Dispositional factors enhancing leader–follower relationship's dynamic

Jaya Addin Linando

*Department of Management, Universitas Islam Indonesia,
Yogyakarta, Indonesia, and*

M. Halim

*Department of Management,
Universitas Pembangunan Nasional Veteran Yogyakarta, Yogyakarta, Indonesia*

Abstract

Purpose – This study investigates dispositional factors' (need for affiliation, positive affectivity and proactive personality) moderation effect on the relationship between leader–follower relationship variables (leader–member exchange and perceived supervisor support) and affective commitment to supervisor.

Design/methodology/approach – In total, 359 employees in Indonesia participated as the study's respondents. This study employs hierarchical regression analysis to test the hypotheses.

Findings – The results show that need for affiliation and positive affectivity moderates the relationship between leader–follower relationship variables and affective commitment to supervisor. In addition, all dispositional factors positively influence affective commitment to supervisor as independent variables. This study's findings depict the social exchange theory in practice.

Originality/value – The present study contributes to theoretical and practical implications. Theoretically, the study extends the knowledge on at least four domains: leader–follower relationship; affective commitment particularly aimed at the supervisor; the roles of dispositional variables on leader–member interactions; and empirically demonstrates social exchange theory. Practically, this study shows which factors are relevant to shaping positive leader–member interactions. Such results are potentially of value for the leader, the organization, and those responsible for recruiting prospective employees.

Keywords Dispositional variables, Leader–follower relationship, Affective commitment to supervisor

Paper type Research paper

Introduction

Studies (e.g. Dansereau *et al.*, 1975; Graen and Scandura, 1987; Graen and Uhl-Bien, 1995) have emphasized the importance of positive leader–follower relationships to generate productive outcomes within organizations. Morgeson *et al.* (2005) particularly highlight social skills, personality characteristics and teamwork knowledge as the factors to look out on forming a positive relationship in an interdependent collaborative relationship setting. Social skills and teamwork knowledge factors are changeable, meaning that the lack of these two aspects should be "fixable" by either the leader or the organization. Meanwhile, dispositional characteristics are relatively stable (Linando and Halim, 2022; Miller *et al.*, 1981). Failure to understand dispositional characteristics limits the chance to create a positive leader–follower relationship as those features are hard, if not impossible, to change. That being said, personality characteristics should receive as much (if not more) attention as the other two aspects in leader–follower interaction's discourses. Therefore, the present study is particularly interested in testing employees' dispositional characteristics within a leader–follower relationship setting.

In particular, the present study examines three personality characteristics: the need for affiliation (NAFL), positive affectivity (PA) and proactive personality (PP). NAFL is among

individual factors receiving little attention in leader–follower discourses, with only a few studies (e.g. Kong *et al.*, 2017; Mathieu, 1990) investigating this variable. In fact, NAFL is among the crucial elements determining employees' work motivation and behavior, which to some extent will also influence employees' attitude toward their leader (Jha, 2010). On the other hand, individuals with a high degree of PA are typically socially attractive and likable. Researchers (e.g. Vandenberghe *et al.*, 2019; Yoon and Thye, 2000) confirm that PA directly contributes to the positive relationship between leader and follower. Previous studies (e.g. Wijaya, 2019; Zhang *et al.*, 2021) also concluded the connection between PP and leader–follower relationship variables. Nevertheless, to the best of the authors' knowledge, no studies position NAFL, PA and PP as the moderating variables for leader–follower relationship variables. This positioning is essential as such a model could further illuminate how employees' dispositional variables contribute in forming positive leader–follower interactions.

The settlement to choose those three variables was not merely a cherry-picking-based decision. In the contemporary workplace sphere, many HR experts argue that the classical aspects of employees' personalities might play a key role in maintaining business survival and advancement. For instance, Forbes recently published an article explaining how modern employees increasingly want to belong in the workplace (Gaskell, 2022), resonating with the NAFL concept. Such a remark may remain valid, at least within the near future, as O.C. Tanner forecast (Petersen, 2022). Positive affect also regains momentum to be a significant perk in the workplace following *Harvard Business Review* (Riegel, 2022) gauges its importance in the contemporary workplace. Similarly, PP stays as a relevant dispositional workplace variable in the meantime, following experts' op-eds in leading management popular literature (e.g. Burr, 2019; Forbes Coaches Council, 2019).

To indicate a positive leader–follower relationship, the authors place affective commitment to supervisor (ACS) as the dependent variable. Popularized in the 1980s (McGee and Ford, 1987; Meyer and Allen, 1984), the affective commitment construct was further distinguished into several foci (for a detailed review, see Vandenberghe *et al.*, 2004), including the ACS. The present study's approach of using a specific affective commitment focus within one research frame aligns with the experts' (e.g. Herscovitch and Meyer, 2002) suggestion. As a result, the authors expect this study to better exhibit employees' relevant behavior toward the target (in this study's context, the supervisor).

Social exchange norm stands as the main theoretical argument basing the hypothesized correlations between independent and dependent variables within this study. Blau (1964) asserts that employees' commitment to the supervisor is likely to be paid back reciprocally. Chughtai (2013) argues that supervisors may give tangible and intangible resources like support, feedback and more control in the workplace to their employees, in return for their commitment. This study will put this theory into test, whether it is true that the positive leader–member exchange (LMX) and perceived supervisor support (PSS) will be exchanged with ACS.

After all, this study aims to examine the moderating effects of dispositional variables (NAFL, PA & PP) on the relationship between leader–follower interaction (LMX and PSS) and ACS. In so doing, the present study contributes to multiple facets. First, on leader–follower discourses, this study extends the use of social exchange theory in the context of leader–follower interaction. Additionally, the present study answers Graen and Uhl-Bien's (1995) calls to explore the stages of LMX theory development further. Second, on affective commitment facade, this study adds more variables to ACS' nomological network as a distinct focus of affective commitment. The authors also offer a unique proposition that this study's results might illuminate the interaction pattern of dispositional variables (NAFL, PA and PP) and ACS. That addition contributes to the calls from previous scholars focusing on leader–follower interaction discourses (e.g. Hemshorn de Sanchez *et al.*, 2022; Linando *et al.*, 2018). Finally, on the practical level domain, the findings might shed light on the aspects recruiters should pay attention to upon recruiting prospective employees.

