



Research on the Influence Mechanism of Employee Workshop Identification Difference on Their Proactive Behavior

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Abstract. Based on the Social Cognition Theory, it examined the influence of employee workshop identification difference on their proactive behavior under the background of team leadership changed, discussing the mediating effect of face- pressure and the moderating effect of benevolent leadership by collecting the data from 516 employees. SPSS22.0 software was used to test the reliability and validity of the scales for the main variables. Confirmatory factor analysis was performed on the factor structures of the four latent variables by AMOS22.0, including the PROCESS of macro program for the examining of regulatory effect. Then, based on the Bootstrap sampling test of 10,000 times, the conditional indirect effect and the moderated mediating effect were obtained under the condition of one standard deviation plus or minus for the mean value. This research draws the following conclusions: the perceived difference of work status have a significant negative effect on the proactive behavior of employees. Face-pressure partly mediated the relationship between workshop identification difference and proactive behavior. Benevolent leadership played a moderating role in the indirect relationship between workshop identification difference, proactive behavior and face-pressure. The greater difference of employee workshop cognition, the stronger face- pressure will be, and the employees will correspondingly reduce the proactive. When benevolent leadership was involved, the mediating effect of face-pressure on employees will be reduced and their proactive will be enhanced.

Keywords: social cognitive theory · workshop identification difference · proactive behavior · face-pressure · benevolent leadership

1 Introduction

With the advent of the “VUCA”, the global competition is becoming more and more fierce. With the transformation of technology, structure and personnel, more and more employees are under high pressure in the workplace. The popularity of Internet hot words such as “Corporate slave” “Moving bricks” and “Laborer” shows that employee pressure has become a common social problem. In recent years, the instability of environmental development has intensified the flow of personnel, and there are many examples of

Top Management Team changes, such as Alibaba Group's CEO changed from Lu Zhaoxi to Zhang Yong who were born in 1970s; Lenovo's mobile business president also changed from Liu Jun to Chen Xudong, Wanda E-commerce has changed CEO and COO twice in three years, and so on. From the perspective of social psychology, the level of individual stress is affected by the cognitive system. Employees who have experienced the change of direct leadership are influenced by the Chinese "circle culture" in their perception of job identity differences. They follow the old owners for fear of workplace pressure from new leaders.

2 Literature Review

2.1 Workship Identification

According to social exchange theory, the leader discriminate between subordinates, employees will be divided into "insiders" and "outsiders". Insiders have higher work performance and employee satisfaction, showing higher work enthusiasm and proactive behavior. Meanwhile, outsiders show a lower level of proactive because they have difficulty gaining trust from their leaders. The variable studied in this paper is workship identification difference caused by the change of employee's identity from "insider" to "outsider", which refers to a series of negative effects caused by the change of leadership that breaks the existing identity cognition of employees. Workship identity is a characteristic related to the employee's career experience, that is the organizational role and organizational relationship perceived by the employee in the organization. Workship identification difference refers to the process from the loss of one's perceived role or relationship in the original organization to the acquisition of a new work identity [1]. The resulting identity gap can only reach a new balance after a period of self-adjustment [2]. In this study, the leadership as the employee's direct leadership, leadership changing can give a circle members (i.e., a former head of special value and appreciate employees) a huge psychological gap from the "task" to "put if off". The impact on employees and their organizations is so great that the research is needed to help managers better retain talent. Previous studies have shown that these identity differences can cause adverse consequences. For example, Follmer et al. (2018) found that work identity differences can lead to insomnia, decreased appetite, and generally increased depression tendency of employees [3]. Liu et al. (2019) found that employees will have negative emotions with different identity perception, which will make employees feel depressed, reduce work engagement, and have an impact on proactive behavior [4].

