



## **EXPLORING LEADERSHIP STYLES THAT INFLUENCE PROACTIVE WORK BEHAVIOR**

Bella Ghia Dimmera<sup>1</sup>, Ramadhania<sup>2</sup>

<sup>1,2,3</sup> Department of Management, Faculty of Economics and Business, Universitas Tanjungpura,  
Pontianak, Indonesia

[b3081231011@student.untan.ac.id](mailto:b3081231011@student.untan.ac.id)<sup>1</sup>, [ramadhania@ekonomi.untan.ac.id](mailto:ramadhania@ekonomi.untan.ac.id)<sup>2</sup>

### **ABSTRACT**

Employees proactive work behavior is essential in today's dynamic work environment. Leadership strongly influences the proactive work behavior of employees. The purpose of this systematic literature review is to investigate leadership styles that may influence employees' proactive work behavior. The methodology employed stringent inclusion and exclusion criteria to explore relevant journal articles within the Google Scholar database. The review showed that leadership styles such as servant leadership, inclusive leadership, empowering leadership, spiritual leadership, authentic leadership, entrepreneurial leadership, humble leadership, shared leadership, transformational leadership, paradoxical leadership, visionary leadership, authentic leadership, distributed leadership, and ethical leadership strongly influence proactive work behavior. These leadership styles motivate employees to take initiative, seek opportunities, and engage in other proactive work behaviors. Theory explains the influence of leadership on proactive work behavior. These results also have real consequences for organizations in terms of building leadership training programs that enable employees to be more proactive. We recommend conducting additional research on the moderating and mediating effects on the relationship between leadership and proactive work behavior.

**Keywords:** Leadership Style, Proactive Work Behavior, Systematic Literature Review

### **A. INTRODUCTION**

Organizations increasingly rely on proactive employees to maintain competitive advantage, adapt to change, and innovate in an increasingly complex and dynamic business environment (Ahmed, 2022). Individuals and organizations have demonstrated the high benefits of proactive work behavior (ALGaraawi & Rashid, 2023), which involves taking anticipatory and change-oriented actions to improve current conditions or create new ones. Proactive employees demonstrate higher performance, creativity, job satisfaction, and organizational commitment (Zhang, 2020).

Given how important this behavior is, researchers have tried to find things that encourage or inhibit proactive work behavior. However, previous studies have investigated various antecedents of proactive behavior, such as individual characteristics such as employee-oriented human resource management (EOHRM) (Pan, 2018) and self-efficacy (J.-S. Kim, 2023) and contextual factors such as job characteristics (Nurjaman et al., 2019) and organizational environment (Rusyda et al., 2020). The role of leadership in shaping employees' proactive work behavior remains relatively less explored. This is surprising, as leaders play a critical role in determining employees' work experiences and influencing their attitudes, motivation, and behavior (Aeni & Kuswanto, 2021).

Recent studies have looked at how leadership style correlates with proactive work behavior. Research by (Boonyarit, 2023) found a positive correlation between self-leadership and proactive work behavior. However, (Anwar Ul Haq et al., 2019) looked into how psychological empowerment and leader-follower distance moderated the effects of leadership empowerment on followers' proactive behavior. These preliminary results are promising, but research on leadership and proactive work behavior is lacking and incomplete.

This systematic literature review aims to address research gaps by combining results from various studies on leadership styles and proactive work behavior published from 2018 to the present. Specifically, this review will (1) find the main leadership styles associated with employees' proactive behaviors; (2) study the research objectives; (3) study the research methods used; and (4) find the resulting research findings. This review aims to improve our understanding of how leadership shapes proactive work behavior by combining results from different studies. The review will help develop theories about leadership and proactivity. Managers will discover the best leadership methods to encourage proactive behavior in organizations.

## **B. LITERATURE REVIEW**

### **Proactive Work Behavior**

Proactive work behavior is when an employee strives to positively change their work environment, which impacts the organization's overall success and goals. Proactive work behavior is when employees strive to improve their work environment, improve procedures, share ideas for change, and prevent problems (Miselytė, 2019). Proactive work behaviors consist of employee voice, personal initiative, and responsibility-taking, influencing entrepreneurial performance in dimensions such as organizational innovation, strategic renewal, and adventure (Saihood & Al-Jader, 2021). Proactive work behavior stimulates innovation, creativity, and change within their organizations (Li, 2020) by means of self-initiated initiatives (Bohlmann & Zacher, 2021). Proactive work behavior is characterized by individuals' active efforts in identifying improvement opportunities, voicing innovative ideas, and taking concrete steps to prevent and solve problems that arise.

