

A Test of Job Demands and Resources Theory for Leaders and Subordinates Change-Related Behaviors: A Perspective from Emerging Economy

Muhammad Salman Chughtai¹, Yasra Khalid², Iqra Mushtaque³, Lenny Yusrini⁴, Nasreen Akhtar⁵

¹Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan

²Department of Business Administration, University of Sahiwal, Sahiwal

³Department of Psychology, BZU Bahadur Sub-Campus, Layyah, Pakistan

⁴Travel Operation Department, Universitas Asa Indonesia, Jakarta, Indonesia

⁵Department of Public Administration, GC Women University, Faisalabad

Correspondence

Muhammad Salman Chughtai
(salman.phdmgt80@iiu.edu.pk)

Submitted: August 09, 2022

Revised: November 23, 2022

Accepted: December 19, 2022

Published online: December 30, 2022

A B S T R A C T

Purpose - The present study investigates the intervening mechanism of change self-efficacy between the change-oriented leadership and change-oriented organizational citizenship behaviors relationship. This study also examines the moderating role of proactive personality between change-oriented leadership and change self-efficacy relationship and the moderating role of felt obligation between the relationship of change self-efficacy and change-oriented organizational citizenship behaviors.

Design/methodology/approach - The proposed model was tested using simple random sampling with a time-lagged technique; 394 subordinates and 149 immediate supervisors/managers who were full-time employees of manufacturing sector organizations freely joined the survey process. Through different statistical methods, proposed hypotheses (direct, mediation, and moderation) were analyzed using SPSS v.25, PROCESS-macro, and Smart-PLS.

Findings - The present study reveals that change self-efficacy partially mediates the change-oriented leadership and change-oriented organizational citizenship behaviors relationship. Furthermore, a proactive personality moderates the relationship between change-oriented leadership and change self-efficacy, and felt obligation moderates the change self-efficacy and change-oriented organizational citizenship behaviors link.

Research Limitations/implications - For successful implementation of change strategies, this study highlights the significance of subordinates' extra-role activities, which can be attained using leadership's value in assisting them to build their self-confidence and engage in actions outside their job description. The present also enlightens the worth of personality for improving change self-efficacy and the psychological state, i.e., a sense of responsibility for positive change, which encourages them to show extra-role behaviors.

Originality/value of the results - The present study guides practitioners and policymakers to understand the role of leadership, personality attributes, and psychological states, i.e., self-efficacy and felt obligation for the success of organizational change strategies. Also, leadership enthusiasm during organizational change boosts subordinates' ability to handle challenging situations, which leads to extra-role activities. Subordinates can also successfully adopt and support organizational change strategic planning through motivation, encouragement, and higher self-confidence.

Key Word: Change-Oriented Leadership, Change Self-Efficacy, Proactive Personality, Felt Obligation, Change-Oriented Organizational Citizenship Behaviors, Job Demands, and Resources Theory

1 | INTRODUCTION

Currently, in the globalized environment, organizational change becomes unavoidable ([Haqq, 2023](#)), and business activities must contend with complex, extraneous constraints and rising challenges ([Jang, 2021](#)). The organization must understand the underlying problems and determine the appropriate coping strategies ([Vigoda-Gadot & Beerli, 2011](#)). Further, today's competitive business world also increases the value of employees for

implementing strategic change policies ([Zainab et al., 2021](#)). For that purpose, organizations require extra-role behaviors from the workforce to better deal with these rapid change circumstances and avail opportunities that lead to competitive advantage ([Chiaburu et al., 2022](#); [Chughtai & Khalid, 2022](#)). It has been observed that the majority of the organizational change planning and initiatives remain unsuccessful due to the non-supportive behaviors of the workforce ([Bayraktar & Jiménez, 2020](#); [Hay et al., 2021](#); [Heracleous & Bartunek, 2021](#)) and the lack of specific skills and mismanagement of organizational change initiatives ([Kasemsap, 2017](#)). Change-oriented organizational citizenship behaviors (CO_OCBs) represent the voluntary contribution of employees in change activities ([Chiaburu et al., 2022](#)); for the detection and correction of organizational errors in the policies, procedures, and processes for organizational performance improvement ([Bettencourt, 2004](#); [Choi, 2007](#)). Therefore, in these situations of uncertainty, the CO_OCBs become imperative for organizations that require encouragement by the management for the successful implementation of change plans and achievement of organizational objectives ([Li et al., 2016](#)). Moreover, through the proactive behaviors of employees, i.e., CO_OCBs, organizations can better manage the uncertainty and stormy organizational changes in the growing competitive business environment ([Lang et al., 2022](#)).

With the increase in organizational and social changes, change-oriented leadership (COL) got importance for improving change-related adoptions and interventions ([Dumas & Beinecke, 2018](#); [Ekvall & Arvonen, 1991](#)). This aspect of leadership demonstrates that the leader is receptive to change, innovative, encourages new approaches to do new things, sees opportunities, is capable of taking risks, and concentrates on the future ([Yukl, 2012](#)). COL, also known as inspirational leadership, facilitate their followers through their behaviors of encouragement for the implementation of organizational change ([Derue et al., 2011](#); [Yukl, 2012](#)). Employees working with the COL are more likely to accept organizational change, enhancing their learning and adaptation ([W. Cao et al., 2022](#)). Successful application of change necessitates the behaviors of leadership for the enhancement of the confidence level of their subordinates/followers ([Asbari et al., 2021](#)), which represent by COL, such as inspirational motivation, sharing of creative and innovative thinking, encouragement, foreseeing change, and mentoring at the workplace ([Derue et al., 2011](#); [Michel et al., 2011](#)).

Organizations need to change constantly if they intend to remain viable and remain competitive in the market; they need a committed and confident workforce to support their change initiatives ([Bayraktar & Jiménez, 2020](#)). It is a general phenomenon that employees cannot happily welcome changes in the organizations ([Zainab et al., 2021](#)); therefore, change initiatives are highly based on the employees' self-efficacy about the change ([Zainab et al., 2021](#)). Self-efficacy is considered one of the major psychological wills which develop the belief in individuals that they are capable with specific skills and abilities ([Bandura et al., 1997](#); [Bayraktar & Jiménez, 2020](#)) to handle organizational changes and uncertainty ([Bayraktar & Jiménez, 2020](#); [Herold et al., 2008](#)). Support of leadership/management during the organizational change process provides psychological and physical resources to the subordinates to cope with the stress of uncertainty and positively react to the change demands ([Bayraktar, 2019](#); [Bayraktar & Jiménez, 2020](#); [Cheng et al., 2012](#)). In contrast, change self-efficacy (CSE), a psychological structure of persons, influences their conduct at the workplace during organizational change ([Bayraktar & Jiménez, 2020](#)). Motivated employees with high CSE positively respond to the changes with the belief that they can handle them ([Busari et al., 2019](#); [van Den Heuvel et al., 2017](#); [Wang et al., 2014](#)).

Proactive behaviors of employees are imperative at the workplace for organizational innovations ([Bayraktar & Jiménez, 2020](#); [Nurjaman et al., 2019](#)) and the success of the organizational change process. Organizations usually value employees who demonstrate proactive behaviors during recruitment and at work ([Campbell, 2000](#)). Persons belong to proactive personalities take the initiative and actively shape the environment and insist till meaningful change happens ([Bateman & Crant, 1993](#); [Crant, 2000](#)), which leads to several organizational change-related outcomes ([Crant et al., 2017](#)), i.e., readiness to change, and affective commitment to change ([Prabhu, 2016](#)). Proactive people develop professional motivational resources by allowing their abilities to be utilized amid challenges ([Yi-Feng Chen et al., 2021](#)), especially during organizational changes. Proactive individuals are considered valuable intellectual assets, as they can face challenges, leading to higher individual performance and contribution to organizational success ([Alikaj et al., 2021](#); [H. Li et al., 2020](#)). Employees with a proactive personality (PP) are optimistic, ready to accept organizational changes, and accept the challenges to learn new things for the enhancement of their knowledge and performance ([Parker & Bindl, 2017](#); [Parker et al., 2010](#); [Zhu et al., 2017](#)).

A responsible workforce is necessary for the achievement of organizational change inventiveness. Felt obligation (FO) is an individual's perception that they are a reliable worker of the organization, and this responsibility promotes employee performance ([Du et al., 2021](#)). Moreover, FO is an individual's spontaneous dedication to a feeling of responsibility and forward enthusiasm that is not enforced by the organization ([Du et al., 2021](#)). The responsibility of individuals for the necessary beneficial change represents the psychological state of mind of persons by the activities they have done during the change process ([Morrison & Phelps, 1999](#); [Rachman, 1993](#)). As FO represents the psychological state of the individuals, persons who feel responsible for the positive change feel motivated ([Chen et al., 2023](#)) and take ownership of the acceptance of challenges and risks through the demonstration of extra-role behaviors ([Arain et al., 2019](#); [Choi, 2007](#); [Pearce & Gregersen, 1991](#)). It has been observed that motivated and encouraged employees show much responsibility for the implementation of organizational changes through extra-role behaviors ([Chen et al., 2021](#); [Rafique & Bukhari, 2022](#); [Shanker et al., 2017](#)) and cooperation with others (i.e., co-workers) ([Chen et al., 2023](#)).

The present study contributes theoretically and empirically in different ways. First, this study investigates the direct impact of COL on extra-role change behaviors (i.e., CO_OCBs) by answering the call of a recent meta-analytic survey by Chiaburu et al. ([2022](#)), where they suggested the need to test the contextual factors on CO_OCBs. Second, Demerouti et al. ([2019](#)) indicated that individuals' behavioral and cognitive strategies could be unified in JD-R theory by working as mediators; to answer these suggestions, we use CSE (a personal psychological resource) as a mediator for the fulfillment of job demands during organizational change (i.e., CO_OCBs) with the motivational sources of leadership (i.e., COL). Third, Rubbab et al. ([2022](#)) suggested in their study that there is a need to test the influence of moderators leadership specific behaviors and employee outcomes; by addressing this empirical gap, we use PP as a moderator for the enhancement of CSE with the support of COL. Fourth, this study collects data using the time-lag technique through multi-sources (subordinates and supervisors/managers) to avoid the chances of CMB overcoming the methodological gap, as Cao et al. ([2022](#)) suggested. Fifth, Choi et al. ([2022](#)) indicated that there is also a need to test the influence of leadership on follower's CO_OCBs with the sample of the corporate sector; by addressing this methodological gap, we collect data from three private sector organizations i.e., pharmaceutical, textile, and automobile.

