

How can Proactive Behavior be Encouraged in Hospitals of Bangladesh? A Three-Time Lags Study

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ABSTRACT

Proactive behavior helps an individual in improving the work setting. Based on the JD-R theory and Borden and build approach, this research proposes and tests a serial mediation relating the strengths used with proactive behavior sequentially through work authenticity and self-resilience. A sample of 256 employees of hospitals in Bangladesh was approached in three-time lags. The Process Marco of Preacher and Hayes was applied to investigate the proposed hypotheses. The indirect effects of the proposed hypotheses were measured by applying the bootstrap procedure. The results showed that work authenticity mediated the relation among strengths use and self-resilience, self-resilience mediated the association between work-authenticity and proactive behavior, and work-authenticity and self-resilience sequentially judged the connection between forces use and assertive behavior. Through an investigation of self-resilience, the outcomes provide proof supporting combining the JD-R and Borden and building theories in the research stream. Future research should add potential moderators that can impact the paths and apply longitudinal design to permit solid causal relationships. Considering the role of work authenticity and self-resilience in positive psychology, organizations must stimulate employees to become more authentic and self-resilient on the job. This increases proactive behavior and leads to the success of an organization.

Key words: Organizational Behavior, Work Authenticity, Strengths Use, Self-Resilience, Proactive Behavior, Serial Mediation

INTRODUCTION

Proactive behavior is about taking the initiative to change the environment while adapting behavior positively (Griffin *et al.*, 2007; Crant, 2000). Positive psychology states that acting or authenticity matches an individual's true self and is a valuable trait of human beings (Peterson & Seligman, 2004). The notion of authenticity is based on the psychotherapy model, which claims that maladjustment and distress increase the inconsistency among external experiences and self-concept (Boyraz & Kuhl, 2015). Past study has indicated that authenticity encourages subjective and psychological well-being such as happiness, autonomy, self-acceptance, personal growth, and reduced stress and anxiety (Wood *et al.*, 2011; Barnett & Deutsch, 2016). It is thought that authenticity is an essential parameter in career development (Svejenova, 2005; Mainiero & Sullivan, 2005; Mandapuram & Hosen, 2018; Sullivan *et al.*, 2009). A boundary less career is

made by creating identity and cumulative knowledge in many organizations (Baker & Aldrich, 1996), and authenticity is included in the dimension of identity (Svejenova, 2005). It can be suggested that authenticity has a crucial role in developing a career. For instance, intrinsic motivation increases work authenticity, which results in less depression and a high ability to work (Emmerich & Rigotti, 2017).

Meanwhile, the study of Metin *et al.* (2016) indicated that job resources such as supervisory support and autonomy also enhanced the WA, consequently leading to job satisfaction, work engagement, and performance. Hence, only a few empirical researches have been performed to investigate the predictors and outcomes of work authenticity rather than the abovementioned research. Although WA is related to strengths use (Matsuo, 2020; Svejenova, 2005) and is tested quantitatively and

qualitatively, the role of self-resilience through time lags in the working context must be investigated. Notably, positive psychology pointed out that strengths are linked closely with WA (Matsuo, 2020; Peterson & Seligman, 2004). However, this association needs to be examined in the working context of Bangladesh. Knowing that strengths are essential to an individual's true self and enable an employee to do their best at work (Van Woerkom *et al.*, 2016), SU is assumed to help in WA and work behaviors. To fulfill the research gap, the study tested the direct and indirect impacts of SU on PB through WA and SR, using positive psychology (Peterson & Seligman, 2004) and a strengths-based approach (Bowers, 2009). This approach states that individuals who search for and apply their strengths have positive emotions for accomplishing goals and developing personal resources (e.g., self-resilience) (Snyder *et al.*, 2002; Fredrickson, 2001). Knowing that strengths presented the true self of an individual, this study has taken strengths use as a predictor of WA, SR, and PB.