Proactive work behavior fosters the meaningfulness of work by connecting individuals to the future. It enhances meaningfulness, especially in jobs with unpredictable futures, promoting a sense of purpose and fulfillment (Fay et al., 2023). Proactive work behaviors can improve quality, project performance, time, and cost (Kapogiannis et al., 2021). Reflection on work and psychological empowerment drive proactive work behaviors like innovation and work crafting. It enhances employees' ability to adapt and succeed in the company. Proactive work behaviors are not only beneficial for individual capacity-building but also play a vital role in supporting overall organizational success. Employees can contribute to improved quality, efficiency, and effectiveness in project completion, as well as the achievement of the company's strategic goals by implementing these behaviors.

### **Leadership Style**

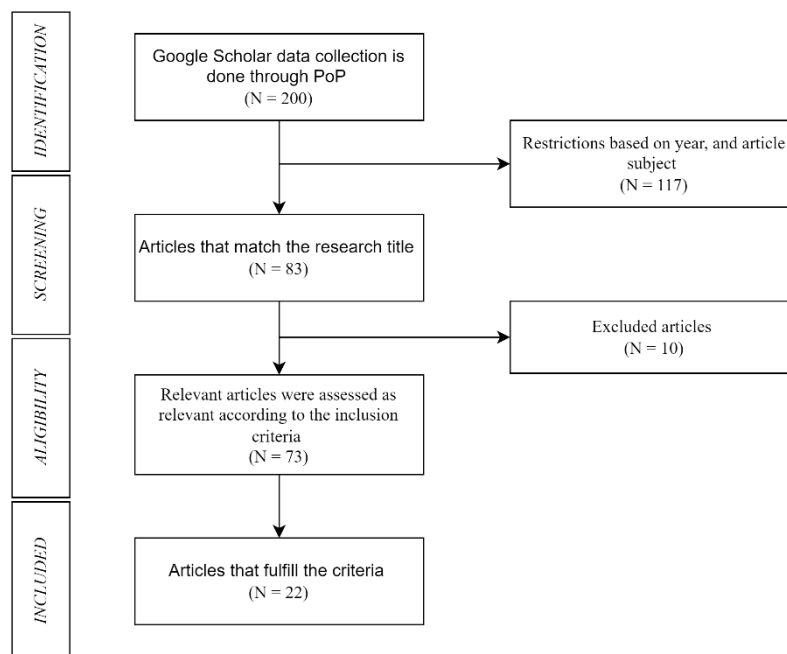
Leadership style refers to the way a leader directs and motivates individuals to achieve organizational goals, which has an impact on organizational culture and employee values (Shuaib et al., 2022). Leadership style is a strategic approach that influences employee and organizational performance (Folarin, 2021). Leadership style refers to the way a leader influences members to achieve goals (Jaafar, 2022). Leadership style refers to a leader's approach to guiding and motivating their team (Sasikirana et al., 2023). Leadership style reflects a leader's ability to make decisions, overcome challenges, and encourage optimal performance from each individual he leads. With the right leadership style, a leader can shape a positive organizational culture, instill constructive values, and create a work environment conducive to the development of employee potential. Thus, leadership style becomes a crucial factor that determines the success of the organization in achieving its goals, maintaining competitiveness, and adapting to the dynamics of sustainable change.

## **C. RESEARCH METHODS**

This study used a descriptive research design with a systematic literature review (SLR) method. SLR is the process of finding, assessing, and interpreting all available research evidence to specifically answer research statements (Kitchenham et al., 2009). This study followed the PRISMA (Preferred Reporting Items for Systematic Literature Reviews and Meta-Analyses) guidelines (Sastypratiwi & Nyoto, 2020). Online journal articles or scientific publications provided the secondary data for this study.

We used the SLR approach to conduct database searches. Online articles provided the secondary data. The author searched for information on Harzing's Publish or Perish (PoP). However, the author used keywords such as leadership and proactive work behavior to search for related articles. According to the search results, 22 articles published in journals met the criteria. To limit the search, the author only searched for research-type articles on Harzing's Publish or Perish (PoP) and only looked at articles published between 2018 and 2024.

Articles must meet the following criteria for inclusion and exclusion in this study: a) published in an international journal; b) written in English; and c) published from 2018 to 2024 using the keywords "leadership style" and "proactive work behavior." The authors noted and checked the database for duplicates, removed duplicate journals, and deleted irrelevant studies on leadership style and proactive work behavior. To fulfill the inclusion criteria, the authors conducted a second screening by retrieving full journals that fulfilled the following conditions: a) written in English; b) were empirical studies (not essays, book reviews, letters, editorials, opinions, or journalistic articles); c) addressed the theories of leadership style and proactive work behavior as the main topic; d) quantitatively tested the theories of leadership style and proactive work behavior. We excluded journals that failed to meet the four components mentioned above in the abstract, results, or discussion sections. Furthermore, the authors retrieved additional articles that met the inclusion requirements by checking the bibliographies of the identified sources and fulfilling the referencing requirements.