1.1 | Theoretical Underpinning

The proposed conceptual model of this study gets its support from the job demands and resources (JD-R) model/theory ([Demerouti et al., 2001](#)). As an overarching theory, the JD-R theory explains the proposed relationships in this study and is widely used in various occupational situations. Successful organizational change implementation necessitates high and complex job demands (i.e., extra-role behaviors, work overload, job complexity, and uncertain situations) from the workforce; for this, they require a higher-level resource (i.e., physical, personal, organizational, social, and psychological). According to JD-R theory, to complete a specific task at work, individuals require specific resources (physical, psychological, personal, and organizational) ([Schaufeli & Taris, 2014](#)). Furthermore, job demands are the organizational, social, psychological, and physical aspects of professional responsibility required to complete a specific task ([Demerouti et al., 2019](#)). Job resources, on the other hand, refer to specific physical, personal, organizational, social, and psychological resources, such as skills, efforts, and emotional and cognitive strength, that enable individuals to achieve specific organizational and personal goals; these resources also aid in personal development, growth, and learning ([Demerouti et al., 2019](#)). Employees feel threatened and depressed by the organizational change ([Kivimäki et al., 2007](#); [Netterström et al., 2010](#)), and it has been observed that the majority (70%) of the change programs fail due to non-supportive behaviors of the employees ([Hay et al., 2021](#); [Heracleous & Bartunek, 2021](#)); which leads to financial loss and increase in the cost of the project and products/services. It has been observed that the role of healthy leadership is imperative ([Bakker & de Vries, 2021](#)), as they provide attention and motivation to their subordinates through mentoring and coaching, which enhance their psychological and personal resources ([Bakker & de Vries, 2021](#)). Visionary communication by the leaders with the subordinates also provides them resources through directions and support ([Breevaart & Bakker, 2018](#); [Kelemen et al., 2020](#)) for the solution of complex problems and motivation to deal with uncertain situations. Based on this notion, we argue that leaders, by using their inspirational motivation, knowledgeable background, and attention, motivate their subordinates ([Bakker & Demerouti, 2018](#); [Xanthopoulou et al., 2009](#)) for the enhancement of their personal resources (i.e., self-efficacy) to produce positive outcomes (i.e., extra-role behaviors). Further, JD-R theory explains that personal resources, i.e., emotional intelligence, proactive personality (PP), and optimism ([Bateman & Crant, 1993](#); [Salovey & Mayer, 1990](#); [Scheier & Carver, 1992](#)) also facilitates individuals to deal with the complex situations and uncertain circumstances. Individuals who belong to PP hold “the relatively stable tendency to effect environmental change” ([Bateman & Crant, 1993, p. 103](#)). These individuals anticipate opportunities, seize them, and keep functioning until their requirements are fulfilled, and their aspirations are accomplished ([Crant, 2000](#)). We argue that proactive employees can actively respond to stressful situations and take the initiative to deal with uncertain workplace situations due to organizational change. Moreover, proactive people confronted the status quo and made efforts to influence their environment, contrary to certain individuals who respond to and are shaped by their atmosphere ([Bakker & de Vries, 2021](#)). Moreover, Crant ([2000](#)) states that proactivity has an advantageous and effective influence on employee attitudes and behaviors because proactive people uncover or engender meaningful possibilities for themselves. The researchers of this study further argue that the proactivity of the employees may also enhance their self-confidence (i.e., change self-efficacy) for the acceptance of challenges of organizational change. Additionally, JD-R theory further explains that the organizational environment also works as a psychological source that motivates individuals through which they pay extra effort and willing to accomplish complex tasks

by reducing job demands ([Bakker & Demerouti, 2017](#); [Schaufeli & Taris, 2014](#)). Moreover, a supportive organizational climate provides intrinsic motivation to the employees who work as a personal source ([Bakker & de Vries, 2021](#)) and through which employees are satisfied with fulfilling their psychological needs ([Demerouti et al., 2019](#)). Based on this notion, we argue that the organizational environment during the change process provides a psychological motivation source ([Schaufeli & Taris, 2014](#)) to the employees through which they enable to put extra effort in the form of felt obligation for constructive change. These psychological efforts further enable them to demonstrate extra-role performance (i.e., CO_OCBs). By utilizing the lens of JD-R theory, the researchers of this study propose that, to fulfill the requirement of complex organizational change challenges, COL work as a motivational source which may further enhance the CSE of the employees and enables them for the demonstration of CO_OCBs. In contrast, PP and FO work as personal motivational factors to boost the CSE and extra-role behaviors of the employees, which are necessary during the organizational change process.

2 | HYPOTHESIS DEVELOPMENT

2.1 | Change-Oriented Leadership and Change-Oriented Organization Citizenship Behaviors

CO_OCBs is a different concept from OCBs, which generally represent the individual conduct that, as a whole, enables the organization to do its best, but it's not compensated by the organization's systematic procedure ([Podsakoff et al., 2000](#)). Moreover, this type of individual behavior is assumed to be the right fit for the performance of an organization ([Mackenzie et al., 2011](#)) through which employees detect and implement the changes in the work process of products/services ([Bettencourt, 2004](#); [Chiaburu et al., 2022](#)). Moreover, the notion of CO_OCBs is in the initial stage of development ([Jang, 2021](#)). In contrast, the framework CO_OCBs is based on the concept that an organization requires a workforce with an adventurous mindset who can make beneficial changes in today's dynamic business environment ([Bettencourt, 2004](#); [Morrison & Phelps, 1999](#)). With the increase in competition, the notion of CO_OCBs got the attention of researchers as the business environment now becomes more complex, which requires a force that must be flexible for the acceptance of change policies, active and innovative ([Bettencourt, 2004](#); [Frese et al., 1997](#); [Jang, 2021](#)). The role of leadership is also imperative in the environment of rapid and complicated change ([Herold et al., 2008](#)) for the facilitation and encouragement of employees ([Bilal et al., 2021](#); [Yang et al., 2021](#)) so that they can accept the challenges of unprecedented organizational change. Furthermore, leaders socially influence individuals for better coordination at the workplace by facilitating the achievement of shared organizational goals ([Yukl, 2012](#)). Leaders affect the well-being of subordinates, which further results in higher job satisfaction and performance ([Van Dierendonck et al., 2014](#)). COL is demarcated as leadership, which monitors the internal organizational situation by analyzing the external environment through the identification of opportunities and threats, boost the innovative thinking, predicting change, taking risks by making sacrifices for the promotion and encouragement of desired/planned changes ([Yukl, 2012](#); [Yukl et al., 2002](#)). Employees with COL feel motivated, are likely to accept organizational changes, and are willing to learn and adapt to new things ([W. Cao et al., 2022](#)). Because these leaders promote change and a creative attitude and encourage their subordinates to take risks, enabling them to do new and novel things ([Bergsten et al., 2021](#); [Yukl, 2012](#); [Yukl et al., 2002](#)). Several studies reveal positive outcomes, i.e., higher performance ([Borgmann et al., 2016](#); [Gil et al., 2005](#); [Mehmood et al., 2022](#)), job satisfaction ([Mehmood et al., 2022](#); [Mikkelsen & Olsen, 2018](#)), participation in decision making ([Borgmann et al., 2016](#); [Mehmood et al., 2022](#)), psychological safety ([Ortega et al., 2014](#)), team

learning ([Zaccaro et al., 2007](#)), and job involvement ([Mikkelsen & Olsen, 2018](#)). Moreover, COL work as the drivers of organizational change, engaging their subordinates through effective communication and explanation of change demands; so that they can cope with this situation through collaborative learning ([Mikkelsen & Olsen, 2018](#); [Zaccaro et al., 2007](#)). Therefore, we argue that activities of COL encouragement and promotion of change enable the subordinates to take risks for the attainment of desired organizational changes through extra-role behaviors (i.e., CO_OCB). As a result of the above literature discussion, we propose the following hypothesis:

Hypothesis 1: There is a positive relationship between COL on CO_OCBs.

2.2 | Chang Self-Efficacy as Mediator

Self-efficacy is related to the confidence of individuals in their skills and abilities for the performance of a specific or complex task at the workplace ([Bandura, 1988](#)). In contrast, change self-efficacy (CSE) represents the supportive behaviors and attitudes of individuals toward organizational changes with the belief that they have specific abilities for the fulfillment of job demands that occur during organizational change ([Bayraktar & Jiménez, 2020](#); [Herold et al., 2007](#); [Roczniewska et al., 2020](#); [Wanberg & Banas, 2000](#)). It has been observed that CSE leads to several positive change-related outcomes, i.e., readiness to change, acceptance of change, commitment to change, and change engagement ([Cunningham et al., 2002](#); [Herold et al., 2007](#); [Wanberg & Banas, 2000](#)). Moreover, CSE, a psychological state of individuals, helps the management to implement change plans ([Bayraktar & Jiménez, 2020](#); [Gong et al., 2009](#)). COL encourages their subordinates by promoting an explorative and open approach to thinking and empowering them to do experiments to solve complex problems with creative and innovative ideas ([Bass, 1985](#); [Berson et al., 2006](#); [Jung et al., 2003](#)). Organizational change creates high pressure on employees due to which they feel discomfort ([Hornung & Rousseau, 2007](#); [Weiner, 2009](#)), and at that strong and positive personal characteristics helps the organizations to determine their behaviors and reactions towards change ([Alnoor et al., 2020](#); [Oreg et al., 2011](#)). In contrast, CSE being a valuable psychological source, especially in the circumstance of organizational change, enables individuals to positively deal with the uncertainty of the change ([Bayraktar & Jiménez, 2020](#); [Herold et al., 2007](#); [Roczniewska et al., 2020](#)). Numerous studies discussed that CSE is linked with the psychological well-being of individuals, especially during the change process, which capable them for coping with the change circumstances uncertainty, which predicts a higher level of change acceptance ([Amiot et al., 2006](#); [Jimmieson et al., 2004](#); [Wanberg & Banas, 2000](#)). Individuals having high CSE during organizational changes feel less stress and anxiety than others ([Jimmieson et al., 2004](#); [Roczniewska et al., 2020](#)); thus, we argue that this act of individuals capable them for the acceptance of challenges and demonstrating extra-role behaviors (i.e., CO_OCBs). Several earlier studies stressed that CSE leads to numerous positive outcomes, i.e., a decrease in job insecurity ([Roczniewska et al., 2020](#)) and an increase in affective commitment and intention to support ([Bayraktar & Jiménez, 2020](#)). Based on this notion of COL, we argue that COL encouragement and empowerment may increase the CSE of employees so that they can engage themselves for the support of organizational changes, which may, in turn, demonstrate CO_OCBs. The detailed discussion of the literature enables us to propose the following hypothesis:

Hypothesis 2: CSE positively mediates the relationship between COL and CO_OCBs.

