

Unveiling the Nexus of Managerial Humility and Organizational Citizenship Behaviour in Leadership

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Abstract:

The study investigated managerial humility and organizational citizenship behaviour as mediating roles of employee job satisfaction and employee engagement in public universities in Pakistan. The study used a cross-sectional research design and a stratified sample of 246 respondents. The information of respondents that are collected through a questionnaire, structural equation modelling was used to test the hypotheses. This study showed that MH has a positive and significant relationship with OCB, JS and EE. The results of the study also showed that JS and EE have a significant positive relationship with OCB. Finally, the study concluded that JS and EE played a partial mediating role in the relationship between MH and OCB. The results show that employees whose supervisors have moderate leadership qualities tend to be satisfied, engaged and ultimately able to demonstrate OCB. that is, humble leaders are an asset to their organizations.

KEYWORDS

humble leadership; extra-role behaviour; work engagement; job satisfaction; family supportive supervisor behaviour; trust in supervisor

Introduction

Most employees are aware that their primary responsibility is to complete the tasks assigned to them and to do work that is acceptable and beneficial to the organization as a whole. OCB is a selective behaviour; that is not required in the performance of the employee's duties. However, it helps the organization to perform well (Robbins et al., 2013; tashtoush and eyupoglu, 2020). although it supports the efficient functioning of the organization, such personal voluntary behaviour is not publicly or immediately recognized in the formal incentive system (Organo, 2006). In world-class organizations, you can find people who are constantly willing to go beyond their official duties and invest more time and effort in their work (Kashif et al., 2011). The concept of OCB is explained by social exchange theory in the sense that people feel compelled to respond when they have benefited from the actions of an individual or entity (coyle-shapiro et al., 2004; Zoghbi-Manrique-de-lara et al. , 2023). According to empirical studies, leader-member exchange (LMX) predicts OCB, as employees who have positive relationships with their leaders often also engage in behaviours that help others at work and, as a result, improve organizational performance (Martin et al., 2016). ; Organ).). , 1988; O'Grady, 2018).

The result establishes leaders at the centre of any organizational framework. Jiménez-estévez et al. (2023) emphasize the importance of leaders in their paper, stating that leaders are authoritative figures who collaborate closely with subordinates and represent the

organization. Nazir et al. (2021) emphasized that as authoritative figures, they impact employees' opinions. Scholars have praised leader humility as a vital organizational virtue due to the benefits connected with this style of leadership. Owens and Hekman produced the first theoretical model of humility in organizational leadership (2012). It describes the behaviours, procedures, circumstances, and outcomes of organizational processes. Consequently, MH like other good leadership approaches that other-centeredness has been identified as a booster of employee good work behaviours that increase productivity (Hu et al., 2018; Jeung & Yoon, 2016; Jiménez-Estévez et al., 2023; Lin et al., 2019; Ruiz-Palomino et al., 2023). According to Hassan et al. (2023) and Wang et al. (2017), modest leaders do not feel they are at the centre of everything and instead take a bottom-up approach to things. Managerial humility is defined as 'an interpersonal characteristic that emerges in social contexts that connotes a manifested willingness to view oneself accurately, a displayed appreciation of others' strengths and contributions, and teachability, or openness to new ideas and feedback' (Owens et al.).

Furthermore, Owens et al. (2013) said that MH alters perceptions, attitudes, and behavioural responses by dramatically altering relationships between leaders and followers. Employees greatly benefit from a leader's humility, which may also generate reciprocal situations that encourage constructive behaviour in return. Given that a leader symbolizes the organization, followers typically see a modest leader's acts as a display of organizational support, resulting in OCB (andiyasari et al., 2017). According to Abdullah (2020), even though some organizations, especially those in the public sector, confront egocentric and arrogant leaders who have ruined corporate culture and driven valuable people to perform poorly or leave, humility as a leadership trait among public sector leaders is not examined as frequently as other characteristics.

Furthermore, research have found that a modest boss serves as a role model for employees' positive work behaviour, allowing them to engage in OCB through JS and ee (Owens et al., 2013, Owens et al., 2015, Ou et al., 2017). Despite the relevance of MH in OCB, there is limited study on the direct effects of MH on followers' extra-role behaviour's (Mao et al., 2017; Qiuyun et al., 2020). Furthermore, Qin et al. (2020) said that scholarly studies on modest leadership are in their infancy, whereas Wang et al. (2017) stated that lh has received little attention from researchers. This demonstrates that more research is needed on this topic. Furthermore, the properties of MH may impact JS and EE, which could then convey OCB. However, few empirical research have examined the mediating functions of JS and EE in the MH-OCB nexus. To remedy this problem, empirical research on MH and OCB should be conducted while taking into account the mediating functions of JS and EE in the interaction. The current study investigated the effect of MH on OCB in a public university using JS and EE as mediators.