2.2 Proactive Behavior

Proactive behavior is a spontaneous and predictive behavior of an individual aimed at changing or improving the situation or himself, which involves actively improving the status quo or creating new situations [5, 6]. This paper mainly studies the proactive behavior of employees who exchange highly with their former leaders in the workplace, which has three obvious characteristics: firstly, the employee is the core subordinate of the former leader; secondly, the behavior (not limited to job description and organizational

requirements) is initiated by the employee independently; thirdly, this behavior can improve individuals or optimize organizations. The study of Halbesleben (2014) shows that an individual understanding of own state changes will affect attitude and behavior. For example, employees who perceive the anger of their leaders have an inverted U-shaped influence on their proactive behavior, which with the increase of the perceived anger of their leaders, the proactive behavior of employees increases first and then decreases. From social cognitive perspective, members of the circle is still carried out in accordance with the original post work in the environment of the new leadership will produce certain psychological gap after the leadership change, once more than its capacity and perceived psychological gap, staff is very easy to fall into job burnout job burnout will be negative affect employee individual mental and physical health and lead to employees working mood is not high, the proactive behavior such as significantly reduce [7, 8].

2.3 Face-Pressure and Benevolent Leadership

The social cognition theory of Albert Bandura (1989) points out that environmental familiarity also has an impact on individual behavior. In a new environment, when individuals perceive negative self-cognition, face pressure will occur. In order to leave a positive impression on new leaders, employees will reduce the expression of negative emotions out of consideration of face pressure. In particular, when employees who have a high exchange relationship with their former leaders believe that their competence characteristics are questioned by the new leaders, the threat of face perception will make them take a strong competitive approach and their proactive behaviors will be improved, which is all due to the need to maintain their “competence face”. In addition, the research of Zhang Ping (2018) also shows that employees will improve their positive behaviors regardless of their tendency to want face or fear of losing face [9]. For leaders, if employee’s perception of work identity difference is too large, it will affect employee’s attitude towards work to some extent, which is not conducive to the management of leaders. Perhaps, leaders can choose appropriate leadership styles, such as benevolent leadership, and adopt conciliatory methods to promote substantive organizational citizenship behavior of employees. Previous studies have shown that benevolent leadership has a significant positive impact on employees’ work attitude and work results in Chinese enterprises [10]. For example, Wei Huafei (2018) found that benevolent leadership can have a positive impact on individual innovation behavior and innovation performance through innovation self-efficacy and knowledge absorption capacity.

3 Hypothesis and Research Model

3.1 The Influence of Employee Identification Difference on Their Proactive Behavior

According to the social cognition theory, individuals respond to the external environment according to their internal self-perception. In the process of rapid development of enterprises, leadership change is a common event, which has become a common external

environment faced by employees. According to Ashmore et al. work identity is related to emotions and attitudes, and is a kind of definition and interpretation of employee's own career [11]. When an employee considers himself to be the core employee of the former leader, there will be high-quality emotional and benefit exchange with the former leader. When the event of leadership change occurs, the new leader's attitude and emotion towards the employee is different from that of the former leader, so the employee's attachment to the organization will decline, and the employee is more likely to sabotage work [12]. Jiade Luo (2013) believed that the leader would show more care for the employees in the circle and support their work, so the members in the circle would enjoy more resources than those outside the circle. Therefore we conclude that when employees are faced with leadership change, especially with former employee of an exchange of high leadership due to identity perception ("insiders" to "outsiders"), will break the original identity cognition employees, in the face of the new environment, employees through self-awareness and evaluation, think oneself in the original position in the team is damaged, thus weakened the sense of belonging to the organization, began slacking.

H1: Employee workshop identification difference is negatively correlated with proactive behavior.

3.2 Mediating Effect of Face-Pressure

In traditional Chinese culture, face plays a very important role in Chinese people's interpersonal communication and personal behavior. Face is an individual's perception of self-worth and recognition and respect from others or the society for their status. Employees may be more sensitive to face in organizations. According to social cognition theory, when an individual feels that his or her status has changed in a work situation, he or she will spontaneously feel a sense of threat based on internal cognition, that is, face-pressure. Individual variables that affect face-pressure should include personal face need or face tendency, self-esteem concept, social dignity, authority consciousness, Machiavellianism and personal resources, etc. So we conclude that the leadership change this situation will affect the employees face perception, and a former head of high exchange of staff to treat the work situation as a pressure, but a new leader for your attention, trust degree is inferior to the old leadership, employees will perceive the existence of workshop identification difference, think oneself in the original position in team is impaired, weakened the sense of belonging, but in order to get a new leadership and staff recognized, to proactive behaviors are evaluated [13]. It is believed that proactive behaviors can reshape their own image and status in the enterprise. Under the pressure of gaining face, employees will promote the generation of proactive behaviors. Therefore, we believe that employee workshop identification difference is positively correlated with employee face-pressure, and such positive correlation will enhance employee proactive behavior.