2.3 | Proactive Personality as Moderator

Proactive personality (PP) describes a person's natural feeling for the advancement of beneficial changes ([Bateman & Crant, 1993](#); [Crant, 1995](#); [Sun et al., 2021](#)). Furthermore, PP is a psychological process (contains

readiness and confidence) of individuals who influence the workplace environment to achieve higher-level success and personal development ([Bateman & Crant, 1993](#); [Seibert et al., 2001](#); [Wen et al., 2022](#)). In other words, proactive personalities are those individuals who hold the tendency of psychological attitudes and behaviors through which they can handle the work pressure and challenges, change the environment for organizational success and personal high-quality performance ([Alikaj et al., 2021](#); [Bateman & Crant, 1993](#); [H. Li et al., 2020](#)). Proactive persons analyze workplace situations and take steps to face the challenges to attain desired outcomes, i.e., higher performance, better mental health, and work engagement ([Altura et al., 2021](#); [Asghar et al., 2022](#)). Moreover, the proactivity of the individuals motivates them to face the risks by taking charge and personal initiatives and presenting more flexible roles ([Frese et al., 1996](#); [Morrison & Phelps, 1999](#); [Yi-Feng Chen et al., 2021](#)). Numerous researchers suggested that individuals who belong to PP are highly engaged in extra-role job activities beyond the formal organizational responsibilities and take initiatives to seize chances for meaningful and successful change ([Bergeron et al., 2014](#); [Crant & Bateman, 2004](#); [Parker et al., 2006](#)). These traits enable proactive individuals to anticipate future occurrences and react in a manner that encourages efficient and beneficial change ([Crant, 1995](#); [Grant & Ashford, 2008](#)). Additionally, the proactive nature of individuals also enables them to adapt to new things, which enhances their professional self-efficacy ([Kong et al., 2021](#); [C. Li et al., 2020](#)), creativity ([Li et al., 2021](#); [Wang & Lei, 2021](#)), mindfulness ([Bajaba et al., 2021](#); [Sheng & Zhou, 2021](#)), resilience ([Li et al., 2021](#); [Wang & Lei, 2021](#)), life and job satisfaction ([Huang et al., 2020](#); [Wang & Lei, 2021](#); [Wen et al., 2022](#)). Findings of some earlier studies stated that a higher level of PP leads to several positive outcomes, i.e., higher creativity with a higher level of emotional intelligence ([Jafri et al., 2016](#)), and higher self-efficacy ([Asghar et al., 2022](#)), higher adaptive performance with higher support of job meaningfulness ([Abdul Hamid, 2022](#)), higher psychological ownership and resilience with higher support of servant leadership ([Najam & Mustamil, 2022](#)), and increase the advice seeking and task crafting with role ambiguity ([Shin & Kim, 2022](#)). Based on this notion, we argue that proactivity of individuals may also enhance their CSE which enables them to demonstrate CO_OCB which are imperative for the meaningful change. Given from the above literature discussion, we propose the following hypothesis:

Hypothesis 3: PP moderates the positive relationship between COL and CSE such that the positive relationship will be stronger in the case of higher PP and will be weaker in the case of lower PP.

2.4 | Felt Obligation as Moderator

FO is a prescriptive confidence about whether one cares better about the organization's welfare and should support the organization to reach its objectives ([Ogunfowora et al., 2021](#)). In other words, FO is a psychological state of individuals and their perceptions of responsibilities that motivates and engages them in pro-social extra-role behaviors (i.e., CO_OCBs) ([Chen et al., 2023](#); [Chen et al., 2021](#); [Moorman & Harland, 2002](#); [Wang & Huang, 2019](#)), and it reduces negative attitudes and behaviors (i.e., counterproductive and aggressive behaviors) ([Chen et al., 2021](#); [Moorman & Harland, 2002](#)). Higher levels of FO employees motivate them to cooperate with their co-workers and avoid damaging the benefits of others and the organization ([Chen et al., 2023](#)). During the change process, a higher responsible workforce supports the changes in the organization. It has been observed that individuals who feel more responsible for constructive organizational changes demonstrate their active participation beyond the assigned responsibility by the organization for future achievements ([Du et al., 2021](#); [Fuller et al., 2006](#)). FO for constructive organizational change represents an individual's spontaneous dedication, a spirit of responsibility,

and forward enthusiasm, which is not enforced by the organization (Du et al., 2021). Several recent scholars stated that a higher level of FO leads to more vigorous motivation, which helps the employees to achieve organizational goals (Lu et al., 2022) and individual quality performance. Numerous studies revealed that higher levels of FO reduce negative behaviors, i.e., knowledge hiding (Rasheed et al., 2020), turnover intention (Chu et al., 2022; Won et al., 2021), unethical behaviors (Chen et al., 2023), silence behaviors (Yan et al., 2022), and un-ethical pro-family behaviors (Cheng et al., 2021) and increase positive outcomes, i.e., voice behaviors (Liu et al., 2021; Rubbab et al., 2022; Zhu & Akhtar, 2019), work engagement (Chen et al., 2023), helping behaviors (Chen et al., 2023), environmental commitment (Paillé & Valéau, 2020), entrepreneurial performance (Du et al., 2021), affective commitment (Won et al., 2021), and knowledge sharing behaviors (Su et al., 2022). Moreover, as discussed in recent studies, FO for constructive organizational changes is related to personal initiatives (Du et al., 2021); we argue that higher self-confidence motivates individuals to accept risks and challenges (Frese et al., 1997), which may further lead to extra-role behaviors (i.e., CO_OCB). Based on the above-detailed literature discussion, we hypothesized that:

Hypothesis 4: FO moderates the positive relationship between CSE and CO_OCBs such that the positive relationship will be stronger in the case of higher FO and will be weaker in the case of lower FO.

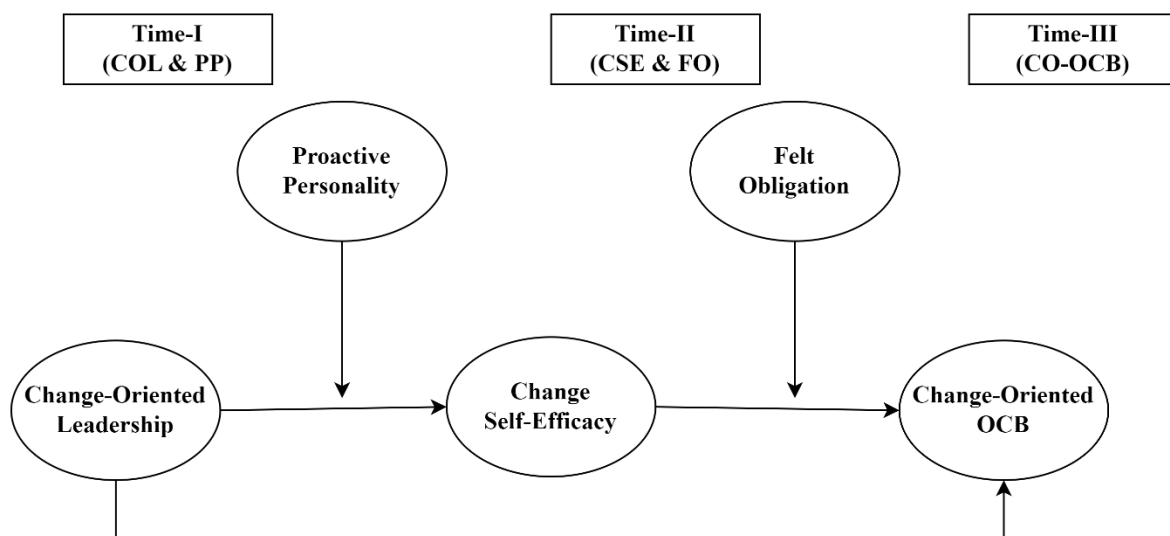


Figure 1: Proposed Research Model

3 | METHODOLOGY & DESIGN

3.1 | Participants and Data Collection Procedure

The present study's sample comprises pharmaceutical, textile, and automobile firms from the major cities of Pakistan (i.e., Islamabad, Faisalabad, Lahore, and Karachi). Full-time employees working in various departments (production/operations, marketing/sales, quality assurance/control, purchase/procurement/logistics, finance/audit/accounts, and information technology). During the change process, the role of employees is imperative; also, supervisors/managers must look after and measure their subordinates' behaviors, attitudes, and performance to implement change programs, policies, and procedures successfully. Using a simple random non-probability sampling technique, data for this study was collected in three different phases to minimize the threat of common method bias (CMB) from the data, as suggested by Podsakoff et al. (2003). Moreover, Podsakoff and

their colleagues explained that during the data collection process, temporal separation helps the researchers to minimize the chances of CMB (Podsakoff et al., 2003) when researchers adopt a time lag method for the collection of data between predictor, criterion variable, and between mediating/moderating variables; due to this researcher able to reduce the ability of participants for the recalling of information which participants use for the answer of previous questions (Podsakoff et al., 2003). After getting permission from the human resources/administration department of each organization, the researchers of this study distributed 600 questionnaires for the first phase for the collection of opinions of the participants (subordinates) about the predictor (COL) and first-moderator (PP) of this study, 483 questionnaires were received back, so the response rate at this stage was 80.5%. In the second phase, four hundred and eighty-three questionnaires were distributed to those participants (subordinates) who participated in the first-time lag for the collection of their opinions about mediating (CSE) and second moderating (FO) variables, and we received 394 questionnaires which the respondents completely filled, so the response rate at the end of the second phase was 81.57%. In the third phase, 200 questionnaires were distributed to the supervisors/managers to rate their subordinates' CO_OCBs (criterion variable) (an average of 3 subordinates are working under a supervisor/manager). At the end of this phase, 149 questionnaires were received back, which were fully filled. The overall response rate for the subordinates was 65.67%, and for supervisors/managers was 74.5%.

3.2 | Measurement Scales

All measurement scales used in this study were assessed using a 5-point Likert range of 1-5 (strongly disagree to strongly agree). All scales used in this study also were in the English language, as English is used as a mode of instruction in educational institutions in Pakistan (Naseer et al., 2018; Naseer et al., 2020). Moreover, English is used as a mode of official communication in the corporate sector (Naseer et al., 2018; Naseer et al., 2020), and most participants (managers/supervisors and subordinates) hold an education of undergraduate.

3.2.1 Change-Oriented Leadership

Change-oriented leadership was assessed by a six-item scale developed by Yukl (1999). Sample items of the scale include “My manager/supervisor is confident and optimistic when proposing a major change” and “My manager/supervisor proposes new and creative ideas for improving products, services, or processes.” The Cronbach alpha = .92.

3.2.2 Change Self-Efficacy

The change self-efficacy level of employees was measured using a 6-items scale developed by Holt et al. (2007). The sample items of the scale include “When we implement this change, I feel I can handle it with ease” and “I have the skills that are needed to make this change work.” The Cronbach alpha = .90.

3.2.3 Proactive Personality

The subordinates' proactive personality was measured using the 4-item scale developed by Li et al. (2014). The sample items of the scale include “I take the initiative immediately even when others don't” and “Whenever something goes wrong, I search for a solution immediately.” The Cronbach alpha = .71.