**Figure 1.** PRISMA Method Flowchart

#### **D. RESEARCH RESULTS AND DISCUSSION**

Examining the journals that met the inclusion criteria was essential to determining which journals were relevant to the topic of leadership styles influencing proactive work behavior. Table 1 contains the author's journal review matrix.

**Table 1. Journal Review Matrix**

| Reference              | Title  | Objectives  | Methods   | Results   | Source  |
|------------------------|--|---|---|---|---|
| (Varela et al., 2019)  | Servant Leadership, Proactive Work Behavior, and Performance Overall Rating: Testing a Multilevel Model of Moderated Mediation             | Investigate whether salespeople's proactive behavior mediates the relationship between sales managers' servant leadership and salespeople's overall performance ratings.                            | Multilevel Structural Equation Modeling (MSEM) was used to analyze the relationships between sales managers' servant leadership, salespeople's proactive behavior, and salespeople's overall performance ratings. | Sales managers' servant leadership is positively related to salespeople's overall performance ratings through proactive behavior, especially when salespeople's customer orientation is high. | Journal of Business-to-Business Marketing                         |
| (Chang et al., 2022)   | Inclusive Leadership and Employee Proactive Behavior: A Cross-Level Moderated Mediation Model  | Investigate the relationship between inclusive leadership (IL) and employee proactive behavior, with a focus on the mediating role of employee trust and the moderating role of procedural justice. | This study used quantitative research methods. The author conducted confirmatory factor analysis (CFA) to compare different models, thus supporting the discriminant validity of the measurement.                 | Inclusive leadership (IL) significantly influences employee proactive behavior, with employee trust mediating this relationship.  | Psychology Research and Behavior Management                       |
| (Wang & Yang, 2021)    | Why and How Does Empowering Leadership Promote Proactive Work Behavior? An Examination with a Serial Mediation Model among Hotel Employees | Examining the relationship between leadership empowerment and employees' proactive work behavior in the context of sustainable human resource management.   | Quantitative research methods. Data screening, preparation, and analysis using SPSS 24.0 and AMOS 24.0.   | Empowering leadership positively influences job characteristics and proactive work behavior.  | International Journal of Environmental Research and Public Health |
| (S. Chen et al., 2019) | Spiritual Leadership on Proactive  | Investigated the relationship between spiritual leadership and  | This study used hierarchical multiple regression to test  | Spiritual leadership had a significant positive effect on proactive behavior  | Frontiers in Psychology   |

| Reference                        | Title  | Objectives  | Methods   | Results  | Source   |
|----------------------------------|--|---|---|--|--|
|                                  | Workplace Behavior: The Role of Organizational Identification and Psychological Safety   | proactive behavior at work, exploring the mediating roles of organizational identification and psychological safety.  | a conceptual model that integrates spiritual leadership with proactive workplace behavior.  | at work, with organizational identification and psychological safety mediating this relationship.                          |  |
| (Smithikrai & Suwannad et, 2018) | Authentic Leadership and Proactive Work Behavior: Moderated Mediation Effects of Conscientiousness and Organizational Commitment | Examining the mediating role of organizational commitment in the relationship between authentic leadership and proactive work behavior  | A large public university in Thailand conducted an anonymous survey to gather data from 375 individuals.  | Organizational commitment was found to mediate the relationship between authentic leadership and proactive work behavior.  | The Journal of Behavioral Science                              |
| (Awad et al., 2024)              | Entrepreneurial leadership, nurses' proactive work behavior, and career adaptability: a structural equation model                | Developed a structural equation model to examine the relationship between entrepreneurial leadership as the independent variable and nurses' proactive work behavior and career adaptability as the dependent variable. | Selected 450 nurses from two private hospitals using a non-probability convenience sampling technique.  | Nurses perceived moderate average scores for entrepreneurial leadership, proactive work behavior, and career adaptability. | BMC Nursing  |
| (Bilal et al., 2021)             | Entrepreneurial Leadership and Employees' Proactive Behaviour: Fortifying Self Determination Theory                              | Investigate the relationship between entrepreneurial leadership, job uncertainty, proactive personality, and proactive work behavior in the context of small and medium-sized enterprises in Pakistan.                  | This study used a self-administered quantitative survey questionnaire to collect data from employees and their supervisors at small and medium-sized enterprises in Pakistan. | Entrepreneurial leadership reduces job uncertainty, which leads to increased proactive work behavior among employees.      | Journal of Open Innovation: Technology, Market, and Complexity |
| (Boudrias et al., 2023)          | Are Wellbeing Dimensions Differentially Related to   | Investigate the conditions under which work-related   | This study included a three-way interaction analysis to   | The study found that knowledge work demands and leadership   | Archivio istituzionale della ricerca                           |