Most of the time, public institutions have resource deficits. As such, MH and OCB are important to these universities. For example, a public institution known for its humble leadership style may have an advantage in attracting bright faculty members, support personnel, and students. Furthermore, humble leaders can persuade teachers and support staff to go above and beyond the requirements of their job descriptions for students and colleagues alike, resulting in enhanced information sharing, a supportive learning environment, and collaboration. Overall, MH would provide a better positive service experience for students and the wider university community.

Theoretical backing and hypotheses

Managerial humility and organisational citizenship behaviour IMX is a theory based on connections between social actors with uneven status in organizations (Obeng et al., 2021; Shin & Park, 2021), and it has a considerable impact on work-related outcomes (Sunaryo et al., 2024). According to IMX, modest leaders may stimulate OCBs because employees who have positive relationships with their managers are more likely to demonstrate behaviors that benefit others at work and, as a result, increase performance (Martin et al., 2016; Organ, 1988; O'Grady, 2018; Qin et al., 2020). Thus, modest leaders encourage their followers to engage in extra-role behaviours. According to Chon and Zoltan (2019), it is undeniable that a humble leader's excellent integrity traits inspire their subordinates to reciprocate independent, positive, extra-role behaviour in the workplace, resulting in OCB on the side of the staff. Bradley and Klotz (2018) discovered that lh had a positive correlation with OCB. Furthermore, empirical research reveal that humble leaders frequently demonstrate OCB through their support and effort (Khan & Malik, 2017; Organ, 2018). It is therefore hypothesized that:

H1: MH is positively related to OCB.

Managerial humility and job satisfaction

Polite leaders positively affect their followers (Li et al., 2022). Among these are the effects on employee JS (Dirks and Ferrin, 2002). According to Yang and Xu (2022), humble leaders usually listen before speaking, creating a nice environment for interactions and, in the long run, increasing employee happiness. Workers are also more likely to be content with their professions when their bosses are humble enough to recognize their strengths, accept their flaws, and prioritize their personal development (Owens & Hekman, 2012). Team members that have great ties with their leaders are given the opportunity to speak up and communicate because of their supervisor's humility (Botero et al., 2009). Employees that work in favourable social environments create relationships between teams under the supervision of polite and supportive leaders that are intended to foster a positive attitude regarding their professions (Flynn, 2005). Owens et al. (2013) discovered that MH was positively connected to follower JS. Similarly, Ou et al. (2017) discovered that MH was positively correlated with follower JS. Oga and Worlu's (2022) research demonstrated that MH has a substantial influence on workers' JS. On this premise, it is assumed that:

H2: MH is positively related to JS.

Leader humility and employee engagement

According to Qiuyun et al. (2020), current study has identified leader humility as a basic organizational ethics, with empirical research connecting to the characteristics such as increased employee engagement. Wright et al. (2016) argue that modest leaders are more concerned in employee growth and development, which leads to a pleasant exchange with

employees. Yang and Xu (2022) found that a humble leader's style influences employees' positive views towards work, including engagement. As a result, team members are motivated to realize their full potential (Owens & Hekman, 2016). Owens and Hekman went on to say that humble leaders motivate their followers to be the same way. According to Kahn (1990), when employees trust their leaders, and those who display humility motivate others to do the same. According to Kahn (1990), when employees have faith in their humble and supportive leaders, they are more likely to devote themselves to their work because they feel psychologically safe and available. According to empirical research, lh helps employees relieve stress by providing support and stimulates them to work harder to complete their responsibilities and engage in workplace activities (Wang et al., 2018). Rich et al. (2010) also found that humble leaders make subordinates feel energized, encourage them to become more focused, and drive them to devote themselves to their task, which is consistent with the concept of engagement. Luo et al. (2022) discovered that modest leadership is to be relevant to employee engagement. Thus, it is hypothesized that:

H3: MH is positively related to EE.

