

**LEADER HUMILITY AND SUBORDINATES' ORGANIZATIONAL
CITIZENSHIP BEHAVIOR: INVESTIGATING THE ROLE OF
INTERPERSONAL JUSTICE & MODERATING MECHANISM OF EMPLOYEE
CYNICISM**

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LEADER HUMILITY AND SUBORDINATES' ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: INVESTIGATING THE ROLE OF INTERPERSONAL JUSTICE &
MODERATING MECHANISM OF EMPLOYEE CYNICISM

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DEDICATION

I am dedicating this study to my mother, Sheuly Akter, my husband, Rafat-Al-Islam, and my family for their endless support and love.

ABSTRACT

This study examined the relationship between leader humility and subordinates' organizational citizenship behavior (OCB) and hypothesizes that the relationship will be mediated by interpersonal justice. This study also attempts to understand the degree to which cynicism moderated the humility-justice relation. Two hundred and forty-five employees completed survey items assessing leader humility, interpersonal justice, cynicism, and demographic information via the Prolific Academic platform in Phase 1. They completed an OCB scale and a social desirability measure two weeks later in Phase 2. Leader humility was positively related to OCB. I found no support for the mediation and moderation hypotheses. One implication for managers is designing interventions to stress the importance of treating subordinates respectfully.

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CHAPTER 1: INTRODUCTION

The importance of humility in business ethics research has been identified as a crucial foundation for ethical leadership (Argandona, 2015; Cook & Medley, 1954; Frostenson, 2016; Van Dierendonck & Patterson, 2015). Owens, Johnson and Mitchell (2013, p. 1518) defined leader humility as “an interpersonal characteristic that emerges in social contexts that connotes (a) a manifested willingness to view oneself accurately, (b) a displayed appreciation of others’ strengths and contributions, and (c) teachability, or openness to new ideas and feedback.” Individuals high in humility know their limitations, are open to others' suggestions, and appreciate everyone for their worth (Ou, Waldman, & Peterson, 2015; Owens & Hekman, 2012). A humble person is self-conscious, which allows them to be more open-minded and open to others’ feedback (Peterson & Seligman, 2004). People high in humility also have a moderate or accurate view of themselves (Baumeister & Exline, 2002; Cook & Medley, 1954; Emmons, 1999; Rowatt, Ottenbreit, Nesselroade, & Cunningham, 2002; Tangney, 2000), an open-minded and unbiased mentality with a willingness to admit mistakes, seek new information and have a general desire to learn (Hwang, 1982; Tangney, 2000).

Recent studies on leader humility suggest it is an essential part of organizational virtue (Cameron & Caza, 2004; Qiuyun, Liu, Zhou, & Mao, 2020). Researchers have found that humility can have several positive effects on followers, namely job satisfaction, work engagement, trust in supervisors, and job performance (Gantt, 1967; Nielsen, Marrone, & Slay, 2010; Owens et al., 2013). Moreover, previous research on leader humility shows that it can increase team performance (Gonçalves & Brandão, 2017), employee work engagement (Owens, Wallace, & Waldman, 2015), job satisfaction (Owens et al., 2013), and organizational identity (Norman, Avey, Nimnicht, & Pigeon, 2010).

Theories of human behavior suggest that people will reciprocate kind and supportive behavior with positive behaviors of their own. Organizational citizenship behavior (OCB) is one example. In this study, I use attribution theory and social exchange theory as the theoretical framework for understanding subordinate organizational citizenship behavior (OCB) as a consequence of humble leadership. OCB is important to study because it can increase productivity and organizational effectiveness (MacKenzie, Podsakoff, & Fetter, 1991; Organ, 1990, 1997; Podsakoff, Ahearne, & MacKenzie, 1997; Podsakoff & MacKenzie, 1997; Schnake, 1991; Smith, Organ, & Near, 1983), employee satisfaction, organizational commitment, and reduce organizational cost (Podsakoff et al., 1997; Podsakoff & MacKenzie, 1997; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

As described in greater detail below, I believe leader humility impacts subordinate attributions about the leader. The perception subordinates form influences subsequent behavior (Owens & Hekman, 2012). Specifically, when followers perceive their leaders' open and supportive behavior as a genuine characteristic of the leader, it is reasonable to assume that in most cases they will emit desirable behavior such as OCB.

I am also examining justice as a mediator of the humility–OCB relation. There is a substantial body of literature related to employee justice perceptions and positive outcomes such as citizenship behavior, trust, and performance (Colquitt et al., 2013). Previous literature on justice has also documented the importance of subordinates' attribution of justice to their leader (Bies & Shapiro, 1987; Martinko, Douglas, Ford, & Gundlach, 2004; Stouten, De Cremer, & Van Dijk, 2006). When subordinates attribute that their leader or supervisor is fair, they consider their supervisor trustworthy, which lead them to respond with positive behavior (Dirks & Ferrin, 2002; Sousa-Lima, Michel, & Caetano, 2013).

Owens and Heckman (2012) believe leader humility has an impact on followers' behavior when the followers attribute the leader as supportive and sincere. However, some individuals possess characteristics that I believe impact their attributions. One characteristic may be employee cynicism. If cynics believe that their leader is insincere and that there are ulterior motives for the leader's behavior, the cynic will be less likely to form positive impressions and emit prosocial behavior.

In sum, I address the degree to which leader humility and OCB are related, whether justice mediates that relation, and whether cynicism moderates the leader humility–justice relation. Addressing these three issues is important because it may lead to the design of new interventions that could increase positive workplace perceptions and OCB frequency.

CHAPTER 2: LITERATURE REVIEW AND HYPOTHESIS

Attribution theory (Kelley & Michela, 1980; Martinko, Harvey, & Douglas, 2007) proposes that people make judgments about the causes of behavior they observe in themselves and others. They form these judgments as an adaptive process to understand better and react to their environment. In the work setting, the theory implies that subordinates form judgments on a variety of environmental events including their supervisor's behavior towards them personally. That is, they develop their own interpretations of why their supervisors treat them in a particular way and that these interpretations will influence their subsequent attitudinal and behavioral responses to such treatment (Leung, Su, & Morris, 2001). Importantly, the attribution literature contends that how people attribute others' actions determines how those actions impact both their own internal psychological states and their relationships with others (Elangovan, Auer-Rizzi, & Szabo, 2007; Gardner, Karam, Tribble, & Coglisier, 2019; Lam, Huang, & Snape, 2007).

Researchers have used attribution theory to explain how subordinates' attribution of their leaders' actions affect their attitudes and behaviors toward them (Bowling & Michel, 2011; Martinko, Harvey, Sikora, & Douglas, 2011; Schaubroeck & Shao, 2012). Qin, Chen, Yam, Huang and Ju (2020) found that leader humility is positively correlated with subordinates' psychological entitlement when subordinates attribute a leader's humility in a self-serving manner, which in turn increases workplace deviance. Bharanitharan, Lowe, Bahmannia, Chen and Cui (2021) also found that subordinates' attribution of leader humility can be perceived as hypocritical and consequently the subordinates engaged in time theft.

