
The Mediating Role of Proactive Personality in Job Crafting and it's Impact on Nurses' Anticipated Turnover

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Abstract

Background: Today, it has been increasingly recognized that job crafting is an important employee proactive organizational behavior which leads to various valuable outcomes for both organizations and employees. **Aim:** To assess the mediating role of proactive personality in job crafting and it's impact on nurses' anticipated turnover. **Design:** A descriptive correlational design. **Setting:** The Main Assiut University Hospital's ICUs served as the study's location. **Subjects:** All nurses working in ICUs at Main Assiut University Hospital with total number (no= 273). **Study tool:** Included tool (1): Personal characteristics tool (2): Job crafting scale, tool (3): Anticipated turnover scale (ATS) and tool (4): Proactive personality scale. **Result:** There are nearly half of the studied nurses have moderate level of job crafting and the highest mean scores as regarding to total job crafting. While the lowest mean scores was related to total proactive personality. **Conclusion:** There are negative correlations between nurses' age and years of experience with anticipated turnover, proactive personality, and job crafting with highly statistical significance differences between nurses' age with proactive personality and between years of experience with proactive personality and job crafting. **Recommendation:** Design recruitment process that emphasis on evaluating nurses' proactive personalities and willingness to adjust to new situations.

Keywords: Job Crafting, Turnover & Proactive Personality

Introduction

The workplace has seen a number of changes, particularly in the health care industry. The duty of improving nurses' satisfaction, well-being, and performance is commonly assigned to organizations (Kanten, 2014). This required nurses to increase their knowledge of new technologies, as well as their flexibility in their work. A significant advancement that includes a new job design is required, as well as a proactive approach to dealing with these changes (Margherita, et al., 2019). By altering the physical, cognitive, and even relational features of the working activity, a practice known as "job crafting" enables nurses to create models of their own occupations (Demerouti, et al., 2017).

Job crafting is an effective method for managing work issues that helps nurses to lessen burdensome job expectations and accomplish challenging work goals. The ability of nurses to change their tasks or other parts of their workplace on their own initiative is the key component of job crafting behaviours. This alteration of the work's purpose or identity often leads to increased job performance, career competences, and productivity. (Elsayed, 2019).

Job crafting is a type of proactive behavior that refers to the adjustments nurses make to the responsibilities and resources of their jobs in order to better suit their own preferences and skill sets. The job crafting approach sets four dimensions:

boosting or seeking out social resources, boosting demanding job requirements, boosting structural resources, and lowering stifling job requirements. Nursing professionals can alter the level of job requirements and available resources (Lichtenthaler & Fischbach, 2019).

The ability to craft a career can be linked to a proactive personality. When an employee "crafts" a work, the employee modifies the job's parameters to suit personal requirements and interests (Wang, et al., 2018). Therefore, in order to make an impact on the workplace and redesign a job, an employee must act pro-actively. This suggests that pro-active personnel are more proactive in adapting their work to organizational changes, to their own interests and strengths, or to the resources and requirements of their jobs. Employees can improve their level of performance or degree of engagement at work by responding to changes (Ozkurt & Alpaya, 2018).

Employees who feel appreciated by their employer are less likely to explore for other employment opportunities and are less conscientious at work. Employees are less likely to leave their employer if they believe their company is creating human resources policies with an emphasis on their professional well-being (Turnea, 2018).

One of the management practices that has been examined the most is voluntary employee turnover. As a result, it is important to determine the factors

that influence an employee's decision to quit. By doing so, turnover behaviors can be predicted more precisely, and proactive actions can be implemented to reduce turnover (Neeraj & Neelika, 2020).

Positive outcomes are promoted by employees actively changing their jobs. Nursing professionals, for instance, view their work as a significant experience when they have authority over their employment status, the pace of work, and task scheduling (Both-Nwabuwe, et al., 2019). Therefore, efforts to foster a supportive workplace that values nursing professionals' active participation and wide-ranging appreciation have been effective in lowering turnover (Adams, et al., 2019).

