The Influence of Work Connectivity Behavior After-hours on Employees' Withdrawal Behaviors: The Mediating Role of Work Stress

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Abstract: After-hours work connectivity behavior caused by the use of instant messaging software will lead to negative outcomes, however, the exploration of the negative outcomes in current research is limited, and no research has focused on off-hours work caused by the use of instant messaging software and the impact of connectedness behavior on employees' job withdrawal behavior. Therefore, based on the resource conservation theory and interactive determinism, this research study constructs a relevant theoretical models to explore the impact of after-hours work connectivity behavior on work withdrawal behavior. A total of 265 ordinary employees in China were surveyed using the method of literature review and the survey through a questionnaire. The results of the study found that after-hours work connectivity behavior will increase work withdrawal behavior; after-hours work connectivity behavior will increase work stress; work pressure will increase work withdrawal behavior; after-hours work connectivity behavior leads to work withdrawal behavior through work pressure; active personality will weaken the impact of work pressure on work withdrawal, and at the same time weaken the after-hours work connectivity behavior through the most work pressure on work withdrawal, behavioral impact.

Keywords: After-Hours Work Connectivity Behavior, Withdrawal Behavior, Work Stress, Proactive Personality

1. Introduction

Real-time communication software has penetrated the workplace, changing the traditional work model. Many companies use it as an internal communication tool for team collaboration, progress tracking, and more. This not only saves communication time and costs but also increases work efficiency and competitiveness. However, an increasing number of scholars are calling attention to the negative aspects of real-time communication software in the workplace. They point out that the use of such software leads to serious Work Connectivity Behavior After-Hours (WCBA), which in turn causes some problems (Cui et al., 2021; Wu et al., 2018). For example, employers can still deliver work to employees via real-time communication software after work, and customers can also request employees to handle problems at any time, leading to a disguised overtime situation and exacerbating the problem of long working hours. Additionally, some scholars have noted that the use of real-time communication software can distract employees, causing interruptions to their work and decreasing work efficiency (Wang & Song, 2017). Some employees even begin to fear receiving work messages after work or worry about missing any messages. Having to deal with tools such as DingTalk, WeChat, and QQ after work not only affects family time but also prevents employees from getting sufficient rest and enjoying their personal lives (Wu et al., 2018).

In the past literature, it has been consistently recognized that the use of real-time communication software can lead to negative consequences such as work-family conflict, increased workload, elevated work pressure, and counterproductive work behavior resulting from work connectivity behavior after-hours (WCBA) (Cui et al., 2021; Wang & Song, 2017; Wu et al., 2018). Withdrawal behavior refers to the tendency for employees to distance themselves from the core of an organization, either physically or mentally, when they feel discomfort or resentment towards work tasks or instructions given by the organization (Gupta & Jenkins, 1991). Such behavior can include absent-
WCBA, individuals' reactions to stress vary. Work withdrawal behavior can seriously undermine employee performance, and in turn, reduce organizational efficiency and effectiveness (Zimmerman et al., 2016; Zhang et al., 2013; Wu et al., 2021; Pan et al., 2020). Given its widespread negative impact, work withdrawal behavior has received considerable attention in both business and academic research. However, no previous research has focused on the prediction of work withdrawal behavior resulting from WCBA caused by the use of real-time communication software. Therefore, the first aim of this study is to explore the predictive power of WCBA on work withdrawal behavior among employees.

In order to further clarify the relationship between WCBA and employee work withdrawal behavior, it is necessary to explore the mechanism by which WCBA affects employee work withdrawal behavior. Therefore, the primary objective of this paper is to explore the mediating mechanism between WCBA and employee work withdrawal behavior. As the most basic stress theory in the field of organizational behavior, Conservation of Resource Theory (COR) provides a new theoretical perspective on this issue. COR theory holds that resources are a key consideration in individuals' assessment and evaluation of stress, and when existing resources are threatened with loss, people may experience anxiety and engage in negative behaviors to avoid resource loss (Hobfoll, 1989). As real-time communication gradually becomes a workplace communication tool, employees are expected to be on-call even after work (Park et al., 2011), which poses threats to individuals' time, energy, and other aspects, greatly increasing their work pressure. When employees continue to receive work assignments through real-time communication after work, they may experience high-intensity negative emotions such as anger and tension, which can trigger work pressure. If work pressure cannot be properly regulated, accumulated dissatisfaction can easily lead to physical and mental disorders, causing employees to adopt negative attitudes and behaviors towards work.