| Reference               | Title  | Objectives  | Methods  | Results  | Source                  |
|-------------------------|--|---|--|--|-------------------------|
|                         | Employee Proactive Behavior? The Joint Moderating Effects of Knowledge Job Demands and Empowering Leadership             | dimensions of well-being (calmness, social harmony, and engagement) are beneficial to employees' proactive behavior.  | examine the relationship between dimensions of well-being and proactive behavior. A two-wave study collected data from Canadian employees.       | empowerment interact with well-being dimensions to predict proactive behavior among employees.   |                         |
| (S. Chen et al., 2019)  | Spiritual Leadership on Proactive Workplace Behavior: The Role of Organizational Identification and Psychological Safety | Investigating the impact of spiritual leadership on proactive workplace behavior through the mediating factors of organizational identification and psychological security. | Hierarchical multiple regression analysis to test a conceptual model that integrates spiritual leadership with proactive workplace behavior.     | Spiritual leadership has a significant positive effect on proactive workplace behavior, with organizational identification and psychological safety mediating this relationship. | Frontiers in Psychology |
| (El-Gazar et al., 2022) | Effect of humble leadership on proactive work behaviour: The mediating role of psychological empowerment among nurses    | Determining the effects of humble leadership on nurses' proactive behavior in the workplace through psychological empowerment.  | A descriptive cross-sectional study was conducted at all nine Universal Health Insurance hospitals in Port Said, Egypt, to collect data.         | There is a significant positive correlation between humble leadership, psychological empowerment, and proactive work behavior.   | Wiley                   |
| (Fu et al., 2020)       | The Cross-Level Effect of Shared Leadership on Tourism Employee Proactive Behavior and Adaptive Performance              | The goal is to establish a multi-level framework that incorporates shared leadership, team reflexivity, and employee performance in the hospitality industry in China.      | The study collected data through a questionnaire survey with a valid sample of 301 employees from 31 work teams in China's hospitality industry. | Shared leadership positively influences team reflexivity, proactive behavior, and adaptive performance in the hospitality industry in China.                                     | Sustainability          |
| (Hu et al., 2018)       | Authentic Leadership and Proactive Behavior: The Role of Psychological Capital and Compassion at Work                    | Investigating the impact of authentic leadership on subordinates' proactive behavior, with a focus on the mediating role of   | A paper survey collected data from 445 employees of Chinese companies. Using structural equation models to analyze the                           | Authentic leadership has a significant positive correlation with subordinates' proactive behavior. Psychological capital fully mediates the                                      | Frontiers in Psychology |

| Reference               | Title  | Objectives  | Methods   | Results   | Source   |
|-------------------------|--|---|---|---|--|
|                         |  | psychological capital and the moderating effect of workplace compassion.  | relationships between authentic leadership, psychological capital, workplace compassion, and proactive behavior.  | relationship between authentic leadership and subordinates' proactive behavior.   |  |
| (Javed, 2019)           | Influence of Transformational Leadership on Proactive Work Behavior: The Mediating Role of Psychological Empowerment | Testing the relationship between transformational leadership and proactive work behavior through the mediating role of psychological empowerment. | Quantitative research methods to investigate the influence of transformational leadership on proactive work behavior.   | Psychological empowerment plays a mediating role in the relationship between transformational leadership and proactive work behavior.   | Governance and Management Review                 |
| (Steinman et al., 2018) | The Path Is the Goal: How Transformational Leaders Enhance Followers' Job Attitudes and Proactive Behavior           | This study investigates how transformational leadership influences followers' work attitudes and proactive behavior through goal attributes.      | A quantitative research approach to investigate the influence of transformational leadership on followers' work attitudes and proactive behavior through goal attributes. | Transformational leaders influence followers' work attitudes and proactive behavior through goal attributes, with goal importance and goal achievement playing different roles in outcomes. | Frontiers in Psychology                          |
| (J. E. Kim, 2021)       | Paradoxical Leadership and Proactive Work Behavior: The Role of Psychological Safety in the Hotel Industry           | Identifying the influence of paradoxical leadership on proactive work behavior mediated through psychological safety in the hospitality industry. | The study employs a quantitative research approach, utilizing survey data and structural equation modeling for analysis.  | Paradoxical leadership sub-variables such as distance and closeness, uniformity and individualization, and decision control all have a positive impact on psychological safety.             | Journal of Asian Finance, Economics and Business |
| (H. Chen & Song, 2021)  | Visionary Leadership's Effect on Employees' Proactive Behavior: A Moderating and Mediating Model                     | Investigate the relationship between visionary leadership and employee proactive behavior in organizations.                                       | Paired tracking method for data collection. Hierarchical regression analysis for hypothesis testing.  | Job satisfaction moderates the mediating role of perceived organizational support between visionary leadership and employee proactive behavior.   | Panyapiwat Journal                               |
| (Qiang et al., 2023)    | Does paradoxical leadership influence  | Exploring the influence of paradoxical leadership on  | The study used quantitative methods, including  | Paradoxical leadership positively influences  | Frontiers in Psychology                          |

