



LEADER HUMILITY AND FOLLOWER COMMITMENT: MEDIATED MODERATION OF SELF-EFFICACY AND PROACTIVE PERSONALITY

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Article Information	Abstract
Article history: Submitted: 22 nd August, 2023 Accepted: 21 st December, 2023 Published: 23 rd December, 2023	<p><i>This research investigates the mechanisms under which leader humility (LH) influences follower outcomes. Based on social cognitive theory (SCT) and social exchange theory, this research investigates means and boundary conditions through which a humble leader inspires follower behaviour. We tested the mediated moderation model by time lag data. Results reveal that LH positively influences follower outcomes: follower self-efficacy (FSE) and follower commitment (FC). Essentially, results support the hypothesized model that FSE interferes with the positive association between LH and FC. This relation is more substantial when the leader's proactive personality (LPP) is high (and vice versa). Additionally, results support mediated moderation. This research contributes to the psychological theories and augments the researcher's edge on LH. The implications of the study are also explained. It disclosed the potential limitation that could be fruitful for future researchers.</i></p>
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Introduction

For the last two decades, leader humility (LH) has received too much attention in influencing followers' behaviour and psychological traits (Rego & Simpson, 2018). Past research on humility in organizations focuses more on the relational impact of humility and its influence on

followers in a social context (Ou et al., 2018; Owens et al., 2013). LH fosters individual strength and focuses on collective strength in the team (Owens & Hekman, 2016). Literature provides evidence that a humble leader influences followers due to their positive relationship (Ou et al., 2018). LH is an interpersonal characteristic that assists a leader in dealing with others (especially in a social environment) by demonstrating self-awareness, teaching ability, and admiring others for their contribution and strength (Owens et al., 2013).

Overwhelmingly, research focuses on the benefits of a humble leadership style on the follower. Extensive literature is available on humble leader influences in the workplace (Mao et al., 2019; Owens et al., 2019). LH promotes followers' self-recognition and endorses their moral reasoning (Morris et al., 2005; Owens et al., 2019). Nevertheless, leadership styles also affect the leader. Zapata and Hayes-Jones (2019) specifically focused on a leader's behavioural impact on himself rather than his followers. Furthermore, humility may have both costs and benefits for leaders. According to Zapata & Hayes-Jones (2019), the consequences of LH would be a double-edged sword (communal and agentic). Research suggests that humble leaders are more communal but less agentic (Ou et al., 2018).

Social exchange theory suggests a reciprocal relationship or exchange of obligations between employees and leaders or their organizations (Suzuki & Hur, 2020). This exchange is a two-sided action that is a mutually contingent or mutually rewarded process. A past study reveals that "actions of individuals that are motivated by the returns they are expected to bring and typically do bring from others" (Asghar et al., 2022). By incorporating this theory, we contend that leader behaviour can influence follower commitment (FC). Extremendously, organizational commitment has long been given attention by scholars. For instance, when an employee is dissatisfied with his job, he tries to find the best alternative to quit (Khan et al., 2020). The researcher claimed a significant relationship exists between job satisfaction, commitment and turnover (Albrecht & Marty, 2020).

In dynamic situations, organizations pay more attention to commitment and turnover. Leaders have been considered crucial and can influence employees. Over the years, extensive research has focused on the association between leadership and responsibility (Demirtas & Akdogan, 2015; Ribeiro et al., 2020). Leader behaviour is critical to developing an intrinsic reward system by integrating personal and organizational goals that lead to organizational commitment (Dale & Fox, 2008). In particular, we argue that a humble leader helps employees to become more committed by focusing on the employee rather than himself. Yet, humility psychologists provide suggestive evidence that LH integrates auspicious follower outcomes (Mao et al., 2019).

Over the four decades, self-efficacy and its favourable outcomes have received considerable attention in organization research. According to social cognitive theory (SCT), employees with high efficacy forecast success that provides positive assistance for organizational performance (Bandura, 2001). Likewise, SCT explains self-efficacy is a positive psychological sense that motivates individual belief to perform activities successfully. Self-efficacy has been studied at both individual and collective levels. Nevertheless, Chen and Bliese (2002) claim that leadership climate is more strongly associated with collaboration than individual efficacy. Leadership effectiveness is well documented due to leaders' ability to motivate employees towards the organization and their personal goals, mission and vision (Chemers, 2001).

Self-efficacy has received extensive attention as an intervening mechanism. Prior research has proven that self-efficacy mediates the relationship between leader and employee behaviour). As per previous literature, we contend that self-efficacy can strengthen the relationship between a

leader's humility and follower outcomes (Mao et al., 2019). Followers with high self-efficacy would assume more commitment. It provides a mechanism that can mediate the influence of LH on FC. As with previous research such as Mahmood et al. (2007a), self-efficacy can be enhanced by obtaining new resources, identities and perspectives. Self-growth increases self-efficacy, enhancing employees' commitment (Albrecht & Marty, 2020; Dys-Steenbergen et al., 2016). It is one of the most critical dimensions of psychological capital that assists individuals in performing their tasks and jobs better (Peterson et al., 2011).

