

The Influence of Learning and Performance Orientations Towards Proactive Work Behavior with Transformational Leadership as a Mediator Towards the Employee of Industrial Technology Academy Polytechnic (Ati) Padang

Silvia¹, Syahrizal², Marwan³

^{1,2,3}*Universitas Negeri Padang, Padang, Indonesia,*

**Corresponding Author. Email: silviaaries1204@yahoo.com*

ABSTRACT

This research hinges on the influence of learning and performance orientation toward proactive work behavior through transformational leadership as a mediator of the employee of ATI Padang. The stronger an individual learning orientation, the more an individual will be motivated to show proactive behavior in the work place. The same thing also happens to the employee with performance orientation. In this case, this kind of orientation can also encourage proactive behavior. The stronger an individual performance orientation, the more this individual encouraged to be proactive in the work place.

Keywords: *Transformational leadership, proactive work behavior, learning orientation, performance orientation.*

1. INTRODUCTION

Proactive behavior is to make thing happen, to anticipate and to prevent problem, and to catch the opportunity. This is related with the effort which is started from one self to bring change into the work environment to achieve organization goal [1]. Proactive has three main attributes, namely, self-initiated, change orientation, and focus on future time.

Proactive behavior is of vital importance to today work environment. The previous study shows that proactive can improve work performance in the work place [2] and to produce something positive other than work achievement, such as obtaining job [3] and work satisfaction Numbers of research about proactive pays more focus on business employee with profit orientation goal. In fact, education based organization is rare. In the other side, education based organization is required to possess active human resources to contribute in creating new initiatives in many working conditions, tend to be opportunist, self-initiative, act

bravely, and diligent to achieve a meaningful change, and to be able to create positive change in the environment regardless the limit or obstacle.

ATI Polytechnic is a vocation education with competence specification on agro industry field. The development of Padang ATI Polytechnic which has been established since 1974 is important to keep continuing to achieve its purpose as an independent, strong, and competitive Higher Vocation Education in developing science and technology. Recently, Padang ATI Polytechnic has four majorities for Diploma III program (DIII), namely, Agro Industry Technique, Plant Based Chemistry Technique, Agro Industry Management, and Chemistry Analysis. The future development refers to the vision that has been established that is to make vocation education institution under Industrial Ministry as a role model for vocation education based on competence which

resulted in competence and competitive industry worker.

ATI Padang has planned this institution development by using strategies, namely: 1) to improve academic achievement, so that Padang ATI polytechnic can provide maximum contribution for national industry, particularly agro industry, 2) to improve academic nuance quality to support learning process and performance, 3) to improve activity quality and quality to improve the role of Padang ATI Polytechnic in developing national industry particularly agro industry, and 4) to improve research activity quality and community service, and 5) to improve Public Awareness toward Padang ATI Polytechnic.

In order to achieve the vision, mission, and the strategy; hence, active role of the lecturer, employee, and student are required. This research is focusing on the employee or teacher as a support system who has significant role in the education process in Padang ATI Polytechnic. However, they tend to be neglected by the leader of Padang ATI Polytechnic. As the effect, the employees tend to be less proactive.

The result of the observation and depth interview with the Leader of Employee Sub Division of ATI Padang on January to March 2020 revealed that the employee of Padang ATI Polytechnic is 65 persons. Generally, they have conducted their job based on basic task and function which is known as TUPOKSI since they have been well informed and agreed on the target performance (SKP). The problem is that these employees only conduct administrative works only, meanwhile it is expected that they can provide more contribution through more creative suggestions and more innovative behavior in improving their working system. This problem is revealed during meeting with the leader, they tend to hardly provide self-initiated suggestion to improve their work performance. Generally, they tend to be passive and agreed on anything decided by the leader.

