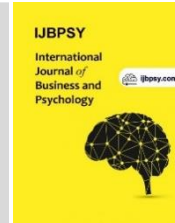


International Journal of Business and Psychology**Vol.1 Issue 1****How Islamic Work Ethics Moderates Relationships Among Transformational, Transactional Leadership Styles and Managerial Effectiveness?
(A Study on Yemeni Oil and Gas Sector)**

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Abstract

The Leader Secure Base Support in the terms of (leader availability, encouragement and non-interference) positively supports employee's workplace behavior. The current study examines the impact of Leader Secure Base Support (availability of leader, encouragement to growth and non-interference) on proactive workplace behavior of employees with the mediation of autonomous motivation and moderation of Islamic Work Ethics. Data from 286 employees were collected from the Oil and Gas sector of Yemen through convenience sampling technique. Later the data was tested through SPSS and one-way ANOVA and different tests were performed. The results show that the leader secure base support has positive significant effect on the proactive workplace behavior of employees. Autonomous motivation also proves a significant underlying mediation between leader secure base support and proactive workplace behavior. Furthermore, the Islamic Work Ethics does not moderate the relationship of leader secure base support with autonomous motivation. It is concluded that leader secure base support is very helpful to enhance the proactive workplace behavior of employees in Oil and Gas Sector which leads to Oil and Gas growth. This study greatly aids the Oil and Gas sector to improve the effectiveness of employee's productivity. It serves as the guideline that how important the beliefs and leader support are. The other outcomes of the leader secure base support can be discussed in the future study in IT industry.

Key Words: Leader Secure Base Support, Proactive Workplace Behavior, Autonomous Motivation, Islamic Work Ethics

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INTRODUCTION

In today's global economy, organizations face complex environment that required rapid responses to changing external environment (Campbell, 2000). According to Griffin, Neal, and Parker (2007), employees must learn to proactively respond to environmental challenges to succeed within these increasingly uncertain operating environments. The employees can change the environment and compete with the complex and uncertain conditions through several kinds of leader's behavior in the organization with subordinates.

According to Janssen (2000), work environment can be changed by leader's support in the form of secure base leadership where the leaders are available to employees in case of any obstacle and they empower them to make little decisions at workplace which brings creativity and innovation. The employees perform accordingly when they receive positive feedback from peers and supervisors that they are moving on right track. The relationship is built between supervisor and subordinates who helps them in taking initiatives and shape their careers in advance. According to Bindl and Parker (2010), such supportive behavior of leader leads to proactive behavior which is self-initiated and future oriented actions.

Leader secure base support is "showing general support for the efforts of followers, encouraging their autonomy and empowering them to take on more responsibility" (Avolio & Bass, 1995). The leader secure base support consists of three components (availability of leader, encouragement for growth and non-interference). Leader support is very important in any organization by providing supportive environment to subordinates like "showing general support for the efforts of followers, encouraging their autonomy and empowering them to take on more responsibility" (Avolio & Bass, 1995). According to Koopman and Wierdsma (1998) when leaders support their employees by encouraging them to participate and join in decision making and support them in taking actions, they are motivated and actively participate at workplace. The employee perceived that their participation is valued and they are doing something which is worthwhile. According to Khuong and Hoang (2015), with the help of empowerment, autonomy, availability of leader, noninterference in minor actions and variety, leaders are basically enrich the subordinates job which provides then intrinsic motivation and they come up with innovative ideas which is very beneficial for the success of an organization. With the leader support, employees try to reach at maximum performance because they feel connected with the organization as they perceived that their ideas are respected by leader and they participate in decision making. In leader secure base support, the leaders show concern for the personal goal attainment of employees as well, express appreciation and support for their good performance and innovative ideas and respect their employees.