LITERATURE REVIEW THEORY AND HYPOTHESES

Strengths use, work authenticity, self-resilience

The theory of Job demand resources (Bakker & Demerouti, 2014) states that work characteristics have two categories: job resources and job demands. Every job has these two work characteristics, and thus they initiated two processes: the motivational and health impairment processes. Needs and resources do not uniquely affect an employee's motivation and health, which jointly influence an employee's well-being. The model (Bakker & Demerouti, 2014) recommends that personal resources are essential motivation predictors that can buffer the adverse influence of job demands. Furthermore, the theory of JD-R (Bakker & Demerouti, 2014) states that employee motivation, health, and work characteristics mutually impact one another with time. So, employee motivation and health also change with the work environment, emphasizing the dynamic nature of work environment issues and well-being associations (Bakker & Demerouti, 2014). In addition, the theory of broadening and building (Fredrickson, 2001) recommends that positive emotions have long-lasting outcomes. This theory (Fredrickson, 2001) proposes that positive emotions are individuals' vehicles for social connection and growth. By developing an individual's social and personal resources, positive emotions change an individual for better future life. This theory (Fredrickson, 2001) also recommends that many positive emotions are essential for optimal functioning. As the capabilities to have love, contentment, interest, and joy are constructed as key human strengths that generate several interrelated outcomes (Fredrickson, 2000).

The several theories and positive psychology conceptualized the strengths use (SU) as it is able an employee to match their true selves with the work by having motivation and strategies for fulfilling their

personal goals (Snyder *et al.*, 2002) and improve the individual positive emotion to develop the personal resources (Fredrickson, 2001). Further, the notion of self-resilience (SR) is defined across different disciplines in related and various ways. Starting from the natural sciences, SR is referred to as the capacity of an individual to handle different situations and remain healthy in everyday stress at work, learn and rebound from unpredicted setbacks, and be proactively ready to face future challenges, enhanced professional growth, competence and the ability to manage the future challenges in the working context (Malik & Garg, 2018). Resilience is a dynamic process through which an individual shows positive adaptation regardless of experiencing trauma (Luthar & Cicchetti, 2000). It is explained that resilient qualities are proactive factors that assist an individual in coping with difficulties (Bimrose & Hearne, 2012). In the working context, barriers like changing personal priorities, lack of organizational support, and employment opportunities are not issues for resilient individuals because they have adaptability skills and commitment toward career goals (Bimrose & Hearne, 2012). The study of Varshney and Varshney (2017) reported that resilience is mediated among job satisfaction and contextual and adaptive performance; however, it has not influenced task performance.

Based on Metin *et al.* (2016) and Harter (2002), this research explained authenticity as the degree to which individuals are acted according to their beliefs, values, and characteristics. Living according to the true self is thought to help an individual get a meaningful and happy life (Schlegel & Hicks, 2011). Wood *et al.* (2011) introduced the authenticity scale, which included three dimensions: accepting external influence, self-alienation, and authentic living, which improved psychological well-being and self-esteem. Authentic living is defined as behaving according to one's beliefs and values while accepting external influence is the degree to which an individual takes the impact of others. Self-alienation is known as being out of contact with own self. The study of Vesset *et al.* (2014) signifies that authentic living reflects the daily self-conceptions among these three dimensions. Especially only some researchers tend to define authenticity as a dispositional notion. At the same time, the current study takes authenticity as a feeling or sense or a state aligned with their true self (Sedikides *et al.*, 2017). The state of authenticity is essential because it has linked with well-being and varies from person to person (Lenton *et al.*, 2013). The state of authenticity is a core factor in achieving well-being and performance in the workplace (Metin *et al.*, 2016). Similarly, authentic living was linked positively with self-esteem, energy, ideal-self overlap, relaxation, motivation, and flow for realness (Lenton *et al.*, 2016). Based on these findings and arguments, this research has encouraged authenticity like a state because feelings of inauthenticity and authenticity may fluctuate with time in an individual's life (Lenton *et al.*, 2013).

Previous research related to positive psychology has indicated that SU is linked positively with life satisfaction (Douglass & Duffy, 2015; Mandapuram, 2016; Allan & Duffy, 2014), life quality (Proctor *et al.*, 2011), self-esteem (Wood *et al.*, 2011) and psychological well-being (Govindji & Linley, 2007). Nevertheless, studies have yet to be conducted in a working context. For instance, Van Woerkom *et al.* (2016) study explained that strength is an individual's trait that permits them to do their best. They demonstrated that employee strength indirectly and directly enhanced work engagement with the help of self-efficacy. One more study highlighted that daily SU had improved daily work engagement and had a positive effect (Bakker *et al.*, 2019). The association between SU and WA is rarely studied (Matsuo, 2020) with SR in Bangladesh. The perspective of authenticity explains that individuals can be known for their capabilities as authentic and self-resilient by searching and applying their strengths.