However, it should be noted that according to the reciprocal determinism theory, the environment and personal traits interact with each other, and different personality traits affect behavior in conjunction with environmental conditions (Bandura, 1986; Sun et al., 2022). Therefore, when facing stress generated by WCBA, individuals' reactions to stress vary. Employees with a proactive personality typically take effective action to evade environmental constraints, and attempt to find new solutions to address problems (Bateman & Grant, 1993). For employees with a proactive personality, they are often able to take action to alleviate non-work related work-connected stress, and are therefore less affected by such stress. In contrast, non-proactive employees are more likely to be constrained by environmental factors, and tend to passively respond to changes in their environment (Bateman & Grant, 1993), indicating that external pressure has a more significant impact on non-proactive employees. In conclusion, the third issue to be addressed in this study is the influence of non-proactive employees' proactive personality as a boundary condition on the relationship between work stress and work withdrawal behavior.

In summary, under the background of instant messaging tools increasingly penetrating the workplace, the impact of WCBA on job withdrawal behavior has been explored. Firstly, based on the conservation of resources theory, the relationship between WCBA and job withdrawal behavior was analyzed and verified, enriching the research on negative outcomes of WCBA. Secondly, based on the conservation of resources theory, the mediating mechanism of work stress in the relationship between WCBA and employee job withdrawal behavior was explored, clarifying how WCBA affects employee job withdrawal behavior. Finally, based on reciprocal determinism, the impact of proactive personality on the relationship between work stress and job withdrawal behavior was explored, clarifying the boundary conditions of the impact of stress on job withdrawal behavior.

Research Question 1: Investigate the relationship between after-hours work connectivity behavior and withdrawal behaviors.

Research Question 2: Examine the relationship between after-hours work connectivity behavior and work stress.

Research Question 3: Investigate the relationship between work stress and withdrawal behaviors.

Research Question 4: Explore the mediating role of work stress in the relationship between after-hours work connectivity behavior and withdrawal behaviors.

Research Question 5: Investigate the moderating role of proactive personality in the relationship between work stress and withdrawal behaviors.
2. Literature Review

2.1. WCBA and withdrawal behaviors

The resource conservation theory posits that individuals will exert all efforts to acquire and maintain valuable resources, and when there is a possible or actual loss of these valuable resources, individuals will take action to reduce personal resource consumption to prevent resource loss (Hobfoll, 1989). WCBA refers to the behavior of individuals who, while not physically present in the workplace during non-work hours, participate in work activities through the development of communication technology, which can lead to various types of resource losses for employees, such as energy resources (e.g., time) (Wang & Song, 2017) and relationship resources (e.g., family) (Fenner & Renn, 2010). Work withdrawal refers to a pattern of behavior where employees avoid their job responsibilities or reduce their time and effort investment in their work due to dissatisfaction with the work environment or the content of their work tasks (Bennett & Robinson, 2000). For example, absenteeism refers to the situation where an individual fails to attend work when obligated to do so, while idleness refers to a situation where an individual fails to fully commit to and take responsibility for tasks related to their work or duties, such as slacking off, neglecting work, engaging in social loafing or free riding behaviors, among others (Chen et al., 2021). Social loafing refers to the lack of effort or motivation to contribute to a task or its outcome, as individuals fail to clearly distinguish the degree or weight of their own contributions or efforts in the collective task execution process (Büchler et al., 2020).

Based on the conservation of resources theory, it can be inferred that when employees perceive pressure from the loss of resources due to off-site work behavior, they will engage in work withdrawal behaviors to reduce personal resource consumption and protect existing resources. Therefore, this paper proposes the following hypothesis:

H1: After-hours work connectivity behavior has a positive impact on withdrawal behaviors.

2.2. WCBA and work stress

Resource conservation theory, as the most important stress theory in the field of organizational behavior, posits that individuals feel stress when there is a potential or actual loss of personal resources (Hobfoll, 1989). As mentioned earlier, WCBA refers to the behavior of individuals who are not in the workplace during non-working hours but engage in work activities through the development of communication technology (Yuan & Tang, 2018), which can lead to various types of resource loss for employees, such as energy resources (e.g., time) (Wang & Song, 2017), and relationship resources (e.g., family) (Fenner & Renn, 2010). According to resource conservation theory, the loss of these types of resources leads to the experience of stress.