Less proactive behavior of the employee in the work place has been the focus of the previous researcher. The cause factors of the proactive behavior derived from both individual and situational factors. The most frequent researched individual factor in

relation with proactive behavior is goal orientation. Goal orientation shapes proactive behavior since it influences attention and the direction of an individual in selecting purpose and hence to determine whether this individual will achieve proactive purpose.

[4] Identified goal orientation with strong influence on proactive behavior is learning orientation and working orientation. First, learning goal orientation or an individual emphasize on learning and mastery toward certain situation, also predict some proactive behavior, including take over, individual innovation, problem prevention, feedback searching, and negotiation of work role. The research result is as expected. The individual with strong learning orientation tend to see proactive as a useful thing, considering the challenging situation as an opportunity to develop and to determine higher goal in this particular situation.

The previous research reported that individual with high learning orientation (preference to understand or to master new things) tend to be more engaged in proactive behavior, such as feedback searching[5]. A study [6] revealed that individual with learning goal orientation tend to be more interested in self-development to allow more focus in achieving organization purpose.

Second, performance goal orientation refers to emphasize on indicates competence and validates value by using advantage assessment, and avoiding negative assessment about an individual's performance. Work orientation tend to promote behavior which focuses on ego and defensive, such as self-withdraw when encountering problem [7] and react to difficulty which is other than the task [8] Hence, individual with high performance orientation is less engage in a more challenging behavior in relation with an en effort to bring change to do something or a wider strategy. Individual with performance orientation tend to avoid proactive behavior since less success may rise on an individual capability. Consistent with this idea [9] found out that performance goal orientation is linked negatively with taking control, individual innovation, delivering opinion, finding solution on problem or other strategic activity.

However, performance goal orientation can also provide positive effect on proactive behavior. Take as an example; [10] revealed the positive connection between performance goal orientation and responsibility. This finding is consistent with the argument of [11] that learning goal orientation and performance may lead to a similar positive result since both of these orientations are focused on targeted achievement result, although they have different purposes, such as mastery of task and normative competence.

[12] argument is further supported by a study in which the performance goal orientation is subdivided into the goal orientation of proving performance and avoiding performance. As reported by [13] when performance verification goal orientation and performance avoidance goal orientation were tested to predict three types of proactive behavior toward personal, interpersonal, and organizational benefits: Learning goal orientation positively predicted only organizational proactive behavior, performance-providing goals positively predict all types of proactive behavior, and performance-avoidance goal orientations negatively predict all types of proactive behavior. Thus, the effect of goal orientation on proactive behavior is more complex than expected; further study is needed.

[14] Found out that people with a high performance goal orientation tend to be proactive under transformational leadership, but it does not really working under contingent award leadership. This is due to these people are tend to adjust their behavior based on the expected performance.

[15] Concluded that transformational style is not only contributes toward organization output, but also refer to personality growth of the people in it. The most significant thing is the growth of the motivation

and employee bond (organization members), that is not merely cause the effectiveness in working, but also to encourage proactive innovations. Based on this argument, this research is to test transformational leadership as mediator on learning goal orientation and performance goal orientation on proactive work behavior.

Proactive Behavior

Proactive work behavior is to take initiative to improve recent situation or to create new situation; it includes challenging status quo compared to passively adapted with the current situation. As suggested by this definition, there are three main characteristics of proactive work behavior, namely, self-initiated, future time focus, and change-orientation [16] Proactive employees are not only reacting to a certain situation, but they react to the need or problem in the work place anticipatively, without being told to do so or ask to do so. In brief, it can be concluded that proactive work behavior is an individual act encouraged by self-initiated to conduct changes and as an anticipation of future time condition.