Job satisfaction and organisational citizenship behaviour

According to Luthans et al. (2010), JS is a perspective that employees adopt over time toward different aspects of work such as salaries, supervisory style, coworkers, promotions, and the job itself. Satisfied employees take pride in their affiliation with the organization, support its goals, and exhibit higher levels of OCB as a result (Awang et al., 2010; Steinhaus & Perry, 1996). According to Yee et al. (2010), satisfied employees represent the genuine value of their company, which leads to OCB because their satisfaction is seen as an essential driver of firm improvement. Some scholars have discovered a connection between JS and OCB. For example, Unal (2013) discovered a link between JS and to positively impact OCB. Furthermore, a study conducted by Gunay (2018) revealed a substantial relationship between JS and OCB. Furthermore, in a comparable study, hemakumara (2020) discovered a favorable and substantial relationship between JS and employees' OCB. As a result, it is assumed that:

H4: JS is positively related to OCB.

Employee engagement and organisational citizenship behaviour

Employee job engagement involves positive definitions of employee health and promotes people to function optimally within an organisational environment (adnan et al., 2020). Employees exhibit their positive mental state at work through energy, devotion, and immersion (schaufeli et al., 2002). To put it another way, engaged employees have a physical, cognitive, and emotional connection to their workplace (albrecht, 2010). According to Uddin et al. (2018), growing EE leads to a more productive workforce and higher levels of performance. Ariani (2013) found that EE is strongly and positively associated to OCB. Amadi et al. (2017) discovered that EE has a positive and substantial relationship with OCB. A study conducted by Macey and Schneider (2008) discovered that higher levels of EE were associated with increased OCB. Furthermore, a meta-analytic analysis by Christian et al. (2011) discovered a substantial and positive relationship between EE and OCB. Byaruhanga and Othuma (2016) also found a substantial correlation between EE and OCB. In this regard, the hypothesis proposed is:

H5: EE is positively related to OCB.

Mediation of job satisfaction in the relationship between leader humility and organisational citizenship behaviour

Employees show job pleasure by developing relationships, cooperating, and attending workplace events, with their bosses' personalities playing a role (hajdukova et al., 2015). Humble leaders improve the JS levels of their subordinates. For example, Farrington and Lillah (2019) discovered that MH had a favorable relationship with employee JS. According to Sabir et al. (2012), organisational effectiveness is the result of a collaborative effort between leaders and employees. Luo et al. (2022) discovered that humble leadership improves job satisfaction. Given that JS is also considered a predictor of OCB (Gunay, 2018; Hemakumara, 2020; Mohammad, 2016), it is hypothesized that:

H6: JS mediates the relationship between MH and OCB.

Mediation of employee engagement in the relationship between leader humility and organisational citizenship behaviour

According to the social exchange theory, workers are more likely to indicate their leaders' good intentions in the workplace by maintaining positive attitudes (Blau, 1964). Workers will be engaged in their work if they believe their leader cares about their well-being and can demonstrate the organization's principles via their behaviour (Kahn, 1990). Furthermore, Nielsen et al. (2010) shown that modest leaders have a beneficial impact on employees' attitudes and emotions, which contributes to employee engagement. Humble leaders recognize their subordinates' efforts and help them grasp the worth of their job, which leads to OCB (Chen et al., 2018). Aboramadan and Dahleez (2020) discovered that employee engagement moderated the link between transformational and transactional leadership styles, both of which are positive leadership styles. Ozturk et al. (2021) discovered that EE mediates the relationships between servant leadership and extra-role performances. Furthermore, El-gazar et al. (2022) revealed an indirect association between leader humility and proactive behaviour. Thus, it is hypothesized that:

H7: EE mediates the relationship between MH and OCB

Control variables

This study adjusted for family supportive supervisor behaviour (FssB) and trust in supervisor (tis) because of their ability to influence the variables in general and OCB in particular. For example, O'Grady (2018) discovered that employees' trust in their supervisor relates to their participation in OCB. Alam et al. (2021) found that supportive supervisors improve leadership effectiveness and generate high employee engagement. Again, it is considered that trust influences employees' JS (Hassan et al., 2016). Furthermore, Vermeulen et al. (2022) argue that the IMX theory shows that high-exchange relationships are marked by trust and inspire employees to go above and beyond their job descriptions. Controlling FssB and tis was, thus, necessary in isolating the confusing influence they have on the MH-OCB nexus through JS and EE.

Conceptual framework

Figure 1 illustrates the study's framework. It is based on the seven assumptions proposed in the previous section of this work. The pathways from MH to OCB, MH to JS, and MH to EE represent h1, h2, and h3, respectively. The JS - OCB and EE - OCB linkages represent h4 and h5, respectively. The connections from MH → JS → OCB and MH → EE → OCB correspond to the mediation theories h6 and h7. FssB and tis are the study's control variables.