Moreover, as per the theory of JD-R (Bakker & Demerouti, 2014) and the broaden-and-build theory (Fredrickson, 2001), individuals who apply their strengths may get positive emotions to develop personal resources. The empirical research indicated a positive association between SU and work engagement (Van Woerkom *et al.*, 2016; Bakker *et al.*, 2019); it is claimed that individuals who apply their strengths have authenticity and self-resilience in the workplace. Therefore, the hypothesis is produced as follows:

H1: WA mediates the relationship between SU and SR

Work authenticity, self-resilience, and proactive behavior

The theory of JD-R (Bakker & Demerouti, 2014) suggests that individual personal resources (like authenticity and self-resilience) can reduce the negative happenings of the workplace and motivates an individual to behave proactively and take initiatives to bring positive environmental changes. Hence, previous empirical researchers have founded that WA has enhanced job satisfaction (Metin *et al.*, 2016), workability (Emmerich & Rigotti, 2017), and work engagement (Reis *et al.*, 2016), few studies have tested the impact of WA on SR and proactive behavior (PB) that is referred as change-oriented and motivated work behavior (Den Hartog & Belschak, 2012). PB is known for taking the initiative to enhance the current circumstances and establishing new ones while believing to be an essential factor for organizations to adapt to uncertain and dynamic working environments (Griffin *et al.*, 2007; Crant, 2000). Meanwhile, it is vital to know that authenticity and self-resilience are crucial for decision-making (Sjöstrand & Juth, 2014; Gutlapalli, 2017b; Shin & Kelly, 2015), which is closely related to PB. The empirical evidence considered the positive impact of WA on work engagement and workability (Metin *et al.*, 2016; Gutlapalli, 2017a; Emmerich & Rigotti, 2017),

"authentic employees" are likelier to be skillful, autonomous, resilient, and engaged effectively in initiating the work changes. Therefore, this research has proposed this hypothesis:

H2: SR mediates the relationship between WA and PB.

In sum, by integrating JD-R, and broaden-and-build theories (Bakker & Demerouti, 2014; Mandapuram, 2017; Fredrickson, 2001), we claim that the sequential nature of individual personal resources (i.e., strengths use, work authenticity, self-resilience) influences the proactive behavior. With the help of these unique resources, employees are interested in dedicating energies to jobs that should enhance both self-resilience and assertive behavior, bringing to this final hypothesis:

H3: WA and SR sequentially mediate the relationship between SU and PB.

Figure 1 reveals a research model that involves the hypotheses mentioned earlier. As the current study proposes that the critical part of WA is dependent on authentic living, that is referred to behaving according to one's beliefs and values, only one dimension, "authentic living," is applied to evaluate the WA with self-resilience; in the past studies, the same approach is tested (Reis *et al.*, 2016; Reis *et al.*, 2017).

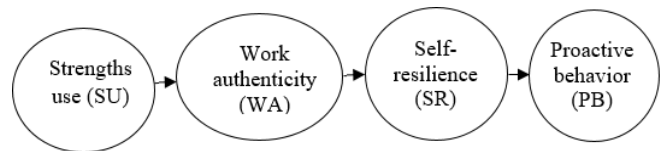


Figure 1: Research model

RESEARCH METHOD

In this quantitative research study, the researcher hypothesized that proactive behavior helps an individual improve the work setting. A three-time lags survey design was developed using the mediation model for aggressive behavior sequentially through work authenticity and self-resilience. It is a traditional research design in social sciences and developmental studies with the context of variation in given characteristics and times (Griep *et al.*, 2021; Haider *et al.*, 2019). The researcher adopted this research design to compare and mediate different cohorts three times. As SU was evaluated at time 1, WA and PB were measured at time 2 (one week later), and SR was assessed at time 3.

