

## **Humble Leadership and Workplace Well-being: Unpacking the Role of Self-Efficacy and Pride in Corporate Environment**

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### **Abstract**

This study's objective is to look at the complex links among humble leadership, self-efficacy, pride (authentic pride and hubristic pride), and workplace well-being among employees in various private and government organizations in Pakistan. To accomplish this, the study has employed a quantitative approach and collected primary data through an online survey from 204 employees working in various firms in Pakistan. The study examined the mediating roles of self-efficacy, authentic pride, and hubristic pride in the humble leadership-workplace well-being nexus by using correlation analyses and multiple regression analyses in SPSS using the PROCESS macro. The findings demonstrated significant correlations among the variables and the role of pride in mediating the relationship between humble leadership and workplace well-being. The findings have practical implications for corporate leadership, underlining the need to establish humble leadership attributes to promote positive employee experiences and workplace well-being.

**Keywords:** Organizational Behavior, Leadership, Management, Self-efficacy and Well-being.

## Introduction

In this dynamic business world of leadership and organizational psychology, humble leadership has emerged as a prominent concept that offers the management, its potential impact on workplace well-being. Workplace well-being is a multidimensional construct that encompasses physical, emotional, and psychological dimensions, indicating organizational success and employee satisfaction. While both concepts (humble leadership and workplace well-being) have gained significance in the academic and corporate sectors, so there is a need to understand the intricate dynamics between these concepts.

Numerous empirical researches have substantiated the influence of leadership on employee well-being. (Neilson & Munir, 2009); (Mie Kim, et al., 2018)) i.e transformational, charismatic, and servant leadership and their impacts on organizational cultures. Modest leadership has gained significant attention in academic and practical communities among various leadership philosophies. (Owens, B.P., Johnson, M.D. and Mitchell, T.R., 2013). According to (Chancellor & Lyubomirsky, 2013), Humility is a valuable personal trait that can have a significant impact on social interactions. When one possesses a stable personality trait of humility, they are more likely to approach others with kindness and empathy, which can lead to more positive and productive social connections. Being humble involves several traits, such as the ability to broaden one's horizons and to open oneself up to new experiences and ideas., (Davis, Worthington, & Jr and Hook, 2010), being receptive and respectful towards the opinions and suggestions of others (Tangney, 2005), appreciating strengths of others without feeling threatened, (Owens et al., 2013), and objectively assessing one's potential and exceptions (Jeung & Yoon, 2016). Overall, humility is a reflection of self-less rather than self-enhancing attitudes (J, Céleste M, & John C, 2005).

Humble leadership is a unique and potentially influential leadership style as humble leadership is characterized by leaders who exhibit the traits of authenticity, modesty, and a tendency to learn from others. So, the following study investigates the relationship between humble leadership and workplace well-being using pride and self-efficacy as mediators.

Both pride and self-efficacy enhance employee motivation, resulting in a healthy and inclusive work environment that values organizational growth and development. The significance of this study lies in enhancing both leadership theories and organizational practices and contributing towards improved workplace well-being through the mediating nature of pride and self-efficacy of the employees working in a corporate environment. This study also contributes to discussing the importance of fostering positive organizational cultures that promote workplace well-

being. Such organizational culture doesn't only assist the employees but it also ensures the overall success and endurance of the organization.

### **Literature Review and hypotheses development:**

#### **Humble leadership and workplace well-being**

According to Owens et al. (2013), humble leadership is characterized by an apparent readiness to view oneself honestly, respect for the contributions as well as strengths of others, teachability, or openness to novel ideas and criticism. Establishing a quality liaison between managers and employees can positively impact various aspects of their work, including psychological safety, job happiness, and organizational identity (Owens & Hekman, 2012; Wang et al., 2018). These are all characteristics of a productive work environment. So, the association between humble leadership and workplace well-being can be concluded as:

**H1:** There is an association between HL and WWB.

#### **Humble leadership and pride**

A humble leader admits their flaws and errors honestly (Owens & Hekman, 2012; Owens et al., 2013). Such conduct fosters constructive criticism and communication between managers and staff, assisting in the removal of barriers and fostering a feeling of pride and compassion in the workforce.