Literature review

Independent and dependent variables
The authors frame two independent variables, namely LMX and perceived supervisor support (PSS), as variables reflecting the leader–follower relationship. Most literature (e.g. Graen and Uhl-Bien, 1995; Matta *et al.*, 2015) solely focuses on LMX as the variable depicting the relationship between leader and follower, while as a matter of fact, essentially such a relationship has a much broader scope beyond only LMX. Dansereau *et al.* (1975) associate many variables to what they call 'a superior and a member' dyadic relationship, including leadership, supervision and vertical support. Pulakos and Wexley (1983) also translate a dyad as something different from LMX. They assert that support, work facilitation, goal emphasis and interaction facilitation reflect the dyadic relationship between leaders and followers. Furthermore, Yammarino *et al.* (1998) distinguish leader–follower relationship into two types: "within group dyads," which are typically formal and managed by a superior; and "between group dyads" reflecting interpersonal relationships independent of the formal workgroup.

Accordingly, this paper's approach of employing both LMX and PSS potentially provides a more comprehensive portrait of the leader–follower relationship. Furthermore, despite the similarities between the two variables, LMX and PSS are conceptually different. PSS concerns employees' perception of how much their supervisors value their contributions and care for their well-being (Kottke and Sharafinski, 1988; Shanock and Eisenberger, 2006), whereas LMX concerns the quality of the dyadic interaction between leaders and followers as the key to understanding the effects of leaders on followers, teams, and organizations (Graen and Uhl-Bien, 1995). Previous studies (e.g. Maertz *et al.*, 2007; Wei and Yani, 2010) that place LMX and PSS as two separate constructs also strengthen the claim the authors made, that LMX and PSS are conceptually dissimilar.

The authors particularly set ACS as the dependent variable. Studies (e.g. Perreira *et al.*, 2018; Siders *et al.*, 2001) have underlined the value of differentiating the use of multiple affective commitment foci as each focus bears different antecedents and consequences. Aligns with affective commitment to organization which linearly leads to organizational level-outcomes, ACS is also predictive of supervisor-related outcomes like citizenship behavior toward supervisor (Wasti and Can, 2008). The more detailed argumentations of each hypothesis will be further elaborated in the following sections.

LMX and PSS to ACS
LMX reflects the dyadic relationship between leaders and their subordinates where the two parties form and advance their bond through the sequence of interactions during a particular timespan (Graen and Scandura, 1987). Meanwhile, affective commitment is "a psychological state that binds the individual to the organization" (Allen and Meyer, 1990, p. 14). Referring to the global definition of affective commitment, ACS could be loosely translated as a psychological state binding the followers to their supervisor/boss. According to the social exchange theory (Blau, 1964), the extent to which a leader interacts with followers frames the two parties in a reciprocal social-exchange connection. Previous studies (e.g. Graen and Uhl-Bien, 1995; Graen and Cashman, 1975) asserted that among the resources appreciable by the leader that employees could offer is their dedication and commitment. These theoretical and empirical bases lead to a postulate that LMX influence ACS.

Like LMX, PSS also plays a crucial role in shaping employees' ACS by generating a reciprocity mechanism. PSS is the degree to which supervisors value employees' contributions and are attentive toward employees' conditions (Eisenberger *et al.*, 2002). Supervisors' support indicates their care toward employees' well-being which, as previous studies (e.g. Li *et al.*, 2018; Ng and Sorensen, 2008) suggest, will increase employees' affective commitment.

Both LMX and PSS suggest positive reinforcement leaders give to their followers, which leads to a rationale postulating that these two variables will make the followers more affectively committed to their supervisor. The more supervisors positively interact, understand and support their followers, the more the followers meet their leaders and consequently, the more the proximity among the two. Becker (2009) suggests that proximity and visibility might enhance supervisors' influence leading to subordinates' commitment. Based on these arguments, we hypothesize:

H1. LMX positively relates to ACS.

H2. PSS positively relates to ACS.

The moderating role of dispositional variables

Personality traits predict workplace behaviors and outcomes (e.g. Barrick and Mount, 1991; Hogan and Holland, 2003; Tett *et al.*, 1991). Citing trait activation theory (TAT), the connection between leader–follower relationship and performance depends on the traits of involved parties (Tett and Burnett, 2003). Walumbwa *et al.* (2007) suggest that explaining a leader's effectiveness is insufficient without incorporating the followers' traits into the leadership process. The fundamental concept of TAT is that latent traits are expressed or activated in response to trait-relevant contextual factors, which subsequently affect performance.

Authors argue that PP, PA and NAFL are exhibited in response to trait-relevant cues. PP is characterized by a behavioral tendency to act upon or alter one's environment (Bateman and Crant, 1993). A PP archetype is "one who is relatively unconstrained by situational forces, and who effects environmental change" (Bateman and Crant, 1993, p. 105). The PP construct originates in interactionism, which "argues that situations are as much a function of the person as the person's behavior is a function of the situation" (Bowers, 1973, p. 327). Bouckenooghe *et al.* (2013, p. 109) suggest that "PA and NA are expressed as responses to trait-relevant cues." Different individuals have different traits, which can affect their work behavior. These traits help individuals observe their work environment from different perspectives (Bowling *et al.*, 2008). In addition, the NAFL is a personality trait corresponding to the needs of individuals for social interactions (Veroff and Veroff, 2016).

The moderating role of NAFL

The NAFL is the desire to acquire a sense of belonging and connecting with others (McClelland, 1985). Individuals with a high degree of NAFL tend to form a connection with their leaders and peers (Cole *et al.*, 2002), making NAFL a potential moderator in the relationship between leader-follower relationship and ACS. Even when the supervisor is somewhat aloof, the authors still hypothesize that the moderating role of NAFL still stands. This assumption is based on Kong *et al.*'s (2017) assertion that individuals with a high NAFL are disposed to take up actions for the sake of collective interest. When the supervisor does not initiate the interaction with the employees, those employees with high NAFL will embark upon a dyadic relationship with the supervisor. Henceforth, we hypothesize:

H3a. NAFL strengthens the relationship between LMX and ACS.

H3b. NAFL strengthens the relationship between PSS and ACS.

The moderating role of PA

PA is an individual propensity to encounter affirmative emotions and will influence how individuals interact with the environment (Ashby *et al.*, 1999). The authors argue that PA will moderate the relationship between leader–follower relationship variables and followers' ACS.

Since PA provides an individual with a good state of focus and abundant social, intellectual and psychological resources (Fredrickson, 2001), higher PA will likely ease them to connect with the supervisor and consequently enhance the effects of leader–follower relationship variables and ACS. Even in a condition where the supervisor is challenging to cope with, individuals with high PA will see difficulties as challenges and tend to manage them positively (Kaplan *et al.*, 2013). Furthermore, a meta-analysis involving 35 studies conducted by Bowling *et al.* (2008) reveals that PA positively and significantly relates to satisfaction with supervision and coworkers, suggesting that PA is a pertinent element in leader–follower dyadic relationships. Therefore, the hypotheses are as follows:

H4a. PA strengthens the relationship between LMX and ACS.

