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INTENTION TO STAY AMONG HEALTHCARE
PROFESSIONALS IN MALAYSIA: AN OVERVIEW OF
REVIEWS AND DEVELOPMENT OF CONCEPTUAL
FRAMEWORK**Syazana Hawani Shaari^{1*}, Nursaadatun Nisak Ahmad²¹Faculty of Business Management, Universiti Teknologi Mara, Malaysia 2023299824@student.uitm.edu.my <https://orcid.org/0009-0001-8822-736X>²Faculty of Business Management, Universiti Teknologi Mara, Malaysia nursa040@uitm.edu.my <https://orcid.org/0000-0002-5683-021X>

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Abstract:

The healthcare industry in Malaysia encounters a pressing difficulty in retaining the healthcare practitioners, and efforts to improve this challenge would focus on increasing the employee's intention to stay (ITS), with psychological stability playing pivotal roles in influencing employees' intention to stay. This study analyzes the impact of psychological stability which includes variables of executive functions (EF), motivation, occupational burnout (OB), occupational resilience, and personality on the healthcare professionals' intention to stay. Drawing from the Job Demand-Resource Theory, this research proposes a conceptual framework that integrates psychological factors as key determinants of workforce ITS. The research highlights the importance for healthcare organizations to enforce strategies that foster psychological well-being, and a resilient work environment. These findings provide insightful inputs to human resource management in the healthcare sector, providing practical guidance for enhancing intention to stay and encouraging dedicated personnel.

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Keyword:

Healthcare, Intention to Stay, Psychological Stability, Retention



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Introduction

Malaysia has a wide-ranging of public and private medical institutions which includes hospital, clinic and centre-based has shaped a comprehensive healthcare structure and this effort is a significant aspect of the National Key Economic Areas (NKEAs) (Zawawi et al., 2023). In the year of 2023, the aggregate percentage of the patients' admissions in the public healthcare centre was 66.83 %, surpassing the admissions in the private healthcare centre (Planning Division, 2024). Meanwhile, the percentage of outpatient attendance in the public medical centre was 93.96%, outnumbered the outpatient attendance in the private medical centre (Planning Division, 2024). The Ministry of Health in Malaysia is committed to construct a patient-oriented health mechanism that prioritizes the efficiency, and excellent quality, significantly in service performance and healthcare infrastructures in the public healthcare services (Zawawi et al., 2023). On top of that, the ministry also focuses on the healthcare professionals prioritizing on the aspect of work ethics, the standard of interpersonal relations, and the value of team collaboration (Zawawi et al., 2023).

The goal of the international human resource management in the healthcare sector would focus on improving the rate of employee's intention to stay as it is the best mechanism to address the high turnover rate, as emphasized by Johanim et al. (2012), that the intention to stay is primarily the opposite to the employee's intention to leave and explore for another career opportunities. Correspondingly, Halid et al. (2024) affirmed that organizations must focus on the retention measures, as employee departures from the company could result in major costs related to recruitment. Additionally, the intention to stay has been a significant subject in management discussions, demanding prompt attention to strategize the retention plans particularly focused on the skilled employees (Bibi et al., 2018). Hence, it is essential for organizations to determine and inspect the main factors that impact employees' decisions to stay.

Working individuals would require good quality of the executive functions capabilities which include the self-inhibition, flexibility, planning and organization skills and working memory, in order to achieve success in daily duties of their work's nature (Fischetti et al., 2024). Deficiency of the executive function would definitely cause further difficulty for the functioning of an individual at work such as their capability to solve challenging problems (Alvarez-Bueno et al., 2020). Despite the importance of executive functions in work organizations, there was limited research conducted to study the executive functions among healthcare workers (Cano-López, 2023). Besides, the current studies are more focusing towards understanding the executive function of the healthcare practitioners during the COVID-19

pandemic and not examining the impact of general healthcare job-related factors (Farahat, 2022).

The healthcare systems of various countries face a significant challenge due to the low motivation levels among health professionals. According to a survey conducted among ministries of health worldwide, insufficient motivation ranks as the second most pressing issue for the health workforce, following closely behind staff shortages (Karaferis et al., 2022). With the increasing rate of turnover among healthcare workers, it concurrently will cause short-term overtime among the remaining employees while waiting for the onboarding and training of the new employees. Subsequently, the motivation of the current employees would diminish, apart from the challenge to pull in potential new recruits (Nasurdin et al., 2020). Besides, the healthcare employees are also hardly being compensated with decent remunerations though they are required to tolerate prolonged working hours and high-pressure work conditions (Liaqat et al., 2023).

