

Even Nectar is Poisonous in Excess: The Impact of Leader Humility on Pride, Entitlement, and Organizational Citizenship Behavior

Journal of Leadership & Organizational Studies
2023, Vol. 30(4) 381–396
© The Authors 2023
Article reuse guidelines:
sagepub.com/journals-permissions
DOI: 10.1177/15480518231204675
journals.sagepub.com/home/jlo



Somayah Bahmannia¹, Darren K. B², Daan van Knippenberg³ ,
and Kevin B. Lowe⁴ 

Abstract

Studies on the effect of leader humility generally portray leader humility as beneficial, whereas a minority of studies recognize potential negative influences. This is probably most clearly the case in the study of organizational citizenship behavior (OCB) for which both positive and negative relationships with leader humility have been established. We advance the analysis of the leader humility—OCB relationship by proposing that leader humility has diminishing returns, such that its effects are positive at lower levels but at higher levels turn negative. We argue that high levels of leader humility boost followers' views of themselves, as expressed in higher levels of pride, which gives rise to psychological entitlement. Such entitlement in turn reduces OCB. This suggests a model in which leader humility has a curvilinear, increasing returns, relationship with follower entitlement, mediated by follower pride, that in turn mediates a curvilinear, decreasing returns, relationship with OCB. Results of a multiwave, multisource survey supported these predictions.

Keywords

leader humility, pride, entitlement, organizational citizenship behavior

“I feel powerful and highly competent”

“I think I am more special and much better than others in the group”

—Colleagues when asked what they think of themselves when their leader praises them and shows vulnerability

Leader humility has received increasing attention from researchers and practitioners. Leader humility refers to leader behavior acknowledging the leader's shortcomings and willingness to learn from followers and is understood to be a positive influence in inviting follower engagement (Owens & Hekman, 2012). Leader humility is recognized as important in inviting proactive input from team members, which arguably lies at the core of teamwork (Markey et al., 2021; van Knippenberg, 2017). In line with this view of leader humility, research has shown that leader humility is positively related to leadership effectiveness as indicated by beneficial effects on such outcomes as follower prosocial behavior, voice, and job engagement (Cheung et al., 2020; Mao et al., 2019; Owens & Hekman, 2012). This evidence base gives rise to the

conclusion that leader humility is by and large a positive influence on organizational behavior (Reave, 2005).

In counterpoint to this positive conclusion, a growing body of literature demonstrated not only positive but also negative relationships of leader humility with organizational citizenship behavior (OCB)—discretionary behavior that is important to an organization's day-to-day functioning (Organ, 1988). For instance, recent research has indicated that leader humility can lead to a reduction in OCB under specific conditions. This includes situations where

¹School of Business, University of Canberra, Perth, Australia

²School of Business, University of Northern British Columbia, Prince George, Canada

³Jones Graduate School of Business, Rice University, Houston, TX, USA

⁴The University of Sydney Business School, The University of Sydney, Sydney, Australia

The authors contributed equally, and the author line-up is alphabetical by surname.

Corresponding Author:

Daan van Knippenberg, Jones Graduate School of Business,
Rice University, Houston, TX, USA.
Email: dvanknippenberg@rice.edu

subordinates experience negative affect towards their supervisor (Qin et al., 2020, 2021). OCB can also be diminished when subordinates perceive a sense of power triggered by leader humility (Qiuyun et al., 2020). From this state of the science, we may thus conclude that whereas leader humility has predominantly positive effects, for OCB at least, it can also have negative effects.

One way to reconcile these findings is to focus on moderating influences (Qin et al., 2020, 2021). Here, we propose a different perspective that complements this moderation perspective (i.e., is not in opposition with it, but adds a unique perspective): the effects of leader humility on OCB may be curvilinear, such that leader humility has a positive influence at lower levels but has diminishing returns and ultimately turns counterproductive at higher levels. This perspective is consistent with the meta-theoretical proposition that there can be “too much of a good thing” (TMGT; Pierce & Aguinis, 2013) as well as with recent evidence that leader humility may have nonlinear relationships with other outcomes than OCB (Bin et al., 2021; Song et al., 2022; Yuan et al., 2018). While Ete et al. (2020) identified a curvilinear relationship between OCB and the leader honesty-humility personality trait, it is important to note that this should not be confused with the behavioral leader humility construct studied in this research (Owens et al., 2013).