H4b. PA strengthens the relationship between PSS and ACS.

The moderating role of proactive personality
PP is defined as the personality that "is relatively unconstrained by situational forces and who effects environmental change" (Bateman and Crant, 1993, p. 105). Proactive individuals tend to play an active role in interacting with their surroundings. This feature will consequently enhance their closeness with their workplace counterparts (Yang *et al.*, 2011), including their leader. Additionally, Crant (2000) asserts that proactive individuals will generally produce a higher performance level than those less proactive. Such a feature potentially increases the interaction time between proactive individuals and their leaders, in which the authors argue that the higher interaction potentially entails a higher affective commitment. Bernerth *et al.* (2008) also suggest that leaders tend to create closer relationships with followers who have similar personalities to theirs. As generally proactive individuals will stand out among others in their workplace, this might situate them as having leadership quality which may further adorn their relationship with the leaders. Based on these argumentations, the authors hypothesize that:

H5a. PP strengthens the relationship between LMX and ACS.

H5b. PP strengthens the relationship between PSS and ACS.

Data collection and method
The data for the study were collected through an online survey with 366 respondents in different cities in Indonesia participating. A convenience sampling method was applied; anyone who meets the basic screening criterion (i.e. currently working with a leader/supervisor) could participate. After checking for outliers, seven responses were dropped, making 359 responses finally being processed for data testing. This number adequately fits the authors' plan to process the data using structural equation modeling (SEM) (Hair *et al.*, 2013; Kline, 2015). Table 1 shows respondents' demographic profiles regarding age, gender, status, tenure, sector, supervisor's gender and coworking time with their leader.

Measures
This research examined six variables: LMX, PSS, NAFL, PA, PP and ACS. All of the measurement items used in this research were translated from English to Bahasa Indonesia and then back-translated to English. Then, the authors checked whether the original and the back-translated English versions were equivalent. Both authors checked the two versions separately then discuss again whether there is substantial gap among those versions. Both authors saw no essential differences between the two versions. This back-translation approach is necessary to ensure that the translation does not change the essence of questions

Respondents' profile		Frequency	Percentage (%)
Gender	Male	215	59.9
	Female	144	40.1
Education	Senior high school	147	40.9
	Diploma degree	30	8.4
	Undergraduate degree	148	41.2
	Graduate degree	34	9.5
Age	Below 30 years	195	54.3
	Between 30 and 40 years	133	37.0
	Above 40 years	31	8.7
Status	Single	148	41.2
	Married	211	58.8
Tenure	0–5 years	234	65.2
	6–10 years	111	30.9
	Over 10 years	14	3.9
Sector	Private	254	70.8
	Public	49	13.6
	Non-governmental organization	13	3.6
	Others	43	12.0
Supervisor's gender	Same	236	65.7
	Different	123	34.3
Coworking time with the supervisor	1–3 years	274	76.3
	4–6 years	65	18.1
	>6 years	20	5.6

Table 1.
Respondents'
demographic variables **Source(s):** Authors work

(Brislin, 1970). The back-translation technique was carried out with the assistance of an Indonesian-English bilingual scholar.

All of the variables, except LMX, were rated on a six-point Likert scale, from 1 (strongly disagree) to 6 (strongly agree). Since each item on the LMX construct asks about a particular condition, the ratings indicate different expressions. However, in general, rating 1 always refers to the most negative expression such as "not a bit" on the question of whether the supervisor understands the respondent's problems and needs, or "none" for the chance that the supervisor will help them solve difficulties. Conversely, rating 6 always represents the most positive expression such as "fully recognize" for whether the supervisor recognizes the respondent's potentials or "extremely effective" where the questionnaire asks the respondents to describe the working relationship with their supervisor. The full items of all measurements are provided in Table A1, in appendix.

LMX. Seven items from Graen and Uhl-Bien (1995) were used to measure LMX. Respondents were asked to respond to items such as: "How well does your leader understand your job problems and needs." The internal consistency value of this measure is 0.925.

PSS. Similar to previous studies measuring PSS (e.g. Maertz *et al.*, 2007), the authors adopted three items from the Survey of Perceived Organizational Support (SPOS) (Eisenberger *et al.*, 1986) by replacing the "organization" term with "supervisor." These three items were selected based on the high factor loading on the SPOS (all above 0.70). The items include "My supervisor takes pride in my accomplishments at work," and the internal consistency of PSS is 0.850.

NAFL. Need for affiliation was measured using the same scale as Kong *et al.*'s (2017), including this question: "When I have a choice, I try to work in a group instead of by myself." The internal consistency value of NAFL is 0.800.

PA. The authors employed Thompson's (2007) scale to measure PA. The opening statement for each item was "these words reflect my personality," and then the respondents

will see various terms denoting PA, such as "active" and "determined." The internal consistency for PA is 0.814.

PP. Ten items from Bateman and Crant (1993) were employed to measure PP. Among the questions example is: "I can spot a good opportunity long before others can see it" and the internal consistency for this construct is 0.896.

ACS. Affective commitment to supervisor was measured by Perreira *et al.*'s (2018) scale. A sample item is "I feel privileged to work with someone like my immediate supervisor." The internal consistency value of this measure is 0.839.

Control variables. The authors controlled for various demographic (age, gender, education, and marital status), work (tenure and sector) and leader–follower relationship (coworking time and leader–follower gender similarity) characteristics as according to previous studies (e.g. Graham *et al.*, 2018), these factors potentially influence the interaction of focal variables.

Results

In the first phase of data analysis, mean, standard deviation and Pearson's correlation were analyzed as being recapped in Table 2. Afterward, confirmatory factor analysis (CFA) was conducted to identify constructs' validity as being compiled in Table 3.

Results in Table 3 show that AVE and CR values for all measures are higher than the recommended value (0.50 and 0.70 respectively, Hair *et al.*, 2013). Table 3 shows that the value of the square root of AVE for each variable is higher than the correlations among variables, supporting the discriminant validity for all constructs (Fornell and Larcker, 1981). The model goodness of fit (GOF) values are as such: CMIN/DF = 1.546; RMSEA = 0.054; SRMR = 0.0414; TLI = 0.959; and CFI = 0.964. These results indicate excellent model fit and validate the suggested research model (Anderson and Gerbing, 1988; Hair *et al.*, 2013).