Proactive behavior at workplace is "behaviors such as searching ways to change the current circumstances, problem-solving, planning and anticipating" (Parker, Williams, & Turner, 2006). According to Bindl and Parker (2010), proactive behavior in the form of taking charge, innovative ideas, voice, future oriented actions and self-initiatives play very important role in the outcomes of an organization but these proactive behaviors are possible with the help of leader secure base support where employees feel that in case of any risk or obstacle, leader is available to help us and in case of innovative idea, leader will appreciate and encourage us. It creates a sense of motivation in employees that they are important in the organization and leader will regard them for initiatives to solve the problems in organization. According to Parker, Bindl, and Strauss (2010), it is very difficult to bring change in the organization in the form of proactive workplace behavior

where leader prefers the status quo but if the leader show supportive behavior then this issue can be resolved in the organizations. The same argument is supported by (Morrison & Phelps, 1999). Autonomous motivation at work is “motivation regulated by personal enjoyment, interests or pleasure” (Lai, 2011). In the challenging work environment, leader support is very important as it contributes to the proactive behavior of employees at workplace. Wu and Parker (2017) conducted a research on the leader secure base support and proactive behavior at workplace and many other researcher conducted research on the same topic but the findings are different (Wu & Parker, 2013; Mack, Macik-Frey, Quick, Gray, Shinoda, Cooper, & Keller, 2012). They found the mixed results, some researchers found that there is no relationship between leader secure base support and proactive behavior and others found that there is positive relationship between them. These findings propose the need that there should be deep research on the question of whether and how leader secure base support facilitates proactive work behavior.

Secondly, Wu and Parker (2017) conducted research on leader secure base support to facilitates proactive workplace behavior with the moderation of different attachment styles but this relationship is not tested before with the moderation of Islamic Work Ethics as Work ethics induce employees to be highly involved in their jobs. This gap indicates that the researcher should conduct research that how leader secure base support in the terms of (Availability, Encouragement to growth, Noninterference) facilitates the proactive behavior at workplace in the terms of (taking charge, voice, innovation, problem prevention) with the moderation of Islamic Work ethics. Third, Wu and Parker (2017) used self-efficacy as a mechanism to facilitates proactive behavior at workplace but in this research focus on the autonomous motivation at work as mechanism to facilitates the proactive behavior at work. Fourth, Wu and Parker (2017) in their research only focused on the antecedents of proactive behavior but did not provide implications on the effectiveness of proactive behavior which will explore in this research. In their research, they suggested that supportive leadership contributes to the self-efficacy and self-concept but this research will explore the long-term implications of leader secure base support. Social exchange theory presented by Blau (1964) is used in the current research.

This study will inform the management of Oil and Gas sector that how Islamic Work Ethics or religious perspective and leader support influence the attitude and behavior of employees. This study will greatly aid the organizations to improve the effectiveness of employee's productivity. This research serves as the guideline for those who are not familiar with the leader secure base support and ethical behavior at the workplace and they will understand that how important the beliefs and leader support are. It also will help the policymakers to design policies in such a way that ethics and leader support should be considered in every decision making process and operational level as well. The main purpose of this research is to find out the impact of Leader Secure Base Support on Proactive Workplace Behavior of employees with the mechanism of Autonomous Motivation and moderation of Islamic Work Ethics. The remaining part of paper consists of literature review, methodology, results analysis and discussion.

LITERATURE REVIEW

Leader Secure Base Support and Proactive Workplace Behavior

In several studies the role of supportive leader in promoting proactive workplace behavior is seemed very prominent. According to Parker and Wu (2014), leader secure base support in the terms of availability (means leader is available to subordinates or employees when they feel any problem) of leader when needed develop a sense of willingness to initiate steps towards innovation

and develop a sense of competency and determination that how to solve the problems within organization to increase productivity and effectiveness (Oldham & Cummings, 1996). Social exchange theory Blau (1964) also support in this argument in the terms that when leader provide support to the employees by removing risks and obstacles in the way of accomplishment of the targets and encourage them for their personal career growth then in turn the employees feel sense of liability towards organization and they proactively participate in the problem solving process and come up with greater innovative ideas to benefit organization.