In summary, subordinates attribute expressed behaviors to their leaders and frequently draw conclusions about why their superiors treat them in a particular way. Their ensuing behaviors are a function of the conclusions they draw. Thus, it is important to identify leader

characteristics that impact subordinate attributions and understand how the attributions affect subsequent subordinate behavior such as OCB. Leader humility is one characteristic that attribution theory would suggest is relevant to positive organizational outcomes such as OCB.

Leader Humility

Three main characteristics of leader humility are: (a) a readiness to see oneself accurately and acknowledge one's own limitations, flaws, and mistakes; (b) appreciating others' contributions and strengths; and (c) teachability, or being receptive to new ideas and criticism (Owens et al., 2013). Moreover, humble leaders are concerned about their subordinates' well-being and pay more attention to subordinate needs (Oc, Bashshur, Daniels, Greguras, & Diefendorff, 2015). Receiving humble leaders' treatment is considered a positive experience by subordinates (Owens et al., 2013).

History tells us that the earliest writing on humility comes from Greek tradition and the lessons of Buddhism and Taoism. The word humility originated from the Latin term "Humus" which means "earth", and "humi" which means "on the ground" (Owens & Hekman, 2012). Many scholars called humility a concept of "meta-virtue" which serves as the basis for all other virtues (Grenberg, 2005; Owens & Hekman, 2012; Watts, 2011). Humility was recognized as an important factor of human excellence by the Buddhist and Taoism philosophers (Snelling, 1991). Peterson and Seligman (2004) defined humility as an interpersonal orientation that helps people see their limitations and allows them to accept their flaws by restricting their pride and arrogance. Interpersonal attributes positively associated with humility include empathy, kindness, respect, and recognition of the equality, sovereignty, and value of others (Halling, Kunz, & Rowe, 1994; Means, Wilson, Sturm, Biron, & Bach, 1990; Tangney, 2000), gratitude (Emmons, 2008), willingness to acknowledge credit for accomplishments and admit mistakes

(Cook & Medley, 1954; Exline & Geyer, 2004; Tangney, 2000; Vera & Rodriguez-Lopez, 2004), and an openness to innovative or divergent ideas (Gantt, 1967; Harrell & Bond, 2006; Morris, Brotheridge, & Urbanski, 2005; Neuringer, 1991; Tangney, 2000).

Leader humility can be expressed as a “bottom-up” leadership style (Owens & Hekman, 2012; Wang, Li, Owens, & Shi, 2018). A bottom-up leadership style (Owens & Hekman, 2012; Wang et al., 2018) can be distinguished by three features. Honest and accurate self-assessment is one characteristic. Humble leaders tend to accept their weaknesses and limitations before their subordinates, seek more unbiased evaluation of strengths and weaknesses, and do not feel embarrassed to request help and learn from their subordinates. The second attribute of a leadership style based on humility is appreciating subordinates’ contributions and strengths. A humble leader regularly acknowledges and recognizes their subordinates for their efforts, qualities, and working skills without feeling vulnerable or compromised. Lastly, the third feature is “modeling teachability.” Leaders who are humble are open to new ideas, receptive to feedback, and willing to listen to the viewpoints of their subordinates. They also tend to foster a positive and proactive learning attitude among their subordinates (Owens & Hekman, 2012; Owens et al., 2013). However, research documents that leader humility behaviors can be perceived both positively and negatively due to impression management attributions. For example, Bharanitharan et al. (2021) showed that followers' views of leader hypocrisy are influenced by perceived leader humility and impression management attributions. Darren, Lowe, Bahmannia, Cui and Chen (2021) documented in another study that leader humility can lead to unethical behavior for the organization's benefit and detriment.

Leader humility is associated with positive organizational and follower outcomes. It can promote a supportive organizational culture that includes empowerment and upper-management

team integration, growth and improvement (Owens & Hekman, 2012), increased job satisfaction and trust in the management, workplace engagement, and low turnover (Owens et al., 2013). It also mitigates the negative impact of leader narcissism, leading to positive follower outcomes such as job engagement and higher job performance (Owens et al., 2015). Research also shows that leaders' humility can increase employee creativity via perceived organizational support (Wang et al., 2018). Leader humility can increase team performance (Gonçalves & Brandão, 2017), employee work engagement (Owens et al., 2015), job satisfaction (Owens et al., 2013), and organizational identity (Norman et al., 2010). Research has shown that there is a relationship between leader humility and followers' positive outcomes (Owens et al., 2013; Owens et al., 2015), firms (Ou et al., 2015), and teams (Chiu & Owens, 2016; Ou et al., 2015; Owens & Hekman, 2016). Humility can have a positive impact on the leader's subordinates. It boosts followers' psychological freedom and engagement in their workplace and job (Owens & Hekman, 2012). It can increase helping behavior (Mao, Liao, Han, & Liu, 2017), strengthen psychological empowerment (Jeung & Yoon, 2016), job satisfaction (Owens et al., 2013), creativity (Yuan, Zhang, & Tu, 2018), team performance (Chiu & Owens, 2016) and employee well being (Zhong, Zhang, Li, & Zhang, 2019). Recent studies on leader humility have featured it as an essential part of organizational virtue (Cameron & Caza, 2004; Qiuyun et al., 2020). Using attribution theory as the theoretical lens, I believe subordinate attributions will impact the frequency of organizational citizenship behavior. In the section below, I describe organizational citizenship behavior OCB as well as how and why how subordinates' attribution of their leader's humility impacts their subordinate OCB.

Organizational Citizenship Behavior:

Bateman and Organ (1983) discussed the concept of OCB. It refers to an employee's positive voluntary behavior on behalf of the organization that is not part of the person's formal job responsibilities (Organ, 1997). Examples include helping other colleagues, giving innovative suggestions to improve the quality of the work (Schnake, 1991), training new employees, caring for the organization and its property, punctuality, and proper attendance (Bateman & Organ, 1983). OCB has received a lot of attention among researchers and scholars because of its beneficial outcome on employees' performance (Podsakoff & MacKenzie, 1997). Research shows it can increase productivity and organizational effectiveness (MacKenzie et al., 1991; Organ, 1990, 1997; Podsakoff et al., 1997; Podsakoff & MacKenzie, 1997; Schnake, 1991; Smith et al., 1983). Given the importance of OCB in organizational functioning, there is growing interest among researchers to investigate the determinants of OCB.

OCB determinants studied to date include satisfaction (Bateman & Organ, 1983; Lee & Allen, 2002), organizational commitment (Vanperen, van den Berg, & Willering, 1999), perceptions of fairness (Folger, 1993; Moorman, Niehoff, & Organ, 1993), perceptions of organizational/supervisor support (Randall, Cropanzano, Bormann, & Birjulin, 1999), affectivity (George, 1990), personality (Konovsky & Organ, 1996; Organ & Ryan, 1995), organizational politics (Khan, Khan, & Gul, 2019), task characteristics (Bateman & Organ, 1983; Smith et al., 1983), and leadership style (Bass, 1985; Brown & Treviño, 2006; Moorman, 1991; Nguni, Slegers, & Denessen, 2006; Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Purvanova, Bono, & Dzieweczynski, 2006; Smith et al., 1983; Sunindijo, Hadikusumo, & Ogunlana, 2007).