According to Gordon et al. (2018), the use of job crafting by healthcare professionals improved wellbeing and the value of their employment. There was a reduction in turnover and an improvement in engagement and performance among nursing professionals who had received training in job crafting and a posteriori implementation of the jobs developed.

Significance of the study:

In health care organizations, nursing care is the most significant element of hospital services and health care quality influenced by nurses' competency to a large degree. In addition to that, health care organizations are constantly under pressure for survival. These pressures demand nurses who are able to craft their jobs to take control of their own working life. Job crafting helps nurses to change their job elements and relations with others to redefine their work meaning and therefore enhance their career competencies. Accordingly, nurses' job crafting seems to be effective because it lead to increasing in the level of job resources over time which assists nurses to attain their work related goals. It also influences nurses' job attitudes and performance levels that enable them to accomplish their duties and roles with high quality. There are three international studies were identified during the researcher's review of the literature. The first was titled "Nurses' Job Crafting and its Relationship with Their Job Demands, Job Resources, and Career Competencies" done by Elsayed, (2019); the second was titled "How Managers' Job Crafting Reduces Turnover Intention: The Mediating Roles of Role Ambiguity and Emotional Exhaustion" done by Shin, (2020); and the third one was titled "Relation between job crafting, nurses' job satisfaction, and counterproductive work behaviors" done by Shaheen & Mahmoud, (2021). Furthermore, there were no regional, national, or worldwide studies that looked at the relationship between these characteristics and job crafting in the chosen setting.

This gave the researcher the motivation to investigate the relationship between proactive personality of nurses in intensive care units at Main Assiut University Hospital and the impact of job crafting on nurses' anticipated turnover.

Aim of the study

To assess the mediating role of proactive personality in job crafting and it's impact on nurses' anticipated turnover.

Research questions:

1. Is there an association between nurses' job crafting and anticipated turnover?
2. Is there an association between nurses' job crafting and proactive personality?
3. Is there an association between nurses' anticipated turnover and proactive personality?
4. Is there an association between nurses' job crafting, anticipated turnover, proactive personality and demographic and work-related characteristics?

Subject and Methods:

Technical design

This design involves the research design, setting, subject, sample and data collection tool.

Research Design:

A descriptive correlational design will be utilize for the current study.

Setting:

This study will be carried out in ICUs at Main Assiut University Hospital.

Subject:

A convenience sampling will be used for this study. All nurses working in ICUs at Main Assiut University Hospital with total number (no= 273).

ICUs	No.
• Coronary	31
• Chest	53
• General	43
• Anesthesia	40
• Emergency	36
• Trauma	38
• Intermediate trauma	24
• Blood disease	8
Total	273

Data collection tools:

Tool (1): Personal characteristics:

Self-administered questionnaire developed by the researchers and including nurse age, sex, residence, educational qualification, marital status, department, and years of experience in work.

Tool (2): Job Crafting Scale:

This scale is a reliable and valid scale and developed by Slemp & Vella-Brodrick, (2013) to evaluate

nurses' job crafting ability. This scale was divided into (3) dimensions with 15 items, including task crafting (5 items), cognitive crafting (5 items), and relational crafting (5 items) .

Scoring system: The responding scoring system was measured by using a 3 point Likert scale in which response for each item ranging from very often = (3), sometimes= (2), hardly ever = (1) . The total scores represent varying levels as follows: High level of nurses' job crafting >75%, Moderate level of nurses' job crafting 50-75%, &Low level of nurses' job crafting <50%

Tool (3): Anticipated Turnover Scale (ATS):

This scale was created by **Hinshaw & Atwood, (1982)** and validated by **Shader et al., (2001)**. This tool, which is accurate in terms of language and content, was utilised as a data collection tool in the study to gauge how employees felt about the potential of voluntarily leaving their current positions in the nursing field. And consists of (12) items.