Research methods Research design

The cross-sectional survey design was chosen by the researchers for this investigation. This research method was chosen because the study used a standardized questionnaire to collect

data at specific points and employed individual employees as the unit of analysis (Bhattacharjee, 2012; Ofori & Dampson, 2011). Additionally, it made it feasible to gather quantitative data, which was then analyzed using both inferential and descriptive statistics to produce findings that were typical of the community. (2012) Saunders et al.

Sampling procedure

In order to collect data for the study, a total of 246 administrators from a public university pakistan were sampled out of a target population of 640 using Yamane's (1967) approach for estimating sample size. Each staff category's sample was selected based on its percentage in the population to guarantee a fair representation of the various categories. To guarantee population representativeness, samples from each stratum were chosen using the stratified random sampling technique. The researcher employed the lottery approach to choose

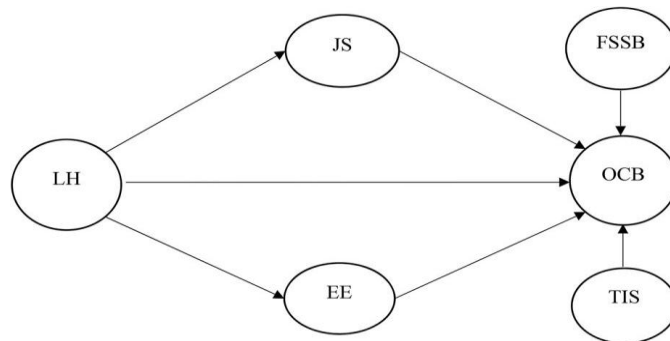


Figure 1. Conceptual framework.

Table 1. Population and sample.

stratum	Population	sample
administrative assistants	177	68
senior administrative assistants	184	71
Principal administrative assistants	233	90
Chief administrative assistants	46	17
Total	640	246

stratum's samples. Table 1 presents the entire sampling frame categorized according to the different strata and the necessary sample size to guarantee the respondents' representativeness. In order to minimize common method bias, it is important to highlight that the respondents have sufficient knowledge to answer the questionnaire (Jakobsen & Jensen, 2015).

Instrument and data collection

For the study, a systematic self-completion questionnaire was created. The two primary portions of the questionnaire were dedicated to the variables employed in the study and the characteristics of the sample. A seven-point Likert scale was used to measure the variables, with 1 denoting the least amount of agreement and 7 denoting the highest level of agreement. The scale created by Owens et al. (2013) was modified for the purpose of measuring MH. "My supervisor actively seeks my feedback, even if it is critical," is an example of a measurement. The scale created by Podsakoff et al. (1990) was modified for the purpose of

measuring OCB. The statement "I help others who have heavy work load" is an example of the metric. Items such as "I am satisfied with the feeling of accomplishment i get from the job" were measured in terms of JS. modified from Weiss et al.'s 1977 Minnesota Satisfaction Questionnaire (MsQ). Items like "I work with intensity on my job," established by Rich et al. (2010), were modified to measure EE. Items created by Hammer et al. (2009) were modified for use in measuring FssB. "My supervisor is willing to listen to my problems in juggling work and non-work life" is an example of a sample metric. Items like "I can rely on my supervisor to meet his/her responsibilities" were used to gauge this. The metrics were modified from Yang and colleagues (2009). The actions were modified to fit the regional environment. As a procedural remedy for common method bias, the questionnaire included an introduction section that outlined the goals of the study, guaranteed the anonymity and confidentiality of the responses, and provided instructions on how to complete it (Chang et al., 2010; Jordan & troth, 2020; Podsakoff et al., 2012). The appendix contains every question on the questionnaire. The University of Cape Coast Institutional Review Board (UcciRB/chls/2023/05) granted ethical approval. Written informed consent was obtained from the respondents prior to data collection.

Data processing and analysis

SPSS and the SMARTPLS were used in the processing and analysis of the survey data. Both descriptive and inferential statistics were used in the data analysis. On the basis of the demographic characteristics, descriptive statistics were calculated and shown using SPSS in the form of frequencies and percentages. Using the SMARTPLS, partial least square structural equation modelling (Pls-SEM) was employed to analyse the theories. The findings were discussed and presented using the proper evaluation criteria for the structural models and the measurement. The evaluation of the measurement model in Pls-SEM is conducted under the presumptions that the model satisfies the requirements for discriminant validity (htMt), convergent validity (average variance extracted, or aVe), construct reliability (cronbach's alpha, or ca), and indicator reliability (factor loadings). The evaluation of the structural model then includes determining the variance inflation components, predictive relevance (Q2), and coefficient of determination (R2). the significance of the hypothesized routes (β), effect size (f^2), variance inflation factors (ViF), and predictive relevance (Q2).