Numerous researchers have focused on the connection between LH and follower behaviour. They also warned that there is a need to figure out boundary conditions for LH effectiveness (Mao et al., 2019). Recent studies have claimed that a proactive personality has moderating effect on the relationship between a leader's behaviour and leadership styles, and follower outcomes (Wang & Liang, 2020). Literature on employee and leader proactive behaviour is well-established (Han et al., 2019). A proactive personality is an aggressive person who tries to "identify opportunities and act on them, show initiative, take action, and persevere until meaningful changes occur" (Crant, 2000). Moreover, leadership hierarchy breaks down when the leader is humble. Followers working under humble leaders are more likely to speak, share information, and be expressive and proactive. According to Zhang et al. (2012), leader and follower proactive personality affects leader-member exchange. Moreover, it influences job performance, employee satisfaction and affective commitment (Zhang et al., 2012). Accordingly, we suggest that a leader's proactive personality (LPP) can strengthen the relationship between FSE and FC.

Organizational success depends on leaders because they directly interact with employees. By and large, corporate researchers have focused on leadership style and leader behaviour. Psychologists believe individuals should be self-reactive, creative, generative, reactive and proactive (Bandura, 2001). Proactive personality predicts job performance, satisfaction, and affective organizational commitment (Crant, 2000). Nowadays, organizations' desirable expectation is that their human capital should be proactive (Erdogan & Bauer, 2005). This research has focused on how an LPP will moderate the indirect relation of LH with FC through follower self-efficacy (FSE).

Drawing on SCT, proactive personality postulates that individuals are proactive and reflective, not only reactive. Moreover, proactive persons are inclined to bring development to the environment, even as less proactive people are inclined to be reactive (Bateman & Crant, 1993). As past studies describe, proactive personality is a natural construct that recognizes dissimilarity in people and how they affect their environments (Bateman & Crant, 1993). It allows individuals to seek opportunities and initiate significant changes. Based on the above discussion, this study presented a conceptual framework (Figure 1) and aims to investigate the relationships among humility, commitment and self-efficacy. We also attempt to examine the mediating path of FSE as it is a psychological, motivational mechanism for understanding the relationship between LH and FC. Furthermore, the moderating mechanism of proactive personality is also investigated as its unique boundary condition may strengthen or attenuate the influence of LH on FC via FSE.

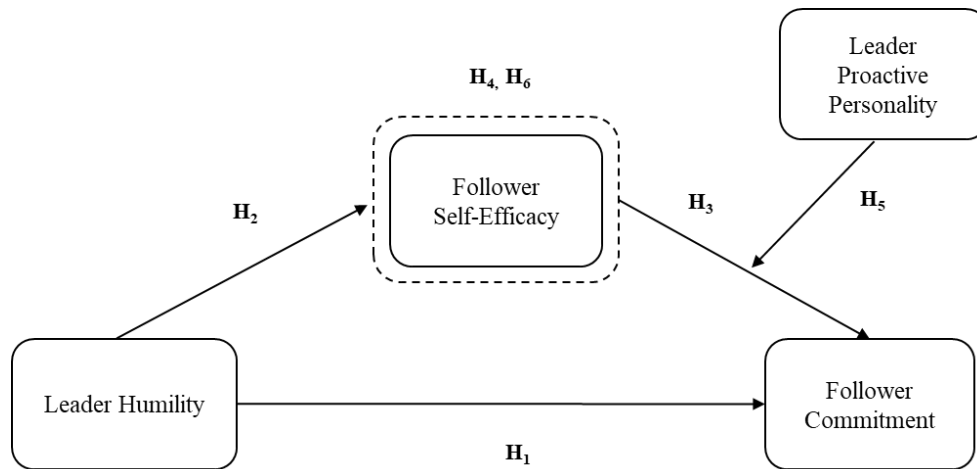


Figure 1: Conceptual Framework

Literature Review and Hypothesis:

Social cognitive theory:

Bandura (2001) describes the SCT as a “Causal model of triadic reciprocal causation in which personal factors in the form of cognitive, affective and biological events, behavioural patterns, and environmental events all operate as interacting determinants that influence one another bidirectionally”. We proposed that linking LH with follower behaviour relies on SCT. SCT also embedded moral agency. Accordingly, Bandura (2001) suggested that “moral reasoning is translated into actions through self-regulatory mechanisms rooted in moral standards and self-sanctions by which moral agency is exercised”. For instance, humility is an “organizational virtue” that assists in the moral foundation of the work environment in an organization (Cameron & Dutton, 2003). Additionally, personal factors, events and environment influence one another. A leader who behaves ethically and morally will become a role model who can positively impact follower outcomes (Morris et al., 2005). The researcher expects that a humble leader with moral standards develops moral values in the follower. Moral values create a sense of obligation and emotional attachment in followers. When an individual is emotionally attached to an organization and feels a responsibility to stay with the organization, this may augment FC.

Leader humility:

The moral virtue, especially “humility”, has received more attention in prior research. “Humility” is a Latin word, humus and humi, which means soil and ground, respectively. Humble leaders have grounded views about themselves as well as others. It enables them to acknowledge their strengths and weaknesses (personal and others) without concern about superiority or inferiority (Rego et al., 2017). They have positive traits. Drawing on grounded theory, followers with humble leaders feel their development. LH is distinct due to promoting others’ growth and appreciation. Leaders may not be skilled in each area. Accepting their weakness enable him to learn from others. It may allow leaders to learn and be proficient in those lacking. “LH is manifested by a set of power equalizing behaviours that co-occur and foster each other and are unified by the theme of growth” (Owens & Hekman, 2016).

LH is dissimilar due to its characteristics, such as it expands the follower role and self-transcendence. “Humility is a human virtue that reflects a relatively stable character trait” (Vera

& Rodriguez-Lopez, 2004). A humble leader is more likely to involve self-awareness, openness, and transcendence (Morris et al., 2005). Literature suggests that LH entails a precise self-appraisal and a belief that “all human beings have a positive worth which should be respected” (John et al., 2022). Moreover, it motivates individuals to exert their highest potential, leading to the gradual enhancements and development necessary to target the actual level of potential (Owens & Hekman, 2016). It develops interpersonal relations and growth in followers. Whereas servant leadership enhances selflessness and trust in subordinates, transformational leadership incorporates motivation in followers and ethical behaviour.

