

## Mediation Effects: Proactive Behavior on Work Engagement and Turnover Intention with Reference to IT Sector, Chennai, Tamil Nadu

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### ABSTRACT

In an organization, the work engagement practices differ from individual to individual due to the psychological nature of the employee and bought up nature of their organization. This article looks at how the engagement practices differs from individuals being predicted by their proactive behavior within the organization and has been changed over time which ultimately leads to turnover intention (to leave), as analyzed by three months of survey data and interviews with a subset of IT employee. The main purpose of the study is to determine the mediating effects of proactive behavior among work engaged workforce who are all working under a same organizational climate with held up of different roles and responsibilities. Descriptive research design was adopted in this study. Convenience method from non probability sampling technique used to choose samples. Totally 263 IT employees respondents participated by questionnaire in this study. Using SEM model. Findings of this study are only related to the IT employees from Chennai, study period, and maybe it is not generalized to other Districts and Countries.

**Keywords:** Turnover Intention, Intention to leave, Work engagement, proactive Behavior.

### 1. INTRODUCTION

Work engagement research has begun to arise curiosity in present organization, expect their employees to be initiative, proactive, responsibilities in professional development and to perform high excellence. Khan (1990)<sup>12</sup> was the first scholar to define personnel engagement. Based on this definition dimension of engagement was measured. And they are in need of employees who are dedicative, absorptive, and energetic and engaged in their work. (Bakker & Schaufeli, 2008). Work engagement is a psychological state of mind

involves the facing of the one own self to their job and other employee-role activities. Proactive behaviour is termed as “taking initiative in creating new ideas or improving current circumstances involves challenging the status of present condition (Crant, 2000). Employees can engage in role behaviour by fulfilling the basic job requirements and extra-role behaviour such effort to redefine ones role in the organization. The author of this research urges the future researcher to do work with engagement the cause and consequences. Highlighting the research on work engagement not only benefit the organization in its competitive advantage and also to its individual.

Helena Cooper-Thomas et. al., 2014, The research further proceed to show the mediating role of proactive outcomes and the importance in studying the proactive behavior and its outcomes in predicting the work engagement. The result of this study proves that proactive behavior is important for both direct and indirect effects in proactive outcomes in predicting work engagement. According to Parker (2000), proactive behaviour is improving the working method by an active approach towards work and goal by producing prerequisite procedure to face future demands in job that includes the elements such as voice behaviour (Van Dyne & LePine, 1998), creativity (Zhou & George, 2001), taking charge (Morrison & Phelps, 1999), network building (Thompson, 2005), engagement in learning activities (Frese et. al., 1996), and career-associated initiative (Seibert, Kraimer & Crant, 2001).

There are two thoughts given by Maslach and Leiter<sup>13</sup> to the term of work engagement. Work related characters are activated instantaneously to create an engaged state of mind and assessed by Utrecht Work Engagement Scale. Meere (2005) stated that to promote the organizations success, it has to think to see beyond commitment of the employees and put forth an effort in improving engagement so that the employees working in the organization willing to go beyond the designated job responsibilities. The virtual qualities of engaged employee include innovation, creativity, taking responsibility personally to happen thing and giving effort to attain desire of the company and posses the emotional connectivity with the organizations vision and mission (Wagner and Harter, 2006). Engagement is sometime refereed as job engagement (Kong, 2009), employee engagement (Crawford, LePine & Rich, 2010), organizational engagement (Saks, 2006), and personal engagement (Kahn, 1990). The difference in name create a confusion and interpretation variation among the different practioners and researcher so decide a one term for this new construct and develop a research further on engagement refers to commitment, passion, enthusiasm, absorption, focused effort and energy. Based on business and academics no particularization occurs in the conceptualization of framework. Hence this thesis established with a new framework based on the operational definition using work engagement as one of the main mediators and independent variable for the further establishment of this research.