Scoring system: The participants were asked to indicate their agreement or disagreement with the questionnaire statements by using a 3 point Likert scale in which response for each item ranging from agree = (3), neutral= (2), disagree = (1) . A number of (1) indicates the least likelihood that a turnover is anticipated, and a score of (3) indicates the greatest likelihood of a turnover.

Tool (4): Proactive Personality Scale:

This scale is a reliable and valid scale and developed by **Seibert et al., (1999)** to measure individual differences in the tendency to take actions and change environment. This scale consists of (10) items .

Scoring system: The participants were asked to indicate their agreement or disagreement with the questionnaire statements by using a 3 point Likert scale in which response for each item ranging from agree = (3), uncertain= (2), and disagree = (1) .

Administrative design:

An official permission will obtain from Director of the Assiut University Hospital and Dean of the nursing faculty Assiut University, Nursing Director, and Nurses in Hospital departments and explaining to nurses the purpose of the study, and asking them for their oral consent to participate.

Operational design:

Preparatory phase: The research proposal was completed after an examination of the pertinent academic literature on the subject, which took place between the beginning of December 2022 and the end of December 2022. It was done to translate the research tool into Arabic.

Ethical considerations: The nursing faculty's ethical committee authorized the research idea.

Participants in the study were not at any risk while the research was being conducted. The study complied with acknowledged ethical standard for doing clinical research. After discussing the study's origins and goals, nurses who were willing to participate gave their oral consent. Anonymity and confidentiality were guaranteed. Study participants were free to reject to participate at any moment and to leave the study without giving a reason. When gathering data, study subject privacy was taken into account.

Faced validity: a jury (expert views) made up of five professors from the nursing administration and community health nursing departments at the faculty of nursing at Assiut University was used to ensure appropriate comprehension of the study instrument.

Pilot study: A pilot study was carried out to gauge the clarity and applicability. of the instrument. Additionally, to recognize any potential issues that can arise during data gathering. (27) Nurses, or 10% of the sample, were the subject of the pilot study. Using SPSS version 26, data from the pilot research was examined. After the pilot study, no modifications were made, so the nurses who participated in the trial were also included in the whole sample.

Using Crombach's Alpha Coefficient test, the study instruments' dependability was evaluated, it was ($\alpha = 0.710$) for task crafting Scale, ($\alpha = 0.734$) for relational crafting Scale, ($\alpha = 0.702$) for cognitive crafting Scale, ($\alpha = 0.802$) for total crafting Scale , ($\alpha = 0.84$) for anticipated turnover Scale and it was ($\alpha = 0.815$) for proactive personality Scale.

This suggests that the study tools have a high degree of reliability.

Data collection

Each nurse who participated in the study was met by the researchers to discuss its goals and solicit their involvement. After acquiring verbal assent, the study materials were given to the participating nurses so they could complete a self-administered questionnaire. The questionnaire took each nurse roughly fifteen minutes to complete. From January to March 2023, the entire time for data collection was around three months.

Statistical analysis:

The Statistical Package for Social Sciences (SPSS) V.26 was used to organise, categorise, code, tabulate, and analyse the obtained data. Results were shown as numbers, percentages, averages, and standard deviations in tables and charts. We used the Pearson correlation between the variables. Statistical significance was determined to exist at a P-value of 0.05.

Results:

Table (1): Personal characteristics of the ICU nurses at Main Assiut University Hospital who were the subject of the study (N=273)

Personal characteristics	N	%
Age group:		
• < 25 year	95	34.8
• 25- 35year	173	63.4
• More than 35 year	5	1.8
Age mean± SD	25.61±3.87	
Current intensive care unit:		
• Coronary	31	11.4
• Chest	53	19.3
• General	43	15.8
• Anesthesia	40	14.7
• Emergency	36	13.2
• Trauma	38	13.9
• Intermediate trauma	24	8.8
• Blood disease	8	2.9
Years of experience:		
• Less than 2 years	35	12.9
• 2-<5 years	49	17.9
• 5-<10 years	150	54.9
• 10 years or more	39	14.3
Years of experience mean± SD	5.82±3.6	
Educational level:		
• Secondary school of nursing	84	30.8
• Technical institute of nursing	157	57.5
• Technical Health Institute	32	11.7
Marital status:		
• Married	179	65.6
• Single	94	34.4
Residence:		
• Rural area	157	57.5
• Urban area	116	42.5