Finally, the authors tested the hypotheses using ordinary least squares (OLS) regression. Table 4 compiled the overall regression results. Firstly, all control variables were entered in

Variables	M	SD	1	2	3	4	5	6
1. Leader–member exchange	4.98	0.95	1					
2. Perceived supervisor support	4.69	0.73	0.598**	1				
3. Need for affiliation	4.81	0.73	0.329**	0.430**	1			
4. Positive affectivity	3.15	0.37	0.303**	0.364**	0.327**	1		
5. Proactive personality	4.11	0.57	0.351**	0.457**	0.458**	0.574**	1	
6. Affective commitment to supervisor	4.61	0.65	0.598**	0.754**	0.372**	0.527**	0.464**	1

Note(s): *$p < 0.05$, **$p < 0.01$
Source(s): Authors work

Table 2.
Means, standard deviations and correlations of the study variables

Variables	CR	AVE	1	2	3	4	5	6
1. Leader–member exchange	0.925	0.638	0.799					
2. Perceived supervisor support	0.850	0.654	0.727	0.809				
3. Need for affiliation	0.800	0.572	0.547	0.529	0.756			
4. Positive affectivity	0.814	0.526	0.446	0.368	0.492	0.725		
5. Proactive personality	0.896	0.521	0.490	0.466	0.612	0.511	0.722	
6. Affective commitment to supervisor	0.839	0.634	0.661	0.727	0.565	0.459	0.411	0.797

Note(s): CR = construct reliability; AVE = average variance extracted
Source(s): Authors work

Table 3.
Result of validity and reliability of measurement model

| | Affective commitment to supervisor | | |
Variables	Step 1 (β)	Step 2 (β)	Step 3 (β)
Gender	−0.157***	−0.009	–
Tenure	0.066	–	–
Education	−0.168**	−0.013	–
Status	0.231**	0.026	–
Coworking time	0.050	–	–
Sector	0.045	–	–
Supervisor's gender	0.010	–	–
Age	−0.103	–	–
Leader–member exchange		0.475***	0.438***
Perceived supervisor support		0.731***	0.656***
Need for affiliation		0.185**	0.156**
Positive affectivity		0.343***	0.353***
Proactive personality		0.230***	0.237***
Leader–member exchange × Need for Affiliation			0.127**
Leader–member exchange × Positive affectivity			0.251***
Leader–member exchange × Proactive personality			0.050
Perceived supervisor support × Need for affiliation			0.175**
Perceived supervisor support × Positive affectivity			0.233**
Perceived supervisor support × Proactive personality			0.033

Table 4.
Regression results

Note(s): *p < 0.05, **p < 0.01, ***p < 0.001
Source(s): Authors work

step one. In step 2, the authors added independent and moderating variables. Finally, the interaction terms were entered in step 3. Before generating the interaction terms, independent and moderating variables were mean-centered, following Aiken and West's (1991) suggestion. The two-way interactions shown by Figure 1 were plotted with moderators' values at one standard deviation below (low condition) and above (high condition) the mean.

Hypothesis 1 proposed LMX to be positively related to ACS. As shown in Table 4, LMX has a significant and positive effect on ACS (step 2: $\beta = 0.475$; $p < 0.001$); hypothesis 1 was supported by this finding. Hypothesis 2 predicted that PSS is positively associated with ACS. As shown in the step 2, PSS positively relates to ACS ($\beta = 0.731$, $p < 0.001$), supporting hypothesis 2.

Hypotheses 3, 4 and 5 proposed that NAFL, PA and PP would moderate the relationship between the independent variables (LMX and PSS) and ACS, such that the relationship is stronger when the moderators are high rather than low. The OLS regression results show that the interactions of LMX × NAFL (step 3: $\beta = 0.127$, $p < 0.01$), LMX × PA (step 3: $\beta = 0.251$, $p < 0.001$), PSS × NAFL (step 3: $\beta = 0.175$, $p < 0.01$) and PSS × PA (step 3: $\beta = 0.233$, $p < 0.01$) were significant. Meanwhile, PP was not a significant moderator for the relationships between the independent variables and ACS (see Table 4). These results confirm hypotheses 3 and 4 and reject hypothesis 5.

Discussion

Overall, the results support all of the hypotheses but one hypothesis concerning PP's role in enhancing the relationship between leader–follower relationship variables and ACS. The findings assert that LMX and PSS positively relate to ACS, with a higher correlation found on PSS (0.731) than LMX (0.475). This result is understandable given the different nature of these two variables. Settoon *et al.* (1996) found that perceived organizational support is associated
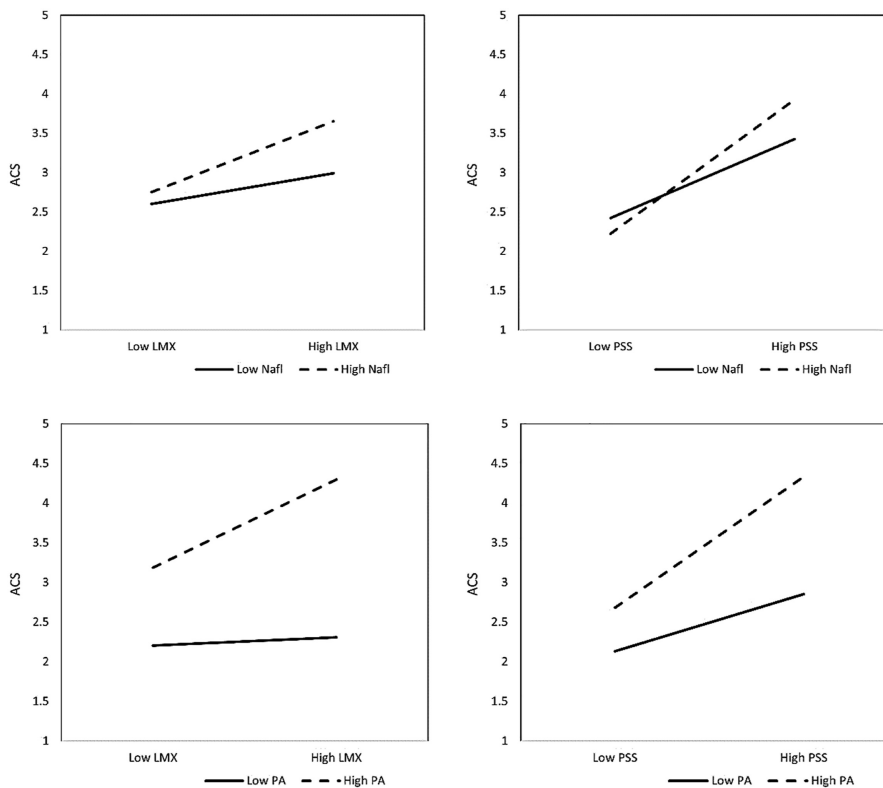
Figure 1.
The two-way
interaction plots

Source(s): Authors work

with organizational commitment, while LMX is associated with citizenship and in-role behavior. Although Settoon *et al.*'s study addresses perceived support and commitment regarding the organization and not to the supervisor, the result is still valuable to explain what is found in the present study for two reasons. First, Eisenberger *et al.* (2002) suggest that PSS and POS are closely related. The extent to which the supervisor is identified with the organization acts as the factor strengthening the two variables' relationship. Second, the suggested perceived support pattern leads to commitment, explaining the strong correlation between PSS and ACS.