Results

Sample characteristics

Table 2 presents the attributes of the specimen. It is evident from the table that women made up the majority (50.8%). 23.2% of the respondents were between the ages of 18 and 30, while the majority of respondents (42.7%) were between the ages of 31 and 40. 75.2% of the population, or the majority, possessed a bachelor's degree in terms of education. Principal administrative assistants made up the greatest percentage of respondents (36.6%), and 43.1% of respondents had worked for two to five years.

Table 2. Characteristics of sample.

Characteristic	Category	Frequency	Percent
gender	Female	125	50.8
	Male	121	49.2
age	18–30 years	57	23.2

	31–40 years	105	42.7
	41–50 years	52	21.1
	51–60 years	32	13
Level of education	Bachelor's degree	185	75.2
	Master's degree	58	23.6
	PhD	3	1.2
Rank	administrative assistant	68	27.6
	senior administrative assistant	71	28.9
	Principal administrative assistant	90	36.6
	Chief administrative assistant	17	6.9
number of years worked in the university	Less than one year	25	10.2
	2–5 years	106	43.1
	6–10 years	51	20.7
	over 10 years	64	26
	total	246	100

Measurement model

Table 3's results demonstrate that typical procedure bias problems did not taint the information collected from the respondents. The criterion was satisfied based on an examination of the ViF scores, which are, according to Kock (2015), used to evaluate common method bias. The scores of the different indicators were below Hair et al. (2019)'s suggested cut-off value of 5.0. Table 3 showed that the loadings for the constructs complied with the criterion for indicator reliability. Consequently, the *t* values for the matching indicators demonstrated their significance and that they followed all the rules to be kept in the model. According to Henseler et al. (2009), when each item's loadings are more than or equal to 0.70. A construct's indicators are capable of reliably evaluating that construct. this implies that elements that load below this cutoff ought to be eliminated. But according to Benitez et al. (2020), indicator loadings as low as 0.50 should be maintained as long as the inclusion of such indicators doesn't impair the model's overall validity and reliability. Consequently, several indications that had loadings less than 0.70 were kept.

The *ca* and *cR* values were taken into consideration for the internal consistency reliability of the constructions, and they are shown in table 4. A casual glance at all of the measure scores indicated that the variables' internal consistency reliability had been attained because the values were all more than 0.70. Furthermore, the *aVe* was used to assess the components' convergent validity. The results in Table 4 showed that the constructs attained the appropriate mutual association based on the set criteria ($aVe \geq 0.50$). Because the *htMt* ratio criterion is so effective at determining how distinctive the constructs are to the study, it was used to verify the discriminant validity (DV) of the model. Table 5 data indicate that no DV concerns were found. this is because, according to Henseler et al. (2015), the values did not above either the liberal (0.9) or conservative (0.85) cut-off marks, which determine whether or not DV concerns exist. Consequently, the variables were kept in order to analyse the phenomenon that was being studied.

Structural model

The evaluation of the structural model came next. Table 6 offers explanations for important metrics such as the R2 and Q2. Regarding the R2, the study confirmed that the combined contribution of MH, JS, EE, FssB, and tis accounted for 58.6% of changes in the OCB scores. This modification, which was based on Hair et al. (2019) recommendations, moderately explained the variation in OCB. Moreover, MH explained 10.7% of the variation in JS. Furthermore, the findings show that the characteristics of MH were responsible for 10.8% of the alterations in the EE. The table shows that whereas OCB (Q2 = 0.515) made a significant predictive relevance, JS (Q2 = 0.098) and EE did not, according to the predictive relevance, Q2. (Q2 = 0.098) showed negligible predictive significance in the model, respectively.

Table 3. indicator loadings test statistics and common method bias.