| Reference                    | Title  | Objectives  | Methods  | Results  | Source   |
|------------------------------|--|---|--|--|--|
|                              | employees' proactive work behavior? A study based on employees in Chinese state-owned enterprises                                | employees' proactive work behavior in Chinese state-owned enterprises.  | questionnaire surveys with 540 employees in Chinese state-owned enterprises.   | employees' proactive work behavior in Chinese state-owned enterprises.   |  |
| (Rogozińska-Pawelczyk, 2023) | Inclusive Leadership and Psychological Contract Fulfilment: A Source of Proactivity and Well-Being for Knowledge Workers         | Identify the relationship between inclusive leadership, psychological contract fulfillment, dimensions of well-being, and proactivity among knowledge workers.  | Quantitative approach, using survey methods to collect data from 1000 knowledge workers in Polish companies in the business services sector. | Inclusive leadership is positively associated with psychological contract fulfillment, which in turn is associated with proactive work behavior and knowledge worker well-being. | Sustainability   |
| (Wen et al., 2021)           | Influence of Authentic Leadership on Employees' Taking Charge Behavior: The Roles of Subordinates' Moqi and Perspective Taking   | Investigate the influence of authentic leadership on employees' responsibility-taking behavior and explore the role of subordinate moqi and perspective-taking. | A multi-source sample of 146 direct supervisors and 328 subordinates in mainland China provided the data.                                    | Authentic leadership positively influences employee responsibility-taking behavior, with subordinate moqi mediating this relationship.   | Frontiers in Psychology  |
| (Xu et al., 2021)            | Distributed Leadership and New Generation Employees' Proactive Behavior: Roles of Idiosyncratic Deals and Meaningfulness of Work | Exploring the mechanisms by which distributed leadership influences the proactive behavior of new-generation employees in an organization.                      | Three-stage research method of supervisor and employee pairs to collect data from 26 supervisors and 304 new-generation employees.           | Distributed leadership positively influences the proactive behavior of new-generation employees, with preferential dealings and job meaningfulness mediating this relationship.  | Frontiers in Psychology  |
| (Zehir & Celebi, 2022)       | The mediating role of explicit knowledge sharing in the relationship between empowering leadership and proactive                 | Investigating the mediating role of explicit knowledge sharing in the relationship between leadership empowerment and   | Collected survey data from defense industry companies in Turkey through face-to-face and electronic methods using a                          | Leadership empowerment positively impacts proactive work behavior and explicit knowledge sharing.  | International Journal of Research in Business and Social Science |



| Reference     | Title   | Objectives   | Methods  | Results  | Source                  |
|---------------|---|--|--|--|-------------------------|
|               | work behavior in defense industry enterprises   | proactive work behavior in defense industry firms.   | random sampling approach.  |  |                         |
| (Zheng, 2022) | Ethical Leadership and Proactive Work Behavior: Role of Psychological Safety and Chinese Traditionality | This study used matched questionnaire data from 203 supervisor-subordinate dyads from 69 teams to analyze the relationships between ethical leadership, psychological safety, and proactive work behavior. | This study examines the impact of ethical leadership on employees' proactive work behavior, with a particular focus on the mediating role of psychological safety and the moderating effect of Chinese traditionality. | Researchers found a positive relationship between ethical leadership, psychological safety, and proactive work behavior. | Forest Chemicals Review |

This systematic literature review explores the influence of various leadership styles on employees' proactive work behavior. There are 22 papers in total that match the inclusion requirements for this review after a thorough search of the Google Scholar database. The results of the review show that different leadership styles, such as servant, inclusive, empowering, spiritual, authentic, entrepreneurial, paradoxical, visionary, and distributed leadership, are positively associated with increased employee proactive behavior. Several studies have shown that factors such as employee trust, organizational commitment, organizational identification, psychological safety, psychological empowerment, and knowledge sharing influence the relationship between leadership style and proactive behavior. Furthermore, several moderators, including customer orientation, procedural justice climate, knowledge work demands, and traditionality, influence the strength of the relationship between leadership and proactive work behavior.

These findings provide empirical support for the importance of leadership in transforming employees to be proactive in the workplace. It appears that leadership styles centered on empowering, supporting, and developing employees have more potential to encourage proactive work behavior. Factors such as increased trust, commitment, identification, and psychological safety can explain how leaders influence employees' desire and ability to engage in proactive work behaviors. However, employee traits and the organizational environment can influence how well a leader acts. Overall, this review emphasizes that the leadership-proactivity relationship is complex and multi-phased, with different routes and boundary conditions influencing how it emerges in different work contexts.