Leadership styles such as ethical leadership (Brown & Treviño, 2006), transformational leadership (Podsakoff et al., 1990), and charismatic leadership were related to OCB (Bass, 1985; Nguni et al., 2006; Podsakoff et al., 1996; Purvanova et al., 2006; Smith et al., 1983; Sunindijo et al., 2007). In addition to leadership styles, there appear to be leadership characteristics that can account for why certain leadership styles impact OCB. For example, one of the important characteristics is integrity. Integrity, which is a part of both authentic (Ilies, Morgeson, & Nahrgang, 2005; Shamir & Eilam, 2005) and servant leadership (Russell & Stone, 2002)) styles, is “the consistency of an acting entity’s words and actions” (Palanski & Yammarino, 2007, p. 178). Integrity incorporates four values: honesty, justice, and equality, fulfilling commitments, and respecting other individuals, which is believed to be a part of effective leadership (Clawson, 1999). Palanski and Yammarino (2007) reviewed the integrity literature and concluded in their study that integrity can mean many things including consistency in action/word honesty. Grahek, Thompson and Toliver (2010) emphasized that leaders with integrity are consistent in their words and action, are open to sharing information, and are truthful. An important consequence of openness and truthfulness is a high level of trust (Kernis, 2003). Effective leaders can establish trust among the employees, and when trust is established, employees are willing to do more and perform above and beyond their required tasks (Rousseau & Parks, 1993). Employees who experience a more honest and trusting relationship with their managers have tended to show higher levels of OCB (Mayer & Gavin, 2005). One individual characteristic associated with both honesty and trust is humility.

Humility and OCB

Attribution theory is useful in understanding the humility-OCB relation. People attribute the behavior of others that in turn affects the perceivers’ behavior. In the employment context,

when subordinates attribute that their leader is humble, it will increase followers' self-efficacy (Wang et al., 2018). That means subordinates feel confident about performing their job well (Chen, Liu, Zhang, & Qian, 2018), and research shows that self-efficacy is an antecedent of OCB (Kao, 2017; Maharaj & Schlechter, 2007; Zhang & Chen, 2013). In addition, to enhancing subordinate self-efficacy, there are two other reasons Ding, Yu, Chu, Linn, and Amin (2020) state why the attribution of leader humbleness can impact OCB. Humble leaders value subordinates' qualities that enable followers to understand the importance of their contribution to the organization and gain a sense of meaning in their occupations (Chen et al., 2018). The humble leaders are open to new ideas and information. They are receptive to feedback and willing to listen to their subordinates' opinions (Chen et al., 2018). When subordinates attribute that their leader is showing humble behavior, it nurtures a sense of self-determination among the subordinates, which can lead to an increase in OCB (Zhang & Chen, 2013). The reason is that when a subordinate attributes such kind of behavior from their leader, it tends to increase their OCB by triggering "reciprocity" and "social exchange" (Mao et al., 2017). The main theme running through this research stream is that the subordinates attribute the humble leader's behavior as one of caring about the general welfare and in turn, subordinates reciprocate by engaging in positive behaviours.

Social exchange theory (Blau, 1964) can also explain the positive relation between humility and OCB. According to the theory, individuals generate reciprocal responsibilities through interdependent factors that influence future behavior and connections. Moreover, to build trust and reciprocity, individuals must maintain the norms of exchange. In the work setting, there is evidence showing that humble leaders are good at making strong bonds with their associates (Davis et al., 2013; LaBouff, Rowatt, Johnson, Tsang, & Willerton, 2012; Morris et

al., 2005; Owens et al., 2013), and in return, the group exhibits higher levels of commitment and performance (De Jong & Elfring, 2010; Dirks & Ferrin, 2002; Dirks & Skarlicki, 2004; Leroy, Palanski, & Simons, 2012). Integrating attribution and social exchange theories in the current context suggests that when subordinates attribute a leader's humbleness, politeness, and kindness as a demonstration of caring for them and their fellow co-workers, the subordinates may feel that they owe their leader a certain amount of goodwill (Blau, 1964). Engaging in OCB is one way that subordinates engage in goodwill. Although OCB is beneficial to the organization and not necessarily the supervisor, perhaps the subordinates view their humble leader as a proxy for the organization. If that is the case, I predict there is a relation between humble leadership and OCB.

Hypothesis 1: Leader humility is positively related to subordinates' OCB.

Justice

One important mechanism that may be key in explaining the humility-OCB relationship is the perception of justice. There are four different types of justice: distributive, procedural, informational, and interpersonal (Cohen-Charash & Spector, 2001; Folger, 1993; Greenberg, 1990; Moorman, 1991). Distributive justice refers to fairness in the result of a decision. Procedural justice is the fairness in the process leading to the final decision (Greenberg, 1990). Informational justice focuses on proper explanation and justification for certain actions that have been taken by the supervisor or manager (Cropanzano, Prehar, & Chen, 2002). Interpersonal justice reflects the degree to which supervisors treat employees with politeness, respect, and dignity (Baron, 1993). Thus, organizational justice is the perception of fairness that an employee has in terms of rewards, procedures, and interpersonal treatment from the organization (Hetidrix, Robbins, Miller, & Summers, 1999).

Interpersonal justice appears to be particularly relevant in understanding the leader humility-OCB relation and subsequent behavior (e.g., Holtz and Harold (2013) The attribution of leader humility behaviour such as fairness (Chancellor & Lyubomirsky, 2013; Rowatt et al., 2006) is likely to be associated with interpersonal justice characteristics such as consideration and respect (Ou et al., 2015).

When the subordinate attributes the fairness of the leader as a result of the leader being humble, that fairness perception could lead to subordinate OCB because previous research documents a link between fairness and OCB (Cohen-Charash & Spector, 2001; Hopkins & Weathington, 2006; Moorman, 1991; Moorman, Blakely, & Niehoff, 1998; Moorman et al., 1993; Organ, 1990; Organ & Moorman, 1993; Özbek, Yoldash, & Tang, 2016; Smith et al., 1983; Tansky, 1993; Wan, 2011; Williams, Pitre, & Zainuba, 2002). Similarly, when employees attribute that their leader or supervisor is fair and provides unbiased decisions, they consider their supervisor trustworthy and, in turn, respond with positive behavior (Dirks & Ferrin, 2002; Sousa-Lima, Michel, & Caetano, 2013). Previous studies have also shown that interpersonal justice perceptions are a significant component in predicting OCB (Greenberg, 1990; Moorman, 1991).