In addition, numerous studies have provided rich support for the relationship between Work-Connected Behavior Outside of Work (WCBA) and work stress. Firstly, WCBA increases workload (Wang & Song, 2017), information processing demands (Allan & Shoard, 2005), and emotional exhaustion, which in turn increases psychological stress (Wang & Song, 2017). Secondly, WCBA weakens psychological detachment and disengagement (Zhang et al., 2013; Park et al., 2011), disrupts the scene and space for self-recovery, and is unfavorable for individual stress recovery, resulting in stress. Thirdly, WCBA can cause conflicts between work and family, and disharmony in the family can spill over into work, leading to work stress (Fenner & Renn, 2010). Therefore, the following hypothesis is proposed:

H2: After-hours work connectivity behavior has a positive effect on work stress.

2.3. Work stress and withdrawal behavior

Resource conservation theory posits that when employees face the pressure of potential or actual resource loss, they develop new resources to offset the possibility of future losses (Schlenker & Gutek, 1987). Conversely, individuals may be particularly vulnerable when they lack the ability to obtain resources and may tend toward self-protection to prevent resource depletion (Arkin, 1981). As mentioned above, work withdrawal behavior refers to patterns of behavior where employees avoid their job responsibilities or reduce their investment of time and energy in their work due to dissatisfaction with the work environment or job tasks (Bennett & Robinson, 2000). This includes turnover, absenteeism, laziness, work neglect, social loafing, and free riding behavior (Chen et al., 2021), all of which are typical behaviors that reduce resource consumption and protect existing resources. Therefore, according to resource conservation theory, when employees face pressure, they will increase work withdrawal behavior.
Moreover, many studies provide evidence to support the relationship between work stress and work withdrawal behaviors. For instance, Chen et al. (2022) found that high work stress is associated with a higher likelihood of turnover intention. When employees experience fatigue and anxiety due to heavy workloads, they may suffer from sustained physical and mental pressure, which affects their intention to leave. Han et al. (2022) pointed out that employees who experience high levels of stress may experience emotional impact, resulting in typical behaviors such as absenteeism, job rotation, and even early retirement. These are all typical manifestations of work withdrawal behavior. Based on the above analysis, the following hypothesis is proposed:

H3: Work stress has a positive effect on withdrawal behavior.

2.4. The mediating role of work stress

According to the conservation of resources theory, this study derived three hypotheses: that work-connected behavior addiction (WCBA) positively affects work withdrawal behavior, WCBA increases work pressure, and work pressure increases work withdrawal behavior. By integrating H1, H2, and H3, this study proposes the following hypothesis:

H4: Work pressure mediates the relationship between after-hours work connectivity behavior and withdrawal behavior, based on the resource conservation theory.

2.5. The moderating effect of active personality

Interactionism theory suggests that environmental pressure and individual traits interact with each other. Different personality traits act on environmental conditions and jointly affect behavior (Bandura, 1986; Sun et al., 2022). Proactive personality refers to the probability that individuals can take effective actions, avoid environmental constraints, and try to find new ways to deal with problems (Bateman & Grant, 1993). For proactive personality deployment, when facing the pressure of non-work-related work-related behavior, they often take active actions to relieve it, and thus are less affected by the pressure. In contrast, non-proactive employees are more likely to be constrained by environmental factors and tend to passively react to changes in the environment (Bateman & Grant, 1993), so external pressure has a more significant impact on non-proactive employees. Therefore, this study proposes the hypothesis:

H5: Proactive personality negatively moderates the relationship between work stress and withdrawal behavior. When proactive personality is strong, the relationship between work stress and work withdrawal behavior is weaker. When proactive personality is weak, the relationship between work stress and work withdrawal behavior is stronger.