The TMGT notion holds that influences that are by and large positive can have diminishing returns and even turn negative at higher levels—Manifested in a nonmonotonic inverted U-shaped effect (Bednall et al., 2018; Crossan et al., 2013; Grant & Schwartz, 2011; Lam et al., 2014; Pierce & Aguinis, 2013). The TMGT is based on the “virtuous mean” concept that reflects practical wisdom and the ability to find a balance point between two extremes, neither too high nor too low, to maximize the good or minimize the harm (Aristotle, 1999). While we adopt the TMGT effect as a main principle to explain the curvilinear effect of leader humility, the law of diminishing marginal utility in economics (referring to a decline in the marginal benefit of the next unit as a good or service is being used too much) also supports our speculation, suggesting that any changes in leader humility can lead to a corresponding fixed value change in the marginal utility (Chen et al., 2018; Dhanaraj & Beamish, 2004).

Core to the rationale for our proposition of a nonlinear relationship between leader humility and follower OCB is the recognition that humble readers by admitting their limitations and weaknesses and appreciating followers’ strengths underscore their own shortcomings and followers’ positive worth and values. The self-referential (i.e., rooted in self-evaluation) emotion of pride is particularly relevant in this respect because the experience of pride is associated with a view of self as particularly accomplished or worthy (Tangney, 2003). This means that leader humility inspires

follower pride—and we argue it does so with increasing returns because the follower value conveyed by leader humility will increasingly stand out at the higher level of leader humility—leader humility gives rise to psychological entitlement (a sense of deservingness of special treatment) fueled by this pride. The pride examined in this study aligns closely with the attributes of authentic pride, characterized by terms such as accomplishment and genuine self-esteem, rather than the hubristic aspect of pride, which includes descriptors like arrogance, conceit, and a propensity for certain negative emotions. This distinction is drawn because leader humility typically fosters a positive uplift in followers, promoting prosocial and achievement-oriented emotions, akin to authentic pride (Carver et al., 2010; Tracy et al., 2009; Tracy & Robins, 2007, 2014). However, it is important to note that, as mentioned earlier, an excessive amount of positive emotion generated by leader humility can potentially elevate followers’ levels of psychological entitlement.

Psychological entitlement is characterized by the expectation to receive positive outcomes without a felt obligation to reciprocate (Fisk, 2010), which we argue expresses itself in lower OCB at higher levels of leader humility. Hence, our proposition suggests that leader humility has a positive impact on followers’ OCB up to a moderate level. Beyond this point, leader humility by acknowledging followers’ worth increasingly instills a sense of pride in them. This, in turn, leads to a growing sense of entitlement, ultimately diminishing the motivation to engage in OCB. Figure 1 encapsulates our research model, illustrating the non-linear impact of leader humility on OCB, with mediation through pride and psychological entitlement.

Our study contributes to leader humility research by providing a complementary perspective on the observed positive and negative effects of leader humility on OCB. Our theory and evidence are not to argue with the notion that leader humility is by and large a positive influence or that it can under certain conditions be a negative influence. Rather, they are complementary in recognizing that to some extent at least we can understand observations of both positive and negative effects of leader humility on OCB through the lens of the TMGT effect: leader humility is a positive influence up to a point but has diminishing returns and may turn into a negative influence at higher levels. Complementing normative discussions of organizational effectiveness in which encouraging humility is a core aspect (Frostenson, 2016), these insights suggest some restraint and instead, point to the value of leaders being moderately rather than overly humble. Looking beyond the study of leader humility per se, our study also contributes to the emerging insight in leadership research that there can be “too much of a good thing” in that leadership behaviors that have positive influences up to a point may turn less productive at higher levels. This contributes

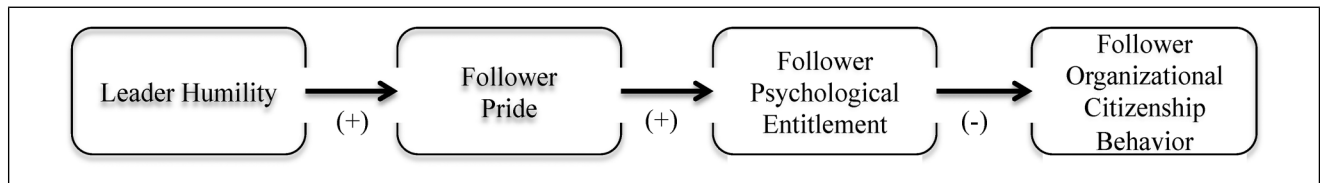


Figure 1. Theoretical model.

to establishing the value of the TMGT principle and thus increases the emphasis on the notion that research on positive influences in organizational behavior would do well to consider whether diminishing returns and negative effects for excessive amounts of these influences should be expected.