In the competitive world the survival of the organization begins to realize one thing that competitive organization cannot duplicate their uniqueness of workforce (Endres & Mancheno-Smoak, 2008; Fisher et. al.)<sup>14</sup> is highly depend upon how effectively engaging the workforce at all level of management though HR practices and to develop a human resource strategies in such a way to retain employees thereby reducing the impact and intention of losing valued employee from the organization, and minimize the hidden cost that would affect the bottom line. (CEL & Associates, 2008). Generally in this knowledge based economy skilled employee are accepted as key assets and their losses mostly would not be accept in the organization such attraction and retention of these skilled one is very challenging because these workers have several other job options (Thomas, 2000; Joo & McLean, 2006; Butler & Waldroop, 1999)<sup>15</sup>.

In the diversified workforce the problems and pressure within this coherent groups has to be addressed by the employer along with their opportunities. The reason for the problem within this different generation is their age gap they don't want to understand each other's (Vesterinen & Suutarinen 2011)<sup>16</sup>. Therefore, organizational survival depends on the ability to manage and engage this workforce so that their intention to turnover can be reduced when they substantially involved in their tasks, cognitively attentive, and emotionally connected to others through the motivation of intrinsic and extrinsic resource which intent to engage while performing their jobs to satisfy customer preferences, by achieving quality, innovation and organizational goals, by their work engagement and commitment (Fay & Luhrmann 2004; Newell, 2002)

F. Chris Bothma et. al., September 2012, put forth a study to differentiate the confusion often arise with work based identity and work engagement as a potential antecedents of task performance and turnover intention finding of this analysis says that similar results is appearing with add on values stating that multidimensional view of construct in work engagement has a top role in further research. Mean scores for work engagement, work based identity, task performance and turnover intention scales for this four variable sets was analyzed. Author suggested with future research focusing on the refinement of the work-based identity and on work engagement scales.

The virtual qualities of engaged employee include innovation, creativity, taking responsibility personally to happen thing and giving effort to attain desire of the company and posses the emotional connectivity with the organizations vision and mission (Wagner and Harter, 2006). Engagement is sometime refereed as Work engagement (Kong, 2009), employee engagement (Crawford, LePine & Rich, 2010), organizational engagement (Saks, 2006), and personal engagement (Kahn, 1990). The difference in name create a confusion and interpretation variation among the different practioners and researcher so decide a one term for this new construct and develop a research further on engagement refers to commitment, passion, enthusiasm, absorption, focused effort and energy. Based on business and academics no particularization occurs in the conceptualization of framework.

Arnold B. Bakker, Wilmar B. Schaufel, Michael P. Leiter and Toon W. Taris, 2008. The research is done with the emerging concept of work engagement, focused on the important predictor of work engagement, and studies revealed that engagement is a unique concept best predicted by job resources and personnel resource. This research offering a set of agenda for future research. The author of this research states that thousands of article came to highlight the negative side of organizational psychology but positive side of organizational study is an emerging concept such as study based on work engagement, the engaged employees in the organization who are dedicative and observed in their work and thus the expectation of the organization in this modern scenario wants their employee to be proactive, and show initiative in their work.

Stan De Spiegelaere. et. al., 2014, put forth a research with an assumption that antecedents like job autonomy affects employee innovative work behavior by the changes in motivation or engagement in employees through which the study emphasis the importance of mediating effects in relationship between job characteristics and innovative work behavior. The relationship between job autonomy and innovative work behavior is partially mediated by job engagement is been analyzed and proved in this research through SEM analysis.

Indian employees most engaged globally: the economic times, report nov 30, 2014: A majority of Indian employees are performing intensely and their work engagement level is highest in the world, a new

study says. At the same time, six out of ten Indian employees are not working to their full potential while the younger employees are constantly on the lookout for a new job. According to BI Worldwide, an employee engagement solution providers, 51 per cent of Indian employees are performing intensely, making them globally the most engaged in their work. Intention to leave or stay is affected by employees' job satisfaction and commitment to the organization. There is extensive accumulated research showing that when workers are satisfied with their jobs and committed to their organization, they have a lower tendency to leave their organizations (Arthur, 2001; Mitchell et. al., 2001; Mobley, 1977; Mobley et. al., 1979). According to the report, the top five reasons why the Gen Y employees in India plan to leave are fear, job stress, a sense of unfair pay, a bleak or unknown future and for an innovative workplace where they can contribute ideas and make decisions. JD-R suggest that employees experiencing likeability toward work are less likely to leave the organization (Saks, 2006). Also pointed out that engagement is similar to other concepts such as Turnover intention, OCB, organizational commitment.