3. Materials and methods

3.1. Research Model

According to the Conservation of Resources Theory, individuals will strive to acquire and maintain valuable resources. When there is a potential or actual loss of precious resources, individuals may experience threat, leading to negative consequences such as psychological stress and withdrawal behaviors (Hobfoll, 1989). Thus, the proposed model in this study is WCBA → work stress → work withdrawal behaviors. The Social Cognitive Theory holds that behavior is influenced by both personal characteristics and the environment (Bandura, 1986). Therefore, environmental stress may not necessarily lead to work withdrawal behaviors. In comparison to proactive personality deployment, non-proactive personality deployment is more likely to result in work withdrawal behaviors in the presence of work stress. This study sets up a research model from the perspectives of the Conservation of Resources Theory and the Social Cognitive Theory, as shown in Figure 1.

Figure 1. Research Architecture Diagram.

3.2. Research Tool

According to the research of Ma et al. (2016), the four dimensions of work communication by information and communication technology (ICT) were measured, including the difficulty level of assigned tasks, the frequency of assigned tasks, the importance of the assigned tasks, and the duration of assigned tasks. The difficulty level of assigned tasks refers to the effort, knowledge and skills required by employees during the process of assigned tasks outside of working hours and locations, the time required, and the complexity of
information search, consisting of a total of six questions. The frequency of assigned tasks refers to the number of times employees participate in non-work-related tasks during a certain period of time outside of working hours and locations, consisting of a total of four questions. The importance of the assigned tasks refers to the degree of importance conveyed by the assigner, consisting of a total of three questions. The duration of assigned tasks refers to the average duration of non-work-related work behavior during a certain period of time, consisting of a total of three questions. Non-working hours include weekdays before or after work, weekends, statutory holidays, and commonly used information and communication technologies include telephones, text messages, emails, instant messaging software such as DingTalk, computers, mobile phones, and iPads. The KMO value of the Work Communication by Information and Communication Technology (WCBA) scale was 0.831, and the α coefficient was 0.845, indicating good reliability and validity through reliability and validity tests.

Referring to the questionnaire scale developed by Chan et al. (2021), the questionnaire was modified to measure the handling of assigned tasks during non-working hours, with a total of eight questions. The KMO value was 0.795, and the α coefficient was 0.802, indicating good reliability and validity through reliability and validity tests. The χ² test was also passed.

The Work Withdrawal Behavior Scale developed by Gupta and Jenkins (1991) was used to assess whether individuals have a latent resistance psychology within the organization, and whether they gradually distance themselves from the organization in many intentional or unintentional ways. Similar behaviors include absent-mindedness, extending breaks without authorization, arriving late or leaving early, or having thoughts of leaving their current position. The scale consisted of a total of seven questions. The KMO value was 0.987, and the α coefficient was 0.811, indicating good reliability and validity through reliability and validity tests. The χ² test was also passed.

The Proactive Personality Scale developed by Li et al. (2014) was used to assess the proactivity of an individual's personality. The scale consisted of 10 questions. The KMO value was 0.872, and the α coefficient was 0.889, indicating good reliability and validity through reliability and validity tests. The χ² test was also passed.

3.3. Research object and sampling method

Nowadays, with the rapid development of information and communication technology, communication software is constantly updated and information and communication devices are widely used in various industries, making WCBA a common phenomenon in the field of management. Therefore, in selecting the analysis objects, this study did not restrict the personal characteristics of the sample, such as industry, age, gender, and region. The research subjects were defined as formal employees in the Chinese region. This study was conducted in November 2022, with a total of 300 questionnaires distributed and 286 questionnaires collected, resulting in a response rate of 95.33%. Twenty-one questionnaires were deemed useless due to short response time, regular response patterns, or contradictory responses, resulting in 265 useful questionnaires with a useful questionnaire rate of 88.33%. There were 145 female respondents, accounting for 54.72%. The age distribution was as follows: 21 respondents (7.92%) were aged 18-25, 105 (39.23%) were aged 26-35, 77 (29.6%) were aged 36-45, and 53 (20%) were aged 46-55. In terms of education level, there were 84 respondents (31.70%) with college degree or below, 134 (50.57%) with university degree, 33 (12.45%) with master's degree, and 14 (5.28%) with doctoral degree. In terms of marital status, there were 65 respondents (24.53%) who were unmarried and childless, 59 (22.26%) who were married and childless, 6 (2.26%) who were unmarried and had children, and 135 (50.94%) who were married and had children.