Psychological Stability

Psychological stability particularly in the work context can be explained as a capability of the employee to remain regulated by executive control, affectively balanced, and motivationally driven though to undergo persistent pressure and stress from the overwhelming job demands. It also demonstrates on how an employee able to utilize effectively their executive functions capacities including attention span, self-inhibition, flexibility, planning, and working memory, in which these cognitive skills are pivotal in handling multifaceted activities, having attentional control, and flexible in workplace transition (Turjeman-Levi et al., 2024). Within psychological stability, Sariraei et al. (2024) has highlighted motivation as one of the primary aspects due to the consistent executive functioning facilitation, determination, objective accomplishment, and work involvement, and motivational depletion could manifest simultaneously with mental strain and avoidance tendencies. In contrast, a negative psychological capacity such as emotional burnout can be referred to as a collapse aspect in psychological stability. Burnout can be identified from the feeling of emotional fatigue, pessimism, and poor belief in one's competency, which further diminished cognitive control and job performance (Demerouti, 2024). To conclude, employees with stable executive functions and motivation could promote psychological stability, but it also can be demoted due to the detrimental impacts from burnout, and thus further affecting how they perform at work, and influence their intention to stay at work.

Intention to Stay (ITS)

Kemie et al. (2019) and Bell and Sheridan (2020) described "Intention to Stay" as the internal predisposition of an employee to remain working with their current organization, albeit the opportunity of more rewarding compensation packages offered by other organizations. In addition, the feeling of sense of belonging in the organization, efficient management team, satisfactory compensation, spirit of teamwork, and a robust reciprocal understanding are the major contributors to the intention to remain with a company (Khairana et al., 2024). Based on the definition or understanding of the past researchers in regard to the concept of ITS, there are two dimensions of the ITS that can be identified. First, the employee's personal desire to stay at the current company (Santoso & Yuliantika, 2022). Second, the employee's intention to maintain working at the same place, and the decision made is being prioritized instead of considering other possible opportunities (Santoso & Yuliantika, 2022).

Executive Functions (EF)

Executive function (EF) can be explained as a range of abilities associated with controlling thoughts and actions, making intentional choices, and aligning behaviors with personal objectives (Lacombe et al., 2021). This explanation is also in line with the thought of Doebel (2020) that defined EF as the procurement of proficiency in applying control to attain specific objectives. These objectives incite and are formed by cognitive elements like knowledge, beliefs, faith, ideology, principles, and personal choices, which are developed gradually over time and are essential to take into account when examining individuals' performance in EF tasks. This is aligned with the Theory of Mind which attributes to the capacity in comprehending the cognitive conditions, aspiration, motivation, the emotional states of others, as well as to foresee one's own and other's behaviors (Meinhardt-Injac et al., 2020).

Balconi et al. (2020) has established a triadic model for talent evaluation and neuro-empowerment based on the EF of an individual at the workplace, as presented in Figure 1. This model suggests that an employee's capabilities can be assessed through three main sets of proficiencies which are the technical-analytical skills, relational skills and metacognitive skills (Balconi et al., 2020). Dessler (2016) explained technical skills as the capabilities that are tailored to the job role and work industry, and it could be influenced by the individual's academic qualification and previous experiences. On the other hand, analytical skills involve extensive applicability across organizational roles and are considered crucial in various working areas (Balconi et al., 2020).

In contrast, the metacognitive skills entail the advanced cognitive functions that are essential not only for daily functioning but also become progressively important as the complexity of the responsibilities and tasks, particularly at the top professional positions. These skills include the alertness to any emotional and mental process, identifying the problems, analyzing the cognitive and behavioral maneuvers to solve the problem by utilizing knowledge and suitable resources (Dunning et al., 2018). Lastly, relational skills, which is a primary element in the existing models in shaping talent within organizations. The triadic model has illustrated relational skills as an individual's capability to comprehend and manage the emotional states, emotional empathy, which can be implemented by proficiently handling interpersonal communication and relationship (Balconi et al., 2020).