The employees can access help and take advice from the attached figure to deal with adverse consequences of exploration and potential obstacles and confidently master their environment by taking different kinds of initiatives like taking charge, innovations and coming up with great ideas which shows that employees are satisfied and they are proactively participating in the organizational tasks to achieve the organizational targets. Similarly, Sheldon and Elliot (1999) proposed that noninterference means at extent to which leader refrain from unnecessary interference in actions decision making and other activities. This provides an opportunity to an individual that he can use environment and resources regarding his/her own interest and take routine decisions confidently due to leader support.

H1: Leader secure base support is positively related with proactive workplace behavior.

Leader Secure Base Support and Autonomous Motivation at work

The positive and friendly relationship of leader with employee is powerful element in employee motivation at work. It creates respectful, positive and professional attitude in employees and they enjoy work by adopting similar attitude with coworkers. It is clear that secure base leader support effect the motivational level, job satisfaction and morale of employees. According to Bussey and Bandura (1999), when employees get secure base support from leaders in the form of availability, encouragement of growth and noninterference then they cultivate the trust, self-efficacy and motivation at work because they perceive that they have competency to achieve their goals and they can perform better. According to Fisher, Nadler, and Whitcher-Alagna (1982), leader secure base support also helps the employees to believe that they are competent enough to face the obstacles. Leader noninterference sends the signals of competency and their efforts and change in the organization in the form of new ideas will be appreciated by leader. Such kinds of believe cultivate the motivation in employees due to which they feel passionate, satisfied and perform their tasks effectively.

H2: Leader secure base support is positively related with autonomous motivation at work.

Autonomous motivation at work and Proactive Workplace Behavior

According to Greguras and Diefendorff (2010), motivation at work leads individual to set challenging goals as well as devote more efforts to achieve that goals which is very important for fueling proactive behavior. No doubt sometimes it is very risky to take actions and bring innovations because if the actions become unsuccessful then it damages the reputation but the availability of leader render these potential obstacles. The importance of autonomous motivation at work is stated by Parker et al. (2010) “when goals are imposed or prescribed via some external regulation, there is already a reason to carry out the goal—it is expected or necessary. For self-initiated goals, however, the ‘reason to’ element cannot be taken for granted”. Zhang and Bartol (2010) also supported the argument that motivation brings proactivity at workplace.

H3: Autonomous motivation at work is positively related to proactive workplace behavior.

Leader Secure Base Support and Proactive Workplace Behavior with mediation of Autonomous Motivation at work

When leaders provide secure base support in the form of non-interference, encouragement of growth and availability then it creates a sense of motivation and self-efficacy which in turn promotes the proactive workplace behavior in the form of problem prevention, taking charge, innovations and voice.

According to the (Fisher et al., 1982), with the help of secure base leadership support, employee believe that their leader will not interfere in unnecessary things but will be available in any obstacle they will face due to supportive leadership behavior of the leader. The employees believe that they are able to take important daily routine decisions as they are capable. It helps them in career growth which creates them self-efficacy and motivation that they should respond positively as leader is supporting them. In the positive response they show proactive workplace behavior and take charge in problem prevention. They come up with innovative ideas for the effectiveness of task completion because they believe that their efforts will be regarded and encouraged by leader. In this way, the autonomous motivation mediates the relationship between leader secure base support and proactive workplace behavior.

H4: Autonomous motivation mediates the relationship between leader secure base support and proactive workplace behavior

Islamic Work Ethics and Autonomous Motivation at work

Islamic Work Ethics is “the set of moral principles that distinguish what is right from what is wrong in Islamic context” (Beekun, 1997). Lipset (1990) historically proved that for the adequate performance of task, cultural norms and beliefs are very important and internal value of work lies in its performance (Farrukh & Butt, 2015).