Table (2): Distribution of anticipated turnover items that the ICU nurses at Main Assiut University Hospital reported during the study (N=273)

Item	Agree		Uncertain		Disagree	
	N	%	N	%	N	%
▪ I intend to hold this position for a while.	145	53.1	91	33.3	37	13.6
▪ I am confident that I will leave my job in the near future.	103	37.8	124	45.4	46	16.8
▪ Choosing to remain in or leave my work is not a pressing matter for me at this time.	160	58.6	62	22.7	51	18.7
▪ I am fairly certain that I won't be leaving this company anytime soon.	89	32.6	157	57.5	27	9.9
▪ If I received a new job offer tomorrow, I would seriously consider it.	138	50.5	80	29.4	55	20.1
▪ I don't plan to leave my current position.	100	36.6	87	31.9	86	31.5
▪ I've been in my position about as long as I would have liked.	106	38.9	112	41.0	55	20.1

Item	Agree		Uncertain		Disagree	
	N	%	N	%	N	%
▪ I'll be here for a while, I'm sure of it.	55	20.1	149	54.6	69	25.3
▪ I intend to hold this position for a while.	103	37.7	141	51.6	29	10.7
▪ I have no firm plans as to how long I will remain.	115	42.1	87	31.9	71	26.0
▪ I intend to keep working here for a long, but I have serious worries about whether I'll actually continue with this company.	104	38.1	123	45.1	46	16.8
▪ I'll be leaving this job soon.	103	37.7	104	38.1	66	24.2
Total turnover score	110	40.3	110	40.3	53	19.4

Table (3): Distribution of proactive personality items as reported by the studied nurses working in ICUs at Main Assiut University Hospital (N=273)

Item	Agree		Neutral		Disagree	
	N	%	N	%	N	%
▪ I'm always looking for new methods to make my life better.	260	95.2	13	4.8	0	0.0
▪ I have been a strong force for positive change wherever I have been.	166	60.8	84	30.8	23	8.4
▪ Seeing my thoughts come to life is the most exhilarating thing ever.	139	50.9	94	34.4	40	14.7
▪ I make changes if I notice something I don't like.	131	48.0	118	43.2	24	8.8
▪ Despite all odds, if I have faith in something, I will pursue it.	120	44.0	134	49.0	19	7.0
▪ I enjoy standing up for my opinions in the face of opposition from others.	148	54.2	73	26.8	52	19.0
▪ I'm quite good at seeing chances.	90	33.0	155	56.7	28	10.3
▪ I constantly look for more effective ways to do tasks.	113	41.4	151	55.3	9	3.3
▪ If I have a good concept, nothing can stop me from implementing it.	82	30.0	158	57.9	33	12.1
▪ I have a far better sense of opportunity than others do.	100	36.6	145	53.1	28	10.3
Total proactive personality score	135	49.4	113	41.4	25	9.2

Table (4): Distribution of job crafting items as reported by the studied nurses working in ICUs at Main Assiut University Hospital (N=273)

Item	Very Often		Sometimes		Hardly Ever	
	N	%	N	%	N	%
Task crafting						
1- Try new techniques to make your work better.	142	52.0	131	48.0	0	0.0
2 - Vary the range or kind of the assignments you handle at work.	35	12.8	185	67.8	53	19.4
3 - Take on new jobs that better match your hobbies or talents.	41	15.0	140	51.3	92	33.7
4 - Decide to accept more responsibilities at work	45	16.5	110	40.3	118	43.2
5 - Prioritize work assignments that match your interests or talents	95	34.8	141	51.6	37	13.6
Total crafting	72	26.4	141	51.6	60	22.0
Cognitive Crafting						
6- Consider how your work offers your life meaning .	135	49.4	114	41.8	24	8.8
7 - Remind yourself of the importance of your effort to	111	40.7	124	45.4	38	13.9