Construct indicator	Loading	t value	ViF
ee1	0.780	11.540	3.688
ee2	0.903	29.071	2.272
ee3	0.575	10.314	1.540
ee4	0.924	31.833	4.740
ee5	0.828	15.287	5.848
ee6	0.893	28.772	3.524
ee7	0.745	11.024	2.569
ee8	0.519	4.561	2.534
FssB1	0.627	6.232	1.922
FssB2	0.640	5.801	2.137
FssB3	0.799	5.286	3.096
FssB4	0.833	6.718	4.623
FssB5	0.738	4.430	3.883
FssB6	0.617	3.834	2.280
FssB7	0.672	1.931	1.968
Js2	0.649	8.723	1.862
Js3	0.634	8.263	3.726
Js4	0.841	39.120	2.339
Js5	0.842	24.709	2.905
Js6	0.852	17.896	4.043
Js8	0.699	9.843	2.772
LH1	0.884	62.598	2.862
LH2	0.784	35.756	4.796
LH3	0.667	13.025	2.852
LH4	0.626	8.715	1.986
LH5	0.565	9.905	2.133
LH6	0.718	13.294	2.852
LH7	0.807	27.323	2.909
LH8	0.660	13.810	2.267
LH9	0.732	25.668	2.425

oCB1	0.893	42.760	2.665
oCB5	0.765	18.908	4.427
oCB6	0.435	5.280	2.817
oCB7	0.826	33.360	2.358
oCB8	0.736	16.575	4.012
oCB9	0.950	73.480	3.314
oCB10	0.785	27.163	4.633
tis1	0.743	2.865	1.932
tis2	0.845	4.297	2.843
tis3	0.953	4.217	2.289
tis4	0.813	3.563	3.433
tis5	0.809	3.209	4.254

Table 4. Construct reliability and convergent validity.

Construct	CA	CR	AVE
EE	0.918	0.925	0.615
FssB	0.846	0.849	0.557
JS	0.875	0.889	0.576
LH	0.890	0.906	0.521
oCB	0.890	0.916	0.617
tis	0.925	0.920	0.698

Table 5. Discriminant validity-HtMt.

Construct	EE	FssB	JS	LH	oCB	tis
EE FssB	0.846					
JS	0.805	0.819				
LH	0.307	0.321	0.312			
oCB	0.326	0.443	0.502	0.647		
tis	0.304	0.265	0.341	0.457	0.279	

Table 7 presents the findings from the tested hypotheses together with the effect size (f^2), and Figure 2 shows the beta values of the model under hypothesis. Three sub-columns—direct link, indirect connection, and controls—were used to interpret the results. The results of the investigation showed that Mh had substantial associations with JS (Mh \rightarrow JS; $\beta = 0.327$), OCB (Mh \rightarrow OCB; $\beta = 0.620$), and from the direct pathways.

Table 6. Coefficient of determination and predictive relevance.

Construct	R2	Q2
oCB	0.586	0.515
JS	0.107	0.098
EE	0.108	0.098

Table 7. Results of hypotheses test.

Hypotheses: Paths	β	t value	ρ value	f^2
<i>Direct link</i>				
H1: MH \rightarrow oCB	0.620	7.450	0.000	0.549
H2: MH \rightarrow JS	0.327	6.734	0.000	0.120

H3: MH → EE	0.329	7.069	0.000	0.121
H4: JS → oCB	0.335	2.493	0.013	0.089
H5: EE → oCB	0.291	2.833	0.005	0.073
<i>Indirect link</i>				
H6: LH → JS → oCB	0.109	2.087	0.037	
H7: LH → EE → oCB	0.095	2.679	0.007	
<i>Controls</i>				
FssB → oCB	0.217	1.031	0.303	0.029
tis → oCB	0.050	0.292	0.770	0.003

Note: f^2 of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively.