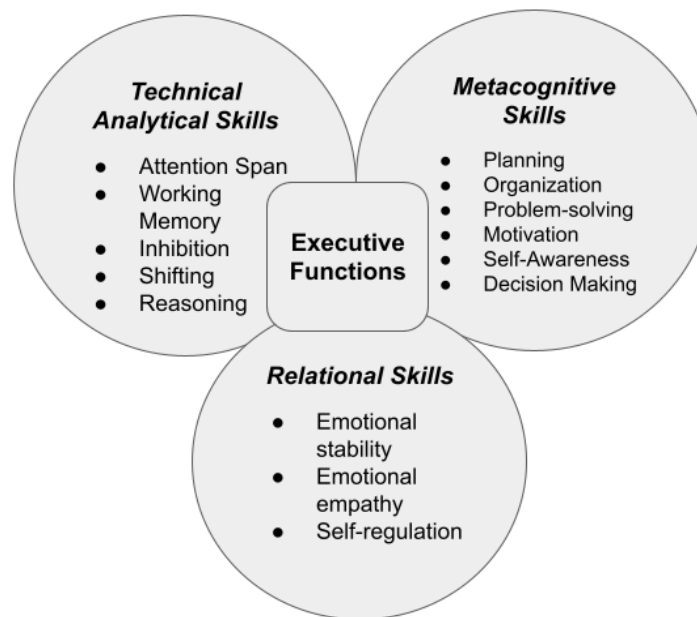


Figure 1: Triadic Model For Executive Functions

Multiple studies have reported that most freshly graduated nurses are more prone to have intention in leaving their profession in contrast to the senior nurses (Cheng, Tsai, Chang, & Liou, 2014). This occurred due to the transition phase that the new nurses need to go through when they first started to formally work, in which they have to acquire knowledge and skills, accommodate, and interact in the new environment and culture. During this period, they must adapt to new roles, take on responsibilities, reconcile theoretical knowledge with practical experience, and integrate into a teamwork-oriented culture (Philips et al., 2015). Furthermore, they are required to go through the gaps between theoretical knowledge they gain during their study, and the practical real experience that they need to go through while working (Philips, Esterman, & Kenny, 2015). This situation is affected by one of the components in EF, which is the cognitive function of flexibility. Most of the fresh graduate nurses who are not capable of being flexible, would have a higher tendency to get overwhelmed and stressed throughout the transition process (Wu et al., 2012).

Most healthcare practitioners have difficulty avoiding long working hours due to the nature of the field in which they need to attend to the patients needs which are not limited by time (Raman & Shaangari, 2024). Nonetheless, prolonged working hours, especially in an overwhelming work environment, could poorly affect the executive functioning of the employees particularly in their attention and in making appropriate clinical decisions (Flinn & Armstrong, 2011). Moreover, previous studies have found that many individuals were affected by gradual decreases in their working memory, attention and the level of stress tolerance after years of working and to the extent that they required treatment to continue functioning for their daily living (Glise, Wiegner & Jonsdottir, 2020). This is a concerning matter as most individuals impacted by these conditions would have worries on their capability to function effectively once they return to work after the treatment (Beno et al., 2021). Due to these risks towards the employees' EF, it might impaired their intention to remain in the organization, or more exactly, they might not consider to remain in the healthcare industry. Therefore, the hypothesis recommended that:

H1: There is a significant difference in the executive functions capabilities towards the intention to stay of the healthcare practitioners in their current organization.

Motivation

The findings from research done by Grochowska et al. (2022) among healthcare practitioners particularly focusing on nurses and paramedic roles, it accentuated a notable attention on the aspect of financial gratification among healthcare practitioners. In spite of their pivotal responsibilities and the challenging nature of their job, the participants who belong to the healthcare services field manifest discontentment towards their salaries, signifying a viewpoint that their compensation does not competently reflect their heavy responsibilities and the effort given in their roles. As a result of this detachment between role expectations and financial compensation, it leads to occurrence of burnout and lowering of morale, which eventually impacts the service provided to patients. Hence, the study emphasized on the importance of strategizing the compensation system in order to not only enhance work satisfaction, but also to maintain the psychological wellness of the employee and thus, contributing in retaining the invaluable healthcare workforce in a heightening tough work environment.

Karaferis et al. (2022) has concluded from their research that while external motivational factors did portray more significant impact in motivating healthcare workers compared to intrinsic motivational factors, the intrinsic factors such as having obligations, interpersonal relations at work, appreciation, and feeling valued for their profession still contribute in retaining the employee at the workplace. Therefore, healthcare coordinators should plan initiatives that integrate both internal and external motivational factors to fulfill the expectation of the employees.

Nasurdin et al. (2020) has discussed the pivotal role of employee motivation at work in shaping the ITS at the same workplace among healthcare workers. The employees with a high level of motivation are prone to be competent and thrive in their roles, and deliver top standard of patient care, manifesting to overall excellent healthcare services. Ultimately, employees with high levels of motivation also tend to remain longer in their current role and organization (Nasurdin et al., 2020). An organization that is capable of providing opportunity for skill and professional development would be able to motivate the employees and make them be more focused in their roles (Karaferis et al., 2022). Apart from that, having career progression will also boost the confidence level, sense of control towards their career, and also develop contentment towards their job and workplace (Jin & Lee, 2012). In addition to career advancement, Chmielewska et al. (2020) also emphasized on the importance of a harmonious workplace environment with reliable and supportive colleagues in order to instill employee motivation and organizational commitment.

Most healthcare practitioners from various disciplines including those in allied health, dentistry, medicine and nursing, are mainly not being motivated by extrinsic factors, but by the intrinsic factors (Khammissa et al., 2022). This is due to their moral values to contribute to the community and due to their thirst for knowledge, hence intrinsic motivation has more value for them compared to extrinsic motivation (Hartzband & Groopman, 2020). For most healthcare practitioners, it is very rewarding to see their patient's health improved and can return to function better in daily life, as well as to receive positive feedback from the patient and

caregiver regarding the satisfaction towards the healthcare provided (Epstein & Privitera, 2017).

