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HOW (IN)CONGRUENCE OF LEADER–FOLLOWER LEARNING GOAL ORIENTATION INFLUENCES LEADER–MEMBER EXCHANGE AND EMPLOYEE INNOVATION

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This study uses the person-supervisor fit theory to explore how well a leader and their follower align in their learning goal orientation (LGO) and its impact on their relationship quality (leader-member exchange or LMX) and the follower's innovation. The research involved 213 frontline employees and their 69 immediate supervisors from a large five-star hotel in China. The authors used a cross-level polynomial regression approach to analyze data collected over multiple time points. The findings reveal that when the leader and follower have congruent levels of LGO, there is higher follower innovation and better LMX. Conversely, incongruence in LGO hampers LMX but benefits follower innovation. This study suggests that both matching and mismatching personalities can play a crucial role in achieving positive work outcomes, offering valuable insights for fostering LMX and follower innovation in the hospitality industry. Unlike previous research focusing on employees' LGO, this study uniquely explores the alignment between leaders' and followers' LGO.

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