Organizations should train leaders with leadership styles that encourage proactive work behavior. Leadership training that focuses on empowerment, support, and development can help leaders create a work environment that encourages workers to participate. In addition, organizations should consider contextual factors that can facilitate effective leadership and create solutions that fit the characteristics of employees and corporate culture. Theoretically, this analysis helps us understand the leadership antecedents of proactive work behavior in greater depth. However, it is important to acknowledge the limitations of this review, which primarily focuses on quantitative studies and cross-sectional methods. To better understand the temporal dynamics and contextual aspects of the leadership-proactivity relationship, future research could utilize longitudinal designs and qualitative methods. Future research can address

these differences and increase knowledge on how leaders can build proactive work behavior in modern organizations that are increasingly complex and dynamic.

## E. CONCLUSION AND SUGGESTIONS

### Conclusion

The results of the systematic literature review indicate that there are fourteen leadership styles that can influence employees' proactive work behavior. These leadership styles include servant leadership, inclusive leadership, empowering leadership, spiritual leadership, authentic leadership, entrepreneurial leadership, humble leadership, shared leadership, transformational leadership, paradoxical leadership, visionary leadership, authentic leadership, distributed leadership, and ethical leadership. Overall, this review shows that leadership plays an important role in shaping proactive work behavior. It also shows that this relationship is complex and multifaceted.

### Suggestion

Organizations should have leadership development programs that focus on leadership styles that encourage proactive action, such as transformational, empowering, and inclusive leadership. In addition, managers should be responsible for creating a supportive work environment that fosters trust, mental security, and commitment among employees. To maximize proactive outcomes, companies should also consider the fit between cultural context and employee leadership styles.

## F. REFERENCES

- Aeni, N., & Kuswanto, H. G. (2021). The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance. 1(2), 20–24. <https://doi.org/10.35870/IJMSIT.V1I2.352>
- Ahmed, J. S. (2022). The impact of workplace democracy on the proactive behaviour of employees. 4(11), 42–56. <https://doi.org/10.35631/aijbes.411004>
- ALGaraawi, M. T., & Rashid, Y. R. (2023). Analysis of the Relationship Between the Proactive Behavior of the Employees and the Strategic Consequences: An Analytical Study. *International Journal of Professional Business Review*, 8(6), e01324–e01324. <https://doi.org/10.26668/businessreview/2023.v8i6.1324>
- Anwar Ul Haq, M., Ahmed, M. A., & Khalid, S. (2019). Empowering Leadership and Proactive Behavior: Mediating Role of Psychological Empowerment and Moderating Role of Leader-Follower Distance. *Abasyn Journal of Social Sciences*, 12(1). <https://doi.org/10.34091/AJSS.12.1.05>
- Awad, N. H. A., Zabady, H. A. H., Elbially, G. G., & Ashour, H. M. A. anwer A. (2024). Entrepreneurial leadership, nurses' proactive work behavior, and career adaptability: A structural equation model. *BMC Nursing*, 23(1), Article 1. <https://doi.org/10.1186/s12912-024-01804-4>
- Bilal, M., Chaudhry, S., Amber, H., Shahid, M., Aslam, S., & Shahzad, K. (2021). Entrepreneurial leadership and employees' proactive behaviour: Fortifying self determination theory. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3), Article 3. <https://doi.org/10.3390/joitmc7030176>
- Bohlmann, C., & Zacher, H. (2021). Making Things Happen (Un)Expectedly: Interactive Effects of Age, Gender, and Motives on Evaluations of Proactive Behavior. *Journal of Business and Psychology*, 36(4), 609–631. <https://doi.org/10.1007/S10869-020-09691-7>