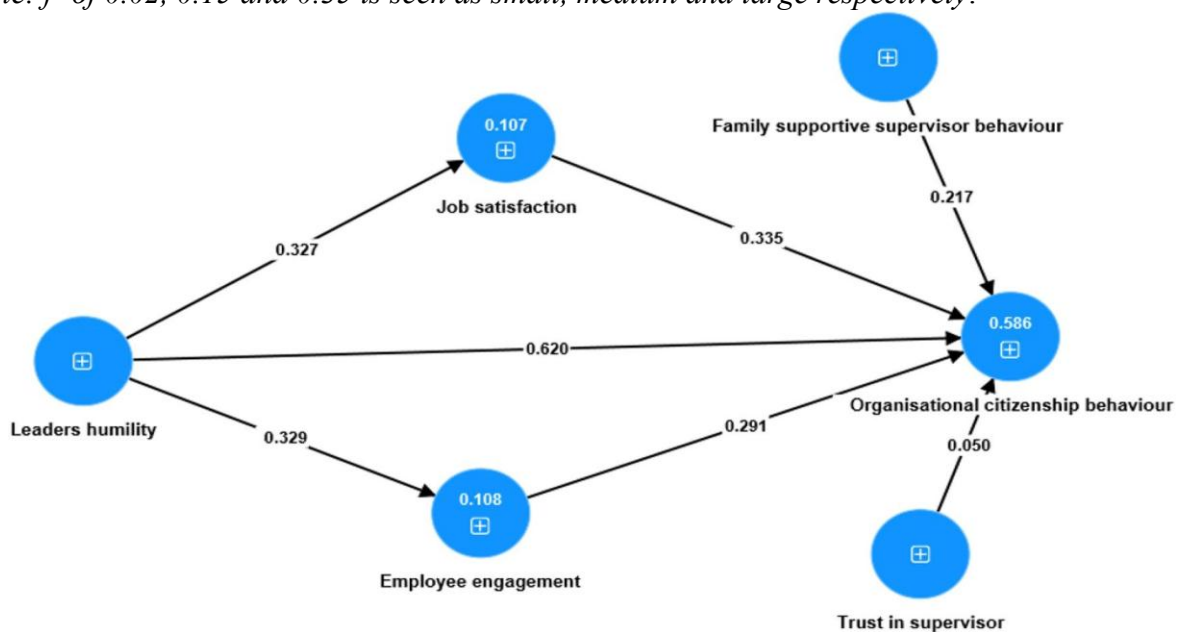


Figure 2. Beta values of hypothesised PLs-seM model.

A = 0.329; EE (lh → EE). Once more, the findings showed a substantial positive connection between JS (JS → OCB; $\beta = 0.335$) and EE (EE → OCB; $\beta = 0.291$) and OCB. Additionally, it was shown in the indirect column that lh was positively correlated with OCB through EE (lh → EE → OCB; $\beta = 0.095$) and JS (lh → JS → OCB; $\beta = 0.109$). Nitzl et al. (2016) describe this kind of mediation as complementing partial mediation. These results were consistent with the theories put out during the investigation. Thus, the study provided evidence in favor of the seven hypotheses. In addition, the outcomes in the control column were examined in order to evaluate additional variables that might affect the study's findings. FssB and tis were thus taken into account. The findings show that FssB (FssB → the relationships between OCB and tis (tis → OCB; $\beta = 0.050$) were not statistically significant. Table 7 illustrates how the hypothesized relationships account for a range of impacts in terms of effect magnitude. For example, the results indicate that lh had a significant impact on OCB but only a minor impact on JS and EE. Lastly, the results showed that the impact of JS and EE on the OCB score was negligible.

Discussion

The study evaluated MH and OCB in a public university through the mediating roles of JS and EE. For testing, seven hypotheses were developed. The results of the study showed that MH and OCB, JS, and EE have a favourable and substantial association. According to earlier empirical studies by Bradley and Klotz (2018), Chon and Zoltan (2019), Khan and Malik (2017), and Organ (2018), the results with regard to MH and OCB are consistent. Likewise, there is overlap between the findings of MH and JS and those of Owens et al. (2013), Ou et al. (2017), and Oga and Worlu (2022). Additionally, this study confirmed the findings of Rich et al. (2010) and Wang et al. (2018) indicating the positive and significant MH-EE nexus. These conclusions are evidence that MH through IMX positively impacts the productivity of the workers they collaborate with (Li et al., 2022; Sunaryo et al., 2024). Therefore, by being humble, leaders foster good relationships with their staff, which in turn encourages the development of desired outcomes like OCB, JS, and EE in the workforce (Qin et al., 2020; Wang et al., 2018; Yang & Xu, 2022). In addition, it is supported that leaders should be humble because this fosters positive work habits that increase productivity (Hassan et al., 2023; Li et al., 2022; Maldonado et al., 2022; Qiuyun et al., 2020; Ruiz-Palomino et al., 2023). Additionally, the significance of leaders as role models in shaping the perspectives of their staff members corroborated by scholarly highlights (e.g., Jiménez-estévez et al., 2023; Nazir et al., 2021).

The study also confirmed that JS and EE are significantly positively correlated with OCB. The findings of Gunay (2018), Hemakumara (2020), Mohammad (2016), and Unal (2013) support the beneficial relationship that JS has with OCB. The findings of Ariani (2013), Amadi et al. (2017), Byaruhanga and Othuma (2016), Christian et al. (2011), and Macey and Schneider (2008) are also corroborated by the positive correlation between EE and OCB. The information above demonstrates that JS and EE are OCB predictors. The relationship between JS and OCB supports the claims made by researchers like Awang et al. (2010) and Steinhaus and Perry (1996) that contented employees feel happy to work for the company, result. Comparably, the EE-OCB relationship shows that motivated workers exhibit extra-role behaviours and are more productive because they feel a physical, cognitive, and emotional connection to their company (Albrecht, 2010; Uddin et al., 2018).