Indicator of Proactive Behavior

[17] Have grouped types of work proactive behavior of employee in the work place as can be seen as follow:

Table.1 Types of Proactive Behavior

Category	Definition	The Example of Behavior
Proactive work behavior	To take control, and to embody the change in the organization internal environment	
Taking control	Volunteer and constructive acts to bring organization functional change result by respecting the way work conducted; behavior with improvement orientation	To bring improvement procedure in the work place
Delivering Opinion	Create innovative suggestion for change and to recommend modification on standard procedure even when other people disagree on it; it is intended to contribute positively to the organization	To communicate thought about work problem to the other people, even if these people have different ideas and the rests are disagree
Individual Innovation	Behavior which is included in the creation and idea implementation, including indentifying chance, to produce new ideas or approach, and to implement new ideas	To find out new technique, technology, and /or product idea
Problem Prevention	Independent act and anticipative to prevent the repetition of work problem	To find out the root of many problems

Goal Orientation

Goal orientation is defined as a goal or reason of the engagement in a behavior to achieve goal [19]. Goal orientation reflects standard used by short term education participant in measuring their performance or their success, in which later provide direction, encouragement, and strategy to achieve the intended goal.

Normally, the employees focus on development of competence, they have intrinsic interest in their task. Therefore, they tend to be more engaging on task comparing to those who do not have that kind of orientation [20]

Work Orientation

An individual's willing to show his ability or to prove his competence in front of other people through variety of strategies to achieve award from his leader

or peers. It is based on research result revealed by [21]. Indicator of Work Orientation based on research result.

Transformational Leadership

[22] Believed that transformational leadership is the leadership practice which is needed and can be taken from time to time as to improve the innovative company capacity. In brief, it can be concluded that transformational leadership is the leadership which can influence the employees to later be inspired and motivated to conduct the task and responsibility with the result beyond expectation.

The dimension of transformational leadership style is used to determine characteristics of the leadership itself to do evaluation and to measure situation. According transformational leadership is beyond the exchange relationship and consists of 4 dimensions.

The Connection Among Variables

1. The influence of learning orientation toward proactive work behavior
2. The influence of work orientation toward proactive work behavior
3. Transformational leadership as a mediator on the influence of learning orientation on proactive work behavior
4. Leadership transformational as a mediator on the influence of Performance orientation on proactive work behavior

This research framework also to test the role of transformational leadership as a mediator in the above mentioned relationship. It means that when the leader focuses on learning orientation and performance orientation; hence, these have stronger influence on proactive behavior.

There are four hypotheses in this research:

H1: Significant active behavior learning orientation is influencing the proactive work behavior of employee of ATI Padang.

H2: Significant active behavior working orientation is influencing the proactive work behavior of employee of ATI Padang.

H3: Significant Transformational active behavior leadership is moderating the influence of learning orientation on proactive work behavior of employee of ATI Padang.

H4: Transformational leadership is moderating active behavior and significant influence on

performance orientation and proactive work behavior of employee of ATI Padang.

2. METHODS

The scope of this study aims to analyze the effect of Learning Orientation and Performance Orientation on Proactive Work Behavior with Transformational Leadership as a Mediator. This research design uses a quantitative design with a survey strategy to collect research data. The type of data is the respondent's response to a number of questions related to the research variables.

The object of this research was carried out on employees at the ATI Padang Polytechnic. Research planned in November 2020. The number of elements in this population is very limited, namely 65 people, so all population elements are used as research data or total sampling.

This study consists of two independent variables, one dependent variable, and one moderating variable. That's why moderating regression analysis is used.

3. RESULTS AND DISCUSSION

In regression analysis research is used to analyze the effect of learning orientation, performance orientation and transformational leadership on employee proactive work behavior. The results of multiple linear regression analysis are shown in table 2 below:

Table. 2 The results of multiple linear regression analysis

Dependent variable	Independent Variable	Regression coefficient	Count t	sig	information
Proactive work behavior (Y)	Constant (a)	6,346	-	-	-
	Learning orientation	0,259	3,866	0,000	Sig
	Performance orientation	0,451	3,749	0,000	Sig
	F count = 42,435 F Sig. = 0,000 R Square = 0,578				

Source: Processed primary data, 2021

From the results of multiple linear regression analysis as seen in table 4.8, it can be seen that the regression coefficient value of each research variable, namely the regression coefficient of the learning orientation variable (β_1) is 0.259, the regression coefficient for the performance orientation variable (β_2) is 0.451 and the constant value (α) amounted to 6,346.