In sum, there are theoretical reasons and empirical evidence suggesting that interpersonal justice explains why humility is related to OCB. Employees feel respected and cared for by their leaders when subordinates attribute that their leader is exhibiting humility. This feeling of respect and politeness leads to perceptions of interpersonal justice (Wang, Ma, Wu, & Liu, 2012), and based on the principle of reciprocity (Blau, 1964), subordinates are more likely to engage in OCB.

Hypothesis 2: Interpersonal justice mediates the leader's humility and subordinate OCB relation.

Cynicism

Dasborough and Ashkanasy (2002) proposed that perceptions of a leader's intention moderate the effectiveness of leadership. Followers rated leaders as more effective when they believed their actions were altruistic rather than instrumental. Owens and Hekman (2012) provide support for that assertion when their study revealed that leader humility influences followers only when they perceive that their leader is supportive and sincere. This means that not everyone will be receptive to a leader who demonstrates humility.

According to attribution theory, people interpret behavior based on its causes and these interpretations play a significant role in how they react to it (Kelley & Michela, 1980). While culture can impact justice perceptions, personality can impact attributions and subsequent justice perceptions (Greenberg (2001). The implication is that even when the leader is fair in terms of, say, interpersonal treatment, some people will not perceive justice in the usual anticipated way. I believe cynicism affects how people perceive their supervisor's intentions.

Cynicism is an attitude differentiated by "dislike for and distrust of others" (Cook & Medley, 1954). Andersson (Andersson, 1996; Andersson & Bateman, 1997) defines cynicism as a set of attitudes that can be characterized by "frustration, hopelessness, and disillusionment" and distrust towards "a person, group, ideology, social convention, or institution." Abraham (2000) defined cynicism as an inherent trait that reflects a general negative view of human behavior and attitude. Since it is viewed as a personality trait rather than a reaction to a specific situation, this type of cynicism is likely to influence an individual's response to a wide range of situations (Hochwarter, James, Johnson, & Ferris, 2004). Dean, Brandes and Dharwadkar (1998) described

organizational cynicism as a “negative attitude towards ones’ employing organization” that consists of three features: 1) a lack of organizational integrity, 2) a negative impact on the employing company, and 3) harmful and critical behavior directed towards the organization. Trait cynics are characterized by “deep-rooted mistrust” and the perception that everyone in this world is full of dishonesty, deceitful, and selfish (Abraham, 2000; Hochwarter et al., 2004). Most of the time, cynics' attributional processes explain workplace issues as being caused by their supervisors' hidden agendas and active self-interest (Snyder, Stephan, & Rosenfield, 2018). Given these descriptions of cynics, it is reasonable to assume that cynics attribute the reasons for others' behavior differently than people lower in cynicism.

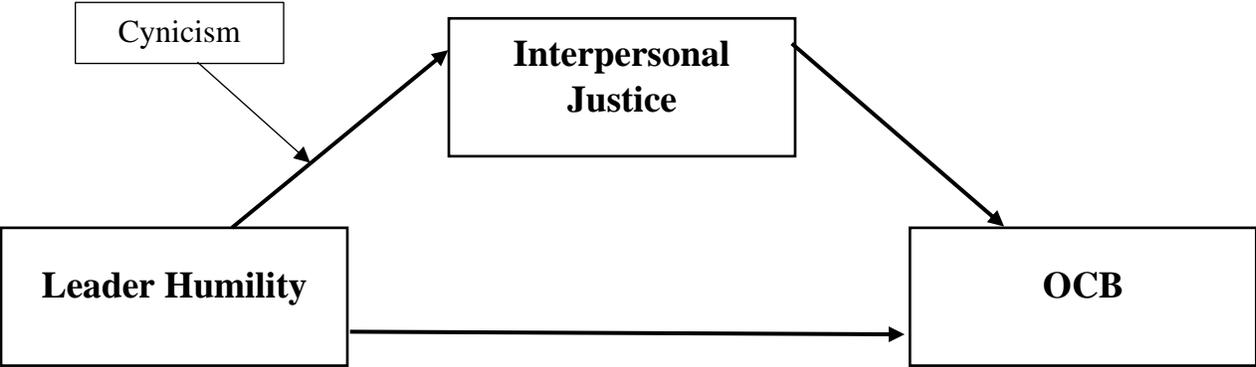
Previous research has mainly focused on organizational cynicism or organizational change cynicism and how it affects the organization and employee outcomes (Bernerth, Armenakis, Feild, & Walker, 2007; Brandes, Dharwadkar, & Dean, 1999; Chiaburu, Peng, Oh, Banks, & Lomeli, 2013; Dean et al., 1998; James, 2005; Johnson & O'Leary-Kelly, 2003; Neves, 2012; Reichers, Wanous, & Austin, 1997; Stanley, Meyer, & Topolnytsky, 2005). Other research documented that cynicism was associated with negative work outcomes such as low job satisfaction and organizational commitment (Treadway et al., 2004), burnout (Johnson & O'Leary-Kelly, 2003), and negative effects on OCB (Andersson & Bateman, 1997; Brandes et al., 1999), and lower trust in the leader. Perhaps the reason for these associations is that the cynics lower trust is due to their belief that the leader's humble behavior reflects a hidden agenda rather than a concern for others. The cynic is likely to believe that the supervisor is not being genuine and honest and therefore the supervisor is not exhibiting interpersonal justice. In turn, the lack of interpersonal justice diminishes the need to reciprocate through the engagement of positive behavior such as OCB.

I expect that subordinate cynicism diminishes the positive effects of leader humility on subordinates' OCB because it attenuates the leadership humility–interpersonal justice relation. Research has shown that leader humility affects followers only when they perceive that their leaders are supportive and sincere (Owens & Hekman, 2012). Thus, the impact of humility on interpersonal justice diminishes when employees do not attribute their leaders are sincere, which is more likely to be the case with more cynical employees than with people lower in cynicism.

Hypothesis 3: Employee cynicism moderates the relation between leader humility and interpersonal justice such that the humility-justice relation is weaker for individuals higher in cynicism than those who are lower in cynicism.

To summarize, I propose the following model shown in Figure 1.

Figure 1:
Theoretical Model



CHAPTER 3: RESEARCH METHODOLOGY

Participants: Participants were recruited from Prolific Academy (<https://www.prolific.co/>) platform. Among 32,787 eligible participants, 350 English-speaking adults who work full-time and live in Canada (30%) or the United States (70%) were randomly invited to complete the first part of the study. Two weeks later, I invited participants who correctly answered two out of three attention checks administered in Phase 1 ($n = 292$) to complete the 2nd part of my study. The final sample size after exclusion and participant mortality was 245 participants. The average age was 33.3. There were 134 females (54.7%) and 111 males (45.3%). Approximately 2/3's of the respondents (67.3%) worked from home due to the Covid-19 pandemic.