### Proposed Research Model

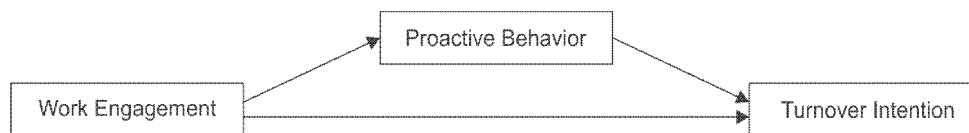


Chart 21.1

### Objectives of the Study

- To study the mediating effects of proactive behavior on work engagement and turnover intention.
- To measure the impact of proactive behavior on Turnover Intention.

### Hypothesis

1. H1: There is a positive relationship between work engagement and proactive behavior.
2. H2: There is a positive relationship between Proactive behavior and Turnover Intention.

## 2. RESEARCH METHODOLOGY

This study was conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data.

### Study Area

Work engagement is related to almost all industries and the respective organizations, a global trend of current demands in engaging the employees and its implementation at all levels is crucially required in IT companies where the turnover intention among employee is in greater number. Therefore, the researcher contacted IT companies to obtain the exact characteristic features on work engagement. The study area was IT companies employees in Chennai.

### Sampling Size and Design

The primary data were collected through survey method. Survey was conducted through electronic mail using well formulated Questionnaire. Convenience Sampling has been done for generating data. Totally 456 Questionnaires were distributed in which 263 completed questionnaires were found usable out of 297 completed questionnaire.

### Questionnaire Design

The primary data were collected through questionnaire survey. The respondents were asked to give their opinion relating to proactive behavior in their organization and its relation with work engagement and its impact on turnover intention. The first part of the Questionnaire comprises with work engagement optional questions. The second part includes statements relating to proactive behavior, with Likert's 5 point scale. The third part includes the statement relating to Turnover Intention.

### Scaling Technique in the Questionnaire

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections were obtained from the companies in the 5 point scale, which ranges as follows:

**Work engagement (WE):** The scales used for this set of items are ranging from 5 – Very High 4 – High 3 – Average 2 – Low 1 – Very Low, to measure the variable of work engagement was assessed by Spanish and Dutch versions of the Utrecht Work Engagement Scale: vigor, dedication and absorption was assessed by Schaufeli & Bakker, 2004; Schaufeli, Martinez, Marques-Pinto, Salanova, & Bakker, 2002; Schaufeli, Salanova, et. al., 2002; Storm & Rothman, 2003.

**Proactive Behavior (PB):** The scales used for this set of items are ranging from 5 – True 4 – Somewhat true of me 3 – Neutrals 2 – Somewhat untrue of me 1 – True, *Personal initiative* was measured using Frese et. al.'s (1997) scale This scale has been validated using largely German samples (Fay & Frese, 2001) and has been successfully employed in a number of German studies (Binnewies et. al., 2009; Frese et. al., 1996, 1997; Ohly et. al., 2006; Sonnentag, 2003). *Pursuit for learning* was measured using Vande Walle's (1997) learning goal orientation scale. This scale was developed and validated in the United States (Vande Walle, 1997) and has since been successfully employed in a number of German samples (Fritz & Sonnentag, 2005; Sonnentag, 2003).

**Turnover Intention (TI):** The scales used for this set of items are ranging from 5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree, to measure this variable the scales used based on Van Veldhoven and Meijman (1994) Van Veldhoven et. al., (2002).; Colarelli's (1984), Thanawatdech Thirapatsakun et.al, (2014) considering leaving job behaviors scale and were measured by a questionnaire developed by Roodt (2004).

### Secondary Data

The Secondary data were collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

### Data Analysis

To validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires were collected from 263 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined was 0.992 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered for the analysis were satisfying the normal probability distribution. Based on the study, the questionnaire was suitably to elicit response from the sample group. And structural equation model (SEM) used to validate the questionnaire and to validate the model fit as per the proposed research.

