Reciprocal effects of follower proactivity and LMX: a longitudinal analysis.

In organizational context, proactivity refers to the active role of employees in influencing their work environment, which includes the relationship with their supervisor. With two longitudinally examined cohorts of newcomers in a large car manufacturer the relationships between personal initiative (a proactivity personality construct) of followers and their leader-member exchange (LMX) quality were studied. Results support the assumption that followers' personal initiative is a relatively stable personality disposition, which directionally impacts positively on LMX-quality. Moreover, LMX-quality in return impacts on personal initiative, which speaks to a pivotal role played by leaders in promoting employee proactivity at work.