H2: Face-pressure plays a mediating role in the influence of workshop identification difference on employee proactive behavior.

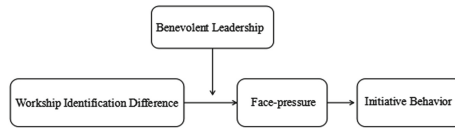


Fig. 1. Theoretical Model

3.3 Moderating Effect of Benevolent Leadership

The benevolent leader derives from the core idea of “benevolence” in Confucian culture, attaches importance to the care of employees, tolerates team differences and conflicts, creates a comfortable working atmosphere for employees, and promotes communication and sharing among members of the organization [14]. According to social cognitive theory, after experienced leaders change, good relationship with former employees by perceived their identity by the “insider” to “outsiders”, in this environment, employees will produce face-pressure such negative emotions, perception of the gain and loss of face is less influence individual proactive behaviors behavior of important factors [15]. Under the charm of benevolent leadership, individuals are dominated by subjectivity and influenced by expectations of behaviors and social expectations. Employees may be less sensitive to face in the organization, and repay leader’s expectations by working actively. Therefore, it is concluded in this paper that benevolent leaders can reduce employees’ face-pressure and thus enhance individual proactive behavior [16].

H3: Benevolent leadership plays a moderating role in the positive effect of workship identification difference on face-pressure.

3.4 Moderated Mediator

As a stable leadership trait, benevolent leadership is able to show meticulous care to subordinates and tolerate differences and conflicts in the team, so that the subordinates will feel grateful and reciprocate, which will greatly promote the communication and sharing among members of the organization. Employee’s perception of face threat due to workship identification difference will be reduced due to the care of the leader. Such an environment will promote further proactive behavior of employees. Therefore, it is speculated that benevolent leadership may play a moderating effect in the indirect effect of face-pressure.

H4: Benevolent leadership moderates workship identification difference behavior through the indirect effect of face-pressure on employee proactive behavior (Fig. 1).

4 Research Methodology

4.1 Questionnaire Design and Data Collection

The object of this study is the employees who have experienced leadership change and have a high exchange relationship with the former leader, so it is mainly distributed to the employees who have already worked in the enterprise. In this paper, the issuance of

a questionnaire for November 2019–April 2020, mainly in the form of questionnaire star, using social software, such as QQ and WeChat. At the same time, with family and friends for expanding the scope of the issue of human relationships, to fill the one-on-one instruction. Finally, a total of 733 questionnaires to collect, to fill in length, and the original leadership and experienced leadership change, the answer to the item of leakage contradiction or selected or alternative The answer papers that did not conform to the survey background were eliminated, and the remaining 516 valid questionnaires met the requirements of the quantity and quality of questionnaire samples, which could indicate that the collected data were representative to a certain extent. In the sample, there are 234 males, accounting for 45.30%, and 282 females, accounting for 54.70%. In terms of educational background, bachelor's degree is the majority, accounting for 66.10%.

4.2 Measurement of Variables

The measurement items in this study are Likert 5 scale, with 1 being strongly disagree and 5 being strongly agree.

Workshop Identification Difference (WID): The measurement of Workshop Identification Difference in this paper mainly refers to the 3-item scale developed by Khan (2016). The scale mainly contains three items, such as “after the change of leadership, my identity is threatened; after the change of leadership, I feel that my control of resources is threatened; after the change of leadership, I feel that my current identity cannot be maintained”, etc.

Face-pressure (FP): The measurement of face- pressure in this paper mainly refers to the six-item scale proposed by Min Zhang (2013). The scale mainly contains 6 items. Example items include “after the change of leadership, I hope people think I can do things that ordinary people can't do; after the change of leadership, I hope I can say things that others don't know in the training; after the change of leadership, I really care about the praise and praise from others”.