By having both intrinsic and extrinsic motivations, it definitely brings a stronger effectiveness on the motivation and behaviour of the employees (Jurij et al., 2021). Nonetheless, it is being noted that intrinsic factors have greater effect compared to extrinsic factors, and are associated with higher employment commitment and increased ITS in the workplace (Renard & Snelgar, 2016). Providing more training and development programs would be a great contributor to the intrinsic motivation (Renard & Snelgar, 2016). In general, an employee ITS is commonly steered by poor intrinsic motivators, and inadequate extrinsic motivators (Jurij et al., 2021). Hence, the proposed hypothesis is:

H2: There is a significant difference in the motivation towards the healthcare employee's intention to stay in their current organization.

Occupational Burnout (OB)

Occupational burnout, as outlined by the WHO, occurred from poor workplace stress management and it encompasses both the manifestation of negative sentiments and the deficiency of positive emotions (Kamali et al., 2022). It is characterized by psychological fatigue, heightening detachment, and a diminished sense of professional achievement. Healthcare practitioners have a high tendency to encounter major stressors such as excessive workload, moral conflicts, and minimal independence, and it will further lead to the emergence of OB (Khammissa et al., 2022). Burnout in the healthcare industry is affected by multiple factors involving both work and non-work related. Medical practitioners struggle with work-life disparity as they are heavily worried over patient health conditions (Taranu et al., 2022).

The findings from past research have pointed out that medical professionals particularly the doctors and nurses are significantly at risk of physical fatigue and mental disconnection, primarily because of the immediate communication with patients and the strenuous conditions they encounter on a daily basis (Jarzynkowski et al., 2021). In addition, the supporting healthcare workers also endured poor life satisfaction and an escalating skeptical attitude, emanating from insufficient resources and inadequate organizational environments (Głębocka, 2019). Moreover, the organizational system, such as the administration of the medical centre, technological usage, effectiveness of the leadership, and team dynamics, does influence the occurrence of OB among healthcare practitioners (Okuda et al., 2020).

Several studies have been conducted and shows that when OB increased, the rate of turnover level also increased (Zambrano-Chumo & Guevara, 2024). According to Andersen et al. (2020), the healthcare staff from older generations are prone to have the intention to leave mainly due to the OB as they have constantly experienced mental and physical fatigue. In terms of physical exhaustion, the older staff are required to attend to over demanding responsibilities which includes the continuous shifts (Xiao et al., 2021). For certain cases of healthcare workers that need to manage elderly patients, they frequently went through physical hardship including and assisting elderly patients, often leading to overwork, physical strain, and muscle and joint ailments (Karstad et al., 2018). In regard to psychological fatigue, it is rooted from several variables such as poor work culture, work-life clashes, harassment by the patients, lack of encouragement and guidance, and lack of job satisfaction (Johnson et al., 2020). The event of OB does not only negatively change an individual's well-being, but it also develops an

unpleasant working environment, which further escalates the rate of absenteeism and causes difficulty for management to control the operations (Jurij et al., 2021).

Before Covid-19 pandemic happened, many studies discovered the strenuous work environment such as OB and excessive workload with minimal autonomy, as a critical determinant of turnover among employees in healthcare services (Nei et al., 2015). Meanwhile during the pandemic period, the working conditions of the healthcare practitioner deteriorated more severely which further jeopardized the physical and mental wellness of the healthcare workers (Falatah, 2021). In addition to this issue, it has significantly lowered and demotivated the employees from having the ITS in their current job and workplace (Lotfi et al., 2022). Furthermore, the younger generation of professionals from the healthcare field also were reported to be more susceptible to OB and risk of quitting (Hayes et al., 2012). Thus, the necessity to resolve the OB is extremely vital due to the global issue of severe professional shortages in healthcare services, which will compromise the quality of patient care and the overall healthcare structures (Rafferty et al., 2024). This research presents the hypothesis that:

H3: There is a significant difference in the occupational burnout towards the healthcare employee's intention to stay in their current organization.

Occupational Resilience (OR) (Mediator)

In the healthcare setting, having an amenable resilience in various situations of predicament is very crucial. According to Bardoel and Drago (2021), there are two types of resilience which are known as acceptance resilience and strategic resilience. Acceptance resilience refers to the capability in managing the extreme, yet temporary calamities frequently stumbled upon while working in healthcare services (Forster et al., 2023). On the other hand, the continued pressures through persistent challenges, such as the constant difficulties during the pandemic, need an adjustment through the strategic resilience method (Sandhåland et al., 2017). If a healthcare practitioner is not being flexible with the resilience approach, they will be at risk of draining their physical and mental resources (Forster et al., 2022). This will further cause negative repercussions towards both individuals and organizations, such as increasing risk of having chronic health conditions, or poor quality of patient care.