3.2.4 Felt Obligation

To measure the felt obligation, a 5-item scale was used, which was developed by Liang et al. (2012). The sample items of the scale include “I feel a personal obligation to produce constructive suggestions to help the organization achieve its goals” and “I would feel an obligation to take time from my personal schedule to generate

ideas/solutions for the organization if it is needed.” One item from this scale was removed, which can’t meet the threshold limit of .700 for factor loadings, as suggested by Hair et al. (2019). The Cronbach alpha = .90.

3.3.5 Change-Oriented OCBs

Change-oriented OCBs of the subordinates were assessed by their immediate supervisors/managers using a 4-item scale which was developed by Choi (2007) using the items of Scott and Bruce (1994) and Morrison and Phelps (1999). The sample items of this scale include “He/She frequently comes up with new ideas or new work methods to perform his/her task” and “He/she often changes the way He/she works to improve efficiency.” The Cronbach alpha = .89.

3.3.6 Control Variables

To avoid the confusing effects of other than the study variables, in the present study, we controlled the demographics (gender, age, education, experience, department, and organization) by following the recent earlier studies (Asgar et al., 2022; Thompson et al., 2020; Weißenfels et al., 2022; Wu et al., 2022). In real life, there is a potential influence of these demographics on employees’ attitudes and behaviors during the organizational change process.

4 | RESULTS and ANALYSIS

The present study uses SPSS statistical software to perform frequency, descriptive, and correlation tests; and Smart-PLS to perform direct, mediation, and moderation effects as proposed in the conceptual model. Harman single factor (1967) analysis was run for the detection of CMB, and 35.05% cumulative variance was found, which was less than 50%, as suggested by Harman (1967). Moreover, KMO and Bartlett’s test was performed, and results were found significant (KMO=.895, Approx Chi-Sqr = 6147.980, $p < .001$), which shows no issue of CMB and accuracy in the data. Further, Table 1 represents the demographic details (gender, age, education, experience, organizations, and departments) of immediate supervisors/managers and their subordinates.

Demographics		Subordinates		Management	
		Frequency	%	Frequency	%
Gender	Male	269	68.27%	98	65.77%
	Female	125	31.73%	51	34.23%
Age	26-35	224	56.85%	78	52.35%
	36-45	78	19.80%	37	24.83%
	46-55	66	16.75%	23	15.44%
	More than 56	26	6.60%	11	7.38%
Education	Undergraduate and below	313	79.44%	118	79.19%
	Graduate and above	81	20.56%	31	20.81%
Experience	1-10 Years	147	37.31%	33	22.15%
	11-20 Years	163	41.37%	89	59.73%
	More than 20 Years	84	21.32%	27	18.12%
Organizations	Pharmaceutical	132	33.50%	47	31.54%
	Textile	181	45.94%	73	48.99%
	Automobile	81	20.56%	29	19.46%
Departments	Production/Operations	113	28.68%	35	23.49%
	Marketing/Sales	87	22.08%	21	14.09%
	Q.A/Q.C	94	23.86%	29	19.46%
	Purchase/Procurement/Logistics	39	9.90%	18	12.08%
	IT	34	8.63%	29	19.46%
	Finance/Accounts/Audit	27	6.85%	17	11.41%

Confirmatory factor analysis (CFA) was run using Smart-PLS; **Table 2** and **Figure 2** of this study demonstrate the values of factor loadings (threshold >.700), VIF (threshold <3.0), and cross-loadings; all indicators of CFA meet the threshold limits as suggested by Hair et al. (2017; 2019).

Table 2: Confirmatory Factor Analysis

Items	Factor Loadings	VIF	Cross-Loadings				
			COL	CSE	PP	FO	CO_OCBs
COL-01	.856	2.860	0.856	0.367	0.332	0.353	0.186
COL-02	.849	2.756	0.849	0.346	0.311	0.329	0.209
COL-03	.892	3.544	0.892	0.309	0.347	0.360	0.236
COL-04	.857	2.759	0.857	0.315	0.354	0.287	0.280
COL-05	.829	2.661	0.829	0.330	0.296	0.337	0.213
COL-06	.802	2.371	0.802	0.283	0.326	0.353	0.195
CSE-01	.825	2.235	0.335	0.825	0.426	0.309	0.441
CSE-02	.820	2.425	0.293	0.820	0.296	0.291	0.465
CSE-03	.854	2.625	0.353	0.854	0.317	0.313	0.540
CSE-04	.839	2.400	0.323	0.839	0.367	0.299	0.526
CSE-05	.784	1.883	0.261	0.784	0.359	0.199	0.538
CSE-06	.822	2.187	0.342	0.822	0.354	0.240	0.555
PP-01	.700	1.301	0.247	0.166	0.700	0.412	0.124
PP-02	.734	1.386	0.167	0.199	0.734	0.414	0.069
PP-03	.746	1.310	0.190	0.281	0.746	0.502	0.089
PP-04	.747	1.340	0.161	0.170	0.747	0.480	0.060
FO-01	.839	1.888	0.356	0.306	0.270	0.839	0.115
FO-02	.885	3.054	0.315	0.229	0.300	0.885	0.089
FO-03	.886	2.760	0.385	0.284	0.340	0.886	0.113
FO-04	.893	3.272	0.319	0.245	0.252	0.893	0.083
CO_OCBs-01	.887	2.599	0.384	0.288	0.251	0.394	0.887
CO_OCBs-02	.861	2.349	0.339	0.310	0.218	0.335	0.861
CO_OCBs-03	.880	2.654	0.409	0.239	0.294	0.286	0.880
CO_OCBs-04	.866	2.470	0.369	0.238	0.222	0.321	0.866

Note: COL; change-oriented leadership, CSE; change self-efficacy, PP; proactive personality, FO; felt-obligation, CO_OCBs; change-oriented organizational citizenship behaviors

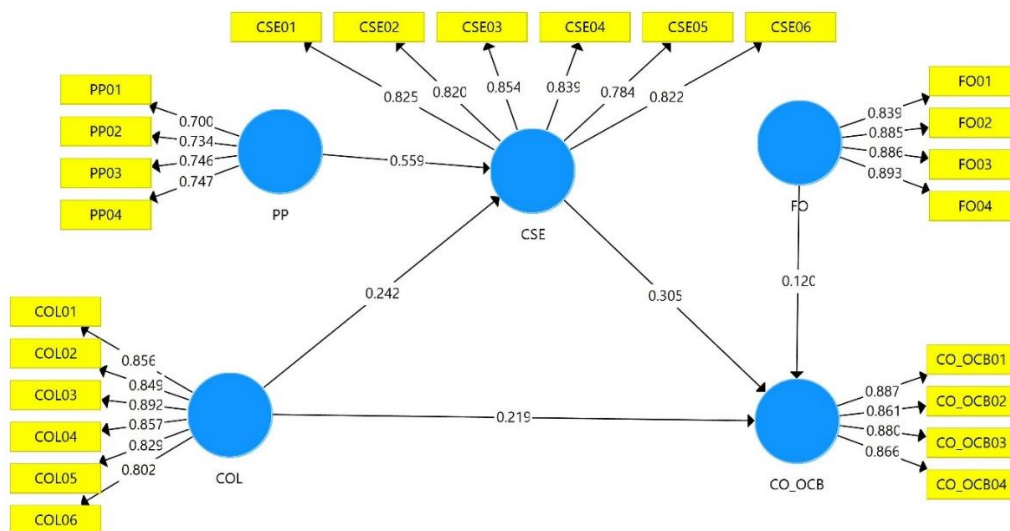


Figure 2.Confirmatory Factor Analysis

To check the validity of the constructs, the researchers use the Fornell-Larker criterion and Heterotrait-monotrait ratio of correlations (HTMT) using Smart-PLS v 3.0 statistical software. **Table 3** shows the values of both statistical tests; the first portion of the table shows the Fornell-Larker criterion values, which align with the threshold recommendations as diagonal values of all constructs are higher, as suggested by Fornell-Larker (1981).

Moreover, the second portion of the table shows the HTMT values, which show that all constructs correlate positively and values meet the threshold limit ($<.800$), as suggested by Hair et al. (2017; 2019).

Variables	Fornell-Larker Criterion				
	COL	CSE	PP	FO	CO_OCBs
COL	.848				
CSE	.387	.874			
PP	.259	.430	.824		
FO	.396	.308	.333	.876	
CO_OCBs	.384	.282	.621	.116	.732
Variables	Heterotrait-monotrait Ratio of Correlations (HTMT)				
	COL	CSE	PP	FO	CO_OCBs
COL					
CSE	.422				
PP	.322	.475			
FO	.431	.337	.566		
CO_OCBs	.420	.349	.368	.143	

Note: COL; change-oriented leadership, CSE; change self-efficacy, PP; proactive personality, FO; felt-obligation, CO_OCBs; change-oriented organizational citizenship behaviors

Researchers use SPSS statistical software for descriptive statistics (mean and standard deviations) and correlation analysis and Smart-PLS for the calculation of reliability (Cronbach alpha) and validity (composite reliability and average variance extracted). Table 4 shows the values of Cronbach alpha ($>.700$), composite reliability ($<.700$), and average variance extracted ($>.500$), which meet the threshold cutoffs as recommended by Hair et al. (2019). Moreover, all study variables correlated positively and significantly.

Variables	Mean	SD	CR	AVE	1	2	3	4	5
1 COL	4.49	1.0637	.939	.719	(.92)	.384**	.256**	.394**	.383**
2 CSE	4.62	.9275	.927	.680		(.90)	.620**	.329**	.430**
3 PP	4.37	.7856	.822	.536			(.71)	.113*	.282**
4 FO	4.68	1.1742	.930	.768				(.90)	.302**
5 CO_OCBs	4.52	1.0481	.928	.763					(.89)

Note: COL; change-oriented leadership, CSE; change self-efficacy, PP; proactive personality, FO; felt-obligation, CO_OCBs; change-oriented organizational citizenship behaviors, CR; composite reliability, AVE; average variance extracted, reliability values are in parenthesis** $p<.01$, * $p<.05$

Researchers use the PROCESS-macro technique to perform the statistical analysis to test this study's proposed hypothesis (direct, indirect, moderation). For this purpose, a bootstrapping method with a 5000 sample size was adopted, as suggested by Preacher and Hayes (2004) and Hayes (2018). The first portion of Table 5 shows the values of direct effects between predictor, mediation, and criterion variables. Results shows a significant positive relationship between COL and CO_OCBs ($b=.255$, $t\text{-value}=4.275$, $p<.001$, LL/UL-CIs=.134/.369), between COL and CSE ($b=.388$, $t\text{-value}=6.249$, $p<.001$, LL/UL-CIs=.270/.513) and between CSE and CO_OCBs ($b=.333$, $t\text{-value}=6.477$, $p<.001$, LL/UL-CIs=.234/.435); thus, these findings supported our H1. The second portion of Table 5 shows the mediation effects of CSE between the relationship of COL and CO_OCBs, and results reveal a partial mediation ($b=.129$, $t\text{-values}=4.056$, $p<.001$, LL/UL-CIs=.076/.199); thus, these results supported H2 of this study.