Benevolent Leadership(BL): The measurement mainly adopts benevolent leadership in Shanghai jiaotong university teacher well house, as included in OBHRM encyclopedia of paternalistic leadership scale, a total of 18 problem items, 1–6 benevolent leadership, the sample items such as “the new leadership will often to be caring and attentive, our new leadership team members might be spread to the team members to take care of the family, team members have difficulty in life, our new leaders will help in time, when the team members working poor performance, we will the new leadership to understand what is the real reason”, etc.

Proactive Behavior (PB): This article proactive behaviors of measurement mainly adopts Griffin et al. (2007) development of the scale, including nine item, sample items such as “leadership change after, I will use a better way to finish my work, after the leadership change, I think to improve my job, after the leadership change, I will have to change my job, after the leadership change, I will put forward the proposal to make my department more efficient”, etc.

Control Variables: Relevant studies show that demographic variables such as gender, age, position and working years will have certain influence on proactive behavior. Therefore, some demographic variables were used as control variables in this study.

Table 1. Means, standard deviations, and correlations among study variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender'	1.55	0.50											
2. Age	27.99	0.19	-0.21										
3. Education	3.02	0.72	0.07	0.21									
4. Position	3.07	0.92	0.26	-0.33	0.30								
5. Length of Service	2.81	1.29	-0.28	0.73	0.13	-0.48							
6. Company Type	1.87	0.77	-0.05	0.08	0.06	-0.01	0.10						
7. Way	1.28	0.455	0.04	-0.02	0.02	-0.01	0.02	-0.02					
8. Relationship with Ex-leader	2.11	0.67	0.14	-0.13	0.01	0.28	-0.23	-0.01	0.04				
9. WID	2.67	1.05	-0.10*	0.03	-0.07	-0.09*	0.02	-0.05	-0.01	-0.00			
10. FP	2.71	1.04	-0.10*	0.04	-0.04	-0.04	0.01	-0.04	-0.02	0.04	0.89***		
11. BL	3.35	1.17	-0.06	0.11*	-0.07	-0.19***	0.16***	0.03	-0.01	-0.12**	-0.44***	-0.60***	
12. PB	3.30	1.00	0.08	0.01	0.02	-0.02	0.02	0.03	0.05	-0.06	-0.82***	-0.85***	0.56***

Note WID = workship identification difference, FP = face-pressure, BL = benevolent leadership, PB = proactive behavior
 ***p < .001; **p < .01; *p < .05

Table 2. Reliability and validity analysis

Variable	Cronbach's Alpha	KMO	Cumulative Interpretation Variance (%)
WID	0.901	0.754	83.71
FP	0.947	0.935	79.09
BL	0.957	0.941	82.49
PB	0.964	0.967	77.46

5 Results of Data Analysis

5.1 Descriptive Statistics and Correlation Analysis

In this study, the descriptive statistics and correlation analysis of each variable are shown in Table 1. There is a negative correlation between workshop identification difference and employee proactive behavior ($\gamma = -0.82$, $p < 0.001$). There was a significant positive correlation between workshop identification difference and face-pressure ($\gamma = 0.89$, $p < 0.001$), face-pressure was negatively correlated with proactive behavior ($\gamma = -0.85$, $p < 0.001$), benevolent leadership was negatively correlated with workshop identification difference ($\gamma = -0.44$, $p < 0.001$), benevolent leadership was negatively correlated with face-pressure ($\gamma = -0.60$, $p < 0.001$), they have a certain correlation.

5.2 Common Method Bias

In this paper, Harman's single factor method recommended by Zhou Hao (2004) was used to test the common method deviation. Four common factors with eigenvalues greater than 1 were separated out through exploratory factor analysis, and the variation of the first factor explanation was 31.27%, which was lower than the recommended value of 50%. The cumulative interpretation variance of the four eigenvalues also reached 83.71%, higher than the recommended value of 55%, indicating that the common method deviation problem in this paper is not serious.

5.3 Reliability and Validity Analysis

The results of reliability and validity analysis are shown in Table 2. The Cronbach's Alpha coefficient of four variables were greater than 0.5 to meet the reliability standard.