Item	Very Often		Sometimes		Hardly Ever	
	N	%	N	%	N	%
the organization's success.						
8-Remind yourself of the significance of your effort for the larger community.	127	46.5	127	46.5	19	7.0
9. Consider the beneficial effects your work has on your life.	103	37.7	137	50.2	33	12.1
10. Examine how your job affects your general well-being.	99	36.2	114	41.8	60	22.0
Total cognitive crafting	115	42.1	123	45.1	35	12.8
Relational Crafting						
11- Try to get to know your coworkers well.	76	27.8	131	48.0	66	24.2
12- Arrange or go to professional social events.	28	10.2	143	52.4	102	37.4
13- Plan unique events at work (like a birthday party for a coworker)*	45	16.5	121	44.3	107	39.2
14 - Decide to coach new hires (officially or unofficially)	94	34.5	118	43.2	61	22.3
15- Develop friendships with coworkers who share your interests or skill set.	144	52.8	70	25.6	59	21.6
Total relational crafting	77	28.2	117	42.9	79	28.9

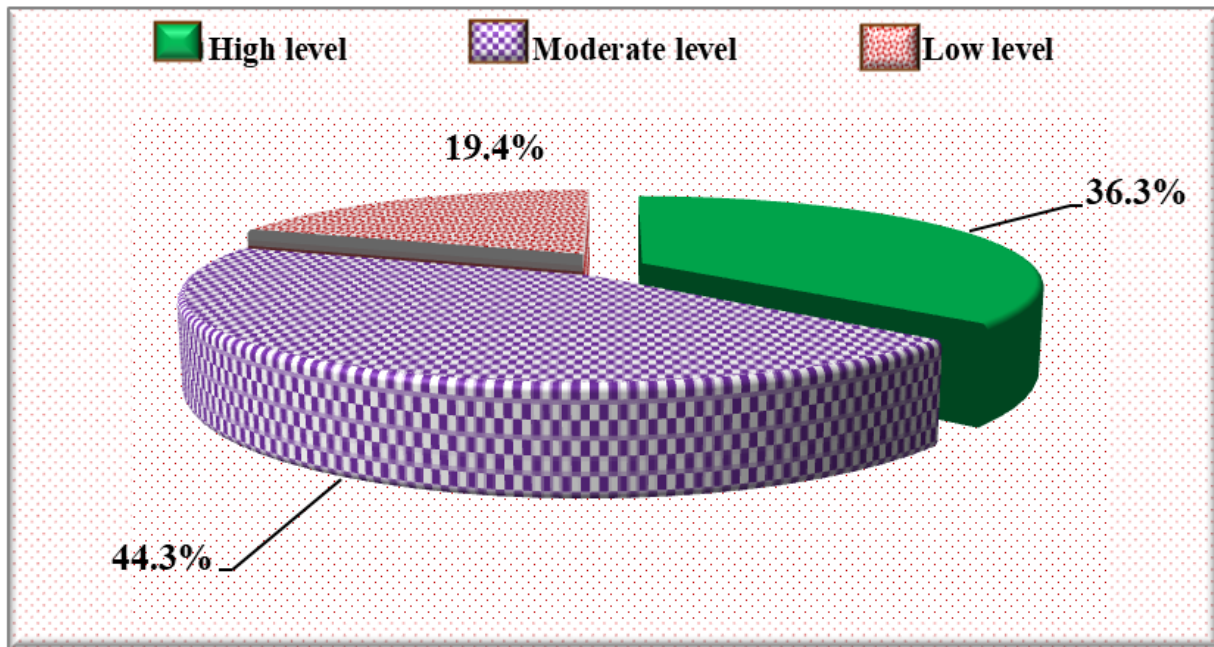


Figure (1): Distribution of total job crafting levels among studied nurses working in ICUs at Main Assiut University Hospital (N=273)