Ultimately, the research demonstrated that the relationship between MH and OCB was partially mediated by JS and EE. The significance of this is that JS and EE not only connect to OCB, but they also convey the impact that MH has on OCB. As a result, MH gets along well with JS and EE, who in turn get along with OCB. Therefore, through IMX, modest leaders influence their staff members' attitudes, recognize their achievements, and assist them in realizing the importance of their work. Factors result in the workers' contentment and involvement, which in turn contribute to OCB (Chen et al., 2018; Hajdukova et al., 2015; Nielsen et al., 2010).

Conclusions

MH is favorably correlated with JS, EE, and OCB, according to the study's findings. The link that MH has with OCB is likewise positively correlated with JS and EE, who in turn convey it to OCB. In order to ensure that their supervisors exhibit humble leadership qualities, organizations that aim to improve employee engagement, satisfaction, and overall well-being should take this into consideration. As mediators in the MH – OCB nexus, JS and EE directly contribute to OCB in addition to MH's direct involvement.

Theoretical implications

Theoretically, because modest leadership improves employee job results, this study calls attention to it among management experts in general and leadership scholars in particular. Once more, the findings of this study support the LMX theory by demonstrating the dyadic relationship that forms between managers and staff members as a result of multiple interactions (Dienesch & Liden, 1986; Gerstner & Day, 1997). Quid pro quo agreements and extra-role behavior are two traits that modest leaders demonstrate at work (Liden & Graden, 1980; Eisenberger et al., 2001). As a result, workers exhibit positive attitudes in exchange for their managers' well-meaning actions. (Blau, 1964). In addition to the reciprocal feature of Lh improving OCB, favourable job outcomes such as JS and EE are maintained for employees. Due to the relationship that exists between a leader and their followers, the Managerial humility permeates and leaves an influence on the followers. The modest conduct satisfies and engages the subordinates. The extra role behaviours, such as OCB, that subordinates exhibit are a direct result of their engagement and sense of satisfaction.

Practical implications

This study demonstrates the importance of MH in fostering a healthy work atmosphere and encouraging desired employee behaviours. Humility is enhanced by humble leaders by encouraging JS and EE. that is, workers who have modest leadership qualities in their managers are typically content, involved, and eventually able to demonstrate OCB. This suggests that modest leaders are valuable members of their teams. Accordingly, organizations that want to have contented and involved workers as well as workers who engage in OCB should choose and appoint supervisors who exhibit modest leadership qualities (Maldonado et al., 2022). Job advertisements should specify the precise modest leadership features as part of the personal qualities required of the leadership position in order to facilitate the recruitment and selection of supervisors who possess these traits. Once more, shortlisted candidates must to be put to the test on these leadership traits throughout the interview process. Leadership development programs such as attitudinal training can be employed to strengthen the humble attributes of supervisors who are currently employed by the company, as well as to help supervisors who lack these traits to become humble leaders.

Furthermore, there is a positive relationship between JS and OCB and EE and OCB, organizations, through their managers, should continuously ensure that their workforce is content and engaged. Employees that are engaged and happy at work are happy and loyal to their company (albrecht, 2010). Once more, when workers are happy in their jobs, they will be obedient, which will help everyone in the company since they will feel compelled to support it wholeheartedly (Frolova & Mahmood, 2019). Each of them raises the employees' OCB. Furthermore, as they are the conduits via which the link between MH and OCB is transferred, it is vital to make sure that staff are engaged and content with their jobs. In order to guarantee that workers are content and involved, managers should be transparent and communicate with their staff about the status of the duties they have been allocated and show concern for their welfare. Additionally, they ought to give their staff members more responsibility and provide them the freedom to complete jobs on their own.

Limitations and directions for future studies

It is possible to extrapolate the findings of this study to public sector organizations, however caution is advised. this is as a result of the results being based on just one study unit. Thus, the phenomenon examined in this study should be further explored by management and

leadership academics using a variety of public sector organizations. It was not possible to track the dynamics of the phenomenon under examination over time with this cross-sectional study. Therefore, it is recommended to pursue a longitudinal study as it will provide light on the dynamics of this occurrence over time. To establish a foundation for comparing variations in the phenomena at such levels, more research should be done to investigate the relationship between lh and OCB with the mediation effects of JS and ee at both the individual and group levels.

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