4. Results

4.1. Correlation analysis

To explore the relationships among variables, Pearson correlation analysis was conducted. As shown in Table 1, there was a significant positive correlation between WCBA and work stress ($r = 0.426, p < 0.001$); a significant positive correlation between WCBA and work withdrawal behavior ($r = 0.412, p < 0.001$); a significant positive correlation between WCBA and proactive personality ($r = 0.348, p < 0.001$); a significant positive correlation between work stress and work withdrawal behavior ($r = 0.356, p < 0.001$); a significant positive correlation between work stress and proactive personality ($r = 0.366, p < 0.001$); and a significant positive correlation between work withdrawal behavior and proactive personality ($r =
0.420, p < 0.001). These findings supported the hypotheses of this study and provided a foundation for subsequent hypothesis testing.

Table 1. Correlation Analysis Matrix.

<table>
<thead>
<tr>
<th>Variables</th>
<th>WCBA</th>
<th>WS</th>
<th>WWB</th>
<th>PP</th>
</tr>
</thead>
<tbody>
<tr>
<td>WCBA</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WS</td>
<td>.426**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WWB</td>
<td>.412**</td>
<td>.356**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>PP</td>
<td>.348**</td>
<td>.366**</td>
<td>.420**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: **p<0.01; WS= work stress; WWB= work withdrawal behavior; PP= proactive personality

4.2. Hypothetical Test

We used SPSS to perform regression analysis to examine the causal relationships and mediating effects among variables. The stepwise method proposed by Baron and Kenny (1986) was used to examine the mediating effects. Bootstrap and simple slope graphs were used to test the moderating effects. The specific steps and results are presented below.

Model 1 shows that the regression coefficient of WCBA on work pressure is 0.356, with a significance level of p < 0.001, reaching a significant level, supporting hypothesis H2. Model 2 shows that the regression coefficient of WCBA on work withdrawal behavior is 0.340, with a significance level of p < 0.001, reaching a significant level, supporting hypothesis H1. Model 3 shows that the regression coefficient of work pressure on work withdrawal behavior is 0.590, with a significance level of p < 0.001, reaching a significant level, supporting hypothesis H3. Model 4 adds the mediating variable of work pressure on the basis of Model 1, comparing the regression values of WCBA on work withdrawal behavior between Model 1 and Model 4. The coefficient of WCBA on work withdrawal behavior in Model 4, with the inclusion of the mediating variable of work pressure, decreased from 0.340 to 0.108, indicating that work pressure partially mediates the relationship between WCBA and work withdrawal behavior. Hypothesis H4 is supported. Model 5, showed that the F-value was 13.748, which was significant and indicated that the model had statistical significance, and the model R2 was 0.327. Through coefficient analysis, it was found that the regression coefficient of the interaction term was 0.231, which was significant (p = 0.001). This suggests that proactive personality moderated the relationship between work stress and work withdrawal behavior, and hypothesis H5 was supported. See Table 2.

Table 2. Regression Analysis Summary Table.

<table>
<thead>
<tr>
<th>Work stress</th>
<th>WCBA</th>
<th>Work stress</th>
<th>Active personality</th>
<th>Work stress × Active personality</th>
<th>F</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1</td>
<td>0.356***</td>
<td>0.590***</td>
<td>0.242**</td>
<td>10.994***</td>
<td>0.175</td>
<td></td>
</tr>
<tr>
<td>M2</td>
<td>0.340***</td>
<td>0.226**</td>
<td>0.242**</td>
<td>8.906***</td>
<td>0.147</td>
<td></td>
</tr>
<tr>
<td>M3</td>
<td></td>
<td>0.189*</td>
<td></td>
<td>34.064***</td>
<td>0.397</td>
<td></td>
</tr>
<tr>
<td>M4</td>
<td></td>
<td>0.189*</td>
<td></td>
<td>11.755***</td>
<td>0.246</td>
<td></td>
</tr>
<tr>
<td>M5</td>
<td></td>
<td>0.189*</td>
<td></td>
<td>13.748***</td>
<td>0.327</td>
<td></td>
</tr>
</tbody>
</table>

Note: **p<0.01, ***p<0.001

5. Discussion and Conclusion

5.1. Conclusion

As the results of this study show, WCBA has a significant positive effect on employee work stress. This means that the higher the level of WCBA, the greater the impact on employee work stress, hence hypothesis 2 is supported. This is consistent with the findings of scholars such as Allan and Shoard (2005), Park et al. (2011), Fenner and Renn (2010), Zhang et al. (2013), and Wang and Song (2017). As the results of this study show, work stress has a significant positive effect on employee withdrawal behavior, which is consistent with previous literature. This indicates that as work stress increases, its impact...
on employee withdrawal behavior also increases. That is, when employees perceive higher levels of work stress, they are more likely to engage in withdrawal behavior. Therefore, hypothesis 3 is supported. This is similar to the conclusions of scholars such as Arkin (1981), Schlenker and Gutek (1987), Chen Caifeng et al. (2022), and Han et al. (2022).