Psychological resilience is being explained by Troy et al. (2023) and Amer et al. (2024) as the capability of an individual to accommodate, adjust and progress in the midst of challenges and stressful conditions. Chen et al. (2020) has reported many cases of nurses in China that depicted a poor level of resilience. It is encouraged for a healthcare organization to focus on training the workers to establish OR. Healthcare providers with a strong and stable mental perseverance would perform better in managing work stress, remain agile and have endurance in the midst of obstacles (Yuan et al., 2022). Furthermore, healthcare workers who can remain committed and perform with high quality of care will be more recognized and upheld by the institution, which would further elevate their career progression and establish a constructive environment (Pu et al., 2024).

According to Xing (2020), resilience is formed by the engagement between the personality of an individual and the environment they are involved in. Mental health specialists have also pointed out that resilience contributes as an important factor in optimizing mental health, as it helps the individuals to manage their stress and difficulties (Rudwan & Alhashimia, 2018). However, it is to emphasize as well that if the level of resilience is inadequate, it might further

lead to mental health struggles such as anxiety or depression (Afek et al., 2021). Moreover, Rutten et al. (2013) emphasized that resilience is comparatively steady and can foresee mental health outcomes, as opposed to the external protective factors. Furthermore, resilience also involves the utilization of EF to conform and address problems (Shariati, Nasiri & Rahmani (2024). In the healthcare sector, many practitioners encounter persistent stressful situations which could affect their mental health condition. Hence, improving both EF and resilience can stabilize their mental health, enhance their job quality, and increase their ITS at their current workplace.

Healthcare employees are regularly being exposed to a physical and mental difficulty when attending to the patients. While it is expected that a healthcare practitioner shall have a great empathy to enhance their compassion towards patients' care, it can also diminish job satisfaction by instigating vulnerability and remorse (Bamonti, 2022). However, excessive and poor control of empathy may lead to further emotional fatigue and disengagement between healthcare staff and patient relationships. Furthermore, inhibitory control, which is an EF important for objective-oriented behavior, is pivotal to boost OR by allowing the employees to filter insignificant information and remain focused at work (Afek et al. 2021). Hence, it is important for the healthcare practitioners to be equipped with strong resilience in order to maintain high quality safety and health of the employee in managing the patient care and to consistently perform at work (Taranu et al., 2022).

According to Oudeyer and Kaplan (2009), intrinsic motivation encourages individuals to perform at work with passion and dedication compared to due to the external rewards. Generally, intrinsic motivation is portrayed by an aspiration for achievement, constructive effort, and self-development (Deci & Ryan, 2013). Additionally, employees with a great intrinsic motivation are more determined, exert higher effort, and perceive their job as intriguing though it is tough (Kim, Kim & Holland, 2020). Furthermore, they also exhibit positive emotions, resilience, and contentment in completing duties (Shin & Grant, 2019). In addition to the intrinsic motivation the employees attained, having great resilience will support them to cope with the challenges they encounter at work or any negative emotions they developed, such as burnout (Chen et al., 2022).

In certain organizations, the leaders are prone to use extrinsic motivation, commonly financial rewards such as bonus plans, to motivate their employees to perform better (Good, Hughes & LaBrecque, 2021). Nonetheless, this method may result negatively than expected, especially for the employee who has experienced difficulties or failure (Boichuk et al. 2019). It is also negatively correlated with OR. When the employees encounter setbacks, they may perceive that rewards are only eligible for excellent performers, which further demotivates the employees rather than supporting them (Miao, Evans & Zou, 2007). By centering entirely on rewards, it might not strengthen morale. On the contrary, the company shall provide support through establishing self-confidence among the employees, nurturing a sense of inclusion and OR, and promoting collective effort could be more effective in guiding the employees to deal with obstacles and remain motivated (Good, Hughes & LaBrecque, 2021).

Zambrano-Chumo and Guevara (2024) particularly accentuated the importance of nurturing resilience and optimism among healthcare practitioners in order to improve their wellness and encourage them to remain working at the same organization. In addition, the researchers support a comprehensive approach to the labor crisis, pointing out that retention initiatives should consider various employee experiences, instead of focusing only on customary methods

like work satisfaction and commitment (Zambrano-Chumo & Guevara, 2024). This is supported by Yu et al. (2021) in regards to social encouragement the employee experiences from their workmates or supervisors, which plays a huge role in developing resilience, and refine their mental health by alleviating work stressors and burnout.

For the case of OB that impacts the healthcare workers, the human resource practitioners should focus on augmenting the mental coping method, resilience level, communication as well as time management skills (Klein et al., 2020). Several methods suggested include cognitive behavioral therapy, mindfulness technique, stress management programme, and other skills development (Panagioti et al., 2017). The recommended interventions programme target to revive mental strength, optimistically guide professional conduct, and enhance self-discipline, resilience, and to understand the importance of self-wellness and purposefulness (Patel et al., 2019). In addition, Yuan et al. (2022) pointed out the relevance of enhancing OR in order to elevate their capability to manage the occupational stressors and handle emergency situations more competently, which eventually will empower the team and optimize the quality of patient care served. Hence, the underlying hypotheses proposed that:

H4: Occupational resilience positively mediates the relationship between executive functions capabilities and the healthcare employees' intention to stay at their current workplace.