Power analysis: I conducted a power analysis to determine the sample size for my study using the G*Power 3.1 software (Faul, Erdfelder, Buchner, & Lang, 2009). Although I found meta-analyses revealing a weighted uncorrected correlation between organizational justice and OCB of .26 (Diehl, Richter, & Sarnecki, 2018), cynicism towards change and non-self report OCB of -.34 (Thundiyil, Chiaburu, Oh, Banks, & Peng, 2015), LMX and OCB of .32 (Ilies, Nahrgang, & Morgeson, 2007) and transformational leadership and OCB of .33 (Crede, Jong, & Harms, 2019), I could not find research investigating the relations among all the variables in my study. Thus, I made two assumptions when conducting the power analysis. I considered 2% to be the lowest amount of unique variance accounted for in interpersonal justice by the leader humility X cynicism interaction to be meaningful and used the associated effect size based on that percentage when determining my sample size. I am also assuming that all the variables and the specified interaction in Figure 1 ($n = 4$) will account for 40% of the variance in OCB. Given those assumptions and Cohen (1988)'s formula to calculate effect size ($f^2 = R^2 / 1 - R^2 = .033$), an

alpha level of .05, the number of predictors in my model, and a power level of .80, I would need to obtain responses from 238 people.

Measures

Leader humility:

I used the eleven-item expressed humility scale to assess subordinate-perceived leader humility (Owens et al., 2015). The scale assesses essential aspects of humility dimensions such as willingness to view oneself accurately, appreciation of others' strengths and contributions and openness to new ideas and context, admitting mistakes, and awareness of their strengths and weaknesses. Participants were asked to rate their supervisor's humility on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Scale items include "My leader acknowledges when others have more knowledge and skills than him-or-herself." "My leader shows appreciation for the unique contributions of others." The Cronbach's alpha value for the eleven-item scale was .94.

Organizational citizenship behavior:

I used the ten-item scale (Bachrach, Wang, Bendoly, & Zhang, 2007) to assess subordinate OCB. It is a modification of Smith et al. (1983)'s helping behavior and Organ (1988)'s civic virtue scale. The scale consists of two dimensions: helping behavior (e.g., "Help other employees out if someone falls behind in his/her work."), and civic virtue (e.g., "Provide constructive suggestions about how the unit can improve its effectiveness."). Participants were asked to rate their OCB on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Cronbach's alpha value for the ten-item scale was .84

Interpersonal justice:

I used the four-item interpersonal justice scale (Colquitt, 2001) to assess justice. Participants were asked to rate their supervisors on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample item includes, “My leader treated me in a polite manner.” The Cronbach’s alpha value for the four-item scale was .87.

Cynicism:

I used the seven-item trait cynicism scale (Kanter & Mirvis, 1989) to assess employee cynicism. Participants were asked to rate their cynicism on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). A sample item includes, “People pretend to care more than they actually do.” The Cronbach’s alpha value for the seven-item scale was .80

Social desirability:

To control for a possible social desirability bias effect, participants completed the SDRS-5 scale (Hays, Hayashi, & Stewart, 1989). Participants were asked to rate items on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). One item is, “I sometimes feel resentful when I do not get my way.” The Cronbach’s alpha value for the five-item scale was .70.

Control Variables:

For this study, I assessed four other variables (age, gender, tenure, and education level) that were previously documented to exhibit a relation with OCB. Melamed (1995) and Wanxian and Weiwu (2007) suggested in their study that age, gender, tenure, and education level are important factors that may affect OCB. Moreover, previous studies have reported that demographic variables such as age, gender, and tenure can impact employees’ behaviors and attitudes towards their organizations or supervisors (Bauer & Green, 1996; Green, Anderson, &

Shivers, 1996; Liden, Wayne, & Stilwell, 1993). I will also assess tenure under a supervisor because previous literature has shown that tenure under a supervisor may influence the relationship between a leader's humility and individual outcomes (Owens et al., 2013).

Attention check

Attention checks are used in a survey to identify respondents who do not read instructions carefully (Oppenheimer, Meyvis, & Davidenko, 2009) and provide a response that may bias results. Thus, I included multiple attention checks in this study to reduce noise and increase the validity of the dataset (Oppenheimer et al., 2009). Respondents completed three attention checks in the first phase and one attention check in the second phase of my research. I embedded the attention checks within the study's scale items to evaluate respondents' careful responses. One example of an attention check item I used is, "This study is very important. Please select Strongly Agree" (Meade & Craig, 2012). Participants who correctly responded two out of three attention checks were invited to complete the next second phase of this study.

Bot check

For online samples, it is quite possible to get responses from bots. A captcha was included as a bot checker on the questionnaire to ensure data quality. I have also included a bot check to ensure that respondents are human in this study.

Procedure

There were two phases in this study. In Phase 1, participants completed the questionnaire assessing supervisor humility, interpersonal justice, and cynicism. They also provided demographic information and responded to the attention check items. I also conducted a bot check in this wave. I administered the OCB questionnaire two weeks later, containing the OCB

measure to reduce the likelihood of common method biases affecting the results (Podsakoff et al., 2003). I also assessed social desirability and conducted a bot check during the second phase.

Analysis

I used the zero-order correlations among the variables to examine their relations and hierarchical regression analyses to test the direct effect of humility on OCB. I used the procedure Zhao, Lynch Jr and Chen (2010) prescribed and the PROCESS macro designed for SPSS (Hayes, 2018) to test the mediating effect of interpersonal justice. Finally, I conducted a hierarchical regression analysis to test the moderating effect of cynicism on the humility–justice relation.

CHAPTER 4: RESULTS

Table 1 contains the means, standard deviation and intercorrelation among the variables. OCB was related to age ($r = .18, p < .01$), social desirability ($r = .34, p < .01$), leader's humility ($r = .21, p < .01$), interpersonal justice ($r = .16, p = .01$), and cynicism ($r = -.14, p = .03$). Leader humility was related to interpersonal justice ($r = .69, p < .01$). OCB was not related to education ($r = -.08, p = .21$), gender ($r = -.05, p = .43$), and tenure with supervisor ($r = -.02, p = .79$). As age and social desirability were related to OCB, I included these as control variables in all analyses involving OCB. Doing so allows for a more precise estimate of the unique contributions of justice and leader humility on OCB variance.

OCB Relations Analysis

I used hierarchical multiple regression analysis to test my hypotheses by examining variable relations with OCB (see Table 2). First, I assessed the relation of OCB with interpersonal justice after accounting for the effects of age and social desirability. To do this, I entered age and social desirability as a set in Step 1 of the regression analysis and interpersonal justice in the second block. Social desirability ($\beta = .32, p < .01$), and age ($\beta = .13, p = .03$) accounted for 13.3% of the variance in OCB. In Step 2, interpersonal justice ($\beta = .12, p = .05$), accounted for 1.4% unique variation in OCB after accounting for the social desirability and age relations with OCB. In Step 3, I then entered both cynicism and leader humility as a set in the regression analysis. Leader humility contributed 2% unique OCB variance ($\beta = .13, p = .04$) beyond the variance accounted for by age, social desirability, justice, and cynicism. Cynicism did not account for unique OCB variance ($\beta = -.07, p = .25$). These data support Hypothesis 1, specifying that leader humility is significantly related to OCB.