Table (5): Mean score of anticipated turnover, proactive personality, and job crafting items as reported by the studied nurses working in ICUs at Main Assiut University Hospital (N=273)

Item	Mean± SD
Total Task crafting	10.21±1.765
Total cognitive crafting	11.47±2.28
Total relational crafting	9.97±2.36
Total job crafting	31.65±5.23
Total anticipated turnover	26.50±3.96
Total proactive personality	24.0±3.94

Table (6): Correlation between personal characteristics of studied nurses and total anticipated turnover, proactive personality, and job crafting score N (273):

Personal characteristics		Anticipated turnover	Proactive personality	Job crafting
Age group	Pearson Correlation	-.053-	-.164^{**}	-.085-
	Sig. (2-tailed)	.384	.006	.159
Current department	Pearson Correlation	.018	-.053-	-.002-
	Sig. (2-tailed)	.762	.385	.979
Years of experience	Pearson Correlation	-.005-	-.185^{**}	-.271^{**}
	Sig. (2-tailed)	.940	.002	.000
Educational level	Pearson Correlation	-.002-	.031	.048
	Sig. (2-tailed)	.975	.612	.427
Marital status	Pearson Correlation	.057	.000	.044
	Sig. (2-tailed)	.346	.995	.466
Residence	Pearson Correlation	.123[*]	-.104-	-.085-
	Sig. (2-tailed)	.042	.087	.159

Pearson Correlation

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

Table (7): Correlation between studied nurses' total anticipated turnover, proactive personality, and job crafting score N (273)

		Anticipated turnover	Proactive personality	Job crafting
Anticipated turnover	Pearson Correlation		.246 ^{**}	.621 ^{**}
	Sig. (2-tailed)		.000	.000
Proactive personality	Pearson Correlation	.246 ^{**}		.283 ^{**}
	Sig. (2-tailed)	.000		.000
Job crafting	Pearson Correlation	.621 ^{**}	.283 ^{**}	
	Sig. (2-tailed)	.000	.000	

Pearson Correlation

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

Table (1): Illustrates that more than two thirds of nurses' age range from 25 to 35 year old and they are married (63.4% & 65.6%) respectively. (19.3 %) of them working at chest ICU and More than half of them have years of experience between 5- <10 years, having technical institute of nursing and reside in rural areas (54.9%, 57.5 % and 57.5%) respectively.

Table (2): Depicts that more than half of the studied nurses (58.6%) concur that choosing to remain in or leave work is not a pressing matter for them at this time. On the other hand, nearly third (31.5%) of them disagree that they have don't plan to leave their current position

Table (3): Demonstrates that the vast majority of the studied nurses (95.2%) concur that they always looking for new methods to make their life better. On the other hand, (19.0%) of them disagree that they enjoy standing up for their opinions in the face of opposition from others

Table (4): Shows that regarding to **task crafting**, more than half of the studied nurses (52.0%) agree that they try new techniques to make your work better. Otherwise, more than one third of them (43.2%) disagree that they decide to accept more

responsibilities at work. Concerning **cognitive crafting**, nearly half of the studied nurses (49.4%) agree that they consider how your work offers your life meaning. In the other hand, (22.0%) disagree that they examine how your job affects your general well-being. As regard to **relational crafting**, more than half of the studied nurses (52.8%) agree that arrange or go to professional social events, while more than third (39.2%) of them disagree that they plan unique events at work (e.g., celebrating a co-worker's birthday).

Figure (1): Reveals that nearly half of the studied nurses have moderate level of job crafting (44.3%).

Table (5): Illustrates that the highest mean scores as regarding to total job crafting (31.65±5.23). While the lowest mean scores was related to total proactive personality (24.0±3.94).

Table (6): Reveals that there was negative correlations regarding to nurses' age and years of experience with proactive personality, and between years of experience with job crafting and there was statistical significant difference between them. There are positive correlations between nurses' residence with anticipated turnover.