Leader humility and follower commitment:

“Commitment, defined as a force that maintains behavioural direction when expectancy/equity conditions are not met, has at least four sources: investments, reciprocity, lack of alternatives, and identification” (Scholl, 1981). The social work environment affects the follower's behaviour (i.e. commitment). Social interaction between leader and follower develops a favourable situation for the organization regardless of the business condition and crises. Previous literature explained, “Social involvement is the degree of interaction an individual has with other members of an organization” (Dale & Fox, 2008). Supervisor and subordinate interaction creates a sense of social bonding that influences organizational commitment (Balouch et al., 2022). Furthermore, it makes sense to have a moral obligation (normative commitment) to repay benefits attained from an organization (Scholl, 1981). This sense of responsibility may be contingent on rewards and punishment (Yucel et al., 2014).

Studies have linked organizational commitment and organizational culture widely. Scholars claimed that corporate subculture (i.e. culture of work unit) is more strongly associated with commitment than organizational culture (Khan et al., 2020). Further, the literature suggested that a supportive and innovative corporate culture influences job satisfaction and commitment. Academics claimed that the effect of transformational leadership on commitment probably has a different impact associated with other cultures or ethnic groups (Abd Razak et al., 2010). Generally, people with homogenous cultures and values are more likely to share information easily and feel empathy for colleagues. Such individual perceptions about an organization can be influenced by actual diversity (Cho & Mor Barak, 2008). At the same time, researchers claimed that relationships among leadership styles, organizational culture and job commitment are not sensitive (Mata et al., 2021).

Commitment has been studied widely in organization literature. Literature suggests that perceived organizational support is a source of favourable follower outcomes. Consistent with social information theory, perceived organizational support and ethical climate perception will lead to high affective commitment (Mahmood et al., 2017b). For example, commitment is significantly related to perceiving organization support (Van Knippenberg & Sleebos, 2006). The relation of perceived organizational support with commitment is an interchange of support for a favourable attitude and commitment (Vardaman et al., 2016). For example, social support from an organization (i.e. Leader support) confirms the individual's identity (Meyer & Allen, 1991). Supplementary, Leadership concentration (individual-focused or group-focused) influences employee identification. Such individual-focus leadership styles enhance group identification and effectiveness, while group-focused leadership leads to divergence in identification and group effectiveness (Wu et al., 2010).

Leadership styles influence the follower's behaviour. It would be better for the organization's managers to understand their behaviour; it may affect the employees' commitment

to the organization (Dale & Fox, 2008). The leadership style variable is strongly associated with commitment rather than other variables (Khan et al., 2020). Perception of employees about the leader (leader initiating structure and consideration) can exert a high level of organizational commitment (Dale & Fox, 2008). Ethical climate, supportive cultures, and a consideration leadership style positively influence job satisfaction and organizational commitment (Demirtas & Akdogan, 2015). Similarly, transformational leadership positively impacts commitment (Yucel et al., 2014). Likewise, authentic and responsible leadership positively influence commitment (Ribeiro et al., 2020).

LH entails a people-centric style and well-being for others. It constructs social interaction with others, focuses on well-being, and expands the follower role. Moreover, a humble leader accepts and appreciates knowing his strengths and weaknesses, which leads to transparent interpersonal relations between leader and follower (Owens et al., 2013). Their behaviour may enhance followers' desire to stay with the organization through social interaction. Followers may emotionally attach to an organization working as well as a humble leader. Followers with favourable relations with leaders would be more satisfied and committed towards the organization. Commitment towards organization has received considerable attention, especially its link with turnover (Allen & Meyer, 1990). Research suggests that LH can predict FC (Mao et al., 2019). Leader views about favoured or un-favoured employees strongly influence the employee's experience and behaviour (Cho & Mor Barak, 2008). Therefore, we propose that a humble leader may uniquely impact FC. Consequently, we suggest the following hypothesis:

H₁: LH positively affects FC

Leader humility and follower self-efficacy:

Self-efficacy is the confidence of a person to perform a specific task. According to scholars, "Efficacy beliefs also influence individuals' thought patterns and emotional reactions" (Pajares, 1996). For instance, employees having high-perceived self-efficacy allow organizations and managers to respond and pursue opportunities (Krueger Jr & Dickson, 1994). More preciously, employees are motivated to consider a task important when they perceive the value of the outcome (Pajares, 1996). Some researchers postulate that task complexity strengthens individual self-efficacy and performance (Chen, Casper et al., 2001). Besides, the perceived self-inefficacy creates the envisioned outcome (Pajares, 1996).

According to Van Knippenberg and Sleebos (2006), leadership styles may influence self-conception (i.e., self-efficacy, self-esteem). It is a knowledge structure which assists people in arranging and organizing their memory and behaviour meaningfully. According to social and personality psychology, how people perceive themselves shapes their perception, thinking, attitude and behaviour (Leary & Tangney, 2003). Likewise, "The number of identities and the specific content of each of them vary from person to person", and these self-identities are distinct in different social contexts (Van Knippenberg & Sleebos, 2006).