Participants

A three-time lags survey was performed with employees of two large-scale hospitals in Bangladesh. Employees in acute hospitals were selected mainly for sampling as they must make a difficult decision within 24 hours and at the time of covid-19. These demanding work settings may be taken appropriately to test how nurses' self-resilience and proactive behaviors are triggered and promoted by work

authenticity and strengths. The researcher distributed questionnaires among 600 nurses associated with ten units. After discarding incomplete and missing information, the return rate of questionnaires was 42.7%. There were 256 participants whose responses were used for further analysis. These participants were associated with ten units, 122 employees from Hospital A (5 units) and 134 employees from Hospital B (5 units). There were 36% male and 63% female participants. They were ages ranged from 30 years (52.3%), 30 to 39s (32.8%), and 40-49 (7.0%). The participants were associated with the administration (78.7%) and staff (21.3%) of hospitals.

Measures

The data were collected through standardized questionnaires each time. In time 1, strengths use was measured using the SU scale developed by (Van Woerkom *et al.*, 2016). This scale was rated under a 5-point Likert scale. In time 2, Work authenticity and Proactive behavior were measured on a 5-point Likert scale. Work authenticity was assessed through the hierarchy of authentic living developed by Van den Bosch and Taris (2014). The WA scale consisted of 4 items. At the same time, proactive behavior was adopted by Griffin *et al.* (2007). The PB scale consisted of two dimensions team

members' proactivity (3 items) and individual task proactivity (3 items). In time 3, Self-resilience was measured through the SR scale developed by Smith *et al.* (2008) consisting of 6 items. In this present study, the scale yielded a Cronbach alpha of 0.81.

RESULTS

Analysis

The reliability of measurement was evaluated by applying Cronbach's alpha. The four-factor hypothesized model was matched with other alternative models (one-factor, two factors, and three factors models), applying the confirmation factor analysis to test the discriminant validity. Additionally, the convergent validity was calculated by AVE (average variance extracted). The descriptive statistics and correlation analysis are shown in Table 1. All p-values revealed in this research were two-tailed. The constructs were correlated expectedly. Strengths use is correlated positively with work authenticity (r=0.87, p<.001), and self-resilience (r=0.82, p<.001) and self-resilience is associated positively with proactive behavior (r=0.89, p<.001). Preacher and Hayes (2008) applied mediation to investigate the proposed hypotheses.

Table 1: Means, standard deviations, reliabilities, and correlations between constructs

Constructs	Mean	SD	1	2	3	4	5	6	7
1 Gender	.37	.48	----						
2 Age	39	12.1	-.26**	----					
3 Job tenure	5.04	.78	.072	.461**	----				
4 SU	3.50	.88	.127*	.185*	-.037	(.58)			
5 WA	3.43	.31	.131*	.046	-.024	.872**	(.55)		
6 SR	2.94	.70	.131*	-.023	-.034	.825**	.848**	(.64)	
7 PB	3.49	.93	.128*	-.052	-.055	.899**	.907**	.899**	(.60)

Note: n=256. Convergent validity AVE appears in a diagonal position.

**p < 0.01, *p<0.05

Confirmatory factor analysis

Firstly, confirmatory factor analysis (CFA) was performed with the maximum likelihood estimation approach in Amos 24 and IBM SPSS 20 to examine whether the proposed measurement model has received an acceptable fit for the data. Three fit indices were applied: the standardized root mean residual (SRMR), the appropriate comparative index (CFI), and the root mean square error of approximation (RMSEA). The study of Hu and Bentler (1999) recommended that good fit indices have the following criteria: SRMR ≤ .06, CFI ≥ .95, and RMSEA ≤ .08. The appropriate indices revealed the acceptable values

(X² (163) = 234.77, p < .001; SRMR= .003; RMSEA = .04; CFI = 0.97). Table 2 describes the chi-squared difference tests that change from three factors to a four-factor model was found significant (ΔX²= 221.53, p < .001), recommending the discriminant validity for a hypothesized model of this study (see appendix). These outcomes minimize the concerns regarding common method bias and reveal that constructs are distinct sufficiently. Additionally, the more excellent value of .50 stated the AVEs of the variables (Bagozzi & Yi, 1988) (.62 for SU; .56 for WA; .61 for SR, and .59 for PB), recommending the construct's convergent validity.