In addition, conceptually, PSS has a more positive nuance than LMX, which contains a somewhat neutral stance defining the relationship between supervisor and member. For instance, the question for the PSS construct asks "to what extent the supervisor is willing to spare his/her time to help the members do the job to the best of their ability." The question shows a positive relationship between the supervisor and the members at least compared to the relatively neutral question for LMX construct such as "Do you know the position between you and your supervisor/manager? Do you usually know how satisfied your supervisor/manager is with the things you do?"

The results also reveal that all moderating variables (NAFL, PA and PP) positively related to ACS. The present study did not hypothesize these variables to be correlated with ACS as the authors thought that these variables only play moderating roles. Hence seeing these variables independently connected with ACS is somewhat surprising. One possible explanation for these findings is that NAFL (Hill, 1991), PA (Watson and Naragon, 2009) and PP (Yang *et al.*, 2011)

belong to the factors enhancing good interpersonal connection. Meanwhile, good interpersonal relationships correlate with employees' ACS (Chughtai, 2013).

The results also show that, unlike NAFL and PA, PP does not strengthen the relationship between leader–follower relationship and ACS. According to interpersonal interaction theory, a dyadic relationship will be more harmonious when one party is dominant and the other is obedient (Leary, 1957). Generally speaking, the NAFL and PA are among the variables that strengthen the submissive role of employees. Meanwhile, individuals with proactive personalities tend to take the initiative to make changes and are not keen to face situational constraints (Bateman and Crant, 1993). These features do not align with the submissive characteristics needed to create a harmonious supervisor-employee dyadic relationship, hence explaining the insignificant role of PP on the nexus between leader–follower relationship and ACS.

Theoretical implications

From a theoretical perspective, the authors contributed to the nomological network for the tested variables (LMX, PSS, NAFL, PA, PP and ACS). This study also reveals that dispositional factors significantly influence commitment toward supervisors. Furthermore, the present study shows that dispositional variables may have diverse effects regarding the connection between leader–follower relationship and ACS, as demonstrated by the nonsignificant moderation role of PP. In addition, from the parallel pattern of moderating dispositional variables, this study concludes that LMX and PSS share similar sentiments on representing leader–follower relationship.

The present study also adds to the leader–follower relationship in a greater extent. The use of both LMX and PSS at the same frame complete to one another on portraying the comprehensive image of leader–follower relationship. Such an approach answers the call to consider leader–follower relationship beyond the narrow definition (Dansereau *et al.*, 1975; Pulakos and Wexley, 1983).

This study's findings also portray the application of social exchange theory in the context of leader-follower interaction. When the leader cooperates with (high LMX) and supports (high PSS) the follower positively, the follower will exchange those good treatments with affective commitment (high ACS). In addition, the findings slightly touch interpersonal interaction theory that for interaction to work well, the parties should possess characteristics that describe their social dominance. The high degree of proactivity by an individual at the lower organizational hierarchy (the follower) misaligns with their supposedly submissive position. Henceforth, this feature does not significantly influence the relationship between leader–follower interactions and follower's ACS. Nevertheless, future studies examining interpersonal interaction theory in practice are needed to ensure this argumentation's validity.

Practical implication

The authors divide practical implications from two angles: for the leader and the company. The leader should be aware of factors that significantly enhance employees' affective commitment. For instance, it is known that PSS is the highest contributor of ACS. Meaning that a leader should focus on ensuring that the employees feel supported by their leader, which makes them committed to the supervisor. Leaders could also be attentive that employees with a high degree of NAFL, PA and PP are potentially committed to them. Leaders might also want to pay more attention to the employees who do not possess such characteristics, as a low degree of these features correlates to a low level of affective commitment.

Furthermore, the company might want to include these three variables (NAFL, PA and PP) as extra elements for the recruitment phase's personality test. Understandably, the dispositional variables are relatively stable and hence difficult to change. By showing that the

disposition factors matter in building a good relationship between the leader and the followers, the present study helps managers to minimize the risk of recruiting difficult individuals. From another perspective, if the companies insist on taking individuals with low NAFL, PA and PP, the company may want to add more policies on managing such people so that a harmonious leader–follower relationship can still be well managed.

Additionally, companies need to ensure that the leaders manage their interaction and support to the follower well, as the results suggest LMX and PSS lead to a desirable outcome. These suggestions are especially relevant for the type of jobs demanding a high degree of affective commitment to the supervisor. Emphasizing these two aspects to the leaders from the beginning could provide a firm step toward creating a pleasant leader–follower relationship in the workplace.

Limitations and directions for future research
The generalizability of these results is subject to certain limitations. First and the most notable limitation is the research design that involved cross-sectional and one rating source only (from employees' perspective). Conceptually, LMX illustrates the quality of two-way interaction between leaders and followers; hence, dyadic data from both employees and employers should be the most ideal type of data for LMX studies. On account of the convenience sampling method applied in this study, collecting the data from each of the respondents' supervisors is impractical. While acknowledging this matter as a huge shortcoming of this study, the authors argue that the results of this study are still worthwhile. The literature recorded LMX studies using single-source data (e.g. Aleksić *et al.*, 2017; Audenaert *et al.*, 2019; Salvaggio and Kent, 2016), indicating such studies' contribution despite the single-source data. Nevertheless, the authors suggest that future studies consider the longitudinal design and collect the data from multiple sources (i.e. employees and leaders) to depict intervariable relationships better.

Second, the findings might be tied to cultural factors in Indonesia. Future studies on different nations might find different results. Third, although the present research frames the collection of variables as leader-follower relationship, in fact, the tested variables (LMX and PSS) are only those having positive relationship nuances. Future studies might want to investigate more leader-follower relationship variables, either those with positive or negative themes, to see whether these moderation patterns from dispositional variables still occur. Finally, future studies might want to investigate the relationship of these variables on each company's sector types, sizes or industries as each of these elements might hold unique leader–follower relationship characteristics.

References

Aiken, L.S. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, Sage Publications, Thousand Oaks, CA, pp. xi-212.

Aleksić, D., Mihelič, K.K., Černe, M. and Škerlavaj, M. (2017), "Interactive effects of perceived time pressure, satisfaction with work-family balance (SWFB), and leader-member exchange (LMX) on creativity", *Personnel Review*, Vol. 46 No. 3, pp. 662-679, doi: 10.1108/PR-04-2015-0085.