We expect that a humble leader positively influences FSE. Humility is "a personal orientation founded on a willingness to see the self accurately and a propensity to put oneself in perspective" (Morris et al., 2005). Further, a humble leader gives psychological freedom and opportunities for learning and growth, as a humble leader is open to learning from his followers (Owens & Hekman, 2016). It triggers followers' self-expression, and this psychological change increases their self-efficacy (Mao et al., 2019). It expands the follower role and enhances their interaction with other employees. Empirical research disclosed that after expansion, followers view themselves as having close and favourable relations with others and self-growth in future

(Dys-Steenbergen et al., 2016). Self-growth increases individuals' belief that they can complete complex tasks, promoting self-efficacy. LH positively influences follower expansion, further improving employee self-efficacy (Mao et al., 2019). Past literature has shown a positive influence on follower outcomes. Hence, we proposed that LH favourably influences the follower's self-efficacy.

H₂: LH positively affects FSE

Follower self-efficacy and follower commitment:

Researchers focus on self-efficacy and its positive impact on the organization and personal outcomes widely. The influence of FSE on performance has been focused on comprehensively. Similarly, researchers point out self-evaluation traits (i.e. self-esteem and self-efficacy, emotional stability or low neuroticism) that enhance job satisfaction and performance (Judge & Bono, 2001). At the same time, the researcher focused on isolating four traits (self-efficacy, self-esteem, neuroticism and locus of control) and suggested that these traits can be categorized into one factor (Judge et al., 2002). Moreover, prosocial motivation strengthened the relationship between core self-evaluations and performance (Grant & Wrzesniewski, 2010). Indispensable self-efficacy predicts work-related performance when a task or job is complex (Judge et al., 2007). Self-efficacy improves job performance through the indirect chronological effect of job crafting and work enjoyment (Khan et al., 2021). In comparison, researchers contend that past performance exerts high self-efficacy, enabling learning rather than affecting future performance (Sitzmann & Yeo, 2013).

Extensive consideration had been paid to personal characteristics and commitment. Personal work values (i.e., security) and experience enhance the organization's commitment (Allen & Meyer, 1993). When knowledge increases, it boosts one's ability and confidence to perform tasks (i.e., self-efficacy). There is an interactive effect between work experience and career stage. Literature suggests that affective and normative commitment enhances as employees age, while continuous commitment increases across the positional tenure (Allen & Meyer, 1993). Employees who spend more time in an organization tend to attach to the organization emotionally. Admittedly, Allen and Meyer (1990) describe that organizational socialization practice may boost the newcomer's desired commitment by incorporating socialization experiences (i.e. Work setting, sequence and timing of organization development). Newly hired employees often have confusion and anxiety related to the job and work environment. When an individual has a favourable work environment, it will lead to optimistic individual behaviour and organizational outcomes. Such an environment provides opportunities for individuals to individual exert a high level of self-efficacy.

Self-efficacy provides a psychological, motivational mechanism that influences job attitude. Its intervention boosts the professional's job attitudes (i.e. commitment, intention to quit and job satisfaction) and diminishes turnover (McNatt & Judge, 2008). More specifically, job resources (autonomy, feedback, leader support, etc.) significantly indirectly influence self-efficacy on commitment and turnover (Albrecht & Marty, 2020). Literature suggests that self-efficacy is strongly associated with commitment (Meyer et al., 2002). Further, self-efficacy significantly influences engagement and loyalty (Christian et al., 2011). Self-efficacy is a positive sense that develops positive behaviour. We expect that FSE enhances FC.

H₃: FSE positively affects FC

Follower self-efficacy as a mediator:

Self-efficacy proved a valuable motivational mechanism. SCT about self-efficacy got boundless credence (Bandura, 2001). It strongly influences the different aspects of organizational functioning (Bandura, 2001). It also increases task performance (Mao et al., 2019). It mediates the relationship between cognitive abilities and work-related performance when tasks are simple (Chen, Casper et al., 2001). Conscientiousness (Big Five model of personality) is a motivational construct. Conscientiousness positively relates to self-deception and self-efficacy, which further influence learning and performance (Stajkovic et al., 2018). As suggested by Liu et al. (2016), job self-efficacy of group members mediates the relationship between members' OCBI (individual-targeted citizenship behaviour) and objective task performance when low group cohesiveness (i.e. interpersonal attraction and group pride). Leadership self-efficacy provides a psychological conduit that mediates the relationship between job challenges and leadership effectiveness (Seibert et al., 2017).

Self-efficacy has been a proven motivational construct. The follower self-concept, particularly self-construal, mediates the leader's association with his follower (Carnevale et al., 2019; Van Knippenberg & Sleebos, 2006). FSE also arbitrates the relationship between leadership styles and follower behaviour (Mao et al., 2019). Moreover, self-efficacy mediates the association of goal assignment with performance (Sue-Chan & Ong, 2002). LH positively affects follower behaviour (i.e. self-expansion and self-efficacy), further enhancing task performance (Mao et al., 2019). In accordance with previous literature, we suggested that FSE will mediate the relationship between LH and FC.

H4: The relationship between LH and FC is mediated by FSE

Moderating mechanism of leader proactive personality:

An LPP is a leadership behaviour that creates a favourable work environment. They are motivated and welcome the changes. They deal with uncertainty strategically. Leaders are considered a central component in an organization that influences the followers. They are engaged in positive behaviour and work attitude. They are models for their followers. They stimulate followers to employ positive behaviour and be future-oriented. They develop trust in their follower (Han et al., 2019). Past research has shown a significant effect of a proactive leader on follower behaviour.