All the KMO values were greater than 0.60, the results of Bartlett Spherical Test were significant and the cumulative variances were above 50%, indicating that all the scales used in this paper had good reliability and validity.

In addition, AMOS22.0 statistical analysis software was used to analyze the mean variation extraction (AVE) and combined reliability (CR) of the scales of perceived difference of work identity, face pressure, benevolent leadership and employee proactive behavior in this paper. According to Table 3, AVE are greater than 0.5, and CR are greater than 0.6. Therefore, the four variables have good aggregation and significant validity.

Table 3. Average variation extraction and combined reliability of the study variables

Variable	AVE	CR
WID	0.7553	0.9025
FP	0.750	0.9473
BL	0.7906	0.9577
PB	0.7468	0.9637

Table 4. Confirmatory factor analyses

Model	Factor	X ² /df	RMSEA	IFI	TLI	CFI
1.four-factor model	S _i , E _j , P _{os} , E _t	1.885	0.041	0.984	0.982	0.984
2.three-factor model	S _i + E _j , P _{os} , E _t	3.529	0.07	0.954	0.849	0.954
3.three-factor model	S _i , E _j + P _{os} , E _t	4.346	0.081	0.939	0.833	0.939
4.two-factor model	S _i + E _j , P _{os} + E _t	11.842	0.145	0.802	0.782	0.801
5.one-factor model	S _i + E _j + P _{os} + E _t	14.005	0.159	0.76	0.737	0.76

5.4 Confirmatory Factor Analyses

As can be seen from Table 4 that $X^2/df = 1.885 < 5$, $RMSEA = 0.041 < 0.05$, $IFI = 0.984 > 0.9$, $TLI = 0.982 > 0.9$, $CFI = 0.984 > 0.9$. All the above indicators meet the usable standard. Therefore, the four variables in this paper have good significant validity.

5.5 Hypothesis Testing

In this paper, hierarchical regression analysis is used to test the mediating effect with the help of Process macro program (Andrew 2013).

- 1) Main effect test: Model 2 studies the relationship between workshop identification difference and employee proactive behavior. According to Table 5, WID has a significant negative impact on employee PB after controlling variables such as gender, age, education, position, and working years ($\beta = -0.831, P < 0.001$). Hypothesis 1 was verified.
- 2) Mediating effect of face-pressure: Table 5, there is a significant positive correlation between employee WID and FP ($\beta = 0.890, p < 0.001$, Model 6). Secondly, FP was negatively correlated with employee PB ($\beta = -0.851, p < 0.001$, Model 3). Finally, model 4 added FP as a mediator on the basis of WID and PB (model 2), and the effect of the mediator variable was significant ($\beta = -0.544, P < 0.001$, Model 4), and the effect value of the independent variable was significantly reduced ($\beta = -0.346, P < 0.001$, model 4). Therefore, FP has a partial mediating effect between WID and employees' PB. Hypothesis 2 was verified.

Table 5. The mediating effect of face-pressure

Type of the Variable	PB			FP		
	M1	M2	M3	M4	M5	M6
Control Variable						
1.Gender	0.094	0.015	0.006	0.005	-0.103	-0.018
2.Age	-0.004	0.040	0.053	0.051	0.068	0.02
3.Education	0.015	-0.021	-0.010	-0.016	-0.030	0.009
4.Position	-0.024	-0.084**	-0.046	-0.063*	-0.026	0.038
5.Length of Service	0.017	-0.039	-0.034	-0.039	-0.059	0.001
6.Company Type	0.027	-0.015	-0.010	-0.014	-0.043	0.002
7.Way	-0.069	-0.050	-0.016	-0.027	0.062	0.041
8.Relationship with Ex-leader	0.046	0.040	0.028	0.032	-0.020	-0.015
Independent	-	-0.831***	-	-0.346***	-	0.890***
Mediator	-	-	-0.851***	-0.544***	-	-
F	0.991	124.917	148.993***	151.995	1.251	216.466***
R ²	0	0.684	0.721	0.746	0.004	0.790***
ΔR ²	0.015	0.674	0.711	0.061	0.019	0.774

Note ***p < 0.001; **p < 0.01; *p < 0.05

Table 6. Direct effect, indirect effect and total effect bootstrap test

	Effect	Boot SE	Boot LLCI	Boot ULCI	Relative Effect Value
Direct Effect	-0.304	0.046	-0.394	-0.213	39.18%
Indirect Effect	-0.473	0.052	-0.577	-0.372	60.82%
Total Effect	-0.776	0.024	-0.823	-0.730	-

In addition, this study also used the process of macro program verifies the Bootstrap the intermediary effect to face-pressure (Table 6).