Chye Koh and Boo (2004) argued that the relationship between work ethics with organizational commitment, turnover, job performance and job satisfaction can better explain with the help of organizational justice theory. It explained that justice perception of employees effect the organizational performance, job performance and job satisfaction of employees. When employees perceive that their organization work ethically and control all operations through Islamic perspective then it becomes easy for them to trust it fairly and become committed and loyal.

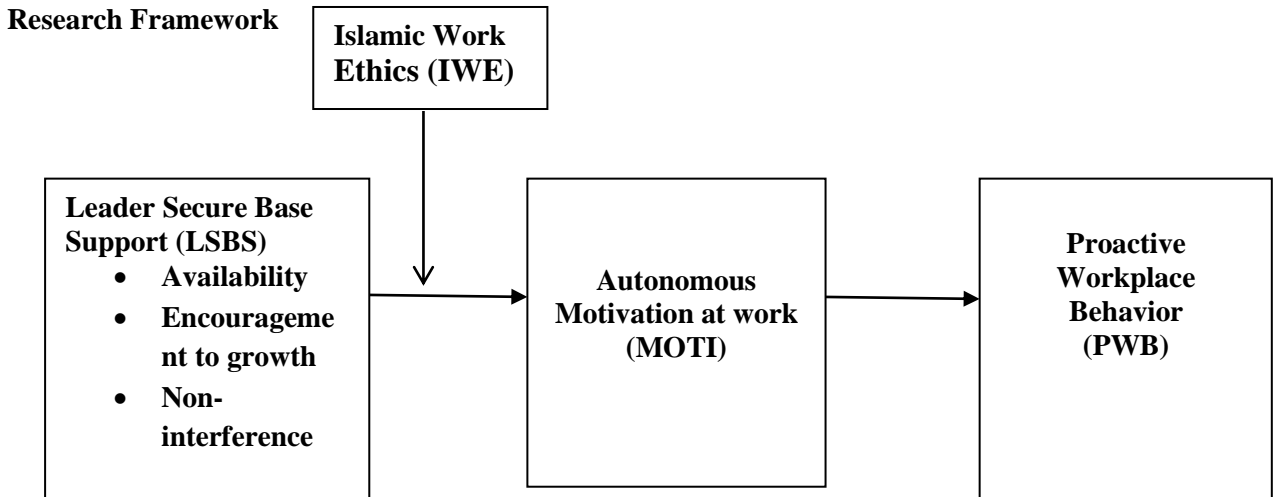
H5: Islamic Work Ethics has direct relationship with autonomous motivation at work.

Moderating role of Islamic Work Ethics between Leader Secure Base Support and Autonomous Motivation at Work

The motivation, self-efficacy and employee engagement depends upon how effectively leader becomes successful to motivate and satisfy the subordinates and how employees perceive about the leadership behavior of the leader either supportive or directive. Employee’s perception is very important in nourishing their attitude and positive behaviors. Islamic Work Ethics (IWE) moderates the relationship between leader secure base support and autonomous motivation at work because when employees perceive that leader provide them support in the terms of availability, encouragement of growth, non-interference, career development, attaining personal goals, consider their interests as well and along all these things organization uses ethics in every practices either training related to career development, or performance appraisal which shows organization treat their employees fairly and in turn employees become committed and loyal towards organizations and show autonomous motivation at work.

H6: Islamic Work Ethics moderates the relationship between Leader secure base support and

autonomous motivation at work such that this relationship is stronger when IWE is high.