Environmental events and behavioural patterns influence one another (Bandura, 2001). People exploit their environment through behaviour. According to Bateman and Crant (1993), people can alter their environment rather than only the behavioural domain (situational entry and exit and interpersonal environment) and non-behavioural (cognitive restructuring). These behaviours increase the beneficial outcomes. For instance, proactive behaviour enhances leader-member exchanges, further heightening career satisfaction and company performance (Sunardi & Putri, 2020). It reflects a behaviour in which people take steps to control their environment (Bateman & Crant, 1993). It has a significant positive relation with objective success (i.e. promotion and salary), subjective success (i.e. career satisfaction) and work motivation (Seibert et al., 2017). In contrast, it negatively affects perceived over-qualification through career planning, but this negative effect can be mitigated by self-evaluation (Valls et al., 2020).

A proactive personality strengthens the relationship of LH with shared leadership, leading to high team performance (Chiu et al., 2016). According to Yang et al. (2020), transformational leaders and proactive employees collectively exert high service performance (task and contextual

performance). In particular, employees with proactive behaviour provoke their leader's affect-based trust (liking and caring) that will influence empowering leadership (Han et al., 2019). On the other hand, being proactive is not favourable. When people work within a group, one member's proactivity will harm a co-worker. A proactive personality engenders adverse effects on helping behaviour from co-workers (Sunardi & Putri, 2020).

Moreover, both leaders' and followers' proactive personalities have a significant positive effect on leader-member exchange that influences affective commitment, job performance, and satisfaction (Zhang et al., 2012). Leaders must consider social needs and requirements to fulfil their employees' expectations. Thus, an LPP and the need for approval positively influence employee commitment and enhance team performance (Han et al., 2019). In contrast, scholars also claim that a proactive personality does not significantly reduce turnover intention (2023).

Recently, researchers have exhibited that team proactive personality boundary condition relation of leader behaviour with shared leadership (Chiu et al., 2016). Proactive personality could be another boundary condition influencing the association of leader and follower behaviour (Mao et al., 2019). Based on the above discussion, it is suggested that a proactive personality may moderate the relationship between FSE and FC.

H5: The relationship between FSE and FC is moderated by the LPP, such that the relation between FSE and FC will be stronger in the presence of a high (vs. low) LPP

Taking mediation and moderation relationships together, it can be predicted that LPP will interact with the indirect path between LH and FC. In that way, it will demonstrate mediated moderation patterns. A high LPP is predicted to augment the indirect relation by strengthening the mediation path of FSE between LH and FC. By facilitating FSE, followers working with leaders with highly proactive personalities are more inclined to challenging environments. They show their confidence to carry out specific tasks and feel their moral obligation to stay with an organization. Hence, we suggested a mediated moderation to describe the relationship of LH with FC; we also propose a significant effect of LH and FC when the LPP is high (and vice versa). Consequently, we hypothesize that:

H6: LPP will moderate the mediating effect of FSE on the relation between LH and FC, such that the mediating relationship of LH on FC through FSE will be stronger in the presence of a high (vs. low) LPP.

Methodology:

Population and data collection:

The population of this research is permanent employees (followers) and their managers (leaders) of all public and private limited banks operating in Pakistan. Data is collected from primary sources by using self-administrative questionnaires. For data collection, the researcher requested the HR departments of all banks working in the Punjab province to give consent. Then both questionnaires and cover letters were e-mailed to those banks that agreed to provide data. After two weeks of the first e-mail, we followed up through a second electronic mail and phone call. Finally, the researcher physically visited the branches and requested the managers and employees of the branches to participate in the survey. We distributed both questionnaires among managers and employees in 62 branches. 450 questionnaires were distributed among employees, and 110 were distributed among their managers. Finally, 407 questionnaires were received from employees, and 2 questionnaires were not usable. 90 questionnaires were received from managers,

out of which 3 were not usable. Employee's response rate is 90 percent, and managers' response rate is 79 percent.

The study's final sample consists of 402 employees and 86 immediate managers. Most of the employees are male, working in the banking sector as the mean value is 0.73, and professionals with an average education of 16 years. The average age of employees is 2.50, which shows that most people working in the banking sector are young. Employee's tenure in the branch and tenure in the bank are 2.51 and 5.24, respectively. It reveals that employees working in banks are experienced. It also shows that, on average, there is low turnover in the banking sector. Most managers are male banks; the mean value is 0.97. The average age of managers is 3.45, and the average education is 16.08, which indicates that old, experienced and highly educated persons hold the manager designation. The manager's tenure in the branch is 3.52, and the tenure in the bank is 10.78. It shows that people in managerial posts are more experienced not only in this bank but also in this field.

Measurement and scales:

We used the Likert scale to measure the research variables. *FC* is measured by adopting a 6-item scale from Allen and Meyer (1993). A sample item is "If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization". Employees retorted to all items on scale (extending from "Not True" to "Absolutely True"). *LH* is measured by a scale taken from Owens et al. (2013). The sample item is "My leader acknowledges when others have more knowledge and skills than him- or herself". Participants responded to 9-item on a scale ranging from "strongly disagree" to "strongly agree". *FSE* is measured by adopted by Chen, Gully, et al. (2001). A sample item is "I will be able to achieve most of the goals I have set for myself". Participants responded to the 8-items on a scale extending from "strongly disagree" to "strongly agree". *LPP* is measured by using 10-item scale from Seibert et al. (2017). A sample item is "I am constantly looking for new ways to improve my life". Participants responded on a 6-point Likert scale ranging from "strongly disagree" to "strongly agree," which is used in this study.