Table 2: Factor loadings

SU		Loading	SE	t	CR
1	I have applied my talents in job this month.	.747	---	---	.88
2	I have received benefits on applying my strengths at work this month	.858	.083	11.01**	
3	This month, I have performed the best tasks for my strengths.	.807	.080	8.12**	
4	Personal qualities helped me to do my job this month.	.917	.081	13.23**	
WA					
1	I am true to myself at work in most situations	.874	---	---	.88
2	At work, I always stand by what I believe in	.842	.062	12.01**	
3	I behave following my values and beliefs in the workplace	.805	.056	10.11**	
4	I find it easier to get on with people in the workplace when I am myself	.778	.065	14.03**	
PB					
1	I can start core tasks by my own	.509	---	---	.72
2	I can develop ideas to do core tasks	.901	.230	11.14**	
3	I can make changes in the ways of doing tasks.	.689	.174	14.29**	
4	I can make recommendations to do more effective work.	.742	.191	14.03**	
5	I can introduce new methods to assist in work.	.505	.167	13.15**	
6	I can enhance the work of the department.	.708	.198	14.22**	
SR					
1	I can get back after a setback.	.671	---	---	.90
2	I faced difficulty in going through hard times (R).	.535	.099	11.21**	
3	I can recover quickly from hard times.	.784	.122	13.14**	
4	When evil happens in my surroundings, I find it hard to get back into life (R).	.586	.128	14.29**	
5	I can easily catch by difficult times.	.684	.124	16.27**	
6	I take a long time to recover from setbacks (R).	.738	.097	18.02**	

** p<.001

Table 3: Outcomes of CFA

Models	χ^2	df	$\Delta\chi^2$	CFI	SRMR	RMSEA
4-factor model	234.77	163	----	.97	.003	.04
3-factor model	490.40	148	255.6***	.82	.11	.09
2-factor model	843.20	150	352.8***	.63	.13	.14
1-factor model	1123.01	160	979.81***	.40	.18	.20

Note: the 4-factor model has loaded each variable into a single factor; the 3-factor model has combined the SU and WA; the 2-factor model has combined SU, WA, and SR; the 1-factor model has integrated all variables into a single factor.

Hypotheses testing

Figure 1 shows the hypothesized structural model. This model has excellent fit data with acceptable indices such as $\chi^2 = 234.77$, $df = 163$, $SRMR = .03$, $CFI = .97$, and $RMSEA = .04$. To examine the mediation hypotheses, we measured the indirect effects of applying the procedure of bootstrap with 5,000 samples of bootstrap (Preacher & Hayes, 2008). In the process of nonparametric resampling, the bootstrap method does not require the normality assumption and gives an accurate estimate compared to other bootstrapping approaches (Shrout & Bolger, 2002; Gutlapalli, 2016). In Table 4, the outcomes of model 4 and model 6 show evidence of the proposed hypotheses.

H1 envisages that WA mediates, the association between SU and SR. The pathway of mediation from SU through

WA to SR ($\beta = .471$) is significant because the confidence interval at 95% has values (.370, .562) that do not include zero, confirming H1. H2 proposed that SR would mediate the relationship between WA and PB. In the bootstrap procedure, the pathway of mediation from WA through SR to PB ($\beta = .391$) is significant because the confidence interval at 95% has values (.327, .461) that do not include zero, confirming H2. H3 determined that WA and SR would mediate the association among SU and PB sequentially. The pathway of mediation from SU through WA and SR to PB ($\beta = .171$) is significant because the confidence interval at 95% has values (.124, .214) that do not include zero, confirming H3 (see Figure 2). Our model of research describes 40% of the variance in WA, 31% of the variance in SR, and 8% of the variance in PB.