**H2:** There is an association between HL and pride.

#### **Pride and workplace well-being**

The intricate structure of the relationship between pride and Well-being at the workplace is primarily dependent on the various forms of pride and how they are perceived by employees. Authentic pride and hubristic pride, the two main types of pride, have distinct impacts on well-being: Workplace well-being is generally positively impacted by authentic pride, which is derived from real achievements, abilities, and self-worth. Authentic pride frequently results in sentiments of self-worth, self-esteem, and job fulfillment for the individual. The traits of hubristic pride—arrogance, self-importance, and a sense of superiority over others—tend to have conflicting or detrimental impacts on the well-being of employees.

**H3:** There is an association between pride and workplace well-being.

#### **Humble leadership and self-efficacy**

Earlier studies (Ding, Yu, Chu, Li, & Amin, 2020) and (Asghar, Mehmood, Khan, Madeeha, & Fakhri, 2021) offered strong evidence for the favorable association between self-efficacy and humble leadership. Additionally, humble leaders recognize the valuable input and thoughts of their staff members, which boosts staff members'

faith in the company. From the viewpoint of (Bandura, 1997), self-efficacy is well-defined as "the conviction that one can successfully execute the behavior required to produce the outcomes." The relationship between both of these concepts can be defined in a hypothetical way as:

**H4:** There is an association between humble leadership and self-efficacy.

#### **Self-efficacy and workplace well-being**

Social Cognitive theory defines the association between self-efficacy and WWB. Self-efficacy states a worker's confidence in their capacity to execute things, overcome challenges, and fulfill responsibilities in a professional setting. Individuals with high self-efficacy are more inclined to their ambitions, and endure despite adversity, along with a sense of achievement. As a result, they have a greater chance of experiencing greater job satisfaction and well-being.

**H5:** There is an association between self-efficacy and workplace well-being.

#### **Pride as a mediator**

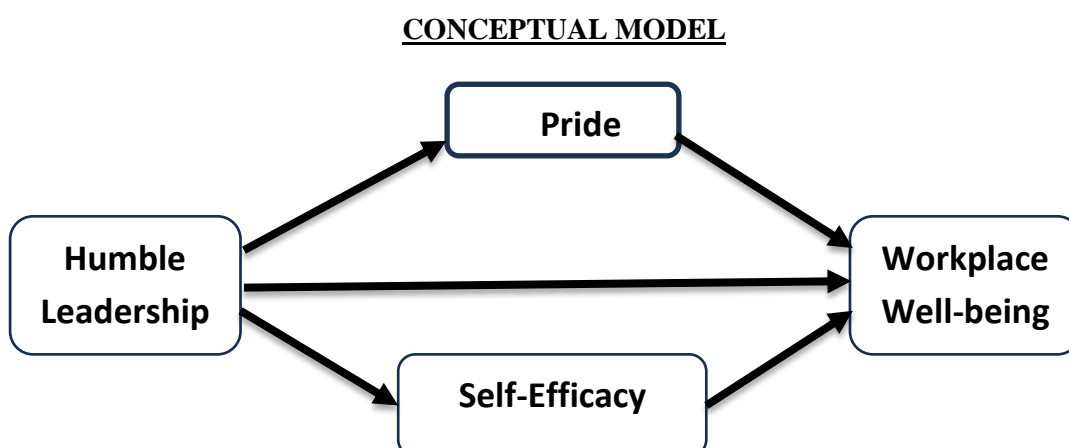
Two explanations exist for the process by which pride influences well-being at work. First, feeling proud of oneself can be a subjectively pleasurable experience that boosts emotions of value and self-satisfaction. The broaden-and-build theory of positive emotions states that such feelings have the power to influence how people connect with others, increase the range of their attention, and develop their resources. (Fredrikson & Barbara, 1998). So, the following hypotheses can be concluded:

**H6:** Pride mediates the relationship between HL and WWB.

#### **Self-Efficacy as a mediator**

"Self-efficacy concerns people's beliefs in their abilities to mobilize the motivation, cognitive resources, and courses of action involved to exercise control over events in their lives," (Wood & Bandura, 1989). This behavior of employees results in a positive environment at the workplace. So, we can speculate the mediation of self-efficacy between humble leadership and workplace well-being.