Analysis and Interpretation:

SPSS version 21 and AMOS version 20 software are utilized to test the hypothesized model. Process macros models are used to test the indirect and moderating paths. Initially, data cleaning and screening are conducted. We find out outliers by using the Mahalanobis D^2 test. Further, we performed a data normality test (KMO and Bartlett's test).

Descriptive Statistics and Correlation Analysis:

The attributes of the variables are generally distributed, such as the standard deviation being below 1. The mean values of study variables are above 4. Descriptive statistics of the demographics and variables are described (Table 1). Pearson bivariate correlation analysis is conducted to identify the initial support of hypothesized relationships. The results (Table 1) show that *LH* has a positive relation to follower behaviour, such as *FSE* ($r = 0.335$, $p < 0.01$) and *FC* ($r = 0.479$, $p < 0.01$). *FSE* positively relates to *FC* ($r = 0.267$, $p < 0.01$). Furthermore, *FC* is significantly associated with proactive personality ($r = 0.111$, $p < 0.05$).

Table 1. Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	0.730	0.443	1							
2. Age	2.500	0.790	0.221**	1						
3. Formal Education	15.700	1.190	-0.014	-0.306**	1					
4. Tenure Branch	2.500	2.238	0.046	0.242**	-0.085	1				
5. Tenure Bank	5.239	5.878	0.131**	0.658**	-0.289**	0.368**	1			
6. LH	4.612	0.938	0.007	0.091	0.055	-0.010	0.019	1		
7. FSE	4.006	0.644	0.021	0.013	0.069	0.029	-0.051	0.335**	1	
8. FC	2.926	0.758	0.042	0.093	-0.037	0.085	.0072	0.479**	0.267**	1
9. LPP	4.217	0.954	-0.167**	-0.058	-0.036	-0.093	-0.026	0.049	0.039	0.111*

Notes: ** p<0.01, * p<0.05

Factor Analysis, Reliability and Validity Analysis:

Exploratory factor Analysis is conducted and excludes one item that has poor factor loadings. Then, CFA (confirmatory factor analysis) is calculated to determine the validity of the items and the goodness of the best model fit. Model fit indices of four factors are within acceptable range (CMIN/df= 2.210, GFI= 0.871; CFI = 0.889; TLI = 0.891, RMSEA = 0.055). The scale reliability is found through Cronbach's alpha. We also confirmed scale reliability via composite reliability (CR). The scale's reliabilities are incredible because the scales' coefficients are within an acceptable range, i.e., above 0.70. Furthermore, convergent and discriminant validity is also tested. The results (Table 2) show no issue of convergent validity as the value of AVE is greater than 0.50. Similarly, the discriminant validity is also acceptable as MSV and ASV values are less than AVE's (Table 2).

Table 2. Reliability and Validity Analysis

Variables	A	CR	AVE	MSV	ASV
FC	0.73	0.858	0.547	0.275	0.113
LH	0.90	0.902	0.506	0.275	0.115
LPP	0.89	0.886	0.528	0.016	0.007
FSE	0.82	0.778	0.514	0.069	0.041

α = Cronbach's alpha; CR=Composite reliability; MSV=Maximum shared variance; ASV=Average shared variance; AVE= Average variance extracted

Hypotheses testing:

Process macros results:

The hypothesized relations are tested using process Macros models (Hayes, 2013). We tried the direct and indirect (mediating) paths and used Model 4. The results reveal that LH has favourable influences on FC ($\beta = 0.515$, $p < 0.001$ [LLCI= 0.404, ULCI= 0.625]). Furthermore, the relationship between LH and FSE is significantly related ($\beta = 0.230$, $p < 0.01$ [LLCI=0.166, ULCI=0.294]). Thus, Hypotheses 1 and 2 are fully supported. Further, FSE has a significant direct relation to FC ($\beta = 0.163$, $p < 0.01$ [LLCI=0.002, ULCI=0.324]) and hence supported Hypothesis 3.

In Hypothesis 4, the mediating mechanism of FSE among LH and FC is tested. The results again support the hypothesized relationship. Hypothesis 4 states that FSE mediates the relation between LH and FC. The intervening influence of LH on FC through the FSE is supported ($\beta = 0.037$, [LLCI=0.004, ULCI=0.080]). Hypothesis 5 posited that LPP moderates the link between FSE and FC. The relationship between FSE and FC will strengthen when the LPP is high (vs. low). The result depicts that the relationship between FSE and FC is significantly moderated by the LPP ($\beta = 0.315$, [LLCI=0.070, ULCI=0.559]) as both upper and lower-level confidence intervals are positive (Table 3). The interaction effect is plotted in Figure 2.

Table 3. Process Macros Results

<i>Hypotheses</i>	<i>Path</i>	Direct Effects			Indirect Effect		
		<i>Beta</i>	<i>LLCI</i>	<i>ULCI</i>	<i>Beta</i>	<i>LLCI</i>	<i>ULCI</i>
H₁	LH \longrightarrow FC	0.515***	0.404	0.625			
H₂	LH \longrightarrow FSE	0.230***	0.166	0.294			
H₃	FSE \longrightarrow FC	0.163**	0.002	0.324			
H₄	LH \longrightarrow FC via FSE				0.037	0.004	0.080
<i>Path</i>		<i>Beta</i>		<i>ULCI</i>	<i>LLCI</i>		
H₅	FSE \longrightarrow FC Interaction Effect of LPP			0.315**		0.070	0.559

Notes: LH= Leader Humility; LPP=Leader Proactive Personality; FC=Follower Commitment; FSE= Follower Self-efficacy
 *** p<0.001, ** p<0.01