Furthermore, the third and last portion of Table 5 reveals the moderation outcomes of PP and FO. Results show the positive and significant relationship between COL and CSE ($b=.247$, $t\text{-value}=4.891$, $p<.001$, LL/IL-CIs=.156/.352), between PP and CSE ($b=.568$, $t\text{-value}=8.110$, $p<.001$, LL/IL-CIs=.400/.679), and the interaction term (COL x PP) have also a significant positive relationship with CSE ($b=.114$, $t\text{-value}=3.511$, $p<.01$, LL/UL-

CI=.146/.261). Also, results show a significant positive influence of CSE on CO_OCBs ($b=.358$, $t\text{-value}=6.696$, $p<.001$, LL/UL-CIs=.255/.464) FO on CO_OCBs ($b=.156$, $t\text{-value}=2.481$, $p<.05$, LL/UL-CIs=.143/.289) and interaction term have also a significant positive influence on CO_OCB ($b=.172$, $t\text{-value}=3.573$, $p<.01$, LL-UL-CIs=.125/.256); thus, these findings support the H₃ and H₄ of this study.

Table 5: Direct, Mediation, and Moderation Effects						
Relationships	Coeff	SE	t-value	p-value	LL-CI	UL-CI
Direct Effects						
COL → CO_OCBs	.255	.060	4.275	.000	.134	.369
COL → CSE	.388	.062	6.249	.000	.270	.513
CSE → CO_OCBs	.333	.051	6.477	.000	.234	.435
Mediation Effects						
Indirect Effects (COL → CSE → CO_OCBs)	.129	.032	4.056	.000	.076	.199
Moderation Effects						
COL → CSE	.247	.050	4.891	.000	.156	.352
PP → CSE	.568	.070	8.110	.000	.400	.679
Interaction (COL x PP) → CSE	.114	.038	3.511	.008	.146	.261
CSE → CO_OCBs	.358	.054	6.696	.000	.255	.464
FO → CO_OCBs	.156	.063	2.481	.014	.143	.289
Interaction (CSE x FO) → CO_OCBs)	.172	.046	3.573	.006	.125	.256

Note: COL; change-oriented leadership, CSE; change self-efficacy, PP; proactive personality, FO; felt-obligation, CO_OCBs; change-oriented organizational citizenship behaviors, UL/LL-CI; upper and lower-level class intervals

The researchers further performed a robustness test using bootstrapping technique with a sample size of 5000 through Smart-PLS to confirm the significance of the models and results. Figure 3 shows the direct and indirect effect relationships (between COL and CO_OCBs, COL and CSE, and CSE and CO_OCBs). In contrast, Figure 4 shows the moderation effect of PP between the relationship of COL and CSE; Figure 5 shows the moderation effect of FO between the relationship of CSE and CO_OCBs; and the values shown in these figures support H₁, H₂, H₃, and H₄ of this study.

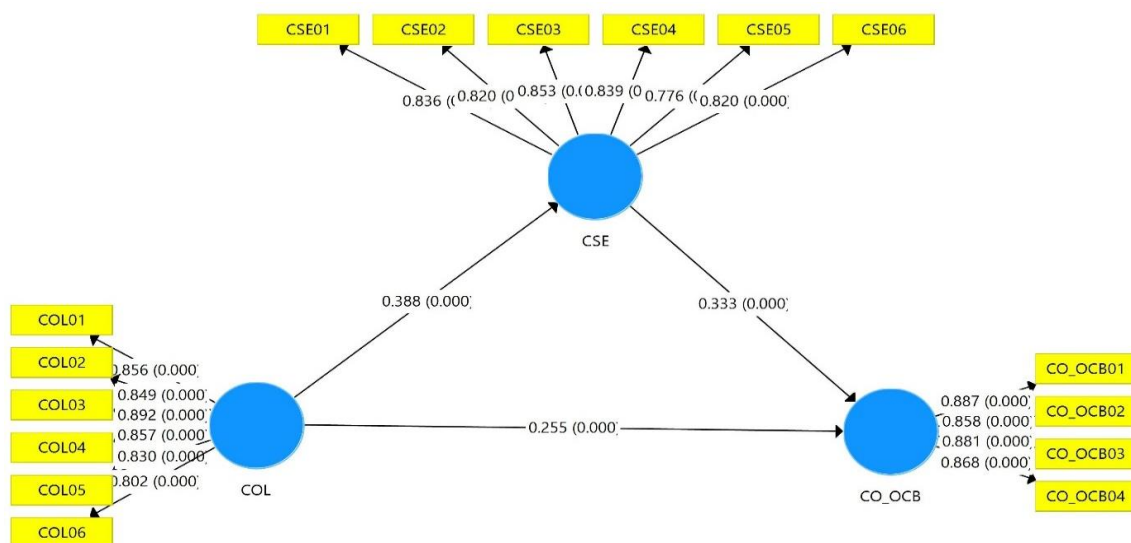


Figure 3. Direct and Indirect Effects Analysis

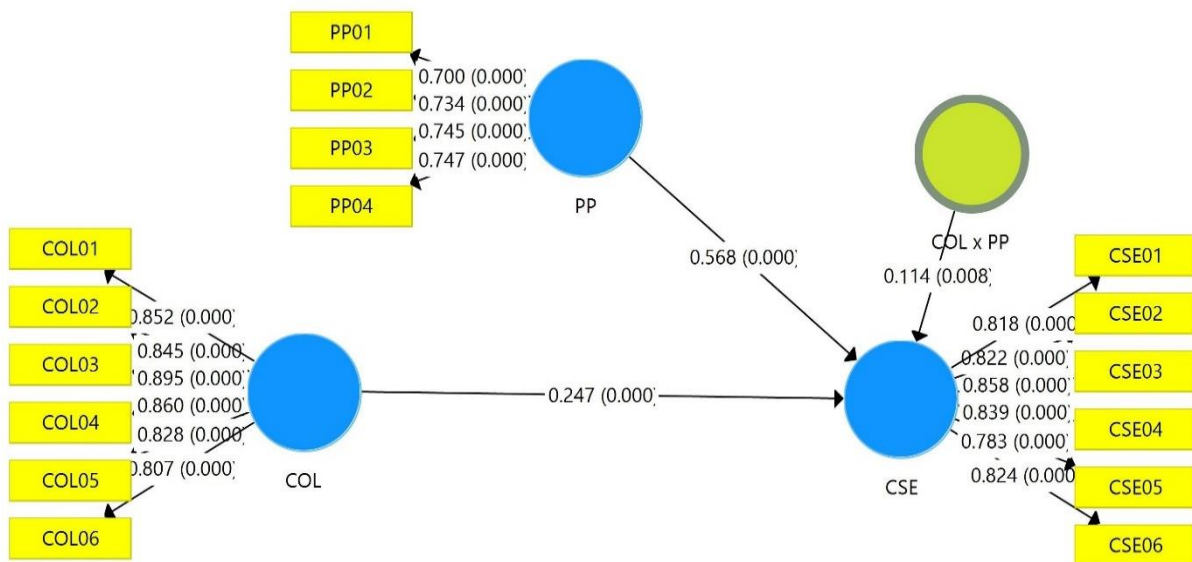


Figure 4. Moderation Analysis (PP-Moderator)

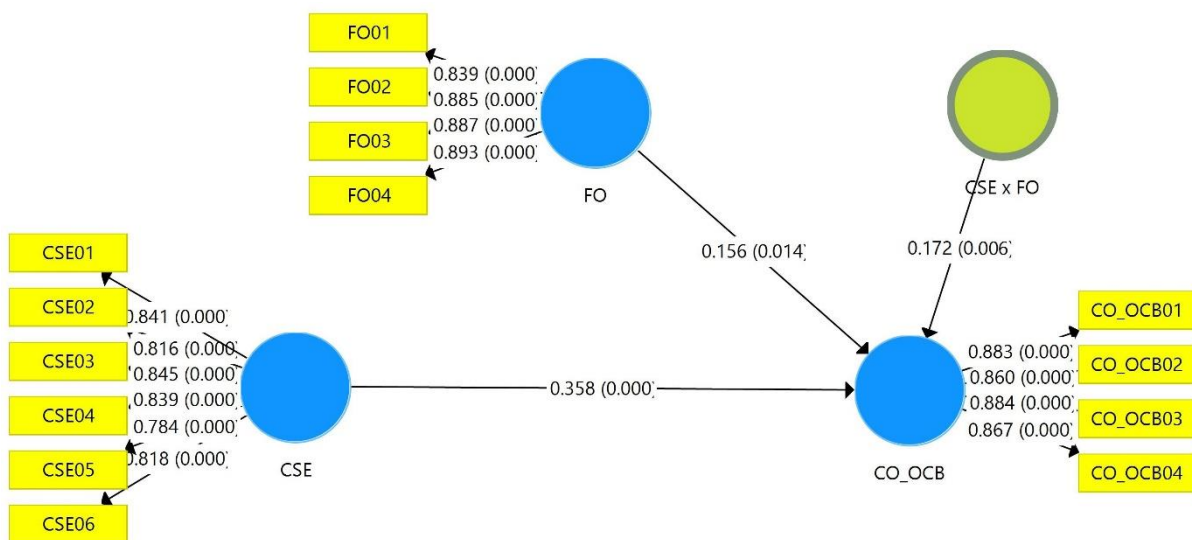


Figure 5. Moderation Analysis (FO-Moderator)

Further, we draw a moderation slope using Smart-PLS and a moderation graph using PROCESS-macro results at plus and minus one standard deviation. Figure 6 explains that higher support of COL and higher-level of PP leads to higher CSE. In contrast, figure 7 illustrates that a higher level of CSE and a higher FO level led to a higher demonstration of higher CO_OCBs.