As the results of this study indicate, a higher level of WCBA is more likely to cause employees to face pressure to work under tension and be forced to increase their work pace, which in turn leads to employee withdrawal behavior.

As the results of this study show, proactive personality negatively moderates the relationship between work stress and job withdrawal behavior. When proactive personality is strong, the relationship between work stress and job withdrawal behavior is weaker, and when proactive personality is weak, the relationship between work stress and job withdrawal behavior is stronger.

### 5.2. Management inspiration

Many companies use real-time communication software in order to pursue work efficiency and handle issues quickly. However, as more and more companies use real-time communication groups for internal communication, employees are forced to stay on standby even after work hours, fearing missing out on important messages. This not only affects employees' family life but also potentially leads to negative consequences. Our research results show that when employees are required to handle assigned work through real-time communication software after work hours, not only does it limit their rest time, but it also easily generates work pressure and subsequently triggers negative behaviors. Therefore, companies should respect employees' rest time and avoid disturbing their lives by using real-time communication software on holidays and after work hours, in order to maintain employees' "offline rights".

Real-time communication has become a norm as an organizational communication tool. Although its immediacy and convenience can enhance work efficiency, using real-time communication to assign work regardless of its priority can also create invisible pressure on employees. Therefore, companies should carefully evaluate whether the work needs to be assigned during non-working hours. If it is not really urgent and can be handled when employees return to work, it should be postponed. In addition, compared with face-to-face communication, communication through real-time communication is also prone to cognitive differences or misunderstandings in interpretation.

### 5.3. Research contribution

In terms of theoretical contribution, firstly, this study integrates and extends the existing research on the concept of workload cognitive behavioral avoidance (WCBA), enriching its connotation and making the concept more complete. Secondly, based on the negative consequences of WCBA, this study found that it increases work withdrawal behavior, enriching the discussion on the impact of WCBA in the literature. Thirdly, based on the conservation of resources theory, the relationship mechanism between WCBA and work withdrawal behavior was discussed from the perspective of stress, providing a clear theoretical explanation for why WCBA can cause work withdrawal behavior. Fourthly, based on cognitive interaction theory, the proactive personality was proposed as a boundary condition to examine the influence of WCBA on work withdrawal behavior, enriching the research on the relationship between WCBA and relevant behavioral outcomes.

From the perspective of practical implications, firstly, WCBA can increase job withdrawal behavior through work pressure. Therefore, to reduce job withdrawal behavior, WCBA should be reasonably avoided or reduced. Specifically, in the following aspects: 1) reduce the frequency of assigning tasks during non-working hours. Try to assign tasks during working hours and avoid assigning tasks before or after work, during lunchtime, or on holidays. 2) Reduce the duration of assigning tasks during non-working hours. Assign tasks that require a longer duration during working hours and avoid assigning such tasks before or after work, during lunchtime, or on holidays. 3) Reduce the importance of assigning tasks during non-working hours. Assign high-priority tasks during working hours and avoid assigning them before or after work, during lunchtime, or on holidays. 4) Pay attention to the selection of colleagues to whom tasks are assigned during non-working hours. Choose colleagues with lower power distance to assign tasks, which can reduce work pressure and withdrawal behavior compared to assignments from important leaders.

Secondly, proactive personality can reduce the job withdrawal behavior caused by WCBA through work pressure. Therefore, in the selection of employees...
during recruitment and promotion, especially in jobs that require high levels of WCBA, employees with high proactive personality should be selected to reduce the negative impact of work pressure caused by WCBA, reduce job withdrawal behavior, and improve employee and organizational performance.

**Conflict of interest:** The authors declare no conflict of interest.

**References**