MATERIAL AND METHODS

This is a causal study where impact of Leader Secure Base Support on Proactive Workplace Behavior with mediation of Autonomous Motivation at work and moderating role of Islamic Work Ethics was measured on such basis as self-reported perception involving respondents with regards to these variables. This study based on sector or field where Oil and Gas sector employees are contacted on their jobs to fill the questionnaires in their natural work environment including both males and females. Cross sectional data has been collected in this study. The reason of using self-administered questionnaires as survey was primarily that in the past, most researches have used this technique for data collection in case of leader secure base support and proactive workplace behavior. Moreover, being cost effective it has advantage of less interference of researcher, hence reduces the possible bias from the respondent. This technique helps the respondents to respond in the questionnaires at ease and allows them to take their time for justified and well thought response. The 400 questionnaires are distributed to respondents. The cover letter is also attached with questionnaire which explains the purpose of study to respondents, assured them of the strictest anonymity and confidentiality of the responses and mentioned that participation was voluntary. Each respondent reported his/her designation, gender, age, experience, marital status, and employment. The 340 questionnaires are returned back and only 286 questionnaires were completely filled and useable. Response rate was 70%.

The nine items scale of leader secure base support are is used in the current research developed by (Wu, Parker, & De Jong, 2014). The 5-point Likert scale is used in the current research ranging from 1-5 in which 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The Cronbach's Alpha reliability of these items (leader secure base support) is .703. Twelve items are selected for Autonomous Motivation at Work from (Gagné et al., 2010). The

Cronbach’s Alpha reliability of these items is .806. The Proactive Behavior will be measured by eight (8) item scales incorporate all the particular variables of the proactive behavior that was used to conduct the bi-variant correlation analysis (Delery & Shaw, 2001). The Cronbach’s Alpha reliability of these items is .706. The Islamic Work Ethics was measured by seventeen (17) item scales taken from (Ali, 1992). The Cronbach’s alpha reliability of this scale is 0.846 which indicates the satisfactory measuring reliability.

RESULTS ANALYSIS

Table 1: Correlation Analysis

	LSBS	MOTI	IWE	PWB
LSBS	1			
MOTI	.576**	1		
IWE	0.03	.120**	1	
PWB	.166***	.407***	.140**	1

Results of correlation analysis presented in (table 1) placed above, revealed that our independent variable i.e. SBL was significantly positively correlated to our dependent variable, PAB ($r=.166^{***}$, $p\leq 0.001$). This provided initial support to hypothesis one, which is “There is a positive association between SBL and PAB”. Similarly, our independent variable LSBS is significantly positively correlated to our mediating variable, motivation ($r=.576^{***}$, $p\leq 0.001$). This provided initial support to hypothesis two, which is “There is a positive association between SBL and Motivation”. Our mediator, motivation has been found significantly associated with PWB ($r=.407^{***}$, $p\leq 0.001$). Similarly, our moderator i.e. IWE has been found significantly correlated with mediating variable motivation ($r=.120^{***}$, $p\leq 0.001$), thus providing initial support to our hypothesis five which is “There is a positive association between IWE and Motivation”. Overall correlation analysis provides initial support to all the proposed hypotheses. The correlation analysis shows that direct hypothesis are supported by the result.

Regression Analysis

Table 2: Mediation Regression Analysis

Predictors	Motivation			Proactive Behavior at Work		
	B	R ²	ΔR ²	B	R ²	ΔR ²
<u>Main Effect: LSBS</u>						
<u>Step: I</u>						
Control Variables		.082***			.037**	
<u>Step: II</u>						
SBL	.533***	0.389	.307***	.144**	0.064	.027**
<u>Mediation: Motivation</u>						
<u>Step: I</u>						
Control Variables					.037**	
<u>Step: II</u>						
Motivation				.424***	0.241	.204***
<u>Step: III</u>						
SBL				.012ns	0.255	.014ns