It which shows that face-pressure of the mediation of indirect effect (the confidence interval [-0.577, -0.372]), direct effect (the confidence interval [0.394, 0.213]) and total effect (the confidence interval [0.823, 0.730]), the confidence interval of the upper and lower all does not contain 0, indicating that face-pressure in working status difference and partial intermediary role between employee proactive behavior. Hypothesis 2 is verified again.

- 3) Moderating effect of benevolent leadership: As can be seen from Table 7, WID has a positive effect on FP ($\beta = 0.928, p < .001$, Model 6), the interaction coefficients of WID and BL were significant ($\beta = -0.183, P < .01$, Model 6), indicating that BL plays a moderating role in the relationship between WID and FP. Thus, hypothesis 3 is supported. In addition, in order to better explain the moderating effect of benevolent leadership, it is necessary to analyze the moderating effect of BL between WID and PB through Model 3 and Model 4 in Table 7 before examining the moderated mediating effect in this study. According to Model 4 in Table 7, the interaction between WID and BP has a significant impact on employee proactive behavior ($\beta = 0.24, p < .01$, Model 4).

In order to more graphically present the moderating effect of BL, this study drew the moderating effect of high-benevolent leadership (M + 1SD) and low-benevolent leadership (M-1SD) on the relationship between WID and FP according to the methods recommended by Aiken (1991).

Figure 2 shows that compared with employees under low benevolence leadership, while employees under high benevolence leadership are more able to alleviate the negative impact of WID on FP. Also, high BL weakens the positive impact of WID on FP. Hypothesis 3 was verified again.

- 4) Moderating effect of benevolent leadership: In this study, according to the suggestions of Hayes A.F.(2013), whether there is a moderated mediating effect is tested. The 95% Bootstrap confidence interval of the indirect effect of the condition and the moderated mediating model are tested by the process macro program. Based on the Bootstrap sampling test of 10,000 times, the conditional indirect effect and the moderated mediating effect were obtained under the condition of one standard deviation plus or minus the mean value of benevolent leadership.

Table 7. The moderating effect of benevolent leadership

Type of the Variable	PB						FP	
	M1	M2	M3	M4	M5	M6		
Control Variable								
1.Gender	0.094	0.015	0.022	0.023	-0.027	-0.027		
2.Age	-0.004	0.04	0.034	0.042	0.027	0.021		
3.Education	0.015	-0.021	-0.005	-0.005	-0.010	-0.01		
4.Position	-0.024	-0.084	-0.051	-0.046	0.001	-0.003		
5.Length of Service	0.017	-0.039	-0.056	-0.062	0.020	0.024		
6.Company Type	0.027	-0.016	-0.016	-0.017	0.003	0.004		
7.Way	-0.069	-0.05	-0.036	-0.026	0.025	0.018		
8.Relationship with Ex-leader	0.046	0.04	0.043	0.042	-0.017	-0.017		
Independent	-	-0.831	-0.72 ^{***}	-0.934 ^{***}	0.765 ^{***}	0.928 ^{***}		
Moderator	-	-	0.241 ^{***}	0.031	-0.273 ^{***}	-0.113 [*]		
Interactor	-	-	-	0.24 ^{**}	-	-0.183 ^{**}		
F	0.991	124.917	138.470	129.447	284.444 ^{***}	265.036 ^{***}		
R ²	0	0.684	0.727	0.733	0.846	0.849		
ΔR ²	0.015	0.674 ^{***}	0.043 ^{***}	0.006 ^{**}	0.055 ^{***}	0.003 ^{**}		