- Boonyarit, I. (2023). Linking self-leadership to proactive work behavior: A network analysis. 10(1). <https://doi.org/10.1080/23311975.2022.2163563>
- Boudrias, J.-S., Montani, F., Vandenberghe, C., & Battistelli, A. (2023). Are wellbeing dimensions differentially related to employee proactive behavior? The joint moderating effects of knowledge job demands and empowering leadership. *Current Psychology*, 42(16), 13999–14011. <https://doi.org/10.1007/s12144-021-02638-y>
- Chang, P.-C., Ma, G., & Lin, Y.-Y. (2022). Inclusive Leadership and Employee Proactive Behavior: A Cross-Level Moderated Mediation Model. *Psychology Research and Behavior Management*, Volume 15, 1797–1808. <https://doi.org/10.2147/PRBM.S363434>
- Chen, H., & Song, J. (2021). VISIONARY LEADERSHIP'S EFFECT ON EMPLOYEES' PROACTIVE BEHAVIOR: A MODERATING AND MEDIATING MODEL. *Panyapiwat Journal*, undefined-undefined.
- Chen, S., Jiang, W., Zhang, G., & Chu, F. (2019). Spiritual leadership on proactive workplace behavior: The role of organizational identification and psychological safety. *Frontiers in Psychology*, 10(MAY), Article MAY. <https://doi.org/10.3389/fpsyg.2019.01206>
- El-Gazar, H. E., Zoromba, M. A., Zakaria, A. M., Abualruz, H., & Abousoliman, A. D. (2022). Effect of humble leadership on proactive work behaviour: The mediating role of psychological empowerment among nurses. *Journal of Nursing Management*, 30(7), Article 7. <https://doi.org/10.1111/jonm.13692>
- Fay, D., Strauss, K., Schwake, C., & Urbach, T. (2023). Creating meaning by taking initiative: Proactive work behavior fosters work meaningfulness. *Applied Psychology*, 72(2), 506–534. <https://doi.org/10.1111/apps.12385>
- Folarin, K. D. (2021). Leadership Styles, Organizational Performance and Effectiveness among Sub-Saharan African Employees. 6(1), 24–36. <https://doi.org/10.47672/AJLG.743>
- Fu, H., Ye, B. H., & Xu, X. (2020). The Cross-Level Effect of Shared Leadership on Tourism Employee Proactive Behavior and Adaptive Performance. *Sustainability*, 12(15), 6173. <https://doi.org/10.3390/su12156173>
- Gunawan, R. M. B., & Widodo, W. (2023). How Boundary-Spanning Leadership Affects Employees' Contextual Performance: A Mediation Mechanism Perspective. *Quality - Access to Success*, 24(196), Article 196. <https://doi.org/10.47750/QAS/24.196.35>
- Hu, Y., Wu, X., Zong, Z., Xiao, Y., Maguire, P., Qu, F., Wei, J., & Wang, D. (2018). Authentic leadership and proactive behavior: The role of psychological capital and compassion at work. *Frontiers in Psychology*, 9(DEC), Article DEC. <https://doi.org/10.3389/fpsyg.2018.02470>
- Jaafar, Dr. S. M. (2022). Organizational pressures among the members of the administrative bodies in terms of the leadership styles of the heads of sports clubs in the Middle Euphrates region. *International Journal of Advanced Academic Studies*, 4(1), 201–205. <https://doi.org/10.33545/27068919.2022.v4.i1c.717>
- Javed, A. (2019). INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON PROACTIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT. 4(1).
- Kapogiannis, G., Fernando, T., & Alkhard, A. (2021). Impact of proactive behaviour antecedents on construction project managers' performance. *Construction Innovation: Information, Process, Management*, 21(4), 708–722. <https://doi.org/10.1108/CI-02-2020-0029>
- Kim, J. E. (2021). Paradoxical Leadership and Proactive Work Behavior: The Role of