Results from regression analysis (Table 2) reveals that SLBS has positive significant relationship

with dependent variable i.e. PAB at $\beta=.144^{**}$ and $\Delta R^2=.027^{**}$, $p \leq .01$. Thus supporting our first hypothesis i.e. “There is a positive significant association between SBL and PAB”. Further it has been revealed that SBL has positive significant relationship with mediating variable i.e. Autonomous Motivation at workplace $\beta=.533^{***}$ and $\Delta R^2=.307^{***}$, $p \leq .001$. Thus supporting our 2nd hypothesis i.e. “There is a positive significant association between SBL and motivation”. Moreover, it has been found that motivation has positive significant relationship with PAB at $\beta=.242^{***}$ and $\Delta R^2=.204^{***}$, $p \leq .001$ and supported our third hypothesis i.e. “There is a positive significant relationship between motivation and PAB. At the end (step-III) meditational role of motivation between SBL and PAB has been analyzed and found insignificant $\beta=.012_{ns}$ and $\Delta R^2=.014_{ns}$, $p > .05$. Which support our hypothesis four which is “Motivation mediates the relationship between LSBS and PWB”. The mediation analysis shows that the direct hypothesis and mediation effect are supported by the result.

Moderation Regression Analysis

Table 3: Moderating Regression Analysis

Predictor	Motivation		
	B	R ²	ΔR^2
Main Effect: LSBS			
Step I:			
Control Variables		.082 ^{***}	
Step II:			
SBL	.535 ^{***}		
IWE	-.001 _{ns}	.393	.310 ^{***}
Step III:			
SBL x IWE	-.154 _{ns}	.398	.005 _{ns}

Cohen et al., (2013) suggested that if the β value of interaction term is significant, moderation will be supported or otherwise. Results reveals that IWE has direct influence on motivation as the $\beta=-.001_{ns}$ and $\Delta R^2=.310_{ns}$, $p > .05$, which do not fall in acceptable range. Furthermore its interaction term with SBL has been also found non-significant at $\beta=-.154_{ns}$ and $\Delta R^2=.005_{ns}$, $p > .05$ (which is again unacceptable range). On the basis of these moderation analysis results it has been concluded that our hypotheses five and six which are “Islamic Work Ethics has direct relationship with Follower’s motivation at work.” and “Islamic Work Ethics moderates the relationship between Leader secure base support and autonomous motivation at work” are not being supported by our collected data.

DISCUSSION

The above results of correlation show that the first hypothesis (Leader secure base support is positively related with proactive workplace behavior) is supported by the result as ($r=.166^{***}$, $p \leq .001$). According to Rousseau and Greller (1994); Bhatnagar (2007); Whitener (2001); leaders play very important role in shaping the attitude, cognition and behavior of employees. When leader provides support to their employees in the terms of encouragement to come up with new

innovative ideas, availability of leader when employees are in any obstacle and non-interference create a comfortable environment for the employees where they can learn, share knowledge and proactively participate in decision making and problem solving activities at workplace. The employees feel very obligatory towards leader and they show positive behavior in the terms of proactive workplace behavior which is very helpful for the organizational growth.

The second hypothesis (Leader secure base support is positively related with autonomous motivation at work) is also supported by the correlation result ($r=.576^{***}$, $p\leq 0.001$). The past studies are also supporting the above result. The positive and friendly relationship of leader with employee is powerful element in employee motivation at work. It creates respectful, positive and professional attitude in employees and they enjoy work by adopting similar attitude with coworkers. It is clear that secure base leader support effect the motivational level, job satisfaction and morale of employees. The third hypothesis (Autonomous motivation at work is positively related to proactive workplace behavior) which is supported by the above correlation result ($r=.407^{***}$, $p\leq 0.001$). According to Greguras and Diefendorff (2010), motivation at work leads individual to set challenging goals as well as devote more efforts to achieve that goals which is very important for fueling proactive behavior. No doubt sometimes it is very risky to take actions and bring innovations because if the actions become unsuccessful then it damages the reputation but the availability of leader render these potential obstacles. Zhang and Bartol (2010) also supported the argument that motivation brings proactivity at workplace.