**H7:** Self-efficacy mediates the relationship between HL and WWB.



**Research Objective:**

1- To test the association between Humble Leadership and Workplace Well-being in the Corporate Environment of Pakistan.

2-To examine the mediating role of Pride and Self-efficacy in the connotation of Humble Leadership and Workplace Well-being in the Corporate Environment of Pakistan.

**Methodology****Research Design**

This empirical research is conducted to examine the association between Humble Leadership, Pride, Self-Efficacy, and workplace well-being, among the employees from private and public sector firms working in Pakistan.

The online survey method was used since it is economical and can rapidly reach a large number of samples (Hughes, 2012). We implemented several preventative measures to safeguard the participants' rights and lessen the possibility of social desirability bias. Ensuring that participation was entirely voluntary while maintaining the confidentiality of employees' personal information. The questionnaire included a brief explanation of the reason behind the data gathering. To ensure the quality of responses, attention checks and reverse-coded items were included in the survey. Additionally, study participants were informed about their voluntary nature of participation and their privacy.

**Research Instrument**

The questionnaire is adopted from the literature as it consists of well-established scales for our constructs. Responses are collected on a 5-point Likert Scale (i-e: Strongly Disagree to Strongly Agree). Some questions related to Demographic information (Name, Age, Gender, Qualification, Designation, Work experience, and Organization name) are also a part of this Questionnaire.

**Sampling**

Convenience Sampling technique is used to gather responses from the workers working in the Corporate Sector. For Sample size, the standard criteria of 10 responses against each item of the questionnaire were used to determine a sample of 350. Questionnaires were shared with respondents with the help of their email addresses and contact numbers. Out of 350 questionnaires, we received 204 valid responses representing a response rate of 58% (due to the time constraints).

Demographics of the respondents are provided in frequency and their respective percentages of responses in Table 1.

## Measures

### Humble Leadership

HL is assessed by using the scale (Owens et al., 2013) which includes items i-e, “My leader actively seeks feedback even if it is critical.” The Cronbach’s  $\alpha$  for this measure remained at 0.87. The items were quantified on a five-point Likert scale that ranged from strongly disagree as number 1 to strongly agree as number 5.

### Workplace Well-being

WWB was measured by encompassing items like “I feel fairly satisfied with my present job”, which were measured on a five-point Likert scale that ranged from strongly disagree as number (1) to strongly agree as number (5). The Cronbach’s  $\alpha$  for this measure is 0.8.

### Self-Efficacy

SE was assessed using the GSE scale by (Schwarzer, & Jerusalem, 1995) measuring participants' confidence in their ability to execute tasks and face challenges. Items like “I am confident that I could deal efficiently with unexpected events” are assessed by using a five-point Likert scale ranging from strongly disagree as number (1) to strongly agree as number (5). Cronbach’s  $\alpha$  for this scale is 0.83.

### Pride

The dimensions of Pride i.e., Authentic and Hubristic pride were measured using, (tracy, L, & Robins, 2007) capturing the overall sense of pride experienced by employees. The values of Cronbach’s  $\alpha$  were 0.8 and 0.80 respectively.

### Control Variables

Age, Gender, Qualification, and experience were demonstrated to influence the constructs; therefore, these variables are included as control variables.

**Table 1 – Demographics of Respondents**

Measure	Items	Frequency	Percentage (%)
Age	Under 25 years	79	38.3
	25-30 years	61	29.6
	31-35	30	14.6
	36-40	20	9.7

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	Above 40	16	7.8
Gender	Male	77	37.4
	Female	129	62.6
Educational Qualification	Bachelors	101	49.0
	Master	84	40.8
	Above Masters	21	10.2
Experience with the current organization	Less than 5 years	137	66.5
	5-10 years	33	16.0
	10-15 years	22	10.7
	More than 15 years	14	6.8

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### 3.4 Data Analysis:

Statistical Analysis is performed by using SPSS and PROCESS. The Descriptive statistics were computed for demographic variables. CFA (Confirmatory Factor Analysis) was conducted. Confirmation factor analysis (CFA) is the first step in the data analysis that determines whether the measured items are supporting the proposed latent variables (Kline, 2015). After that, hypothesized associations are examined by using a PROCESS. Correlation analysis is used to explain the relationships between humble leadership, self-efficacy, authentic pride, hubristic pride, and workplace well-being.

