

How Learning-Goal-Oriented Newcomers Develop Leader-Member Exchange (LMX): A

Dual Mediating Model

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Declaration of Interests

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ABSTRACT

Incorporating Abele and Wojciszke (2014)'s dual perspective model of agency and communion (DPM-AC) with LMX theory, this study explores whether and how newcomer's learning goal orientation (LGO) can foster leader-member exchange (LMX) relationships. Through a three-wave field survey among 199 organizational newcomers in China, we found that newcomers' LGO is positively related to LMX after controlling other types of goal orientations. Our results suggest that newcomers' agentic behavior – self-improvement voice, and their communal behavior – knowledge sharing, build up dual mediating mechanisms of this relationship. This study addresses the call for more research on LGO's interpersonal outcomes in the workplace, especially the relationship with the leader. It also contributes to the emerging research on followership and investigating LMX development beyond the dyad. Theoretical and practical implications of the findings are discussed.

Keywords:

Learning goal orientation; LMX; self-improvement voice; knowledge sharing; newcomers; organizational socialization