1. The constant value (α) of 6.346 indicates the value of the employee proactive work behavior variable without being influenced by the learning orientation and performance orientation variables.
2. The regression coefficient value of the learning orientation variable is 0.259 with a positive sign indicating that if the value of the learning orientation variable has increased by one unit it will increase the value of the employee proactive work behavior variable by 0.259 in each one, assuming the other variables are constant.
3. The regression coefficient value of the performance orientation variable is 0.451 with a positive sign indicating that if the value of the performance orientation variable has increased by one unit it will increase the value of the employee proactive work behavior variable by 0.451 in each one, assuming the other variables are constant.
4. Based on the results of data analysis, it is known that the value of R^2 (R-Square) is 0.578, this means that the magnitude of the influence of learning orientation and performance orientation on the proactive work behavior of employees at the ATI Padang Polytechnic is 57.8% and the rest is 42.2% influenced by other variables that are not included in this research model.

This study has four hypotheses to be tested. The results of hypothesis testing will be described as follows:

First Hypothesis Testing

The first hypothesis is "Learning orientation has a significant positive effect on the proactive work behavior of employees at the ATI Padang Polytechnic".

Based on the results of data analysis, it is known that the regression coefficient value of the learning

orientation variable is 0.6357 with a significance value of 0.003. If the significance value is compared with alpha ($= 0.05$), it is evident that the significance value is smaller than alpha ($0.003 < 0.05$). This means that the learning orientation has a significant positive effect on the proactive work behavior of employees at the ATI Padang Polytechnic. Thus the first hypothesis is accepted at the 95% confidence level.

Second Hypothesis Testing

The second hypothesis is "Performance orientation has a significant positive effect on the proactive work behavior of employees at the ATI Padang Polytechnic".

Based on the results of data analysis, it is known that the regression coefficient value of the performance orientation variable is 0.379 with a significance value of 0.000. If the significance value is compared with alpha ($= 0.05$), it is evident that the significance value is smaller than alpha ($0.045 < 0.05$). This means that there is a significant positive effect of performance orientation on the proactive work behavior of employees at the ATI Padang Polytechnic. Thus the second hypothesis is accepted at the 95% confidence level.

Third Hypothesis Testing

The third hypothesis is "Transformational Leadership moderates the influence of Learning Orientation on Proactive Work Behavior of ATI Padang Polytechnic employees."

The third hypothesis testing is done by using the Moderated Regression Analysis method or interaction test to find out which variable is used as a moderating variable which can strengthen or even weaken the relationship between the independent variable and the dependent variable.

The following are the results of the moderation test for each variable: Effect of Learning Orientation on Proactive Work Behavior of ATI Padang Polytechnic employees with transformational leadership as the moderating variable.

Table.3 The results of the stage 1 moderation test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,981	3,614		,825	,413
	Orientasi pembelajaran	,312	,065	,511	4,774	,000
	Kepemimpinan transformasi	,366	,127	,307	2,871	,006

a. Dependent Variable: Perilaku kerja proaktif

From the results of the SPSS output above shows that the effect of transformational leadership on Y at the first output and moderate influence1 (Z * X1 Learning Orientation transformational leadership) on the second output, one of which is significant (<0.05), which means that transformational leadership is proxied by transformational leadership is pure moderate. The beta value that appears in the interaction test (moderate1) (transformational leadership Z * X1 Learning Orientation) shows a value of 0.033 which indicates that transformational leadership strengthens the relationship between Learning Orientation and proactive work behavior of employees at ATI Padang Polytechnic.

Fourth Hypothesis Testing

The fourth hypothesis is "Transformational Leadership Moderates Performance Orientation on Proactive Work Behavior of ATI Polytechnic Employees in Padang."