Mediation Analysis

I used the procedure Zhao, Lynch Jr., and Chen (2010) prescribed and the PROCESS macro designed for SPSS (Hayes, 2018) to test my second hypothesis specifying that interpersonal justice mediates the leader's humility-subordinate OCB relation. The procedure, in part, involves examining the indirect effect of humility on OCB through interpersonal justice. I included age and social desirability as covariates and examined whether the bootstrapped confidence intervals (5,000 iterations) of the indirect estimate included zero. Confidence intervals that do not include zero indicate the presence of an indirect effect. Results of the analysis did not support a mediating effect as the confidence intervals included zero ($b = .001$, $CI = -.060$ to $.057$). Table 3 contains the results of that analysis.

Moderation Analysis

I used hierarchical multiple regression analysis to test the third hypothesis stating that employee cynicism moderates the leader's humility and interpersonal justice relation. In this analysis, I entered social desirability in the first block because it was the individual difference control variable related to interpersonal justice. I entered leader humility and cynicism in the second block and the leader humility X cynicism interaction term in the third block. Table 4 contains the results of that analysis. Social desirability ($\beta = .13$, $p = .04$) accounted for 2% of the variation in interpersonal justice. Leader humility accounted for 45.7% of the variance in interpersonal justice variance above and beyond cynicism and social desirability. Cynicism did not account for unique interpersonal justice variance ($\beta = .01$, $p = .89$). The humility X cynicism interaction term did not contribute unique variance to justice above and beyond social desirability and the contributions of the interaction term components ($\beta = .14$, $p = .58$). Thus, the data did not support Hypothesis 3.

Table 1:*Descriptive statistics and variable correlations*

Variables	M	SD	1	2	3	4	5	6	7	8	9
1. Citizenship Behavior (T2)	4.15	.53	.84								
2. Age (T1)	33.28	9.46	.18	-							
3. Education (T1)	2.82	1.10	-.08	.06	-						
4. Gender (T1)	1.55	0.50	-.05	-.28	-.02	-					
5. Tenure with Supervisor (T1)	34.04	41.40	-.02	.36	-.01	-.11	-				
6. Social Desirability (T2)	3.63	.74	.34	.15	.02	.03	-.01	.70			
7. Interpersonal Justice (T1)	4.27	.79	.16	.01	-.02	.04	-.10	.13	.87		
8. Leader Humility (T1)	3.81	.92	.21	.01	.08	-.03	-.03	.13	.69	.94	
9. Cynicism (T1)	3.28	.66	-.14	-.12	-.10	-.09	.05	-.17	-.04	-.06	.80

Note: n = 245; $r \geq \pm .13$ $p \leq .05$; $r \geq \pm .17$, $p \leq .01$; Gender (1 = Male, 2= Female); Education: 1 = high school graduate, or equivalent, 2 = two-year or polytechnic diploma, 3 = bachelor's degree, 4 = master's degree or profession degree, 5 = doctoral degree; T1 represents measures collected at Time 1, T2 represents measures collected at Time 2. Cronbach alphas are in the diagonals.

Table 2:*Regression of Organizational Citizenship Behavior on Interpersonal Justice, Leader Humility and Cynicism.*

	b	SE	β	t	95% Confidence Interval for b		ΔR^2
					Lower Bound	Upper Bound	
Step 1							
Social Desirability	.45	.09	.32	5.30**	.29	.62	.13
Age	.07	.03	.13	2.20*	.01	.14	
Step 2							
Social Desirability	.43	.09	.30	5.02**	.26	.60	.01
Age	.07	.03	.13	2.24*	.01	.14	
Interpersonal Justice	.20	.10	.12	2.00*	.00	.40	
Step 3							
Social Desirability	.41	.09	.29	4.72**	.24	.58	.02
Age	.07	.03	.13	2.13*	.01	.14	
Interpersonal Justice	.01	.14	.00	.06	-.26	.28	
Leader Humility	.09	.04	.17	2.04*	.00	.17	
Cynicism	-.08	.07	-.07	-1.16	-.21	.06	

Note: n = 245; * p < .05. ** p < .01

Table 3:*Indirect Effect and Direct Effect of Leader Humility on Organizational Citizenship Behavior*

Indirect Effect				
	b	SE	LLCI	ULCI
Justice	.001	.029	-.061	.057
Direct Effect				
Leader Humility	.088	.043	.005	.172

Note: $n = 245$; 95% confidence interval was derived from 5000 bootstrap iteration.

Table 4:*Regression of Interpersonal Justice on Leader Humility, Employee Cynicism, and its Interaction.*

	b	SE	β	t	95% Confidence Interval for b		ΔR^2
					Lower Bound	Upper Bound	
Step 1							
Social Desirability	.11	.05	.13	2.05*	.00	.22	.02
Step 2							
Social Desirability	.04	.04	.04	.91	-.04	.12	.46
Leader Humility	.21	.01	.68	14.48**	.18	.24	
Cynicism	.00	.03	.01	.13	-.06	.07	
Step 3							
Social Desirability	.04	.04	.04	.90	-.04	.12	.00
Leader Humility	.18	.06	.57	2.77**	.05	.31	
Cynicism	-.06	.12	-.08	-.49	-.29	.17	
Leader humility x Cynicism Interaction	.00	.00	.14	.55	.00	.01	

Note: $n = 245$; * $p < .05$. ** $p < .01$

CHAPTER 5: DISCUSSION

Using attribution theory as a general framework, I examined the relation of OCB with leader humility, interpersonal justice, and cynicism. I hypothesized that leader humility is positively related to OCB, interpersonal justice mediates that relation, and cynicism moderates the leader humility–interpersonal justice relation. Results supported the first hypothesis that humble leadership was related to OCB. Although my data show that justice was related to leader humility and cynicism was negatively related to OCB, results did not support the hypothesis specifying that interpersonal justice would mediate the humility–OCB relation and the hypothesis postulating that cynicism moderates the leader humility–justice relation.

Leader Humility and OCB Relation:

I found support for a relation between leader humility and subordinate OCB. These data are consistent with predictions based on attribution theory and social exchange theory. Subordinates attributing humility to their leader may believe that the supervisor is concerned about the subordinate well-being. The subordinates reciprocate their supervisor’s kind actions by engaging in extra-role behavior as one would expect based on tenets of social exchange theory.

The leader humility perception and subordinate OCB relation were held after statistical control of age and social desirability. Previous research documented that age is related to OCB (Kuehn & Al-Busaidi, 2002; Ng & Feldman, 2008; Organ & Konovsky, 1989; Podsakoff et al., 2000; Smith et al., 1983; Wanxian & Weiwu, 2007). Specifically, older people are more likely to engage in OCB than younger people (Gyekye & Haybatollahi, 2015; Kuehn & Al-Busaidi, 2002; Ng & Feldman, 2008; Wanxian & Weiwu, 2007). Thus, it is necessary to rule out the effects of age on the leader humility–OCB relation to understand better the impact humility has on OCB. My results show that leader behavior predicted subordinate OCB after controlling for the effects

of age in my analysis. Thus, I extend the leader humility–OCB literature by obtaining a more precise estimate of the relation between those two variables.