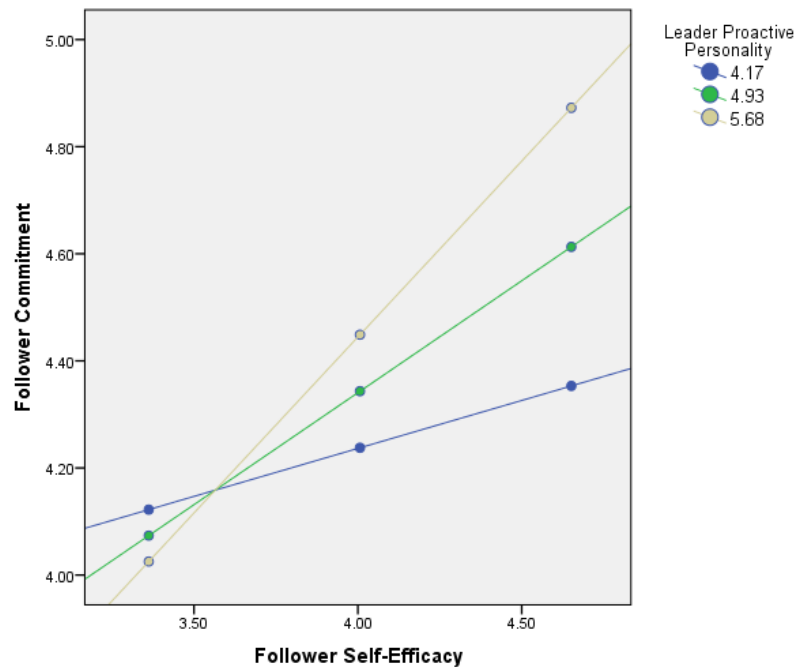


Figure 2. Interaction effect of LPP (represented as average, -1 SD, and $+1$ SD).

Mediated moderation results:

Hypothesis 6 posited that an LPP moderates LH with FC via FSE. This indirect positive relationship of the leader with the follower will strengthen when the LPP is high (vs. low). The

result shows that LH and FC through FSE are significantly moderated by the LPP ($\beta = 0.339$, 95% CI [0.117, 0.561]). Further, we examined the conditional and indirect effects of an LPP on LH and FC through FSE. The result portrays that when a LPP is high, the indirect link between LH and FC through FSE is significant ($\beta = 0.426^{***}$, 95% CI [0.190, 0.662]), while a LPP is low indirect relation is insignificant ($\beta = -0.088$, 95% CI [-0.316, 0.138]). Hence, Hypothesis 6 is supported. Results are described in Table 4.

Table 4. Conditional Effect of Leader LPP

Moderator	Level	FC		
		Conditional Indirect Effect	Bias-corrected 95% CI	
			LLCI	ULCI
LPP	Low (-1 SD)	-0.088	-0.316	0.138
	High (+1 SD)	0.426***	0.190	0.662

N = 402. CI=Confident intervals, SD=Standard deviation,

95% Bias-corrected (10,000 Bootstrap samples). The values of Moderator are given as sample mean and ± 1 SD

* $p < .05$; ** $p < .01$; *** $p < .001$

Discussions and Implications:

This study embarks on the notion of LH. It positively impacts employee task performance via a sequential indirect effect by boosting follower self-expansion and FSE (Mao et al., 2019). LH has received attention largely. Prior studies empirically support that LH favourably affects followers and organizational outcomes. In this study, we examine the leader's humility in a different context. By increasing the scope of the study, we look at the relationship of LH with follower outcomes (i.e. FC; FSE). We also investigate the conditional effect of a LPP. The following sections pertain to the discussion of hypothesized results.

This study attempts to determine the impact of LH on FC. To the best of the researcher's knowledge, this relation was not empirically tested earlier. The literature on the connection of transformational leadership with FC is available (Yucel et al., 2014). However, organization commitment and the dimension of organization commitment have been discussed in earlier research. However, previous research proves that leadership styles affect commitment (Khan et al., 2020). Relying on the previous literature, we proposed that LH is positively related to FC. The results indicate that humble leaders endorse a high level of FC. This is a new relationship between LH and FC, which has not yet been explored. Results empirically support the relationship described above. The findings reveal that bank employees have a high level of commitment. These findings align with prior studies, which claim that leadership styles have a positive link with FC and turnover (Demirtas & Akdogan, 2015).

This study explores a new link between LH and FSE, which has not been empirically tested. Self-efficacy is one's confidence to perform different tasks and find better ways to handle challenging situations. Researchers have claimed self-efficacy and its other predictors. LH enlarges the follower role and appreciates follower expertise. Therefore, we proposed that LH has a positive link to self-efficacy. This study empirically supports that LH favourably influences FSE. Humble leaders encourage and build confidence in their followers to perform complex tasks. Results also reveal that the bank's leaders are humble. The results indicate that employees working in banks exert high self-efficacy. It is also proved that LH (as a predictor) enhances FSE. This study demonstrates the relationship of leader behaviour with self-efficacy and empirical support to theory (Van Knippenberg & Sleebos, 2006).