To test the hypothesized mediation model, multiple regression analysis is performed. The PROCESS by Hayes (Hayes, A, Preacher, & K, 2013) in SPSS was used to assess the direct and the indirect effects of self-efficacy, and pride while mediating the association between humble leadership and workplace well-being.

To determine how well the proposed model fits the data, CFA is used. The KMO value was 0.786 (nearer to 1 is better) and  $df=45$ , whereas approx. chi square value =611.355. Here the level of significance is 0.000 which fulfills the conditions Factor analysis. Standardized factor loadings are greater than 0.7. Internal Consistency Reliability values for the constructs were 0.8 and above.

**Table 2. Mean, SD, Cronbach's  $\alpha$ , and Correlations**

	Mean	Standard Deviation	Cronbach's $\alpha$	Humble Leadership	Workplace Well-being	Pride	Self-Efficacy
Humble Leadership	3.5355	0.71580	0.87	-			
Workplace Well-being	3.8764	0.62397	0.80	0.289**			
Pride	3.3522	0.55656	0.80	0.246**	0.211**		
Self-Efficacy	3.8346	0.50022	0.83	0.187**	0.408**	0.398*	-

\*\*Correlation is significant at 0.01 level (2-tailed).

Correlation Analysis through SPSS was conducted which provided the mean, standard deviation, and correlations between variables. Table 2. provides a summary of these results. These analyses revealed that our variables are correlated to each other as their correlation is significant and positive at 0.01 (99%) of the significance level.

**Table 3. Path Analysis Results**

Structural path	Standardized coefficient ( $\beta$ )	Standard error	t-value	p
HL $\rightarrow$ WW	0.348	0.807	4.316	.0000
HL $\rightarrow$ P	0.251	0.090	2.769	.0061
HL $\rightarrow$ SE	-0.835	0.106	-0.786	.4328
P $\rightarrow$ WW	0.158	0.616	2.569	.0109
SE $\rightarrow$ WW	0.285	0.052	5.435	.0000

The structural model is measured by examining the values of pathways significance, standardized coefficients value, and t and p-values. Table 4 has all the relevant values shown here.

H1 specified that there is an association between HL and WWB. The results showed that humble leadership has a significant and positive association with workplace well-being ( $\beta=0.348$ ,  $t=4.316$ ,  $p=0.000<0.05$ ), thus H1 is supported.



H2 stated that there is an association between humble leadership and pride. Humble leadership has a significant positive relationship with pride ( $\beta= 0.251$ ,  $t=2.769$ ,  $p= 0.0061<0.05$ ), so H2 is supported.

H3 stated that there is an association between pride and workplace well-being. Pride has a significant and positive relationship with workplace well-being ( $\beta=0.158$ ,  $t=2.569$ ,  $p= 0.0109 <0.05$ ), so H3 is supported.

H4 stated that there is an association between humble leadership and self-efficacy. Humble leadership has an insignificant negative relationship with self-efficacy ( $\beta= -0.835$ ,  $t=-0.786$ ,  $p= 0.4328>0.05$ ), so H4 is not being supported.

H5 stated that there is an association between self-efficacy and well-being. SE has a significant and positive relationship with WWB ( $\beta=0.285$ ,  $t=5.435$ ,  $p=0.000<0.05$ ), so H5 is also supported.

#### **Parallel Mediation Analysis:**

Process by Hayes in SPSS was used to assess the parallel mediation analysis of the underlying constructs. The results can be interpreted through the values of standardized coefficients and confidence intervals provided in Table 4. A positive value of Standardized coefficients represents the positive indirect relationship whereas the confidence interval helps to analyze the significance level. If there is a zero (0) between the upper limit confidence interval and the lower limit confidence interval, the association becomes insignificant.

H6 stated that Pride mediates the relationship between humble leadership and workplace well-being. The results indicate that Pride mediates the association between HL and WWB ( $\beta=0.0397$ , no 0 between Upper limit confidence interval =0.1004- lower limit confidence interval =0.0004,  $p=<0.05$ ), thus H6 is also supported.