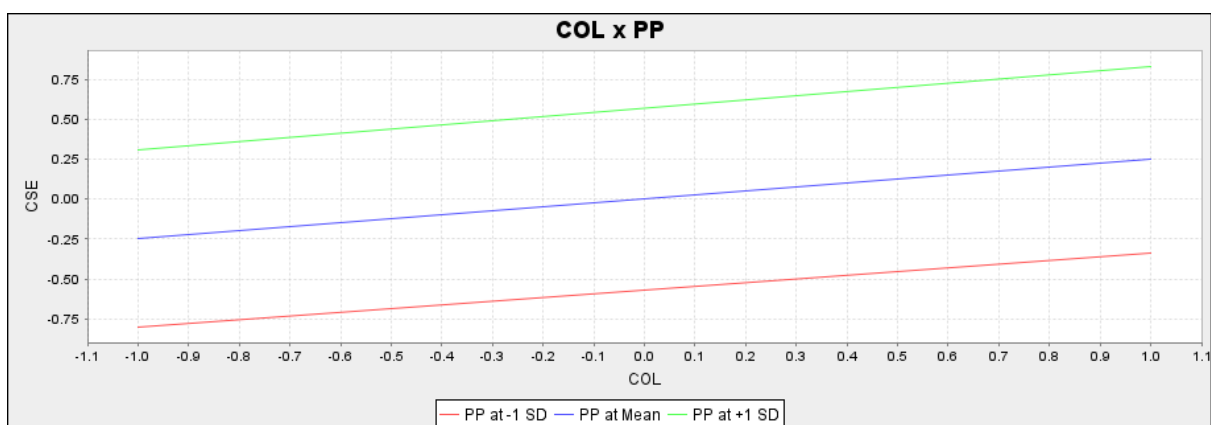


Figure 6. Moderation Slope (PP-Moderator)

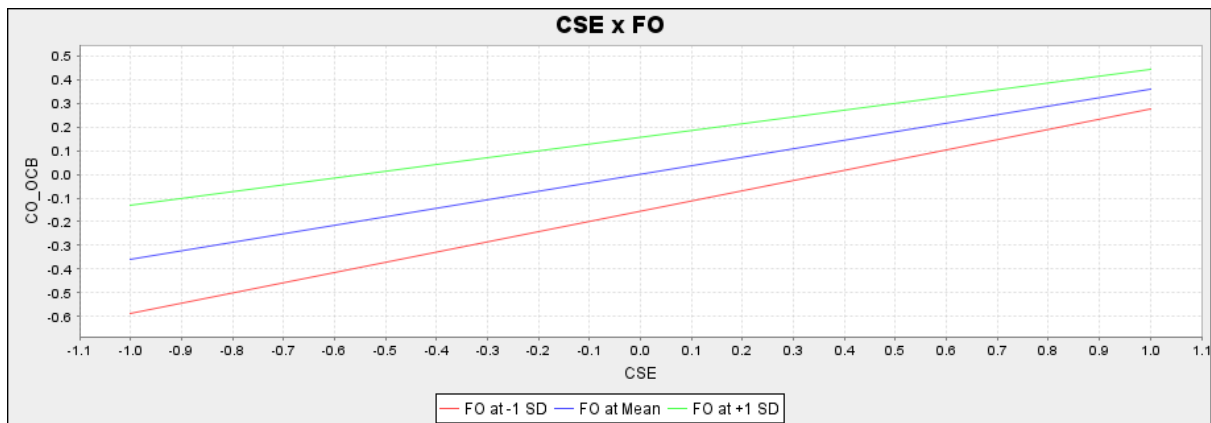


Figure 7. Moderation Slope (FO-Moderator)

5 | DISCUSSION

In the present study, we examine the impact of COL on subordinate behaviors, i.e., CSE and CO_OCBs at the workplace, especially during organizational changes; we also investigate the role of personal factors, i.e., PP and FO for the enhancement of employee behaviors, i.e., CSE and CO_OCBs. For this purpose, we theoretically follow the JD-R theory and empirically test that COL magnifies the CSE and CO_OCBs of the subordinates. The present study also attempts to determine the mediating role of CSE between COL and CO_OCBs. Further, we also found that PP moderates the effect of COL on CSE, and FO moderates the impact of CSE on CO_OCBs. The present study's findings support the hypothesized model (H₁, H₂, H₃, and H₄), which demonstrates that COL and CSE indirectly influence the CO_OCBs of the subordinates. The present study analyses the personal psychological factors, i.e., PP and FO, and found that these factors also influence the behaviors of the individuals.

5.1 | Theoretical Implications

Organizations during the change process, especially in rapidly changing environments, require self-directed behaviors from the workforce. These situations attract the attention of growing scholars to find out the factors which promote positive behaviors and attitudes of the employees to deal with and manage the uncertainty and complexity of the change. Theoretically, the current study defines new understandings of the literature on change management, leadership, and positive psychology. The present study is an extension of the literature on leadership by explaining that COL's support work as physical and psychological support to the subordinates through guidance and assistance so that they can handle the risks, stress, and uncertainty of the organizational change. This study adds knowledge to the body of knowledge in the field of change management using the lens of JD-R theory, which explains that to fulfill the job demands, employees need some social, organizational, physical, and psychological resources (Demerouti et al., 2019). Therefore, the findings of this study add to the JD-R theory by demonstrating that support of COL provides social, physical, and psychological support, which helps (Chien et al.) the subordinates to reduce their fear about the change (Bakker & de Vries, 2021), enabling them to tackle the complexity of the organizational changes through CO_OCBs (C. Cao et al., 2022). Further, this study's results explain that support of leadership (i.e., COL) enhances the confidence level of subordinates for the acceptance of challenging circumstances during changes (Berson et al., 2006), which indirectly increases the CO_OCBs. These results further elaborate that CSE, an intervening mechanism, enables individuals to demonstrate extra-role behaviors (i.e., CO_CB) at the workplace (Bayraktar & Jiménez, 2020; Roczniewska et al., 2020), which are the core

requirement for meaningful change with the support of COL. The findings of this study are also in line with the previous studies, which discussed the positive influence of COL on extra-role behaviors of individuals (i.e., CO_OCBs) ([Mikkelsen & Olsen, 2018](#); [Yukl, 2012](#)) and the indirect effect of CSE for the enhancement of positive outcomes of the employees during organizational change ([Bayraktar & Jiménez, 2020](#); [Cunningham et al., 2002](#); [Roczniewska et al., 2020](#)). In addition, the findings of this study reveal that PP works as a psychological source of encouragement for enhancing the change-related self-confidence of individuals with the support of leadership (change-oriented). These findings also add to the JD-R theory, which explains that personality traits, also being a personal source of motivation, boost the psychological strength of individuals so that they can accept, handle and manage uncertain circumstances at the workplace ([Bakker & de Vries, 2021](#); [Bateman & Crant, 1993](#); [Crant & Bateman, 2004](#)). Moreover, these study's findings explain that the organizational environment also gives sense of obligation to the individuals for the constructive change with higher CSE, which boosts their motivation and enables them to demonstrate beyond the administrative responsibilities, i.e., CO_OCBs. These findings also align with the earlier studies ([Du et al., 2021](#); [Moorman & Harland, 2002](#)) and add to the JD-R theory.

5.2 | Managerial Implication

The findings of this study provide some implications for managers. In the current era of rapid change, every organization requires a quality, performance-oriented workforce to attain objectives and remain successful in the market. For that purpose, organizations arrange training programs for all types of management (upper, middle, and lower) about the awareness of the latest changes and technological advancements in the business world. Organizations pay attention to the employees' self-efficacy, especially about the change; for that purpose, organizations focus during recruitment and assess the CSE level of the candidates. Additionally, organizations also motivate and encourage employees to think creatively and handle complex situations at the workplace. Generation and maintenance of higher CSE levels can also be achieved through education and training of the employees on the job and seminars. The study's findings suggest that top management and organizations should comprehensively understand the various personality characteristics of their workforce and consider the external working atmosphere. The present study proves that the felt obligation of employees is helpful for the achievement of desired organizational objectives, so organizations and top management must provide an environment of trust, identity, support, and encouragement which, as a result, increase these types of beliefs of the employees about the organizations.

5.3 | Limitations and Future Directions

Although existing research has practical and theoretical implications, it has several limitations. First, in the present study, the change behaviors of leaders and subordinates are examined using the sample of manufacturing sector organizations; it would be better to replicate the model of this study with the sample of service and public sector organizations. Second, in the present study, we use a positive personality trait (proactive personality), as employees perceive organizational changes negatively, so it would be better for future researchers to test the influence of negative personality factors being predictors and moderating variables. Third, in the present study, we use CSE as an intervening mechanism; it would be interesting for future researchers to use other mediating variables to enhance CO_OCBs with COL, i.e., sharing knowledge, knowledge management practices, and self-leadership. The organizational environment also influences the attitudes and behaviors of the employees; in the present study, we use felt obligation as a moderator for the enhancement of CO_OCBs; it is a suggestion for

future researchers to use other organizational factor moderating variables, i.e., psychosocial safety climate, workplace mistreatment, and workplace conflict, especially during the organizational change process. In the present study, we tested the influence of COL on employees' behaviors; it would be better for future researchers to examine the impact of other positive and negative leadership styles, especially in the context of organizational changes.

6 | CONCLUSION

In the present study, we investigate the influence of leadership on OCBs, especially during the organizational change process; thus, this study's findings reveal that change-oriented leadership has a positive relationship with change-oriented OCBs. Moreover, this study's results identify that change-related self-efficacy can be enhanced with the support of leadership through which employees demonstrate CO_OCBs. Our study also explains that personal factors, i.e., proactive personality with the help of leadership (COL), boost their self-confidence to deal with the change circumstances; in contrast, this higher CSE with a more heightened sense of obligations resulted in change-oriented OCBs. This study's findings extend the knowledge of organizational behavior, change management, positive psychology, and leadership.

REFERENCES

- Abdul Hamid, R. (2022). The Role of Employees' Technology Readiness, Job Meaningfulness and Proactive Personality in Adaptive Performance. *Sustainability*, 14(23), 15696.
- Alikaj, A., et al. (2021). Proactive Personality and Creative Behavior: Examining the Role of Thriving at Work and High-Involvement HR Practices. *Journal of Business and Psychology*, 36(5), 857-869.
- Alnoor, A. M., et al. (2020). The impact of self-efficacy on employees' ability to accept new technology in an Iraqi university. *Global Business and Organizational Excellence*, 39(2), 41-50.
- Altura, T. G., et al. (2021). Proactive personality as a double-edged sword: The mediating role of work-family conflict on employee outcomes. *Journal of Career Development*, 48(6), 849-862.
- Amiot, C. E., et al. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organizational identification. *Journal of Management*, 32(4), 552-574.
- Arain, G. A., et al. (2019). Servant leadership and follower voice: the roles of follower felt responsibility for constructive change and avoidance-approach motivation. *European Journal of Work and Organizational Psychology*, 28(4), 555-565.
- Asbari, M., et al. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies*, 2(1), 74-85.
- Asghar, F., et al. (2022). Eminence of leader humility for follower creativity during COVID-19: the role of self-efficacy and proactive personality. *Frontiers in Psychology*, 12, 1-11.
- Bajaba, S., et al. (2021). Does mindfulness enhance the beneficial outcomes that accrue to employees with proactive personalities? *Current Psychology*, 40, 475-484.
- Bakker, A. B., & de Vries, J. D. (2021). Job Demands-Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1-21.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In *Handbook of well-being* (E. Diener, S. Oishi, & L. Tay ed., pp. 593-604). DEF Publishers.
- Bandura, A. (1988). Self-regulation of motivation and action through goal systems. In *Cognitive perspectives on emotion and motivation* (In V. Hamilton, G. H. Bower, & N. H. Frijda ed., pp. 37-61). Kluwer Academic Publisher.
- Bandura, A., et al. (1997). *Self-efficacy: The exercise of control*. Worth Publishers (Henry Holt & Co.).
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103-118.
- Bayraktar, S. (2019). How leaders cultivate support for change: Resource creation through justice and job security. *The Journal of Applied Behavioral Science*, 55(2), 213-234.
- Bayraktar, S., & Jiménez, A. (2020). Self-efficacy as a resource: a moderated mediation model of transformational leadership, extent of change and