We hypothesized a strong association of FSE with FC. The findings depict that self-efficacy has a significant effect on FC. Followers with self-efficacy are emotionally attached to the organization and consider that they must stay with it. However, previous literature has shown the favourable impact of FSE on his behaviour (Stajkovic et al., 2018). Additionally, the current study provides suggestive evidence that FSE enhances FC. We explore the intervening relationship of FSE on the link between LH and FC. To our knowledge, this relation has not been studied earlier. The extant literature provides evidence that self-efficacy interferes with the connection between a leader's and follower's behaviour (Mao et al., 2019; Van Knippenberg & Sleebos, 2006). Further, the literature elaborates that humble leaders build confidence in their followers, leading to FC. The results show that FSE intervenes in relationships between LH and FC (Hypotheses 4). However, the results are as per theoretical expectations.

Finally, we proposed and empirically tested the moderation model in this study. LPP moderates the influence of FSE on FC (Hypotheses 5). The relationship between FSE and commitment is stronger when the LPP is high (vs. low). As per the results, the moderation relationship is fully supported. Scholars focused on a proactive personality as a moderating variable for a humble leader and leadership style (Chiu et al., 2016). We emphasized that an LPP can strengthen the link of FSE with commitment. Findings provide support that proactive leadership moderates the association of FSE with FC. Further, we hypothesized and tested the mediated moderation model. An LPP moderates the mediating path of FSE on the relation of LH with FC (Hypotheses 6). The indirect association of LH with FC through FSE is stronger when the LPP is high (vs. low). As per the results, the mediated moderation relationship is empirically supported. Consistent with previous studies, a LPP is a moderating variable in the link between leader and follower behaviour (Wang & Liang, 2020). Leaders should be humble and proactive to inspire and motivate their followers. This will make followers more committed towards the organization.

Implications:

Theoretical implications:

This research encompasses the literature on LH in numerous ways. It explores the positive link of LH with FC. This research provides insight into LH, which has boundless favourable influences on follower behaviour. These emphasize researchers' need to figure out diverse outcomes of LH, which are undercover. This study has various essential contributions. Organizations have paid more attention to reducing turnover and stability in dynamic environments. As such, the concept of LH has received substantial focus from academics. LH has focused on a positive influence on followers and the workplace environment. Throughout the literature, scholars suggest that a humble leader motivates and enhances follower role outcomes (Carnevale et al., 2019). It provides a unique addition to the LH literature by hypothetically testing how a humble leader can improve FC. Scholars are keenly interested in finding out the motivational process that leads to favourable follower behaviour. Drawing on SCT, this study provides a unique motivational mechanism to LH literature. This research empirically validates the link of LH with FC through an interfering mechanism of FSE. This study ascertains the way in which proactive personality moderates the connection of FSE with FC. This research emphasizes that an LPP can benefit the organization. This research also proves that a proactive leader positively affects followers.

Practical Implications:

The research findings have numerous implications for decision-makers in the service industry (i.e., the banking sector). Humble leaders can accomplish financial benefits and focus on human and social aspects as well as ethical results, such as humility being a moral issue. In a competitive situation, it is essential to maximize financial benefit and focus on ethical issues as humble leaders promote it. Taken together, organizations should emphasize LH. It will be fruitful for functioning level as well as ethical management. LH encompasses self-awareness, appreciation of other strengths and teachability. Organizations can arrange training programs for leaders to adopt LH. This enables the leader to acknowledge their weakness and limitations. In addition, a humble leader appreciates other strengths and contributions that increase FSE.

There is a strong link between commitment and turnover. To sustain human capital, an organization should practice leadership humility. Rather than focus on a financial measure to enhance commitment, an organization should adopt a leadership style that enhances commitment. Humble leaders create relationships with their followers in a social context. In that way, followers internalize the leader's characteristics and consider their moral obligation to stay with the corporation despite their personal benefits. This study proved that LH can boost commitment which may further influence turnover.

Limitations and research directions:

Despite various implications and strengths in its contribution to literature, this research also has some limitations. *First*, this research is conducted in a service industry (i.e., the Banking sector). Thus, we cannot generalize the results for manufacturing industries. The study encourages future researchers to test this hypothesized model in different sectors, which may enhance the generalizability of results. *Secondly*, the independent, dependent, and mediating variables are measured by employees, and the immediate supervisor measures moderating variables. The results provide full support to the hypothesized model. Nevertheless, both predictor and outcome variables are measured from the same respondent. Thus, future research can explore these relations by collecting predictor and outcome variable data from different respondents.

Thirdly, the researcher collected data on study variables simultaneously (cross-sectional design). This is a cross-sectional research, which may not give a true picture of the causal link of LH with follower outcomes through FSE. Future scholars can investigate the comprehensive causal relation and the role of time influence of LH on followers' behaviour and the interaction effect of proactive behaviour (i.e. longitudinal study). *Fourth*, the current research focused only on the humility leadership style; other types of leadership may influence FC. Future researchers might consider different types of leadership for measuring follower outcomes.

Finally, current research examines the relation of LH with FSE without considering any possible boundary conditions. It would be worthwhile to discover the boundary conditions of LH that may neutralize the influence of LH on FSE. Regardless, this research proved the positive link between leadership and follower outcomes, but the positive effect of leadership behaviour may be impeded when followers do not have enough psychological resources.

Conclusion:

Relying on SCT, this research explores how a leader's behaviour, particularly humility and proactive personality, motivates followers and stimulates commitment. Notably, this study investigates the intervening effect of FSE concerning LH with FC. Moreover, this study finds that an LPP moderates the relation of v with FC. Further, an LPP moderates the mediating relation of

LH and FC through FSE. The hypothesized model and empirical results prove that LH can be effective for organizations and followers. Findings expose that a humble leader is a forecaster of follower behaviour (i.e. FC and self-efficacy). These results underscore that a humble leader's behaviour inspires the follower to help conduct and concern for others and the organization.

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