H5: Occupational resilience positively mediates the relationship between motivation and healthcare employees' intention to stay at their current workplace.

H6: Occupational resilience negatively mediates the relationship between occupational burnout and healthcare employees' intention to stay at their current workplace.

Personality (Moderator)

Personality can be clarified as the primary and fairly constant components of behavioral actions derived from an individual (Ewen, 2010). According to Cooper and Cooper (2020), recognizing and comprehending the connection between personality traits and profession and industry-detailed job qualities can provide significant understanding into employee fulfillment and commitment, in which it will further contribute in strategic recruitment process and role specification structures. Personality functions as the foundation of an individual distinctiveness. It embraces the distinguishing thinking approach, feeling, and behavioral that continue across various conditions and circumstances (Spielmann et al., 2023). Considering the broad range of capabilities thought to be linked with the EF, it is rational to presume that these individual variations would correlate with disparities in EF. The primary theoretical structure utilized in studying personality has been the Five-Factor Model (FFM) (McCrae & Costa, 2008). The FFM examines the trait personality of an individual through five extensive trait components which includes extraversion, neuroticism, openness, agreeableness and conscientiousness (Laborde et al., 2020; Spielmann et al., 2023).

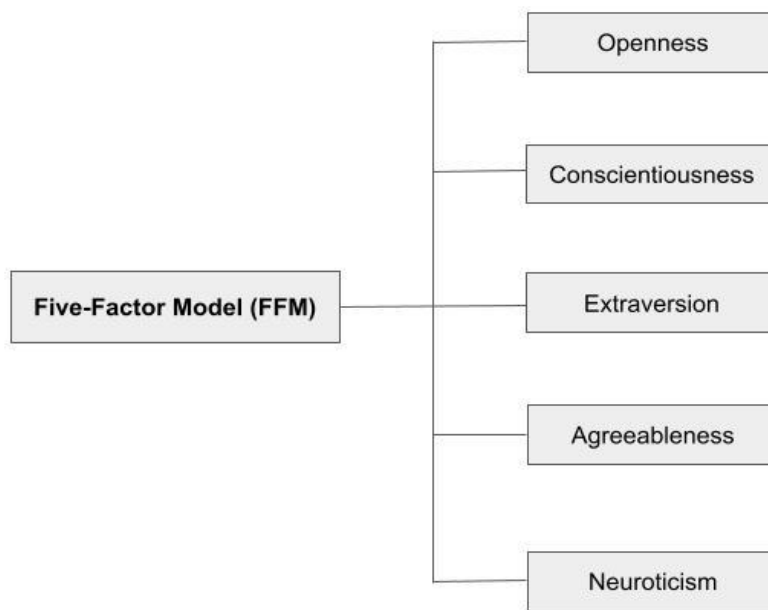


Figure 2: Five-Factor Model (FFM) of Personality

Boudreau et al. (2001) has spotlighted on the significance of identifying the attributes of the candidates during recruitment process such as exploring the personality traits of potential employees including their openness, conscientiousness, extraversion, agreeableness and neuroticism. Barrick et al. (2013) described openness as a readiness to embrace novel experiences and concepts, aligning with traits such as creativity, inquisitiveness, compassion and intellect (Barrick et al., 2013). Conscientiousness, which is a component of the personality as studied in Big-5 Personality, includes attributes such as inhibition skill, accountability, planning and organization skill, diligence, prioritization of tasks and objectives, willingness to defer immediate satisfaction, and conformity to societal norms and regulations for managing urge (Fleming et al., 2016). Hall & Fong (2013) has emphasized on the correlation of conscientiousness in influencing inhibition skill which is one of the executive functions. Apart from that, the findings by previous researchers also suggested that the shifting skill is closely linked with conscientiousness (Fleming et al., 2016).

Another aspect of personality is the extroversion which has been described by Mahlamaki et al. (2019) as individuals that are commonly portrayed as energetic, outgoing, and outspoken. Employees with extroverted personality are prone to adopt positivity pertaining to the future and exhibit resilience against interference and performance pressures compared to introverted employees, fostering their consistently excellent performance in any duties (Zweig & Webster, 2004). The final component for the Five-Factor Model is neuroticism which is explained by the level of emotional stability of every individual (Narayanasami et al., 2024) and neuroticism particularly is described as the character of being insecure and disordered. Personality can be clarified as the primary and fairly constant components of behavioral actions derived from an individual (Ewen, 2010). According to Cooper and Cooper (2020), recognizing and comprehending the connection between personality traits and profession and industry-detailed job qualities can provide significant understanding into employee fulfillment and commitment,

in which it will further contribute in strategic recruitment process and role specification structures.