The hypothesis four (Autonomous motivation mediates the relationship between leader secure base support and proactive workplace behavior) is also supported by the above results ($\beta=.012$, $R^2=.255$ and $\Delta R^2=.014$, $p>0.05$). When leaders provide secure base support in the form of non-interference, encouragement of growth and availability then it creates a sense of motivation and self-efficacy which in turn promotes the proactive workplace behavior in the form of problem prevention, taking charge, innovations and voice. According to the (Fisher et al., 1982), with the help of secure base leadership support, employee believe that their leader will not interfere in unnecessary things but will be available in any obstacle they will face due to supportive leadership behavior of the leader. The employees believe that they are able to take important daily routine decisions as they are capable. It helps them in career growth which creates them self-efficacy and motivation that they should respond positively as leader is supporting them.

Above result shows that the fifth hypothesis (Islamic Work Ethics has direct relationship with autonomous motivation at work) is not supported by the results but there are many past studies that show the significant results. Similarly, the sixth hypothesis (Islamic Work Ethics moderates the relationship between Leader secure base support and autonomous motivation at work) is also not supported by the results. As this study based on the field study of Oil and Gas sector where both conventional and Islamic banks are taken as population for data collection and demographics show that the 67% data is collected from the conventional banks and only 37% data is collected from the Islamic banks. It can be said that the major portion of the data is collected from the conventional banks.

The ethical practices and Islamic Work Ethics are considered in Islamic banking where every business transactions are held according to the Islamic Sharia but in the conventional banking the interest is considered the basic source of income. Their basic purpose is to facilitate general public by providing economic facility and to earn profit by charging interest by providing lending facility. If they considered the Islamic Work Ethics or Islamic rules to run their business

operations according to Islamic Sharia then it is not possible to consider the factor of interest which is the source of income. That is the reason the Islamic Work Ethics has no significant relationship with the autonomous motivation and did not moderate the relationship because the employees do not have much concerned with the Islamic practices.

Managerial Implications

The current study is very important in leadership point of view and it has both theoretical as well as practical implication. The current study has practical implications along with the theoretical implication because this study provides the important predictor in the form of leader secure base support which has importance in Oil and Gas sector along with other sector like IT sector, Service sector and many others. The Oil and Gas sector can take this research as guide to design the policies regarding the leadership that how leaders can promote the proactive behavior of employees by providing them secure base support from leader.

The top management of the Oil and Gas sectors can implement the leader secure base support to facilitates the proactive behavior of employees to solve the different issues because Yemen is high power distance economy where the leaders are focusing on the implementation of formal relationship with subordinates but the innovations, creativity and proactive approach of the employees cannot be originated without providing them leader secure support. The proactive approach of the employees is needed in all levels of the organization to survive in the competitive environment where every organization is working to become globalize. The proactive behavior of employees can only be promoted through positive and secure base supportive leadership because leader has the authoritative position to shape the attitude and behavior of employees towards work and organization.

The future study can be conducted in other industry with different mechanism and moderation effect. There is need to take large sample size and study should be based on longitudinal design. In future study the demographics of the leader can also be considered to check their impact on the follower's behavior. The psychological empowerment can be taken as a mechanism to facilitate the proactive behavior of employees through leader secure base support.

Conclusion

In the present study the impact of leader secure base support on proactive behavior of employees is checked in the Oil and Gas Sector of Yemen. The three dimensions; availability, encouragement to growth and non-interference are considered to evaluate the leadership behavior in the form leader secure base support because when employees perceive that leader is always available in every obstacle and encourage them for their career development by empowering them in decision making activities and avoid unnecessary interference in the routine activities then employees feel motivation and they engaged in work activities by showing proactive behavior in the form of innovation, problem prevention and coming up with new ideas. The leadership support is very important in shaping the attitude and behavior of employees in all levels of the organization. When leader show supportive behavior in the terms of encouragement for growth, leader availability at the time of need and non-interference, it provide the career development opportunities to employees which is the source of autonomous motivation at work setting to show proactive behavior to solve problems. The employees feel self-esteem, self-efficacy, autonomous motivation, job responsibility and they show proactive behavior in the terms of problem solving.

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