Table 4: A mediation analysis

Predictors	Mediators	Outcomes	β standardized effect	B mean effect ^a	SE means ^a	CI ^a 95%		p-value
						Lower	Upper	
Model a								
SU→		WA	.871	.801	.028	.745	.856	0.000
WA→		SR	.540	.470	.055	.360	.581	0.000
SU→		SR	.824	.660	.028	.604	.716	0.000
SU→	WA→	SR	.471	.377	.048	.370	.562	0.000
Model b								
WA		SR	.858	.739	.028	.682	.796	0.000
SR→		PB	.461	.605	.051	.500	.710	0.000
WA→		PB	.901	1.03	.030	.977	1.09	0.000
WA→	SR→	PB	.391	.447	.034	.327	.461	0.000
Model c								
SU→		PB	.898	.944	.028	.887	1.00	0.000
SU		WA	.871	.801	.028	.745	.856	0.000
WA		SR	.540	.470	.055	.360	.581	0.000
SR		PB	.364	.477	.051	.377	.578	0.000
SU→	WA→ SR→	PB	.171	.180	.022	.124	.214	0.000
An alternative model for reversed mediators								
SU→	SR→WA	PB	(.44*.59*.09)=.022	.029	.034	-.014	.115	.145

Note: n=256. SU= Strengths use; WA= work authenticity; SR= self-resilience; PB= proactive behavior. A (unstandardized coefficients path). CI (Confidence interval).

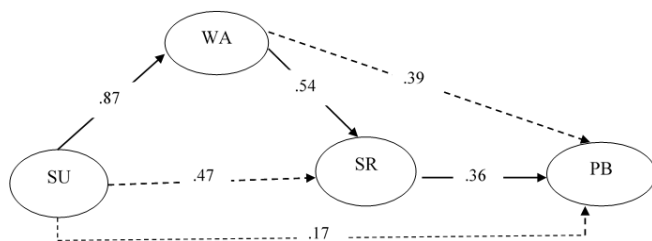


Figure 2: Mediation results

Table 5: Summary of results

Sr.	Hypotheses	Outcomes
H1	WA mediates the relationship between SU and SR	Supported
H2	SR mediates the relationship between WA and PB.	Supported
H3	WA and SR sequentially mediate the relationship between SU and PB.	Supported

Supplemental analyses

The study of Iacobucci *et al.* (2007) has advised the investigation of rival models in the analysis of mediation on the cross-sectional data, as we tested a structural model with the reversed positions of mediators (i.e., SR followed by WA instead of WA followed by SR). Table 4 shows that no evidence has supported the idea of reversed sequential mediation, and the model had not provided an excellent fit ($X^2=144.81$, $df=54$, $RMSEA=0.11$, $CFI=0.75$, $SRMR=.12$), revealing that hypothesized model has a better fit. We also investigated and compared the partial mediation model (with a direct effect from SU to PB), and the saturated

structural model is against our proposed model. Neither the alternative model has provided a better data fit than the hypothesized model; none of the paths were proved significant, and the hypothesized outcomes remained consistent with reported values.

DISCUSSION

Theoretical implications

The first contribution of this research was to search for those employees who applied their strengths and tried to become authentic in the workplace. Individuals used their strengths than they behaved truthfully to their-selves, as powers permit an individual to do their best (Van Woerkom *et al.*, 2016). Strengths belong to characteristics of an individual (Wood *et al.*, 2011); they are more likely to be confirmed with their selves to apply the strengths in their job activities. Hence, the impacts of SU on WA, self-efficacy, work engagement, and positive affect have previously been supported (Van Woerkom *et al.*, 2016; Bakker *et al.*, 2019); this research verified quantitatively the impacts of SU on WA that signifies the positive psychology (Matsuo, 2020; Peterson & Seligman, 2004).

The second contribution includes that WA mediates the relationship between SU and SR, as well as SR mediates the association between WA and PB, which were not tested in past studies. The outcomes recommend that individuals are true to themselves and self-resilient, making them proactive at work. These findings are consistent with studies (Caniëls & Baaten, 2019; Matsuo, 2020), which argued that WA and SR play essential roles

in developing aggressive behaviors. These results support that SR and WA (Srivastava & Madan, 2020; Matsuo, 2020) are essential to developing valuable careers.

The third contribution involves sequential mediation, as WA and SR jointly mediate the association between SU and PB. Previous studies have reported a positive relation among SU, PB, work engagement, WA, and career satisfaction (Emmerich & Rigotti, 2017; Van Woerkom *et al.*, 2016; Bakker *et al.*, 2019; Srivastava & Madan, 2020; Matsuo, 2020). In line with the JD-R theory (Bakker & Demerouti, 2014) and the broaden-and-build theory (Fredrickson, 2001), the outcomes of the current research recommend that individual's SU enhances their resources (Van Woerkom *et al.*, 2016; Desamsetti & Mandapuram, 2017) that encourage an individual to have authenticity, SR and work proactively.