Numerous studies have disclosed notable relationships between EF and several personality types such as openness and neuroticism, whereas limited study enlightening the associations with agreeableness, conscientiousness and extraversion (Yilmaz & Kafadar, 2022). Specifically, Murdock et al. (2013) pointed out that neuroticism had significant negative results on the working memory function of an employee, while the openness aspect of the personality showed a positive impact on both mental flexibility and working memory of an employee EF. Furthermore, it is mutually agreed by several researchers that neuroticism can bring negative consequences on an employee's capability to inhibit an involuntary response and to switch from a task to another different task (Saylik et al., 2018). In conclusion, personality traits do have significant association with the EF, but the strength and direction of the relationship would be distinctive based on different aspects of the personality trait. By identifying the personality traits of the employee, the company can predict the EF of the employee and can prognosticate the quality of work of the employees.

Moussa et al. (2023) emphasized on personality traits, particularly the Big Five components of openness, conscientiousness, extroversion, agreeableness, and negative emotionality, that have significant correlations with cognitive functioning across various domains. Openness is characterized by intellectual curiosity and independence, while conscientiousness involves responsibility and dependability (Moussa et al., 2023). Agreeableness denotes altruism, trust, and compliance, whereas negative emotionality reflects emotional instability and tendencies toward negative emotions like anxiety and depression (Moussa et al., 2023). Extroverts are sociable, action-oriented, and engage actively with the external world, while introverts focus on their inner thoughts and prefer reflective and written communication (Murphy et al., 2017). By understanding the correlation between personality and EF, the organizations can develop strategies that align with employees' exclusive characteristics and eventually nurture an encouraging work environment that boosts their ITS.

Brandt et al. (2021) explained the contributing factors of personality and motivation in influencing the career success of an individual. It has been emphasized by Presenza et al. (2020) on the importance of manpower to have well-suited personalities when working in the service industry in order to provide an excellent service experience to the customers who have diverse demands and expectations. In addition, it has been proven in past research that employees with personality styles that match with their positions and responsibilities are prone to show better performance at work (Doan et al., 2021). The impact of positive emotions, which is a part of the individuals' personality trait, on employees' ITS in an organization (Kundu et al., 2016). Positive emotions are associated with a more desirable impression of the work environment, job relationships with the leaders and colleagues, and the job itself, which elevates the motivation of the employees and their willingness to take risks in relation to work (Brooks et al., 2023). Previous studies have pointed out that positive emotions enhance involvement of the employees and alertness of their behavioral actions, leading to securing their ITS with the institution (Rigoni et al., 2015). Additionally, Wang et al. (2024) pointed out the pivotal aspect of balancing between work and personal lifetime that encourages positive emotions toward both the job and the institution, promoting the employees to stay.

Besides, Moon, Hur and Hyun (2019) highlighted that not all individuals have the personality trait that are easily motivated and positively view their life as purposeful, fulfilling the major societal expectations like career, family and health. Most of the time, individuals that seek for new challenges and different experiences, are prone to be more motivated as they aim to attain a meaningful impact in their lives (Lambrou, Kontodimopoulos & Niakas, 2010). Therefore, it is important to study the motivation aspect in relation to the individual personality traits, as it allows the organization to understand which type of personality is associated with higher job satisfaction and why these traits make the employee to discern their career as more meaningful (Sowunmi, 2022). As a result, the tendency for the employee to remain in the organization will be higher.

Taranu et al. (2022) emphasized on certain critical indicators such as anxiety, depression, fatigue, depression, lowered job gratification, substance abuse, social discrimination, and the younger generation have been determined as crucial contributors to development of OB. This syndrome tends to elevate swiftly and can lead to serious fleeting aftermath, including suicidal thoughts (Dong et al., 2020). Furthermore, previous research has highlighted the escalating level of stress among young healthcare workers with recurrent depressive states being presented every week (El-Menyar et al., 2021). In addition, emotional intelligence has been implied to serve a defensive role, particularly in diminishing the precariousness to burnout by nurturing the individuals to have a better stress management or coping mechanism (Taranu et al., 2022).

Previous research has highlighted that individuals with neuroticism features for their personality tend to show extreme concern with their capability to manage time and situations they are facing and thus causing them to be at a greater risk of burnout (Feller et al., 2020). Moreover, the individual with neuroticism particularly also will encounter other risk factors including challenges with self-atonement, addressing uncertainty, and handling uncomfortable feelings or notions (Epstein & Privitera, 2016). Hence, the researcher has proposed the following hypotheses:

H7: The positive relationship between executive functions capabilities and the healthcare employees' intention to stay at their current workplace will be stronger for employees with personality of openness, conscientiousness, extraversion and agreeableness compared to neuroticism.

H8: The positive relationship between motivation and the healthcare employees' intention to stay at their current workplace will be stronger for employees with personality of openness, conscientiousness, extraversion and agreeableness compared to neuroticism.