The fourth hypothesis testing is done by using the Moderated Regression Analysis method or the interaction test to find out which variable is used as a moderating variable which can strengthen or even weaken the relationship between the independent variable and the dependent variable.

The following are the results of the moderation test for each variable: Effect of Performance Orientation on Proactive Work Behavior of ATI Padang Polytechnic employees with transformational leadership as the moderating variable.

Table.4 The results of the stage 1 moderation test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,201	3,454		-,927	,358
	Orientasi kinerja	,556	,111	,507	4,999	,000
	Kepemimpinan transformasi	,398	,121	,335	3,302	,002

a. Dependent Variable: Perilaku kerja proaktif

Table.5 The results of the moderation test transformational leadership on proactive work behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-25,086	57,984		-,433	,667
	Orientasi kinerja	1,485	2,459	1,353	,604	,548
	Kepemimpinan transformasi	1,036	1,692	,871	,613	,542
	moderat2	-,027	,071	-1,226	-,378	,707

a. Dependent Variable: Perilaku kerja proaktif

From the results of the SPSS output above shows that the effect of transformational leadership on Y at the first output and moderate effect2 (transformational leadership Z * X2 performance orientation) on the second output, one of which is significant (<0.05), which means that transformational leadership is proxied by transformational leadership is pure moderate. The beta value that appears on the interaction test (moderate2) (transformational leadership Z * X1 Learning Orientation) shows a value of -0.27 which indicates that transformational leadership weakens the relationship between Learning Orientation and proactive work behavior of employees at ATI Padang Polytechnic.

Discussion of research results

1. The Influence of Learning Orientation on Employee Proactive Work Behavior at the ATI Padang Polytechnic

Based on the results of the study, learning orientation has a significant positive effect on the proactive work behavior of employees at the ATI Padang Polytechnic which is proven by the results of the regression coefficient value of the learning orientation variable of 0.259 with a positive sign indicating that if the value of the learning orientation variable has increased by one unit it will increase the variable value. proactive work behavior of employees at the ATI Padang Polytechnic of 0.259 in each.

This research is supported by descriptive analysis, which shows that the average score of the learning orientation variable is 3.84 with the respondent's achievement level (TCR) of 76.82%. This shows that the learning orientation variable is in the Good enough category. Thus it can be said that employees feel that learning new work methods for employees is

important, employees spend more time and energy on work and employees feel proud of their current profession and workplace.

Based on the results of data analysis, it is known that the significance value is 0.000. If the significance value is compared to alpha ($= 0.05$), it is evident that the significance value is smaller than alpha ($0.003 < 0.05$). This means that learning orientation has a significant positive effect on the proactive work behavior of employees at the ATI Padang Polytechnic

The results of this study are supported by research [24] which state that learning orientation is positively related to proactive behavior.

Then the results of this study are supported by the opinion of [25] Goal orientation shapes proactive behavior because it affects an individual's attention and direction in the choice of goals and thus determines whether he or she will pursue proactive goals. Empirical evidence so far reveals that a strong learning goal orientation can stimulate employees to engage in proactive work behavior.

2. The Effect of Performance Orientation on Employee Proactive Work Behavior at the ATI Padang Polytechnic

Based on the results of the research that the performance orientation has a positive significant effect on the proactive work behavior of employees at the ATI Padang Polytechnic which is proven by the results of the regression coefficient value for the performance orientation variable of 0.451 with a positive sign indicating that if the value of the performance orientation variable has increased by one unit it will increase the variable value proactive work behavior of employees at the ATI Padang Polytechnic of 0.451 in each.

This research is supported by a descriptive analysis which shows that the average score of the learning orientation variable is 4.15 with the respondent's achievement level (TCR) of 82.92%. This shows that the performance orientation variable is in the Good category. Thus it can be said that employees feel the indicators are doing things that can be done, doing things without mistakes and getting recognition from others in the Good category.