Note ***p < 0.001; **p < 0.01; *p < 0.05

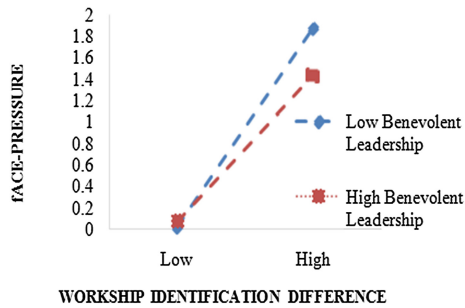


Fig. 2. The moderating effect of benevolent leadership on the positive relationship between workship identification difference and face-pressure

As can be seen from Table 8, the indirect effect of face pressure under low benevolent leadership is -0.324 (confidence interval $[-0.452, -0.198]$). Under the leadership of Gao Renren, the indirect effect value of FP was -0.273 (confidence interval $[-0.371, -0.171]$), and the confidence interval did not contain 0, indicating that the mediated effect was significant. It also shows that BL is the moderating variable, and the indirect effect value of FP is 0.019 (confidence interval $[0.005, 0.037]$). The confidence interval does not contain 0, and the moderated mediating effect is significant. Hypothesis 4 is verified.

6 Conclusions

6.1 Theoretical Contribution

- 1) This study discusses the influence of WID on employee PB. Previous studies on WID are few. This study can further enrich relevant literature in the field of workship identification difference and provide reference for subsequent studies.
- 2) Important research results have been achieved in many fields, but the influence of FP in organizational context is rarely discussed. It enriches the theoretical research system of employee proactive behavior and makes clearer the influence of employee's face perception on proactive behavior in the context of China, a highly social network, which is conducive to enriching the localization research value of these four variables.
- 3) Up to now, there have been few studies on the psychological mechanism of benevolent leadership in the relationship between work identity difference and face pressure. This study can further enrich the relevant research on benevolent leadership.
- 4) High workship identification difference is a threat to employees' self-identity cognition. Social cognition theory studies the mutual influence among individuals, environment and behavior. The integrated research on this theory can provide theoretical and empirical basis for the management practice of leadership change.

6.2 Management Implications

- 1) To construct the guidance and supervision mechanism of managers' behavior, and to build a fair and just enterprise culture. The results of this study show that when

leadership change occurs, employees will reduce proactive behavior due to workshop identification difference. Therefore, the organization should establish a guidance and supervision mechanism for managers' behaviors, pay attention to its own exemplary role in the management process, pay attention to the way of communication between superiors and subordinates and ensure the fairness and justice of the organization's resource allocation.

- 2) Pay attention to the psychological debugging of employees and reduce their face-pressure. It is found in this paper that when leadership changes occur in an organization, employees in the former leader's circle are more likely to have psychological gap due to the change of their working status, which leads to the decline of proactive behavior. Therefore, organizations should pay attention to employees' psychological problems, such as setting up psychological counseling department, building pressure relief room, carrying out pressure management salon and other activities, so as to reduce the face pressure caused by workshop identification difference, and encourage employees to make trial and error, pat on the shoulder and other behaviors to create a comfortable working atmosphere for employees.
- 3) Strengthen communication with employees, maximize the advantages of employees. Research shows that benevolent leadership can help employees improve proactive behavior. This suggests that leaders should strengthen the communication with employees, help employees play to their own advantages, to promote employees trust in leadership and organization, motivated the proactive of behaviors, maximizing advantage of employees to enterprise development.

6.3 Limitations and Prospects

- 1) Research on workshop identification difference started late in China, and there are fewer relevant studies in the field of management at present. The adjustment of the superiors, staff follow-up work style and communication style will make employees have workshop identification difference, so it is necessary for future research to workshop identification a comprehensive discussion on the mechanism of action of difference.
- 2) Data collection in this study is only limited to the one leadership change that employees feel the most recently, and it does not study the debugging situation of workshop identification difference of employees in different stages of leadership change. Future research should adopt the experience sampling method and other multi-point data collection methods to analyze the changes of employees over time, and further explore the relationship between the above variables at all stages from cognition to emotion generation and action.

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