Social desirability bias is the tendency of the respondents to respond to survey items in a way that presents themselves in a positive light regardless of whether those responses reflect their genuine feelings or thoughts (Grimm, 2010). Researchers believe this response tendency can bias survey research where respondents express socially desirable behavior such as OCB (Allen, Barnard, Rush, & Russell, 2000; Chan, 2010). As with age, leader humility was related to OCB after controlling for social desirability. My finding regarding the relation between leader humility and OCB is consistent with previous research (Ding, Yu, Chu, Lian, & Amin, 2020; Qian, Zhang, & Qiang, 2020).

The Mediating Role of Interpersonal Justice

Contrary to the prediction, interpersonal justice did not mediate the relationship between leader humility and OCB. One possible reason stems from research on humble leadership and unethical behavior. Darren et al. (2021) showed that humble leaders could engage in unethical behavior by accumulating moral credit as an incentive for their good work. As a result of these increased moral credits, leaders feel encouraged to participate in unethical behavior for the sake of their organization. For instance, unchecked unethical behavior within an organization may foster a sense of confusion and uncertainty, which could lead people to believe something is going on that they are unaware of or to believe that unfairness or foul play is taking place (Lind & Van den Bos, 2002). In turn, this can lead to subordinates making negative attributions to the leader. According to uncertainty management theory, individuals in such situations are more likely to sense the lack of organizational justice (Lind & Van den Bos, 2002). Given this uncertainty, individuals may feel stressed and anxious, and they will seek evidence of fairness to

cope with this uncertainty (Brown & Mitchell, 2010; Lind & Van den Bos, 2002; Strom, Sears, & Kelly, 2014). I expect they are less likely to engage in prosocial behavior if they believe that organizational justice does not exist.

The Moderating Role of Cynicism

I did not find support for my hypothesis on the moderating effect of cynicism on the humility–interpersonal justice relation. Maybe cynicism moderates the humble leader’s behavior with other justice dimensions rather than interpersonal justice. Cynical people see ulterior motives for their leader’s actions and perhaps that skepticism is due to poor decisions their leader had made in the past. For example, even when the leader exhibits humble behavior, employee cynicism could develop if that leader has favorite subordinates and distributes rewards differently as a result. Indeed, research supports the notion that having favorites can lead to an unhealthy work environment and subsequent employee cynicism (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017). This sense of injustice resulting from perceived unfairness regarding the outcomes supervisors deliver to subordinates may foster cynicism that, in turn, impacts its moderating effect on leader humility with other forms of justice such as interpersonal justice.

Another possible reason for not finding support for my third hypothesis could be the interpersonal traits of a humble leader. Perhaps expressing humble behaviors such as empathy, kindness, respect (Halling et al., 1994; Means et al., 1990; Tangney, 2000), gratitude (Emmons, 2008), giving credit for accomplishments, and admitting mistakes (Cook & Medley, 1954; Exline & Geyer, 2004; Tangney, 2000; Vera & Rodriguez-Lopez, 2004) and being open to others’ ideas (Gantt, 1967; Harrell & Bond, 2006; Morris et al., 2005; Neuringer, 1991; Tangney, 2000) reduces the adverse effects of the expression of the cynicism trait and its interactive effects with humbleness.

While not part of my hypotheses, I found a negative relationship between cynicism and OCB. This makes sense because cynical people think of others as not trustworthy, selfish and questions everyone's motive (Andersson, 1996; Dean et al., 1998; Guastello, Rieke, Guastello, & Billings, 1992; Kanter & Mirvis, 1989; Kanter & Mirvis, 1991; Mirvis & Kanter, 1989). Because they have trust issues, I would not expect them to do things on behalf of others or the organization. My data is consistent with this explanation. My finding is consistent with cynicism research that individuals are more willing to engage in OCBs if they believe that the organization's management is trustworthy (Andersson & Bateman, 1997).

Two notable aspects of my research reduced the effects of and/or ruled out alternative explanations. I temporally separated the administration of the humble leadership and OCB measures to reduce the effect of common source bias (MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003). Age and social desirability can not explain my conclusions because I statistically controlled for them. This is important because both variables are related to OCB (Allen et al., 2000; Chan, 2010; Konovsky & Organ, 1996; Kuehn & Al-Busaidi, 2002; Ng & Feldman, 2008; Organ & Konovsky, 1989; Podsakoff et al., 2000; Smith et al., 1983; Wanxian & Weiwu, 2007).

Theoretical Implications:

This study extends the application of attribution theory in organizational science research. Despite being beneficial in explaining organizational phenomena, attribution theory has historically been underutilized in this area (Harvey, Madison, Martinko, Crook, & Crook, 2014). Research on how subordinates' attributions affect behaviors is comparatively understudied (Liu, Liao, & Loi, 2012). My research documents the usefulness of attribution theory as a theoretical framework for understanding the relation between perceptions of leader humility and OCB.

Practical Implications:

The findings from the study have several practical implications for managers. A leader needs to be effective to help the organization succeed in an organizational environment. To do so, they must develop skills and need to admit limitations to be more effective. Given the relationship between humility and OCB, perhaps managers can design interventions to stress the importance of treating subordinates respectfully. Given my finding on the relation between humbleness and OCB, leaders should incorporate more humble behaviors in their work. Perhaps doing so will increase the likelihood that the subordinate will perceive interpersonal justice and show positive work behaviors. This is important because research documents that when people perceive interpersonal justice, it can increase team performance (Gonçalves & Brandão, 2017), employee work engagement (Owens et al., 2015), job satisfaction (Owens et al., 2013), organizational identity (Norman et al., 2010), creativity (Yuan et al., 2018), and employee well being (Zhong et al., 2019).

Limitations

There are several limitations to this study. I used self-reported data to evaluate my hypothesis. Self-reported data can be problematic because it makes my data susceptible to the common method and common source bias (Podsakoff et al., 2003). Although I incorporated methods in the design of my study to reduce the effects of common method bias by temporally separating the humble leadership, interpersonal justice, and cynicism survey administration from the OCB survey administration by two weeks, the possibility exists that the relations reported here are overestimated. For example, the correlation coefficient I obtained between leader humility and interpersonal justice measures ($r = .69$) was larger than the value reported in previous research ($r = .52$; Wang, Luo, Zhang and Guo (2019)). However, Wang, Liu, Wen and Xiao (2022) found a similar relation ($r = .64$) to what I found in their study involving leader humility and informational justice. While my results may have overestimated the humility X justice relation, it appears that humble leadership is highly correlated with these two aspects of justice.