Allen, N.J. and Meyer, J.P. (1990), "The measurement and antecedents of affective, continuance and normative commitment to the organization", *Journal of Occupational Psychology*, Vol. 63 No. 1, pp. 1-18, doi: 10.1111/j.2044-8325.1990.tb00506.x.

Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 3, pp. 411-423, doi: 10.1037/0033-2909.103.3.411.

Ashby, F.G., Isen, A.M. and Turken, A.U. (1999), "A neuropsychological theory of positive affect and its influence on cognition", *Psychological Review*, Vol. 106 No. 3, pp. 529-550, doi: 10.1037/0033-295x.106.3.529.

Audenaert, M., Decramer, A., George, B., Verschuere, B. and Van Waeyenberg, T. (2019), "When employee performance management affects individual innovation in public organizations: the role of consistency and LMX", *The International Journal of Human Resource Management*, Vol. 30 No. 5, pp. 815-834, doi: 10.1080/09585192.2016.1239220.

Barrick, M.R. and Mount, M.K. (1991), "The big five personality dimensions and job performance: a meta-analysis", *Personnel Psychology*, Vol. 44 No. 1, pp. 1-26, doi: 10.1111/j.1744-6570.1991.tb00688.x.

Bateman, T.S. and Crant, J.M. (1993), "The proactive component of organizational behavior: a measure and correlates", *Journal of Organizational Behavior*, Vol. 14 No. 2, pp. 103-118, doi: 10.1002/job.4030140202.

Becker, T.E. (2009), "Interpersonal commitments", in Klein, H.J., Becker, T.E. and Meyer, J.P. (Eds), *Commitment in Organizations: Accumulated Wisdom and New Directions*, Routledge/Taylor & Francis Group, New York, pp. 137-178.

Bernerth, J.B., Armenakis, A.A., Feild, H.S., Giles, W.F. and Walker, H.J. (2008), "The influence of personality differences between subordinates and supervisors on perceptions of LMX: an empirical investigation", *Group and Organization Management*, Vol. 33 No. 2, pp. 216-240, doi: 10.1177/1059601106293858.

Blau, P. (1964), *Exchange and Power in Social Life*, Wiley, New York.

Bouckenooghe, D., Raja, U. and Butt, A.N. (2013), "Combined effects of positive and negative affectivity and job satisfaction on job performance and turnover intentions", *The Journal of Psychology: Interdisciplinary and Applied*, Vol. 147, pp. 105-123, doi: 10.1080/00223980.2012.678411.

Bowers, K.S. (1973), "Situationism in psychology: an analysis and a critique", *Psychological Review*, Vol. 80, pp. 307-336, doi: 10.1037/h0035592.

Bowling, N.A., Hendricks, E.A. and Wagner, S.H. (2008), "Positive and negative affectivity and facet satisfaction: a meta-analysis", *Journal of Business and Psychology*, Vol. 23 No. 3, pp. 115-125, doi: 10.1007/s10869-008-9082-0.

Brislin, R.W. (1970), "Back-translation for cross-cultural research", *Journal of Cross-Cultural Psychology*, Vol. 1 No. 3, pp. 185-216, doi: 10.1177/135910457000100301.

Burr, M.W.B. (2019), "The power of proactive communication", *SHRM*, 6 May, available at: https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/pages/the-power-of-proactive-communication.aspx (accessed 6 November 2022).

Chughtai, A.A. (2013), "Linking affective commitment to supervisor to work outcomes", *Journal of Managerial Psychology*, Vol. 28 No. 6, pp. 606-627, doi: 10.1108/JMP-09-2011-0050.

Cole, M.S., Schaninger, W.S. and Harris, S.G. (2002), "The workplace social exchange network: a multilevel, conceptual examination", *Group and Organization Management*, Vol. 27 No. 1, pp. 142-167, doi: 10.1177/1059601102027001008.

Crant, J.M. (2000), "Proactive behavior in organizations", *Journal of Management*, Vol. 26 No. 3, pp. 435-462.

Dansereau, F., Graen, G. and Haga, W.J. (1975), "A vertical dyad linkage approach to leadership within formal organizations: a longitudinal investigation of the role making process", *Organizational Behavior and Human Performance*, Vol. 13 No. 1, pp. 46-78, doi: 10.1016/0030-5073(75)90005-7.

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507, doi: 10.1037/0021-9010.71.3.500.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L. and Rhoades, L. (2002), "Perceived supervisor support: contributions to perceived organizational support and employee retention", *The Journal of Applied Psychology*, Vol. 87 No. 3, pp. 565-573, doi: 10.1037/0021-9010.87.3.565.

Forbes Coaches Council (2019), "Council post: 12 proactive actions employees can take to sharpen skills outside of work", *Forbes*, available at: https://www.forbes.com/sites/forbescoachescouncil/2019/12/26/12-proactive-actions-employees-can-take-to-sharpen-skills-outside-of-work/ (accessed 6 November 2022).

Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50, doi: 10.2307/3151312.

Fredrickson, B.L. (2001), "The role of positive emotions in positive psychology", *The American Psychologist*, Vol. 56 No. 3, pp. 218-226.

Gaskell, A. (2022), "The modern employee increasingly wants to belong", *Forbes*, 1 October, available at: https://www.forbes.com/sites/adigaskell/2022/10/01/the-modern-employee-increasingly-wants-to-belong/ (accessed 6 November 2022).

Graen, G. and Cashman, J.F. (1975), "A role-making model of leadership in formal organizations: a developmental approach", *Leadership Frontiers*, Vol. 143, p. 165.

Graen, G.B. and Scandura, T.A. (1987), "Toward a psychology of dyadic organizing", *Research in Organizational Behavior*, Vol. 9, pp. 175-208.

Graen, G.B. and Uhl-Bien, M. (1995), "Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain perspective", *The Leadership Quarterly*, Vol. 6 No. 2, pp. 219-247, doi: 10.1016/1048-9843(95)90036-5.

Graham, K.A., Dust, S.B. and Ziegert, J.C. (2018), "Supervisor-employee power distance incompatibility, gender similarity, and relationship conflict: a test of interpersonal interaction theory", *Journal of Applied Psychology*, Vol. 103 No. 3, pp. 334-346, doi: 10.1037/apl0000265.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2013), *Multivariate Data Analysis*, New International Edition, 7th ed., Pearson, London.

Hemshorn de Sanchez, C.S., Gerpott, F.H. and Lehmann-Willenbrock, N. (2022), "A review and future agenda for behavioral research on leader–follower interactions at different temporal scopes", *Journal of Organizational Behavior*, Vol. 43 No. 2, pp. 342-368, doi: 10.1002/job.2583.