- reactions to change. *Journal of Organizational Change Management*, 33(2), 301-317.
- Bergeron, D. M., et al. (2014). Proactive personality at work: Seeing more to do and doing more? *Journal of Business and Psychology*, 29, 71-86.
- Bergsten, E. L., et al. (2021). Effects of relocation to activity-based workplaces on perceived productivity: Importance of change-oriented leadership. *Applied Ergonomics*, 93, 1-7.
- Berson, Y., et al. (2006). Leadership and organizational learning: A multiple levels perspective. *The Leadership Quarterly*, 17, 6.
- Bettencourt, L. A. (2004). Change-oriented organizational citizenship behaviors: The direct and moderating influence of goal orientation. *Journal of Retailing*, 80(3), 165-180.
- Bilal, M., et al. (2021). Entrepreneurial leadership and employees' proactive behaviour: Fortifying self determination theory. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3), 176.
- Borgmann, L., et al. (2016). Integrating leadership research: A meta-analytical test of Yukl's meta-categories of leadership. *Personnel Review*, 45(6), 1340-1366.
- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology*, 23(3), 338-349.
- Busari, A. H., et al. (2019). Transformational leadership style, followership, and factors of employees' reactions towards organizational change. *Journal of Asia Business Studies*, 14(2), 181-209.
- Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Perspectives*, 14(3), 52-66.
- Cao, C., et al. (2022). How Determinants of Employee Innovation Behavior Matter During the COVID-19 Pandemic: Investigating Cross-Regional Role via Multi-Group Partial Least Squares Structural Equation Modeling Analysis. *Frontiers in Psychology*, 13, 739898.
- Cao, W., et al. (2022). Leadership and workplace aggression: A meta-analysis. *Journal of Business Ethics*, 1-21.
- Chen, Q., et al. (2023). Influences of (In) Congruences in Psychological Entitlement and Felt Obligation on Ethical Behavior. *Frontiers in Psychology*, 13, 1-14.
- Chen, Y., et al. (2021). Is abusive supervision harmful to organizational environmental performance? Evidence from China. *Asian Business & Management*, 1-24.
- Cheng, K., et al. (2021). Family-supportive supervisor behavior, felt obligation, and unethical pro-family behavior: The moderating role of positive reciprocity beliefs. *Journal of Business Ethics*, 177, 261-273.
- Cheng, T., et al. (2012). Longitudinal effects of job insecurity on employee outcomes: The moderating role of emotional intelligence and the leader-member exchange. *Asia Pacific Journal of Management*, 29(3), 709-728.
- Chiaburu, D. S., et al. (2022). Happy to help, happy to change? A meta-analysis of major predictors of affiliative and change-oriented organizational citizenship behaviors. *Journal of Vocational Behavior*, 132, 1-48.
- Chien, G. C., et al. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. 19(4), 473-495.
- Choi, J. N. (2007). Change-oriented organizational citizenship behavior: effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior*, 28(4), 467-484.
- Choi, Y., et al. (2022). Leader Humor and Followers' Change-Oriented Organizational Citizenship Behavior: The Role of Leader Machiavellianism. *Behavioral Sciences*, 12(2), 1-14.
- Chu, X., et al. (2022). Strengths-Based Leadership and Turnover Intention: The Roles of Felt Obligation for Constructive Change and Job Control. *Frontiers in Psychology*, 13(1-10).
- Chughtai, M. S., & Khalid, Y. (2022). Learning Organizations and Innovative Work Behaviors: A Moderated Mediation Model of Creative Self-Efficacy and Self-Leadership from the Perspective of Social Cognitive Theory and Social Schema Theory. *Journal of Innovative Research in Management Sciences*, 3(1), 22-41.
- Crant, J., & Bateman, T. (2004). The central role of proactive behavior in organizations. Symposium conducted at the meeting of the Academy of Management (Proactivity: Enhancing understanding of self-started and dynamic action within organizations), New Orleans, Louisiana.
- Crant, J. M. (1995). The proactive personality scale and objective job performance among real estate agents. *Journal of Applied Psychology*, 80(4), 532-537.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26(3), 435-462.
- Crant, J. M., et al. (2017). Proactive personality: A twenty-year review. In *Proactivity at work: Making things happen in organizations* (S. K. Parker & U. K. Bindle ed., pp. 193-225). Routledge.
- Cunningham, C. E., et al. (2002). Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural correlates. *Journal of Occupational and Organizational Psychology*, 75(4), 377-392.
- Demerouti, E., et al. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.
- Demerouti, E., et al. (2019). Job Demands-Resources theory and the role of individual cognitive and behavioral strategies. In *The fun and frustration of modern working life: Contributions from an occupational health psychology perspective* (T. Taris, M. Peeters, & H. De Witte ed., pp. 94-104). Pelckmans Pro.
- Derue, D. S., et al. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test

- of their relative validity. *Personnel Psychology*, 64(1), 7-52.
- Du, Y., et al. (2021). Entrepreneurs' Felt Responsibility for Constructive Change and Entrepreneurial Performance: A Moderated Mediation Model of Technology Action and Market Orientation. *Frontiers in Psychology*, 12, 1-11.
- Dumas, C., & Beinecke, R. H. (2018). Change leadership in the 21st century. *Journal of Organizational Change Management*, 31(4), 867-876.
- Ekvall, G., & Arvonen, J. (1991). Change-centered leadership: An extension of the two-dimensional model. *Scandinavian Journal of Management*, 7(1), 17-26.
- Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing Research*, 18(3), 382-388.
- Frese, M., et al. (1997). The concept of personal initiative: Operationalization, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology*, 70(2), 139-161.
- Frese, M., et al. (1996). Personal initiative at work: Differences between East and West Germany. *Academy of Management Journal*, 39(1), 37-63.
- Fuller, J. B., et al. (2006). Promoting felt responsibility for constructive change and proactive behavior: Exploring aspects of an elaborated model of work design. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(8), 1089-1120.
- Gil, F., et al. (2005). Change-oriented leadership, satisfaction and performance in work groups: Effects of team climate and group potency. *Journal of Managerial Psychology*, 20(3/4), 312-328.
- Gong, Y., et al. (2009). Employee Learning Orientation, Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy. *Academy of Management Journal*, 52, 4.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3-34.
- Hair, J. F., et al. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hair, J. F., et al. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Haqq, Z. N. (2023). Enhancing Behavioral Support for Change: The Role of Employee Participation and Change Self-efficacy as Predictors. 4th Asia Pacific Management Research Conference (APMRC 2022), Widya Mandala Surabaya Catholic University, Indonesia.
- Harman, D. (1967). A single factor test of common method variance. *Journal of Psychology*, 35(1967), 359-378.
- Hay, G. J., et al. (2021). Making sense of organisational change failure: An identity lens. *Human Relations*, 74(2), 180-207.
- Hayes, A. F. (2018). *Introduction to Mediation, Moderation, and Conditional Process Analysis* (2nd ed.). The Guilford Press.
- Heracleous, L., & Bartunek, J. (2021). Organization change failure, deep structures and temporality: Appreciating Wonderland. *Human Relations*, 74(2), 208-233.
- Herold, D. M., et al. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93(2), 346-357.
- Herold, D. M., et al. (2007). Beyond change management: A multilevel investigation of contextual and personal influences on employees' commitment to change. *Journal of Applied Psychology*, 92(4), 942-951.
- Holt, D. T., et al. (2007). Readiness for organizational change: The systematic development of a scale. *The Journal of Applied Behavioral Science*, 43(2), 232-255.
- Hornung, S., & Rousseau, D. M. (2007). Active on the job—proactive in change: How autonomy at work contributes to employee support for organizational change. *The Journal of Applied Behavioral Science*, 43(4), 401-426.
- Huang, S., et al. (2020). Does meaning in life mediate the relationship between proactive personality and well-being? *Social Behavior and Personality: an international journal*, 48(12), 1-9.
- Jafri, M. H., et al. (2016). Emotional intelligence and employee creativity: Moderating role of proactive personality and organizational climate. *Business Perspectives and Research*, 4(1), 54-66.
- Jang, E. (2021). Sustainable Workplace: Impact of Authentic Leadership on Change-Oriented Organizational Citizenship Behavior and the Moderating Role of Perceived Employees' Calling. *Sustainability*, 13(15), 1-16.
- Jimmieson, N. L., et al. (2004). A longitudinal study of employee adaptation to organizational change: the role of change-related information and change-related self-efficacy. *Journal of Occupational Health Psychology*, 9(1), 11-27.
- Jung, D. I., et al. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14, 4.
- Kasemsap, K. (2017). Unifying a framework of organizational culture, organizational climate, knowledge management, and job performance. In *ORGANIZATIONAL Culture and Behavior: concepts, methodologies, tools, and applications* (pp. 327-355). IGI Global.
- Kelemen, T. K., et al. (2020). Leading day-to-day: A review of the daily causes and consequences of leadership behaviors. *The Leadership Quarterly*, 31(1), 1-19.
- Kivimäki, M., et al. (2007). Organisational downsizing and increased use of psychotropic drugs among