H9: The negative relationship between occupational burnout and the healthcare employees' intention to stay at their current workplace will be stronger for employees with personality traits of neuroticism compared to openness, conscientiousness, extraversion and agreeableness.

Job Demands–Resources (JD–R) Theory

The Job Demand Resource Theory discussed both job demand and job resources. Zambrano-Chumo and Guevara (2024) explained Job demand can be explained as the element of work that demands heightening effort in cognitive, emotional and physical strain which will intensify the psychological struggle, such as higher workload, time constraint or job-role conflict

(Bakker et al., 2023; Zambrano-Chumo & Guevara, 2024). As an example, an increasing workload (*job demand*) would increase the occupational burnout (*psychological capital*) of an employee, and continuous exposure to this stressful demand could lower the intention to stay among employees.

Meanwhile Job Resource is the element of work that shall support the employee to accomplish the goals, amplifying the psychological stability, minimizing impact of job demand and helping the employee to grow in the career (Pappa et al., 2021; Bakker & Demerouti, 2023; Zambrano-Chumo & Guevara, 2024). There is a relationship between job resources and psychological resources on employee intention to stay (Zambrano-Chumo & Guevara, 2024). For example, an employee having a high level of occupational resilience (*psychological capital*) may not necessarily require employee wellness initiatives (*job resources*) for retention, but being given sufficient training (*job resources*) could help them to remain motivated and stay in the workplace.

In conclusion, Job Demands–Resources (JD–R) Theory highlighted on the indicators of the job environment and setting that able to impact the psychological stability, work performance and intention to stay of the employees (Bakker et al., 2023; Galanakis & Tsitouri, 2022). Previous research has accentuated that extended experience with stressful job demands such as emotional fatigue, physical strain and the exposure to the demand is not being managing well with sufficient job resources, would negatively impact the intention to stay among employees (Galanakis & Tsitouri, 2022; Zhang et al., 2023).

Conceptual Framework

Based on the extensive explanation of the hypothesis's development, the researcher has constructed the conceptual framework as shown in Figure 3 to outline the relationship of the independent variables which are the psychological stability (executive functions, motivation and occupational burnout) with the dependent variables which is the employee ITS. The relationship is also being mediated by the element of occupational and moderated by the employee's personality. This framework shall be determined through a survey among healthcare practitioners and working in the healthcare service sector. The influence of psychological stability on the employee's intention to stay has been explained through the Job Demand Resource Theory (Demerouti et al., 2001). In general, the relationship between all variables has been discussed through the previous chapter of literature review.

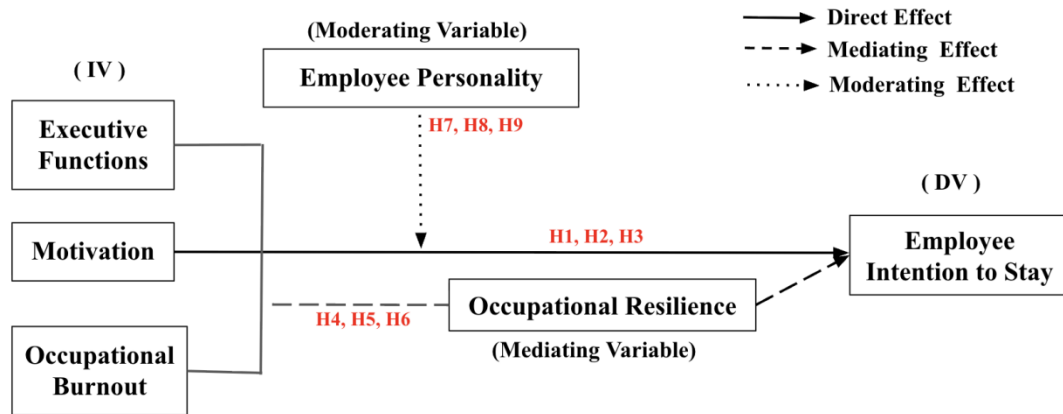


Figure 3: Conceptual Research Framework

Conclusion

This paper presents an outline of the main constructs and previous literature pertinent to psychological stability, and the ITS in the workforce in the context of the healthcare sector. It delves into the concept of psychological stability, focusing on its dimensions which are the executive functions, motivation and OB that influence employee ITS. This paper has further explored the impact of occupation resilience as the mediator, and the personality trait as the moderator, on the employees' ITS. By integrating the Job Demands–Resources (JD–R) Theory in this study, this paper shall contribute to the established literature by extending the JD–R Theory to a healthcare setting which currently is a critically demanding work environment. Furthermore, the empirical findings of this research would generate valuable insights for management and the HR practitioners in understanding the struggles faced by the healthcare workers, particularly in relation to their psychological well-being, and would be able to develop a strategic plan in boosting mental health of the employees in healthcare industry and ultimately securing their intention to stay.

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