### Data Collection

Questionnaires were circulated through e-mail with follow up requests being made in Aug 30<sup>th</sup> 2016 to September 30<sup>th</sup>. The correct contact person was identified and invited to participate. To motivate respondents each was offered, a view of the aggregated responses after data collection. 456 questionnaires were sent to employees working in IT sector from different companies were participated.

## 3. FINDINGS

### Exploratory Factor Analysis for Proactive Behaviour

#### KMO and Bartlett's Test

<i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</i>		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	4655.020
	df	55
	Sig.	.000

From above table it is found that KMO measure of sampling adequacy is .918, Bartlett's test of sphericity with approximate chi-square value equal to 4655.020 or statistically significant at 5% level. This implies all the 11 variables of proactive behaviour are normally distributed and have the status of representing the population parameters with adequate sample size. This leads to individual verification of variances of all the 11 variables in the following communalities table.

#### Communalities

<i>List of variables</i>	<i>Initial</i>	<i>Extraction</i>
1. I actively handle problems.	1.000	.955
2. Whenever there is a chance to get actively involved, I take it.	1.000	.873
3. I take initiative immediately even when others don't.	1.000	.932
4. I use opportunities quickly in order to attain my goals.	1.000	.940
5. Usually I do more than I am asked to do.	1.000	.896
6. I am particularly good at realizing ideas.	1.000	.863
7. I am willing to select a challenging work assignment that I can learn a lot from.	1.000	.890
8. I look for opportunities to develop new skills and knowledge.	1.000	.836
9. I enjoy challenging and difficult tasks at work where I'll	1.000	.911
10. For me, development of my work ability is important enough to take risks.	1.000	.854
11. I prefer to work in situations that require a high level of ability and talent.	1.000	.893



From the above table it is found that the 11 variables have multiple correlations co-efficient ranging from .854 to .955 it shows that all the variables of proactive behavior possess the variances within the limit of 85.4% to 95.5%. This range is highly significant to consider the factors of proactive behavior as shown in the table below.

**Total Variance Explained**

<i>Component</i>	<i>Initial Eigenvalues</i>			<i>Extraction Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	8.810	80.088	80.088	8.810	80.088	80.088
2	1.033	9.393	89.481	1.033	9.393	89.481
3	.315	2.862	92.343			
4	.211	1.914	94.258			
5	.154	1.400	95.658			
6	.125	1.135	96.793			
7	.107	.971	97.764			
8	.087	.787	98.551			
9	.076	.695	99.246			
10	.043	.391	99.637			
11	.040	.363	100.000			

**Total Variance Explained**

<i>Component</i>	<i>Rotation Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	6.194	56.306	56.306
2	3.649	33.175	89.481

From the above table it is found that 11 variables are reduced into two predominant factors with individual variance 56.306% & 33.175% and the cumulative variance 89.481%. This leads to the verification of variable loading as shown in the rotated component matrix scale.

**Rotated Component Matrix<sup>a</sup>**

<i>List of variables</i>	<i>Component</i>	
	<i>1</i>	<i>2</i>
1. Whenever there is a chance to get actively involved, I take it.	.900	
2. I prefer to work in situations that require a high level of ability and talent.	.866	
3. For me, development of my work ability is important enough to take risks.	.856	
4. I enjoy challenging and difficult tasks at work where I'll	.852	.429
5. Usually I do more than I am asked to do.	.834	.448
6. I look for opportunities to develop new skills and knowledge.	.828	
7. I am willing to select a challenging work assignment that I can learn a lot from.	.827	.455
8. I am particularly good at realizing ideas.	.816	.443
9. I use opportunities quickly in order to attain my goals.		.895
10. I take initiative immediately even when others don't.		.892
11. I actively handle problems.	.409	.888

From the above tables it is found that the first factor consists of eight variables with loadings as shown in the table first therefore the factors can be named “Proactive person-environment fit behavior”. The second factors consist of three significant variable loadings. Therefore the second factor can be called “Proactive work behavior”.

<i>R Square</i>	<i>Dependent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Independent Variable</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
.251	Proactive person-environment fit behavior	87.251	.000 <sup>b</sup>	Work engagement	.501	9.341	.000

From the above table it is found that the correlation value R square is equal to .251; F is equal to 87.251, *p* is equal to .000<sup>b</sup>, Beta is equal to .501; *t* equal to 9.341, *p* is equal to .000 are statistically significant at 5% level.