Herscovitch, L. and Meyer, J.P. (2002), "Commitment to organizational change: extension of a three-component model", *Journal of Applied Psychology, American Psychological Association, US*, Vol. 87, pp. 474-487, doi: 10.1037/0021-9010.87.3.474.

Hill, C.A. (1991), "Seeking emotional support: the influence of affiliative need and partner warmth", *Journal of Personality and Social Psychology*, Vol. 60 No. 1, pp. 112-121, doi: 10.1037/0022-3514.60.1.112.

Hogan, J. and Holland, B. (2003), "Using theory to evaluate personality and job-performance relations: a socioanalytic perspective", *The Journal of Applied Psychology*, Vol. 88 No. 1, pp. 100-112, doi: 10.1037/0021-9010.88.1.100.

Jha, S. (2010), "Need for growth, achievement, power and affiliation: determinants of psychological empowerment", *Global Business Review*, Vol. 11 No. 3, pp. 379-393, doi: 10.1177/097215091001100305.

Kaplan, S., LaPort, K. and Waller, M.J. (2013), "The role of positive affectivity in team effectiveness during crises", *Journal of Organizational Behavior*, Vol. 34 No. 4, pp. 473-491, doi: 10.1002/job.1817.

Kline, R.B. (2015), *Principles and Practice of Structural Equation Modeling*, 4th ed., Guilford Publications, New York.

Kong, F., Huang, Y., Liu, P. and Zhao, X. (2017), "Why voice behavior? An integrative model of the need for affiliation, the quality of leader–member exchange, and group cohesion in predicting voice behavior", *Group and Organization Management*, Vol. 42 No. 6, pp. 792-818, doi: 10.1177/1059601116642084.

Kottke, J.L. and Sharafinski, C.E. (1988), "Measuring perceived supervisory and organizational support", *Educational and Psychological Measurement*, SAGE Publications, Vol. 48 No. 4, pp. 1075–1079, doi: 10.1177/0013164488484024.

Leary, T. (1957), *Interpersonal Diagnosis of Personality; a Functional Theory and Methodology for Personality Evaluation*, Ronald Press, Oxford, pp. xv-518.

Li, Y., Castaño, G. and Li, Y. (2018), "Perceived supervisor support as a mediator between Chinese university teachers' organizational justice and affective commitment", *Social Behavior and Personality: An International Journal*, Vol. 46 No. 8, pp. 1385-1396, doi: 10.2224/sbp.6702.

Linando, J.A. and Halim, M. (2022), "Does employee empowerment moderate the effect of situational and dispositional variables on emotional exhaustion differently? The COVID-19 crisis context", *RAUSP Management Journal*, Vol. 58 No. 1, pp. 69-85, doi: 10.1108/RAUSP-06-2022-0168.

Linando, J.A., Hartono, A. and Setiawati, T. (2018), "Leadership in small and medium enterprises in unique snack industries (case studies in yogyakarta)", *International Journal of Small and Medium Enterprises and Business Sustainability*, Vol. 3 No. 3, pp. 1-19.

Maertz, C.P. Jr., Griffeth, R.W., Campbell, N.S. and Allen, D.G. (2007), "The effects of perceived organizational support and perceived supervisor support on employee turnover", *Journal of Organizational Behavior*, Vol. 28 No. 8, pp. 1059-1075, doi: 10.1002/job.472.

Mathieu, J.E. (1990), "A test of subordinates' achievement and affiliation needs as moderators of leader path-goal relationships", *Basic and Applied Social Psychology*, Vol. 11 No. 2, pp. 179-189, doi: 10. 1207/s15324834basp1102_5.

Matta, F.K., Scott, B.A., Koopman, J. and Conlon, D.E. (2015), "Does seeing 'eye to eye' affect work engagement and organizational citizenship behavior? A role theory perspective on LMX agreement", *Academy of Management Journal*, Vol. 58 No. 6, pp. 1686-1708, doi: 10.5465/amj.2014.0106.

McClelland, D.C. (1985), *Human Motivation, Scott*, Foresman, Glenview, Illinois.

McGee, G.W. and Ford, R.C. (1987), "Two (or more?) dimensions of organizational commitment: reexamination of the affective and continuance commitment scales", *Journal of Applied Psychology*, Vol. 72 No. 4, pp. 638-641, doi: 10.1037/0021-9010.72.4.638.

Meyer, J.P. and Allen, N.J. (1984), "Testing the 'side-bet theory' of organizational commitment: some methodological considerations", *Journal of Applied Psychology*, Vol. 69, pp. 372-378.

Miller, F.D., Smith, E.R. and Uleman, J. (1981), "Measurement and interpretation of situational and dispositional attributions", *Journal of Experimental Social Psychology*, Vol. 17 No. 1, pp. 80-95, doi: 10.1016/0022-1031(81)90008-1.

Morgeson, F.P., Reider, M.H. and Campion, M.A. (2005), "Selecting individuals in team settings: the importance of social skills, personality characteristics, and teamwork knowledge", *Personnel Psychology*, Vol. 58 No. 3, pp. 583-611, doi: 10.1111/j.1744-6570.2005.655.x.

Ng, T.W.H. and Sorensen, K.L. (2008), "Toward a further understanding of the relationships between perceptions of support and work attitudes: a meta-analysis", *Group and Organization Management*, Vol. 33 No. 3, pp. 243-268, doi: 10.1177/1059601107313307.

Perreira, T.A., Morin, A.J.S., Hebert, M., Gillet, N., Houle, S.A. and Berta, W. (2018), "The short form of the Workplace Affective Commitment Multidimensional Questionnaire (WACMQ-S): a bifactor-ESEM approach among healthcare professionals", *Journal of Vocational Behavior*, Vol. 106, pp. 62-83, doi: 10.1016/j.jvb.2017.12.004.

Petersen, D. (2022), "How to use the 2023 global culture report", available at: https://mpost.io/wp-content/uploads/OC-TANNER-Global-Culture-Report-2023.pdf (accessed 6 November 2022).

Pulakos, E.D. and Wexley, K.N. (1983), "The relationship among perceptual similarity, sex, and performance ratings in manager-subordinate dyads", *The Academy of Management Journal*, Vol. 26 No. 1, pp. 129-139, doi: 10.2307/256139.

Riegel, D.G. (2022), "Ask for what you need at work", *Harvard Business Review*, 5 August.

Salvaggio, T. and Kent, T.W. (2016), "Examining the relationship between charismatic leadership and the lower-order factors of LMX: a follower based perspective of the moderating effect of communication frequency", *Leadership and Organization Development Journal*, Vol. 37 No. 8, pp. 1223-1237, doi: 10.1108/LODJ-06-2015-0132.