A second limitation is using an online platform to collect my data. Online surveys have some limitations. Respondents cannot be judged on their seriousness while expressing their views on an online platform (Nayak & Narayan, 2019). Although research has shown that platforms like Prolific Academic yield valid responses for crowd-based sourcing (Goodman & Paolacci, 2017), perhaps my attention check and bot checks were unable to eliminate responses from people who did not complete the surveys carefully.

COVID-19 has created unprecedented uncertainty for businesses and their employees (Lian et al., 2022), and its presence is likely the results I obtained. Approximately 2/3's of the respondents (67.3%) of my study worked from home due to the Covid-19 pandemic. It is

reasonable to assume that working from home reduced contact with fellow employees and hence reduced the opportunity to engage in OCB. Reduced frequency impacts variability and that variability might have constrained the strength of some of the OCB relations I had observed. Lian et al.'s (2022) work is consistent with this notion as they found a subsequent decrease in work effort, performance, and organizational citizenship behavior during the time of the pandemic.

Future Research

There are several avenues for future research. One avenue is examining possible mediators of the humble leadership OCB relation. Trust may be one mediator because it appears to have a role in cynicism, humility, and OCB relations. Bharanitharan, Chen, Bahmannia and Lowe (2019) showed that leader humility increases followers' feeling of trust and that trust is an antecedent of employees' willingness to perform more than their assigned tasks (Rousseau & Parks, 1993). When two-way trust is achieved, the impact of employee cynicism might be reduced (Mirvis & Kanter, 1989). Given the relation between leader humility and trust, individuals' level of cynicism should decrease and outcomes such as organizational commitment should increase (Aryee, Budhwar, & Chen, 2002; Bakiev, 2013; Sousa-Lima et al., 2013). Trust plays an important role in supervisor-subordinate relations, and individual perceptions such as cynicism and future research should investigate that role with the variables I studied.

Cynicism appears to be an understudied individual difference in organizational behavior relative to other individual dispositions such as the Big Five. While the data did not support its moderating role in the humility–justice relation, it was related to OCB. I noted, however, it did not have a unique relation with OCB after accounting for humble leadership. Understanding why humble leadership reduces the effects of cynicism on OCB would contribute to understanding humble leadership's effects on organizational phenomena.

While this research used a two-wave data collection approach to avoid common method bias, future research on humility should use a cross-matched data collection approach. In this approach, subordinate ratings of humility and justice would be paired with their supervisor's evaluation of subordinate OCB to reduce the impact of common source bias.

Finally, research shows that humble leadership can lead to adverse outcomes such as unethical behaviors of the leader (Darren et al., 2021). Explaining environmental and/or individual differences that lead humble leaders to engage in negative behaviour warrant further study.

Conclusion

There is a well-developed body of literature on how leadership traits influence subordinates' behavior. Leader humility is one trait that appears to be related to positive organizational functioning. Using attribution theory as my framework, my results document that leader humility is related to subordinates' OCB. Employees who have leaders who are polite, respectful, supportive, and appreciate their subordinates engage in OCB with greater frequency than subordinates who have less humble leaders.

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APPENDIX A: MEASUREMENT

Table 3:

Leader Humility Scale Items

Reference	Number of Items	Scale	Cronbach's alpha
Owens et al. (2015)	11	1 = Strongly disagree 5 = Strongly agree	.94
In the following set of questions, think of your immediate supervisor and select the response choice that best describes your relationship with your supervisor.			
1) My leader actively seeks feedback even if it is critical.			
2) My leader admits it when they don't know how to do something			
3) My leader acknowledges when others have more knowledge and skills than him or herself			
4) My leader takes notice of others' strengths			
5) My leader often compliments others on their strengths			
6) My leader shows appreciation for the unique contributions of others			
7) My leader is willing to learn from others			
8) My leader is open to the new ideas of others			
9) My leader is open to the advice of others			
10) My leader admits it when he or she makes mistakes			
11) My leader shows awareness of personal strengths and weaknesses			

Table 4:*Organizational Citizenship Behavior Scale Items*

Reference	Number of Items	Scale	Cronbach's alpha
Bachrach et al. (2007)	10	1 = Strongly disagree 5 = Strongly agree	.84
In the following set of questions, please select the response choice that best describes you.			
1. Help other employees out if someone falls behind in his/her work.			
2. Willingly share expertise with other members of the unit.			
3. Try to act like a peacemaker when other unit members have disagreements.			
4. Take steps to try to prevent problems with other unit members.			
5. Willingly give time to help unit members who have work-related problems.			
6. 'Touch base' with other unit members before initiating actions that might affect them.			
7. Encourage other unit members when someone is down.			
8. Provide constructive suggestions about how the unit can improve its effectiveness.			
9. Be willing to risk disapproval to express beliefs about what's best for the unit.			
10. Attend and actively participate in team meetings.			

Table 5:*Interpersonal Justice Scale Items*

Reference	Number of Items	Scale	Cronbach's alpha
Colquitt (2001)	4	1 = Strongly disagree 5 = Strongly agree	.87
In the following set of questions, think of your immediate supervisor and select the response choice that best describes your relationship with your supervisor.			
1. My leader treated me in a polite manner			
2. My leader treated me with dignity			
3. My leader treated me with respect			
4. My leader refrained from improper remarks or comments			

Table 6:*Cynicism Scale Items*

Reference	Number of Items	Scale	Cronbach's alpha
Kanter and Mirvis (1989)	7	1 = Strongly disagree 5 = Strongly agree	.80
In the following set of questions, Please select the response choice that best describes you.			
1. People pretend to care more than they do			
2. Most will tell lies if they gain by it			
3. Unselfish people is taken advantage of			
4. Most not honest by nature			
5. No ethical standards if money is at stake			
6. Most dislike putting out for others			
7. Most just out for themselves			

Table 7:*Social Desirability Scale Items*

Reference	Number of Items	Scale	Cronbach's alpha
Hays et al. (1989)	5	1 = Strongly disagree 5 = Strongly agree	.69
In the following set of questions, please select the response choice that best describes you.			
1. I am always courteous even to people who are disagreeable.			
2. There have been occasions when I took advantage of someone.			
3. I sometimes try to get even rather than forgive and forget.			
4. I sometimes feel resentful when I do not get my way.			
5. No matter who I'm talking to, I'm always a good listener.			

APPENDIX B: DEMOGRAPHIC QUESTIONS FOR THE STUDY

1) Type your age in the grey box below

2) How long, have you been employed with your current employer? ____ Years ____ Months.

3) How long have you been working with your current supervisor? ____ Years ____ Months.

4) In the space below, please type your job title.

5) Please mention your current department name

6) What is the highest degree or level of school you have completed?

- High school graduate, or the equivalent
- Two-year or Polytechnical Diploma (e.g., Diploma in engineering)
- Bachelor's degree (e.g., BA, BBA, LLB, BEd)
- Master's degree or profession degree (e.g., MS., CPA, ACCA)
- Doctorate degree (e.g., PhD, EdD)

7) Did you work from home at any time during the COVID-19 pandemic?

- Yes
- No

8) Please select your gender

- Male
- Female