Therefore the null hypothesis is rejected and alternative accepted concluded that there is a significant relationship between work engagement and Proactive person-environment fit behavior (PPEFB).

<i>R Square</i>	<i>Dependent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Independent Variable</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
.049	Proactive work behavior	13.356	.000 <sup>b</sup>	Work engagement	.221	3.655	.000

From the above table it is found that the correlation value R square is equal .049; F is equal to 13.356, *p* is equal to .000<sup>b</sup>, Beta is equal to .221; *t* equal to 3.655, *p* is equal to .000 are statistically significant at 5% level.

Therefore the null hypothesis is rejected and alternative is accepted concluded that there is a significant relationship between work engagement and Proactive work behavior

<i>R Square</i>	<i>Dependent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Independent Variable</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
.391	Turnover Intention	167.431	.000 <sup>b</sup>	Proactive person-environment fit behavior (PPEFB)	.625	12.940	.000

From the above table it is found that the correlation value R square is equal to .391; F is equal to 167.431, *p* is equal to .000<sup>b</sup>, Beta is equal to .625; *t* equal to 12.940, *p* is equal to .000 are statistically significant at 5% level.

Therefore the null hypothesis is rejected and alternative is accepted concluded that there is a significant relationship between Proactive person-environment fit behavior (PPEFB) and Turnover Intention.

<i>R Square</i>	<i>Dependent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Independent Variable</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
.276	Turnover Intention	99.448	.000 <sup>b</sup>	Proactive work Behavior	.525	9.972	.000

From the above table it is found that the correlation value R square is equal to .276; F is equal to 99.448, *p* is equal to .000<sup>b</sup>, Beta is equal to .525; *t* equal to 9.972, *p* is equal to .000 are statistically significant at 5% level.

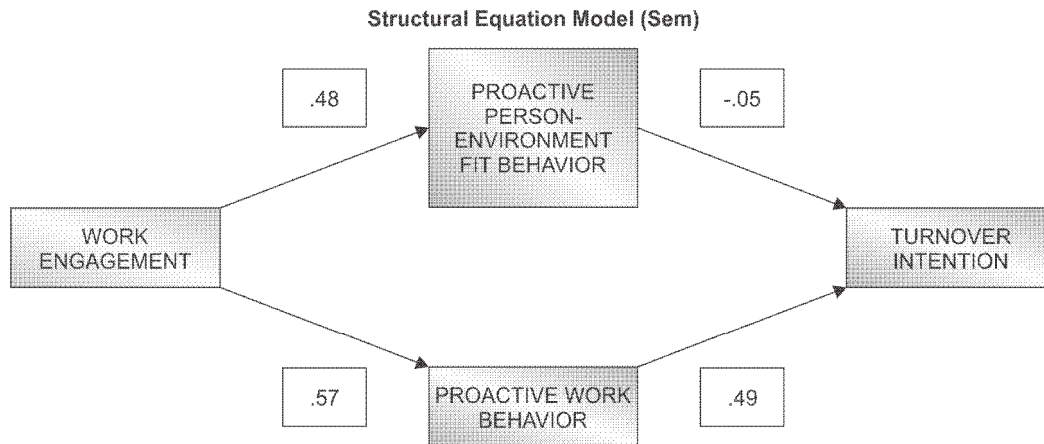
Therefore the null hypothesis is rejected and alternative is accepted concluded that there is a significant relationship between Proactive work Behavior and Turnover Intention.

<i>R Square</i>	<i>Dependent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Independent variable</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
.495	Turnover Intention	256.045	.000 <sup>b</sup>	Work engagement	.704	16.001	.000



From the above table it is found that the correlation value R square is equal to .495; F is equal to 256.045, p is equal to .000<sup>b</sup>, Beta is equal to .704; t equal to 16.001, p is equal to .000 are statistically significant at 5% level.

Therefore the null hypothesis is rejected and alternative is accepted concluded that there is a significant relationship between Work engagement and Turnover Intention.