Settoon, R.P., Bennett, N. and Liden, R.C. (1996), "Social exchange in organizations: perceived organizational support, leader–member exchange, and employee reciprocity", *Journal of Applied Psychology*, Vol. 81 No. 3, pp. 219-227, doi: 10.1037/0021-9010.81.3.219.

Shanock, L.R. and Eisenberger, R. (2006), "When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance", *The Journal of Applied Psychology*, Vol. 91 No. 3, pp. 689-695, doi: 10.1037/0021-9010.91.3.689.

Siders, M.A., George, G. and Dharwadkar, R. (2001), "The relationship of internal and external commitment foci to objective job performance measures", *Academy of Management Journal*, Vol. 44 No. 3, pp. 570-579, doi: 10.5465/3069371.

Tett, R.P. and Burnett, D.D. (2003), "A personality trait-based interactionist model of job performance", *Journal of Applied Psychology*, Vol. 88, pp. 500-517, doi: 10.1037/0021-9010.88.3.500.

Tett, R.P., Jackson, D.N. and Rothstein, M. (1991), "Personality measures as predictors of job performance: a meta-analytic review", *Personnel Psychology*, Vol. 44 No. 4, pp. 703-742, doi: 10.1111/j.1744-6570.1991.tb00696.x.

Thompson, E.R. (2007), "Development and validation of an internationally reliable short-form of the positive and negative affect schedule (PANAS)", *Journal of Cross-Cultural Psychology*, Vol. 38 No. 2, pp. 227-242, doi: 10.1177/0022022106297301.

Vandenberghe, C., Bentein, K. and Stinglhamber, F. (2004), "Affective commitment to the organization, supervisor, and work group: antecedents and outcomes", *Journal of Vocational Behavior*, Vol. 64 No. 1, pp. 47-71, doi: 10.1016/S0001-8791(03)00029-0.

Vandenberghe, C., Panaccio, A., Bentein, K., Mignonac, K., Roussel, P. and Ayed, A.K.B. (2019), "Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers", *Journal of Organizational Behavior*, Vol. 40 No. 3, pp. 264-281, doi: 10.1002/job.2324.

Veroff, J. and Veroff, J.B. (2016), *Social Incentives: A Life-Span Developmental Approach*, Elsevier, Amsterdam.

Walumbwa, F.O., Lawler, J.J. and Avolio, B.J. (2007), "Leadership, individual differences, and work-related attitudes: a cross-culture investigation", *Applied Psychology*, Vol. 56 No. 2, pp. 212-230, doi: 10.1111/j.1464-0597.2006.00241.x.

Wasti, S.A. and Can, Ö. (2008), "Affective and normative commitment to organization, supervisor, and coworkers: do collectivist values matter?", *Journal of Vocational Behavior*, Vol. 73 No. 3, pp. 404-413, doi: 10.1016/j.jvb.2008.08.003.

Watson, D. and Naragon, K. (2009), "Positive affectivity: the disposition to experience positive emotional states", *Oxford Handbook of Positive Psychology*, 2nd ed., Oxford University Press, New York, NY, pp. 207-215.

Wei, Y. and Yani, Z. (2010), "Analysis on the influence of supervisory role on staffs' organizational citizenship behaviors in service enterprises", 2010 2nd IEEE International Conference on Information and Financial Engineering, *presented at the 2010 2nd IEEE International Conference on Information and Financial Engineering*, pp. 426-429, doi: 10.1109/ICIFE.2010.5609391.

Wijaya, N.H.S. (2019), "Proactive personality, LMX, and voice behavior: employee–supervisor sex (Dis) similarity as a moderator", *Management Communication Quarterly*, Vol. 33 No. 1, pp. 86-100, doi: 10.1177/0893318918804890.

Yammarino, F.J., Spangler, W.D. and Dubinsky, A.J. (1998), "Transformational and contingent reward leadership: individual, dyad, and group levels of analysis", *The Leadership Quarterly*, Vol. 9 No. 1, pp. 27-54, doi: 10.1016/S1048-9843(98)90041-8.

Yang, J., Gong, Y. and Huo, Y. (2011), "Proactive personality, social capital, helping, and turnover intentions", *Journal of Managerial Psychology*, Vol. 26 No. 8, pp. 739-760, doi: 10.1108/02683941111181806.

Yoon, J. and Thye, S. (2000), "Supervisor support in the work place: legitimacy and positive affectivity", *The Journal of Social Psychology*, Vol. 140 No. 3, pp. 295-316, doi: 10.1080/00224540009600472.

Zhang, A., Li, X. and Guo, Y. (2021), "Proactive personality and employee creativity: a moderated mediation model of multisource information exchange and LMX", *Frontiers in Psychology*, Vol. 12, pp. 1-13, doi: 10.3389/fpsyg.2021.552581.

Corresponding author

Jaya Addin Linando can be contacted at: addin.linando@uii.ac.id

Appendix

Variable	Items
Leader–member exchange (*How would you characterize your working relationship with your leader?*)	1. Do you know where you stand with your leader . . . Do you usually know how satisfied your leader is with what you do? 2. How well does your leader understand your job problems and needs? 3. How well does your leader recognize your potential? 4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work? 5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out," at his/her expense? 6. I have enough confidence in my leader that I would defend and justify his/her decision if he/she were not present to do so? 7. How would you characterize your working relationship with your leader?
Perceived supervisor support (*These statements characterize my supervisor . . .*)	1. My supervisor is willing to extend itself in order to help me perform my job to the best of my ability 2. My supervisor takes pride in my accomplishments at work 3. My supervisor tries to make my job as interesting as possible
Need for affiliation	1. When I have a choice, I try to work in a group instead of by myself 2. I find myself talking to those around me about nonbusiness-related matters 3. I make a special effort to get along with others
Positive affectivity (*These words reflect my personality . . .*)	1. Determined 2. Attentive 3. Alert 4. Inspired 5. Active
Proactive personality	1. I am constantly on the lookout for new ways to improve my life 2. Wherever I have been, I have been a powerful force for constructive change 3. Nothing is more exciting than seeing my ideas turn into reality 4. If I see something I don't like, I fix it 5. No matter what the odds, if I believe in something I will make it happen 6. I love being a champion for my ideas, even against others'. Opposition 7. I excel at identifying opportunities 8. I am always looking for better ways to do things 9. If I believe in an idea, no obstacle will prevent me from making it happen 10. I can spot a good opportunity long before others can see it
Affective commitment to supervisor (*The following items express what you may feel about yourself as a member of your organization . . .*)	1. I like the values conveyed by my immediate supervisor 2. I feel privileged to work with someone like my immediate supervisor 3. When I talk to my friends about my immediate supervisor, I describe him/her as a great person to work with

Table A1.
Measurement items

Source(s): Authors work