Table (7): Reveals that there are positive correlations and highly statistical significance differences between studied nurses' anticipated turnover, proactive personality, and job crafting

Discussion

In evaluating the effectiveness, efficiency, and sustainability of the healthcare system, nurses frequently play a crucial role. Nursing staff members reshape, redesign, or change their jobs as a proactive behavioral intervention to support their motivation, well-being, and reduce job turnover (**Shaheen & Mahmoud, 2021**).

According to the results of the current study, more than half of the nurses were concur to remain in or leave work is not a pressing matter for them at this time. On the other hand, nearly third of them disagree that they don't plan to leave their current position. This might be because the nurses need to leave their work place due to work overload and job stress but they can't leave because the policy in their work prevent them to leave without the alternative person. This finding was in line with **Gázquez, et al., (2019)** who noticed that nurse turnover and intention to leave their position can arise from long-term occupational stress exposure that surpasses an individual's capacity for coping with it. Patient safety has been found to be declining as a result of employee turnover in the healthcare sector. The organisational costs of nursing turnover are significant, physical and psychological illnesses are more prevalent, patient care is of lower quality, and there are more mistakes made.

From the findings of this study, the majority of the studied nurses concur that they always looking for new methods to make their life better. On the other hand disagree that they enjoy standing up for their opinions in the face of opposition from others. This might be because proactive people are more likely to start their own jobs and have a propensity to intentionally improve their surroundings. This finding was consistent with **Delle & Amadu, (2015)** who It was stated that a person with a proactive personality feature have the ability to actively affect his or her surroundings and demonstrates initiative to persist until change occurs. Similar to this, proactive people recognize issues on their own and find solutions to improve their daily lives.

Also consistent with **Zhang, & Parker, (2019)** who claimed that As a phenomenon that affects specific personnel, proactivity personality is essential can demonstrate their inventive work behavior and actions to take charge of and make adjustments in the living circumstances.

From the findings of this study, demonstrated that regarding to **task crafting**, more than half of the

nurses that were studied concur that they try new techniques to make your work better. Otherwise, more than one third of them disagree that they decide to accept more responsibilities at work. This might be because the nurses whose work in study setting allow them to work freely without any restrictions. This result is in line with **Berg et al (2022)**, who noted that task crafting is one of the frequently discussed topics in job crafting as the ability to exercise independence at work, choose the preferred project work, feel free to ask questions, have confidence in colleagues, and freely interact with others, all of which contribute to employee retention. Moreover the findings of this study, concerning **cognitive crafting**, reveled that nearly one-half of the nurses who participated in the study agree that they consider how your work offers your life meaning. In the other hand, disagree that they examine how your job affects your general well-being. This result was in line with **Wu & Parker's (2017)** assertion that employees can change the structure of their occupations by negotiating the details of their assignments and determining the purpose of the tasks that have been given to them. This is also in line with the findings of **Yen et al. (2018)**, who claimed that shifting one's job or relational limits might cause cognitive changes. Relational alterations can include changing the type, extent, or quantity of one's professional interactions as well as how one views their position.

As regard to **relational crafting**, more than half of the nurses who participated in the study said they organised or attended professional social gatherings. This might be because the study nurses have good relationship with other in their work place. The result was consistent with **Den et al., (2016)** stated that relational networks helps to create the resourceful work environment that make it easier to compile tasks and reach desired goals. Additionally, **Laurence et al., (2020)** who noted that relationship-crafting changes the way people interact and communicate at work. Collaboration with individuals in different departments, jobs, and levels of expertise is vital.

As revealed from the current study nearly half of the studied nurses have moderate level of job crafting . This might be due to nurses some times take an active role in initiating changes to the physical, cognitive, or social features of their jobs. Also, the work environment may give the nurses opportunities to develop their professional capabilities

This finding was consistent with **Huang et al., (2020)** who found the mean score of overall job crafting was at a moderate level. While **Baghdadi et al., (2020)** contradicted the current study results and reported that participating nurses had high levels of

job crafting. Also, was inconsistent with **Shaheen & Mahmoud (2021)** who found the mean score of overall job crafting was at a low level.