The fourth contribution relates to how professional employees can be satisfied in the stressful working environment with careers and proactively behave by applying their strengths. As the current research was performed in hospitals, including long working hours, tough decision makings, fast patient turnover, and 24-hour shifted roster (Hayes *et al.*, 2010), the findings recommend that SU and authenticity at work improve the psychological resources in the form of resilience (Utsey *et al.*, 2008) for enhancing the well-being and proactivity in highly stressful and demanding working contexts.

Practical implications

The findings of this study have practical implications. Firstly, organizations can consider the role of employees' SU in improving proactive behaviors and well-being. Developing training programs or strengths-based coaching (Pelaez *et al.*, 2019) can help facilitate employees' SU. The assessment tools or strengths finder 2.0 could be used to know the strengths.

Secondly, managers must identify that subordinates who apply for the SU will likely be more satisfied with their careers by improving the WA and SR. In demanding and stressful working environments, the manager can assist the employees in searching for and implementing their professional strengths so that subordinates can have SR and live authentically. Managers could develop everyday conversations or regular monitoring with their employees to confirm whether they are working according to their characteristics, values, and beliefs; this could maintain and improve satisfaction with their careers.

Thirdly, organizations must be aware continuously that PBs of employees (i.e., taking the positive change initiatives in environments) is improved when they feel truthful to own-selves and use their strengths to do the job. It is desirable to perform periodic surveys to examine the degree to which employees think SR and use powers at work. The survey data can be applied to enhance the training programs or coaching on strengths based on the

interview functionality among subordinates and managers. Moreover, giving applicants a realistic job review could help maintain SR, SU, and WA after entering an organization (Popovich & Wanous, 1982).

Limitations and future research

The present study has also acknowledged the limitations. Firstly, the research was performed on hospitals in Bangladesh. Therefore, national culture and task traits may have influenced the findings. The results are required to be replicated in different cultures and other occupations. Secondly, in this s, study female employees have more percentage.

Similarly, the United States has 88of .3% of female hospital employees (Kaiser Family Foundation, 2,020) as relevant to this study. Futresearchches could test the proposed model on the male population to identify gender differences. Thirdly, future studies can use dyadic design in which it is suggested to evaluate the PB and SU by including the rating of supervisors. Fourthly, this research has not controlled the impacts of age, job position, gender, and education in testing the proposed hypotheses. So, future studies should test the control effect in the analysis. Lastly, the skill levels may impact the SU, authenticity, and SR of employees of hospitals. It would be challenging and exciting to incorporate the skills of respondents into future studies to test the moderating and central effects on SR, WA, and SU.

CONCLUSION

The primary aim of this study was to explore how proactive behavior can be encouraged in Hospitals in Bangladesh through three times lag research design. In particular, the current investigated the mediating effect of work authenticity and self-resilience between strength use and proactive behavior. The theoretical framework demonstrated that work authenticity is a positive mediator between strength use and self-resilience (H1), self-resilience is a positive mediator between work authenticity and proactive behavior (H2), and work authenticity and self-resilience collectively mediate work authenticity and proactive behavior (H3). The findings confirmed the hypothetical conditions significantly. It is identified that aggressive behavior contributed to individuals improving their work settings. This research examined a serial mediation relating the strengths used with proactive behavior sequentially through work authenticity and self-resilience. Based on the findings, it is concluded that work authenticity mediated the relationship between power use and self-resilience, and self-resilience mediated the association between work authenticity and proactive behavior. Work authenticity and self-resilience sequentially mediated the connection between strengths use and aggressive behavior. Through an investigation of self-resilience, the outcomes supported combining the JD-R and Borden and building theories in

the research stream. As a crucial role of proactive behavior within hospital organizations, self-resilience, authenticity work, and strength can be used as inspired positive mediators. Despite limitations, the findings of this study excavate positive psychology through work authenticity and self-resilience related to strength use and proactive behavior. This psychological empowerment significantly and sequentially contributes to a medical organization's internal and external mechanisms.

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