and Hamidah. 2019. “Work Life Balance, Job Satisfaction, Work Engagement and Organizational Commitment Among Lecturers.” *Journal of Engineering and Applied Sciences* 14(7): 2195–2202.
- Hu, Shangui, Hefu Liu, Shuqin Zhang, and Guoyin Wang. 2020. “Proactive Personality and Cross-Cultural Adjustment: Roles of Social Media Usage and Cultural Intelligence.”

- International Journal of Intercultural Relations* 74(October 2019): 42–57. <https://doi.org/10.1016/j.ijintrel.2019.10.002>.
- Jaharuddin, Nor Siah, and Liyana Nadia Zainol. 2019a. “The Impact of Work-Life Balance on Job Engagement and Turnover Intention.” *The South East Asian Journal of Management* 13(1): 106–18.
- . 2019b. “The Impact of Work-Life Balance on Job Engagement and Turnover Intention.” 13(1).
- Johari, Johanim, Fee Yean Tan, and Zati Iwani Tjik Zulkarnain. 2018. “Autonomy, Workload, Work-Life Balance and Job Performance among Teachers.” *International Journal of Educational Management* 32(1): 107–20.
- Krijnen, Tonny. 2020. “Gender and Media.” *The International Encyclopedia of Gender, Media, and Communication*: 1–9.
- Larasati, Dwi Putri, Nida Hasanati, and Istiqomah. 2019. “The Effects of Work-Life Balance towards Employee Engagement in Millennial Generation.” *Advances in Social Science, Education and Humanities Research* 304(Acpch 2018): 390–94.
- Li, Mingjun, Zhenhong Wang, Jie Gao, and Xuqun You. 2017. “Proactive Personality and Job Satisfaction: The Mediating Effects of Self-Efficacy and Work Engagement in Teachers.” *Current Psychology* 36(1): 48–55.
- Lu, Lu, Allan Cheng Chieh Lu, Dogan Gursoy, and Nathan Robert Neale. 2016. “Work Engagement, Job Satisfaction, and Turnover Intentions: A Comparison between Supervisors and Line-Level Employees.” *International Journal of Contemporary Hospitality Management* 28(4): 737–61.
- Marjolein, De Kort. 2016. “The Relationship between Work-Life Balance, Work Engagement and Participation in Employee Development Activities: A Moderated Mediation Model.” (August): 86.
- Mishra, Sovanjeet, and Pavan Kumar. 2017. “Exploring the Nexus Between Psychological Contract and Turnover Intention: Conceptual Framework.” *Romanian Economic Business Review* 12(1): 68–81.
- Pandey, Chenta, and Rajni Khare. 2013. “Work-Life Balance Practices and Its Impact on Employee Performance: A Study of Service Organizations.”
- Prastio, Dany, Rhian Indradewa, and Tantri Yanuar R Syah. 2020. “Ethical Leadership Trust Effect in Leader, Work Engagement and Burnout Over Turnover Intension.” *Journal of Multidisciplinary Academic* 4: 5.
- Salanova, Marisa, Sonia Agut, and José María Peiró. 2005. “Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate.” *Journal of Applied Psychology* 90(6): 1217–27.
- Shin, Inyong, and Chang Wook Jeung. 2019. “Uncovering the Turnover Intention of Proactive Employees: The Mediating Role Ofwork Engagement and the Moderated Mediating Role of Job Autonomy.” *International Journal of Environmental Research and Public Health* 16(5).
- Silaban, Normariati, and Tantri Yanuar Rahmat Syah. 2018. “The Influence of Compensation and Organizational Commitment on Employees’ Turnover Intention.” 20(3): PP. www.iosrjournals.org.
- Song, Lili et al. 2020. “Mental Health and Work Attitudes among People Resuming Work during the COVID-19 Pandemic: A Cross-Sectional Study in China.” *International Journal of Environmental Research and Public Health* 17(14): 1–15.
- Soomro, Aqeel Ahmed, Robert J. Breitenacker, and Syed Afzal Moshadi Shah. 2018. “Relation of Work-Life

- Balance, Work-Family Conflict, and Family-Work Conflict with the Employee Performance-Moderating Role of Job Satisfaction.” *South Asian Journal of Business Studies* 7(1): 129–46.
- Steffens, Niklas K. et al. 2018. “The Unfolding Impact of Leader Identity Entrepreneurship on Burnout, Work Engagement, and Turnover Intentions.” *Journal of Occupational Health Psychology* 23(3): 373–87.
- Tisu, Luca, Daria Lupşa, Delia Vîrgă, and Andrei Rusu. 2020. “Personality Characteristics, Job Performance and Mental Health the Mediating Role of Work Engagement.” *Personality and Individual Differences* 153(December 2018): 109644. <https://doi.org/10.1016/j.paid.2019.10.9644>.
- Wang, Zhen, Kun Yu, Ruobing Xi, and Xiaodan Zhang. 2019. “Servant Leadership and Career Success: The Effects of Career Skills and Proactive Personality.” *Career Development International* 24(7): 717–30.
- Wang, Zhuxi et al. 2017. “Explaining Benefits of Employee Proactive Personality: The Role of Engagement, Team Proactivity Composition and Perceived Organizational Support.” *Journal of Vocational Behavior* 101(May 2016): 90–103. <http://dx.doi.org/10.1016/j.jvb.2017.04.002>.
- Wardana, Muhamad Chudri, Rina Anindita, and Ratna Indrawati. 2020. “Research Article Research Article.” *Journal of Multidisciplinary Academic* 4(4). <http://www.globalbuddhism.org/jgb/index.php/jgb/article/view/88/100>.
- Wu, Weiwei, Muhammad Rafiq, and Tachia Chin. 2017. “Employee Well-Being and Turnover Intention: Evidence from a Developing Country with Muslim Culture.” *Career Development International* 22(7): 797–815.
- Yan, Xiaofei, Jingkuan Su, Zhihong Wen, and Zhengxue Luo. 2019. “The Role of Work Engagement on the Relationship Between Personality and Job Satisfaction in Chinese Nurses.” *Current Psychology* 38(3): 873–78.
- Yang, Kejian, Xiaofei Yan, Jieyi Fan, and Zhengxue Luo. 2017. “Leader-Follower Congruence in Proactive Personality and Work Engagement: A Polynomial Regression Analysis.” *Personality and Individual Differences* 105: 43–46. <http://dx.doi.org/10.1016/j.paid.2016.09.033>.
- Zhang, Wenjie, Hongdao Meng, Shujuan Yang, and Danping Liu. 2018. “The Influence of Professional Identity, Job Satisfaction, and Work Engagement on Turnover Intention among Township Health Inspectors in China.” *International Journal of Environmental Research and Public Health* 15(5).