Based on the results of data analysis, it is known that the significance value is 0.000. If the significance value is compared to alpha ($= 0.05$), it is evident that the significance value is smaller than alpha ($0.003 < 0.05$). This means that the performance orientation has a positive significant effect on the proactive work behavior of employees at the ATI Padang Polytechnic.

The results of this study are supported by research by Zang, Law, Lin (205) which states that performance orientation is related to proactive behavior. Then the results of this study are supported by the opinion of [26] which states that performance goal orientation can also have a beneficial effect on proactive behavior. For example, finding a positive relationship between performance and responsibility goal orientation. This finding is consistent argument that learning and performance goal orientation can lead to similar positive outcomes because both orientations are focused on achieving favorable outcomes, even though they both refer to different goals, such as task mastery and normative competence, respectively. -Each. Their argument is further supported by a study in which performance goal orientation is further divided into goal orientations that prove performance and avoid performance.

3. The Effect of Learning Orientation on the Proactive Work Behavior of ATI Padang Polytechnic employees with transformational leadership as a moderating variable

The results of transformational leadership research as a moderating variable for the relationship between Learning Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees show that statistically proxied transformational leadership is feasible to be a moderating variable. Transformational leadership strengthens the relationship between Learning Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees, which means that the third hypothesis which says that transformational leadership is appropriate to be a moderating variable for the relationship between Learning Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees is accepted.

This study is consistent with the research of [27] which states that self-leadership moderates the

relationship between learning orientation and proactive behavior.

The results of the study are in line [28] finding that the orientation of learning objectives becomes more important in directing more creative behavior through the effects of psychological capital in a team environment that is less learning-oriented because in such a work environment, external forces for learning and creativity are less. . . , and thus, individual differences in the orientation of learning goals become important for shaping employees' creative performance. show that newcomers who are high in learning goal orientation are more likely to receive more monitoring support to facilitate their creativity in the workplace if they engage in more impressive management tactics, such as transformational leadership.

4. The Effect of Performance Orientation on the Proactive Work Behavior of Polytechnic ATI Padang employees with transformational leadership as a moderating variable.

The results of transformational leadership research as a moderating variable for the relationship between Performance Orientation and Proactive Work Behavior of employees of the ATI Padang Polytechnic showed that transformational leadership which is statistically proxied is feasible to be a moderating variable. Transformational leadership weakens the relationship between Performance Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees, which means that the third hypothesis which says that transformational leadership is appropriate to be a moderating variable for the relationship between Learning Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees is accepted.

4. CONCLUSIONS

Based on the results of the analysis and discussion of the results of research conducted between the causal variables on the effect variables and between the moderating variables on the Proactive Work Behavior of the ATI Padang Polytechnic employees. Then it can be concluded as follows:

1. Learning orientation has a significant positive effect on the Proactive Work Behavior of ATI

Padang Polytechnic employees. The more appropriate the Learning Orientation, the more Proactive Work Behavior of ATI Padang Polytechnic employees will increase.

2. Performance Orientation has a positive significant effect on the Proactive Work Behavior of ATI Padang Polytechnic employees. The more appropriate the Performance Orientation, the more Proactive Work Behavior of ATI Padang Polytechnic employees will increase.
3. Transformational leadership moderates the relationship between Learning Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees.
4. Transformational leadership moderates the relationship between Performance Orientation and Proactive Work Behavior of ATI Padang Polytechnic employees

Recommendations

Based on the results that have been developed previously, to improve the Proactive Work Behavior of ATI Padang Polytechnic employees, the researchers provide the following suggestions:

1. Improving the Proactive Work Behavior of ATI Padang Polytechnic employees, in the following ways:
 - a. Complete the work given by the leadership
2. Improve the Learning Orientation in the following ways:
 - a. Motivating employees to spend more time and energy on work.
 - b. Give praise to employees to feel proud of their current profession and workplace
 - c. Increasing the knowledge that employees have after participating in learning will increase new knowledge

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