H7 stated that self-efficacy mediates the connotation between humble leadership and workplace well-being. The negative value of  $\beta=-0.239$  and a zero value between 0.0840 and -0.1059 (upper limit confidence interval - lower limit confidence interval) don't empirically provide support. So, H7 is not supported.

**Table 4. Estimates of Mediation Effects**

<b>Structural Path</b>	<b>Standardized Coefficient (<math>\beta</math>)</b>	<b>Standard Error (SE)</b>	<b>Lower limit Confidence Interval</b>	<b>Upper limit Confidence Interval</b>
HL→ P → WW	0.0397	0.0256	0.0004	0.1004

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HL→ SE → WW	-0.239	0.0462	-0.1059	0.0840
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## Discussions

This study looked at the mediation roles of pride and self-efficacy in the relationship between workplace well-being and humble leadership. Data was gathered from workers in various public and commercial enterprises in Pakistan, and the findings showed that workplace well-being was both directly and indirectly (via pride) correlated with humble leadership. It also supports the direct association of Self-Efficacy and Workplace well-being, but it doesn't provide empirical support to the association of humble leadership and self-efficacy. So, this also failed to support the mediation role of self-efficacy in the interaction of humble leadership and workplace well-being.

The study has filled a major vacuum in the literature by investigating the connection between humble leadership and well-being at work through empirical research. The results of this study imply that humble leadership helps in promoting pride (i.e. Authentic pride and Hubristic pride) in the employees thus resulting in a positive and healthier work environment. Whereas there was a contradiction to earlier research studies that provide support for the association of humble leadership and self-efficacy.

### Ethical Considerations:

This study adhered to ethical guidelines, and participants' confidentiality and anonymity were ensured. Every participant gave their informed consent, and the research was conducted in compliance with ethical standards and regulations.

### Practical Implication:

- This research project will contribute humble leadership attributes to leadership development programs to increase workplace well-being and boost workers' self-efficacy, empowering them to navigate problems and improve well-being.
- In the selection and evaluation of leaders, human resource departments might include assessments of humble leadership attributes. This may result in the discovery and advancement of leaders who are more likely to favorably contribute to employee well-being.
- This research will aid in the development of well-being support services, such as counseling and stress management, to address employees' overall well-being.

- It will also help to develop collaborative team cultures with modest leadership, which will improve psychological safety and collective well-being.
- It will help organizations develop a feedback culture that encourages constructive communication for a healthy workplace culture.

#### **Limitations and Future Recommendations:**

- The design of this study is cross-sectional which limits the establishment of causal relationships. Future researchers could employ longitudinal designs to better understand the dynamic nature of these relationships.
- Due to the time constraints, the study was conducted with a limited number of sample size. Future studies can work with an increased and more diverse sample size.
- Despite efforts to minimize common-method variance, its presence remains a potential limitation. Future investigations might deploy alternative methodologies or experimental designs to address this concern.
- Moreover, future research may explore contextual factors that may moderate the relationships studied, such as organizational culture, leadership team dynamics, and other external environmental factors.
- Future research should address these limitations and explore the suggested routes to develop more thorough and nuanced knowledge of the connections among pride, self-efficacy, humble leadership, and workplace well-being.

#### **Conclusion**

In conclusion, our study makes a substantial contribution to the realm of organizational leadership and psychology, revealing crucial insights into the intricate dynamics that influence the workplace environment. The identification of pride as a mediating factor underlines the significance of recognizing and celebrating authentic achievements within the organizational context. The unexpected finding of the non-significant relationship between self-efficacy and humble leadership introduces a layer of complexity, prompting further explanation for scholars and practitioners. This invites a deeper investigation into how self-efficacy interacts within the context of humble leadership. Overall, these findings have the potential to reshape leadership development strategies and organizational approaches, guiding them toward inclusivity, employee well-being, and overall workplace flourishing. By incorporating the results derived from this research, organizations can pave the way for a more comprehensive, supportive, and thriving work environment. This environment not

only acknowledges the importance of humble leadership but also values the nuanced interplay of psychological factors contributing to employee well-being.

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