The present study confirmed that the highest mean scores as regarding to total job crafting (task, cognitive and rational). While the lowest mean scores was related to total proactive personality. This might be because the nurses work to alter the job's reasoning requirements and interpersonal interactions, which have a favourable effect on the meaning and character of the work. The findings were in line with those of **Rudolph et al. (2017)**, who noted that task crafting happens when an employee changes the responsibilities and actual organisational structure of the workplace. While still adjusting daily tasks. In order to do their jobs well, a person must communicate with people at work, including peers, coworkers, superiors, and subordinates. This is known as relational craftsmanship. Finally, cognitive crafting refers to the process by which an employee redesigns a piece of work. People can work on various job creating projects at once and make adjustments that are little or large depending on their preferences.

The present study revealed that there were negative correlations regarding to nurses' age and years of experience with proactive personality, and between years of experience with job crafting and there was statistical significant difference between them. There are positive correlations between nurses' residence with anticipated turnover. This might be because the experienced nurses are utilizing their potential to craft the job. **Shusha, (2014)** supported the present findings and found that the two characteristics of job crafting are significantly positively correlated with tenure and educational attainment.

The result was consistent with **Zuma, (2020)** who noted that proactive personality positively mediated the association between job crafting and employee retention. Younger employees with less experience actually have a greater tendency to be proactive and to be considering leaving their jobs; they favor searching for more acceptable employment opportunities through trial and error.

On the other hand, **Singh (2019)** claimed that a lack of supervision and training may have an impact on quality, and that a high staff turnover rate, particularly among licenced nurses, may make it difficult to assess residents and implement care plans. It may also reduce staff-resident familiarity, making it harder to spot complications and deteriorating health. Higher licenced nurse turnover has been associated to activities of daily living.

According to the findings of this study revealed that there were positive correlations and highly statistical significance differences between studied nurses'

anticipated turnover, proactive personality, and job crafting. This may be due to the strong relationship between proactive personality and work crafting, which promotes employee career growth and results in desired success while lowering nurse turnover. Job crafting and proactive personality are both important for employee retention. This result is in line with **Jessica et al., (2017)** who discovered a favourable relationship between job design and employees' proactive personalities. In addition, the result was consistent with **Yepes-Baldo et al. (2018)** who claimed that job crafting had a positive effect on rewarding work, enhanced nurse wellbeing, or better person-job fit, enhancing job satisfaction, and reducing turnover.

Also, The findings were in line with those of **Ghazzawi et al. (2021)**, who noted that job crafting empowers workers to make changes to the workplace that may encourage employee retention with a number of outcomes, including employee morale, dedication, work engagement, employability, and performance.

Conclusions:

Based on the findings of the current study, it can be said that:

There are negative correlations between nurses' age and years of experience with anticipated turnover, proactive personality, and job crafting with highly statistical significance differences between nurses' age with proactive personality and between years of experience with proactive personality and job crafting. There are positive correlations and highly statistical significance differences between studied nurses' anticipated turnover, proactive personality, and job crafting

Recommendation

According to the findings of the present investigation, it is advised that:

- Design recruitment process that emphasis on evaluating nurses' proactive personalities and willingness to adjust to new situations.
- Maintaining the workplace in a way that supports proactive personalities and job crafting is likely to have beneficial impacts.
- Do benchmarking of the working circumstances in those hospitals where proactiveness and job crafting are highly valued;
- Create support groups for nurses at work so they can advance both personally and professionally.
- Create an inspiring work atmosphere by asking for feedback, treating employees with respect, and maintaining open channels of communication through regular staff meetings.

- Promoting the involvement of nurses in goal-setting, problem-solving, and decision-making.
- For future research, examine how much the entrepreneurial environment, perceived backing from the government, and networking have an impact on the relationship between entrepreneurial ambitions, proactive personality, and job crafting.

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