- employees who remain in employment. *Journal of Epidemiology & Community Health*, 61(2), 154-158.
- Kong, L.-N., et al. (2021). Proactive personality, professional self-efficacy and academic burnout in undergraduate nursing students in China. *Journal of Professional Nursing*, 37(4), 690-695.
- Lang, Y., et al. (2022). Narcissistic Enough to Challenge: The Effect of Narcissism on Change-Oriented Organizational Citizenship Behavior. *Frontiers in Psychology*, 12, 6633.
- Li, C., et al. (2020). Entrepreneurial passion to entrepreneurial behavior: role of entrepreneurial alertness, entrepreneurial self-efficacy and proactive personality. *Frontiers in Psychology*, 11, 1611.
- Li, H., et al. (2020). Linking proactive personality to creative performance: The role of job crafting and high-involvement work systems. *The Journal of Creative Behavior*, 54(1), 196-210.
- Li, M., et al. (2016). Linking empowering leadership and change-oriented organizational citizenship behavior: The role of thriving at work and autonomy orientation. *Journal of Organizational Change Management*, 29(5), 732-750.
- Li, W.-D., et al. (2014). Reciprocal relationship between proactive personality and work characteristics: a latent change score approach. *Journal of Applied Psychology*, 99(5), 948-965.
- Li, X., et al. (2021). Are proactive employees more creative? The roles of multisource information exchange and social exchange-based employee-organization relationships. *Personality and Individual Differences*, 170, 110484.
- Liang, J., et al. (2012). Psychological antecedents of promotive and prohibitive voice: A two-wave examination. *Academy of Management Journal*, 55(1), 71-92.
- Liu, Y., et al. (2021). Does perceived corporate social responsibility motivate hotel employees to voice? The role of felt obligation and positive emotions. *Journal of Hospitality and Tourism Management*, 48, 182-190.
- Lu, G., et al. (2022). Nurses' feeling trusted and knowledge hiding: The role of psychological safety, felt obligation and traditionality. *Frontiers in Psychology*, 13, 1-14.
- Mackenzie, S. B., et al. (2011). Challenge-oriented organizational citizenship behaviors and organizational effectiveness: Do challenge-oriented behaviors really have an impact on the organization's bottom line? *Personnel Psychology*, 64(3), 559-592.
- Mehmood, W., et al. (2022). Change-Oriented Leadership and Employee's Participation in Decision Making. An empirical study of the Hospitals operating in KP, Pakistan. *Indian Journal of Economics and Business*, 21(1), 0972-5784.
- Michel, J. W., et al. (2011). Is the full-range model of leadership really a full-range model of effective leader behavior? *Journal of Leadership & Organizational Studies*, 18(4), 493-507.
- Mikkelsen, A., & Olsen, E. (2018). The influence of change-oriented leadership on work performance and job satisfaction in hospitals—the mediating roles of learning demands and job involvement. *Leadership in Health Services*, 32(1), 37-53.
- Moorman, R. H., & Harland, L. K. (2002). Temporary employees as good citizens: Factors influencing their OCB performance. *Journal of Business and Psychology*, 17, 171-187.
- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal*, 42(4), 403-419.
- Najam, U., & Mustamil, N. B. M. (2022). Does Proactive Personality Moderate the Relationship Between Servant Leadership and Psychological Ownership and Resilience? *Sage Open*, 12(2), 1-15.
- Naseer, S., et al. (2018). Combined effects of workplace bullying and perceived organizational support on employee behaviors: does resource availability help? *Anxiety, Stress, & Coping*, 31(6), 654-668.
- Naseer, S., et al. (2020). Understanding how leaders' humility promotes followers' emotions and ethical behaviors: Workplace spirituality as a mediator. *The Journal of Positive Psychology*, 15(3), 407-419.
- Netterstrøm, B., et al. (2010). Development of depressive symptoms and depression during organizational change—a two-year follow-up study of civil servants. *Scandinavian journal of work, environment & health*, 36(6), 445-448.
- Nurjaman, K., et al. (2019). Proactive work behavior and innovative work behavior: Moderating effect of job characteristics. *Humanities & Social Sciences Reviews*, 7(6), 373-379.
- Ogunfowora, B., et al. (2021). How do leaders foster morally courageous behavior in employees? Leader role modeling, moral ownership, and felt obligation. *Journal of Organizational Behavior*, 42(4), 483-503.
- Oreg, S., et al. (2011). Change recipients' reactions to organizational change: A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science*, 47(4), 461-524.
- Ortega, A., et al. (2014). The influence of change-oriented leadership and psychological safety on team learning in healthcare teams. *Journal of Business and Psychology*, 29, 311-321.
- Paillé, P., & Valéau, P. (2020). "I Don't Owe You, But I Am Committed": Does Felt Obligation Matter on the Effect of Green Training on Employee Environmental Commitment? *Organization & Environment*, 1086026620921453.
- Parker, S., & Bindl, U. K. (2017). *Proactivity at work: making things happen in organizations*.
- Parker, S. K., et al. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), 827-856.

- Parker, S. K., et al. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology, 91*(3), 636-652.
- Pearce, J. L., & Gregersen, H. B. (1991). Task interdependence and extrarole behavior: A test of the mediating effects of felt responsibility. *Journal of Applied Psychology, 76*(6), 838-844.
- Podsakoff, P. M., et al. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.
- Podsakoff, P. M., et al. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*(3), 513-563.
- Prabhu, V. P. (2016). Proactive personality and organizational change: Factors affecting retention. *Journal of Organizational Psychology, 16*(1), 11-23.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers, 36*(4), 717-731.
- Rachman, S. (1993). Obsessions, responsibility and guilt. *Behaviour research and therapy, 31*(2), 149-154.
- Rafique, M. K., & Bukhari, S. S. A. (2022). Fostering Innovative Work Behaviour Through Employee Voice: Mediating Role of Felt Obligation in Corporate Sector of Pakistan. *Journal of the Research Society of Pakistan, 59*(1), 174-189.
- Rasheed, K., et al. (2020). Workplace knowledge hiding among front line employees: moderation of felt obligation. *VINE Journal of Information and Knowledge Management Systems, 52*(2), 284-302.
- Roczniewska, M., et al. (2020). Facing education reform: Change-related self-efficacy is linked to job insecurity via appraisal. *Economic and Industrial Democracy, 1*-25.
- Rubbab, U.-e., et al. (2022). Impact of supervisory delegation on employee voice behavior: role of felt obligation for constructive change and voice climate. *European Journal of Training and Development*(ahead-of-print), 1-19.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, cognition and personality, 9*(3), 185-211.
- Schaufeli, & Taris, T. W. (2014). A Critical Review of the Job Demands-Resources Model: Implications for Improving Work and Health. In *Bridging occupational, organizational and public health* (pp. 43-68). Springer Netherlands.
- Scheier, M. F., & Carver, C. S. (1992). Effects of optimism on psychological and physical well-being: Theoretical overview and empirical update. *Cognitive Therapy and Research, 16*(2), 201-228.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A path model of Individual Innovation in the Workplace. *Academy of Management Journal, 37*(3), 580-607.
- Seibert, S. E., et al. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology, 54*(4), 845-874.
- Shanker, R., et al. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior, 100*, 67-77.
- Sheng, X., & Zhou, H. (2021). The effect of decent work on voice behavior: The mediating role of thriving at work and the moderating role of proactive personality. *Current Psychology, 1*-14.
- Shin, I., & Kim, M. (2022). Proactive Personality as a Critical Condition for Seeking Advice and Crafting Tasks in Ambiguous Roles. *Behavioral Sciences, 12*(12), 481.
- Su, X., et al. (2022). How Does Self-Sacrificial Leadership Foster Knowledge Sharing Behavior in Employees? Moral Ownership, Felt Obligation and Supervisor-Subordinate Guanxi. *Frontiers in Psychology, 13*, 1-11.
- Sun, J., et al. (2021). Unintended consequences of being proactive? Linking proactive personality to coworker envy, helping, and undermining, and the moderating role of prosocial motivation. *Journal of Applied Psychology, 106*(2), 250-267.
- Thompson, P. S., et al. (2020). No obligation? How gender influences the relationship between perceived organizational support and organizational citizenship behavior. *Journal of Applied Psychology, 105*(11), 1338-1350.
- van Den Heuvel, S., et al. (2017). How change information influences attitudes toward change and turnover intention: The role of engagement, psychological contract fulfillment, and trust. *Leadership & Organization Development Journal, 38*(3), 398-418.
- Van Dierendonck, D., et al. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *The Leadership Quarterly, 25*(3), 544-562.
- Vigoda-Gadot, E., & Beeri, I. (2011). Change-oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics. *Journal of public administration research and theory, 22*(3), 573-596.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology, 85*(1), 132-142.
- Wang, C.-J., et al. (2014). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management, 40*, 79-89.
- Wang, H., & Huang, Q. (2019). The dark side of feeling trusted for hospitality employees: an investigation in two service contexts. *International Journal of Hospitality Management, 76*, 122-131.
- Wang, H., & Lei, L. (2021). Proactive personality and job satisfaction: Social support and Hope as mediators. *Current Psychology, 1*-10.

- Weiner, B. J. (2009). A theory of organizational readiness for change. *Implementation science*, 4(67), 1-9.
- Weißenfels, M., et al. (2022). Changes in Teacher Burnout and Self-Efficacy During the COVID-19 Pandemic: Interrelations and e-Learning Variables Related to Change. *Frontiers in Education*, 1-10.
- Wen, Y., et al. (2022). Proactive personality and career adaptability of Chinese female pre-service teachers in primary schools: the role of calling. *Sustainability*, 14(7), 4188.
- Won, D., et al. (2021). Reciprocal and non-reciprocal employee–organization relationship: The mediating roles of felt obligation and workplace familism among collegiate coaches. *International Journal of Sports Science & Coaching*, 16(5), 1074-1085.
- Wu, C. H., et al. (2022). Perceived overqualification, felt organizational obligation, and extra-role behavior during the COVID-19 crisis: The moderating role of self-sacrificial leadership. *Applied Psychology*, 71(3), 983-1013.
- Xanthopoulou, D., et al. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235-244.
- Yan, A., et al. (2022). How Moral Identity Inhibits Employee Silence Behavior: The Roles of Felt Obligation and Corporate Social Responsibility Perception. *Journal of Business Ethics*, 1-16.
- Yang, C., et al. (2021). Linking leader humor to employee creativity: The roles of relational energy and traditionality. *Journal of Managerial Psychology*, 36(7), 548-561.
- Yi-Feng Chen, N., et al. (2021). When there is a will there is a way: The role of proactive personality in combating COVID-19. *Journal of Applied Psychology*, 106(2), 199.
- Yukl, G. (1999). An evaluative essay on current conceptions of effective leadership. *European Journal of Work and Organizational Psychology*, 8(1), 33-48.
- Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, 26(4), 66-85.
- Yukl, G., et al. (2002). A hierarchical taxonomy of leadership behavior: Integrating a half century of behavior research. *Journal of Leadership & Organizational Studies*, 9(1), 15-32.
- Zaccaro, S. J., et al. (2007). The leader's role in group learning. In *Work group learning* (V. I. Sessa & M. London ed., pp. 193-214). Lawrence Erlbaum.
- Zainab, B., et al. (2021). Impact of transformational leadership and transparent communication on employee openness to change: mediating role of employee organization trust and moderated role of change-related self-efficacy. *Leadership & Organization Development Journal*, 43(1), 1-13.
- Zhu, Y., & Akhtar, S. (2019). Leader trait learning goal orientation and employee voice behavior: the mediating role of managerial openness and the moderating role of felt obligation. *The International Journal of Human Resource Management*, 30(20), 2876-2900.
- Zhu, Y., et al. (2017). Challenge–hindrance stress and academic achievement: Proactive personality as moderator. *Social Behavior and Personality: an international journal*, 45(3), 441-452.