- Psychological Safety in the Hotel Industry\*. *Journal of Asian Finance*, 8(5), Article 5.
- Kim, J.-S. (2023). Effect of Psychological Meaningfulness on Job Involvement, Proactive Behavior, and Performance: Focusing on the Mediating Effect of Self-Efficacy. *Sustainability*, 15(13), 10208–10208. <https://doi.org/10.3390/su151310208>
- Kitchenham, B., Pearl Brereton, O., Budgen, D., Turner, M., Bailey, J., & Linkman, S. (2009). Systematic literature reviews in software engineering – A systematic literature review. *Information and Software Technology*, 51(1), 7–15. <https://doi.org/10.1016/j.infsof.2008.09.009>
- Li, X. (2020). The Preliminary Literature Review of Proactive Behavior. *American Journal of Industrial and Business Management*, 10(5), 915–919. <https://doi.org/10.4236/AJIBM.2020.105061>
- Miselytė, M. (2019). Job Requirements, Resources and Proactive Behavior at Work: The Role of Work Engagement and Stress. 59, 8–22. <https://doi.org/10.15388/PSICHOL.2019.1>
- Nurjaman, K., Marta, M. S., Eliyana, A., Kurniasari, D., & Kurniasari, D. (2019). Proactive work behavior and innovative work behavior: Moderating effect of job characteristics. *Humanities and Social Sciences*, 7(6), 373–379. <https://doi.org/10.18510/HSSR.2019.7663>
- Pan, J. (2018). The Influence Mechanism of Employee-Oriented Human Resource Management on Employees' Proactive Behavior. *Open Access Library Journal*, 05(7), 1–6. <https://doi.org/10.4236/OALIB.1104695>
- Qiang, Q., Xiaohong, W., & Qianru, S. (2023). Does paradoxical leadership influence employees' proactive work behavior? A study based on employees in Chinese state-owned enterprises. *Frontiers in Psychology*, 14, 1269906. <https://doi.org/10.3389/fpsyg.2023.1269906>
- Rogozińska-Pawelczyk, A. (2023). Inclusive Leadership and Psychological Contract Fulfilment: A Source of Proactivity and Well-Being for Knowledge Workers. *Sustainability (Switzerland)*, 15(14), Article 14. <https://doi.org/10.3390/su151411059>
- Rusyda, Hairi, H. M., Nik, & Ghani, O., Asmuni Abd. (2020). Human as a Change Agent in Proactive Behavior at Work: A 70-Year Review. *The International Journal of Academic Research in Business and Social Sciences*, 10(9), 612–628. <https://doi.org/10.6007/IJARBS/V10-I9/7838>
- Said, H., & Kamel, N. A. (2023). Linking e-leadership to innovative and proactive work behaviors in tourism higher education institutions: A moderated mediation model using SEM. *Tourism and Management Studies*, 19(4), Article 4. <https://doi.org/10.18089/tms.2023.190404>
- Saihood, A. Q., & Al-Jader, D. S. A. (2021). The effect of proactive work behavior on entrepreneurial performance. 11(2). <https://doi.org/10.37648/IJRSSH.V11I02.015>
- Sasikirana, M., Hadi, C., & Eko, M. (2023). Leadership Style Training Intervention on Perceptions of Job Performance Assessment in Managers at Bank BRI Regional Office Padang. *International Journal of Research and Review*, 10(4), 358–364. <https://doi.org/10.52403/ijrr.20230444>
- Sastypratiwi, H., & Nyoto, R. D. (2020). Analisis Data Artikel Sistem Pakar Menggunakan Metode Systematic Review. *JEPIN (Jurnal Edukasi dan Penelitian Informatika)*, 6(2), 250–257. <https://doi.org/10.26418/jp.v6i2.40914>
- Shuaib, Ms. M., Roul, Dr. S. K., & Soni, Dr. R. (2022). Leadership as a Life Skill in Strengthening the Culture of Educational Institutions. *Ymer*, 21(01), 126–135.

<https://doi.org/10.37896/ymer21.01/11>

- Smithikrai, C., & Suwannadet, J. (2018). Authentic leadership and proactive work behavior: Moderated mediation effects of conscientiousness and organizational commitment. *Journal of Behavioral Science*, 13(2), Article 2.
- Steinmann, B., Klug, H. J. P., & Maier, G. W. (2018). The path is the goal: How transformational leaders enhance followers' job attitudes and proactive behavior. *Frontiers in Psychology*, 9(NOV), Article NOV. <https://doi.org/10.3389/fpsyg.2018.02338>
- Varela, J. A., Bande, B., Del Rio, M., & Jaramillo, F. (2019). Servant Leadership, Proactive Work Behavior, and Performance Overall Rating: Testing a Multilevel Model of Moderated Mediation. *Journal of Business-to-Business Marketing*, 26(2), 177–195. <https://doi.org/10.1080/1051712X.2019.1603417>
- Wang, C.-J., & Yang, I.-H. (2021). Why and How Does Empowering Leadership Promote Proactive Work Behavior? An Examination with a Serial Mediation Model among Hotel Employees. *International Journal of Environmental Research and Public Health*, 18(5), 2386. <https://doi.org/10.3390/ijerph18052386>
- Wen, Q., Liu, R., & Long, J. (2021). Influence of Authentic Leadership on Employees' Taking Charge Behavior: The Roles of Subordinates' Moqi and Perspective Taking. *Frontiers in Psychology*, 12, undefined-undefined. <https://doi.org/10.3389/fpsyg.2021.626877>
- Xu, S., Zhang, H., Dai, Y., Ma, J., & Lyu, L. (2021). Distributed Leadership and New Generation Employees' Proactive Behavior: Roles of Idiosyncratic Deals and Meaningfulness of Work. *Frontiers in Psychology*, 12, 755513. <https://doi.org/10.3389/fpsyg.2021.755513>
- Zehir, C., & Celebi, S. (2022). The mediating role of explicit knowledge sharing in the relationship between empowering leadership and proactive work behavior in defense industry enterprises. *International Journal of Research in Business and Social Science* (2147- 4478), 11(5), 225–236. <https://doi.org/10.20525/ijrbs.v11i5.1827>
- Zhang, H. (2020). A Review and Prospects of Literature on Proactivity. *Open Journal of Social Sciences*, 8(2), 211–230. <https://doi.org/10.4236/JSS.2020.82017>
- Zheng, Z. (2022). Ethical Leadership and Proactive Work Behavior: Role of Psychological Safety and Chinese Traditionality. *Forest Chemicals Review*, 1165–1173.