### Model Fit Summary

#### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	7	595.5	1	.000	595.5
Saturated model	8	.000	0		
Independence model	4	1113.72	4	.000	278.43

#### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.591	.440	-.096	.225
Saturated model	.000	1.000		
Independence model	.601	.177	-.029	.142

#### Baseline Comparisons

Model	NFI Delta1	RFI Rho1	IFI Delta2	TLI Rho2	CFI
Default model	.465	.163	.468	.164	.466
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

#### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.639	.297	.298
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

**NCP**

<i>Model</i>	<i>NCP</i>	<i>LO 90</i>	<i>HI 90</i>
Default model	589.871	550.728	504.677
Saturated model	.000	.000	.000
Independence model	1104.72	1050.82	928.344

**FMIN**

<i>Model</i>	<i>FMIN</i>	<i>F0</i>	<i>LO 90</i>	<i>HI 90</i>
Default model	2.273	2.2515	2.102	2.407
Saturated model	.000	.000	.000	.000
Independence model	4.250	4.216	4.010	4.429

**RMSEA**

<i>Model</i>	<i>RMSEA</i>	<i>LO 90</i>	<i>HI 90</i>	<i>PCLOSE</i>
Default model	.626	.605	.647	.000
Independence model	.684	.668	.702	.000

**AIC**

<i>Model</i>	<i>AIC</i>	<i>BCC</i>	<i>BIC</i>	<i>CAIC</i>
Default model	606.621	607.057	626.267	631.767
Saturated model	5.625	5.848	62.686	73.936
Independence model	1118.22	1118.4	1126.258	1128.50

**ECVI**

<i>Model</i>	<i>ECVI</i>	<i>LO 90</i>	<i>HI 90</i>	<i>MECVI</i>
Default model	1.223	1.006	1.472	1.224
Saturated model	.051	.051	.051	.052
Independence model	4.990	4.527	5.483	4.990

**HOELTER**

<i>Model</i>	<i>HOELTER .05</i>	<i>HOELTER .01</i>
Default model	6	8
Independence model	3	4

**Interpretation:** From the above value it is interpreted that there exist a tolerant relationship between construct hence the model is a fit model.

#### 4. ANALYSIS AND DISCUSSION

Leiter and Bakker 2010, on theoretical discussion in academic literature have been stated that employees who are engaged pursued to achieve challenging goals and also feel as a compulsion. And plays a key role in push employees to give their extra effort, energy and focus. Fredrickson (2001), through ‘Broaden-and-Build’ theory of positive emotions states that proactive behavior in employees spur when they think about

the job resource provided by the organization and his or her feeling about their job if it's of positive affects, then engagement seems to occur. This theory is about emotions such as joy, interest, and contentment that can speculate the work engagement includes, pride, enthusiasm, inspiration thus increase the proactive behavior. Paul Jansen et.al, 2010, the author proceeds up the research with the link of proactive personality to job demand, job resource and work engagement this research is done with base theories such as Job demand resource model, job crafting theories, conservation of resource theory. In this research proactive personality has positive impacts on work engagement when there is a high support from supervisors and colleague as a job resource provided in the high job demanding work environment this is a longitudinal base study where the analysis of proactive behavior was assessed by work engagement 18 month latter. Halbesleben and Wheeler 2008; Halbesleben 2010, study proved a negative relationship between work engagement and intention to quit. Schaufeli and Bakker (2004) study also find some negative relationship with turnover and this study also measure the work engagement as a mediating factor. Hallberg and Schaufeli (2006) this study highlight the negative moderate relationship to measure the work engagement and turnover intention, Shuck et. al., (2011) identifies a similarity in relationship for engagement measure. Finally job and organizational engagement are negatively linked to intention to quit Saks (2006). The study was performed with the base of two theories such as reasoned action and theory of planned behavior. Explanatory design was performed in this study, multi regression and Pearson correlation was used to test the hypothesis. The findings of the study reveal that there exist a negative relationship between dedication and absorption on turnover intention, so leaving suggestion that organization should create a secure style with individual employees and should design employees work schedule. The impact of Turnover intention of employees in organization is a cost incurring factor which force the organization to frame strategies that retain employee is work engagement.

**Ethical clearance** – Nil

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**Conflict of Interest** – Nil

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