Theory and Hypotheses

Leadership research has traditionally studied the effects of leader behavior in linear models. Increasingly, however, the notion of monotonic increasing or decreasing patterns has been challenged by theoretical propositions (Grant & Schwartz, 2011; Pierce & Aguinis, 2013) and the result of empirical research (Antonakis et al., 2017; Cavarretta et al., 2015; Lam et al., 2015; Li et al., 2018). For instance, Fredrickson (2013, p. 816) suggests that “people can get TMGT, experiencing a downturn in good outcomes” and Grant and Schwartz (2011, p.62) invite future research to identify the inflection points as there is no such thing as “an unmitigated good.” In a similar vein, Aristotle’s (1999) virtuous mean perspective suggests that if character strengths are not exercised in moderation, they will lead to negative outcomes.

Based on the notion of the TMGT effect, we argue that the influence of leader humility on follower OCB is more complex than the simple linear relationship conventionally assumed in previous studies. The TMGT effect refers to a “meta-theoretical principle” (Pierce & Aguinis, 2013; p. 314) that “all seemingly positive monotonic causal relations ... reach a context-specific inflection point ... after which they cease to be positive, resulting in an overall pattern of curvilinearity” (p. 317). As a meta-theoretical principle, the TMGT effect does not specify whether and why the TMGT effect obtains for a specific factor of interest but rather guides research by inviting the consideration of whether an influence that may generally be positive reaches an inflection point at higher levels (Cronin et al., 2021). In the current study, we test the theory to that effect for leader humility. We see the core mediating influence in this respect to lie in how leader humility elevates follower self-views, specifically as expressed in follower pride, and how in excess this can lead to counterproductive feelings of entitlement that reduce follower OCB.

Leader Humility, Follower Pride, and Follower Entitlement

The way leaders interact with followers is informative about how the leader views followers (van Knippenberg & Dwertmann, 2022), and integral to this influence are the follower emotions that such leadership gives rise to (Dasborough, 2006). Pride is a particularly relevant emotion in this respect, because pride is self-referential (Tangney, 2003); pride is rooted in self-evaluation in that it is based on positive views of one’s attributes, actions, and achievements (Mascolo & Fischer, 1995). Pride in one’s accomplishments, often referred to as authentic or beta pride, is linked to prosocial motivation and plays a role in nurturing sincere and deeply ingrained self-esteem (Tracy et al., 2009; Tracy & Robins, 2007, 2014). Pride is also especially relevant to the TMGT principle in that pride is tied to particularly favorable views of the self (Lazarus, 1991; Tracy & Robins, 2007) and thus a more likely consequence of leadership that strongly invites such positive self-views.

Leader humility is likely to enhance follower pride. Due to the characteristic of leader humility of acknowledging their own limitations to followers, willingness to seek advice, and complimenting followers’ strengths and knowledge (Owens et al., 2013), leader humility can invite followers’ perception of their self-worth vis-à-vis the leader. This can for instance be seen in findings that leader humility is positively related to follower self-efficacy, psychological empowerment, and sense of power (Hadmar et al., 2022; Jeung & Yoon, 2016; Lin et al., 2019; Mao et al., 2019; Qiuyun et al., 2020). Leader humility conveys such social evaluations by implying a comparison of leader and followers that elevates followers relative to the leader. Positive feedback, praise, recognition, and empowerment from the leader serve as uplifts that invoke followers’ sense of being particularly worthy, which is closely intertwined with pride (Dasborough, 2006).

Because pride is tied to standing out positively, we can expect increasing returns of leader humility in its influence on pride—a stronger relationship at higher levels—as more strongly implying follower worth vis-à-vis the leader would increase the impact on follower pride. While feeling positive about oneself generally—at more moderate levels—is a good thing, at higher levels, it can be TMGT, because

pride may give rise to psychological entitlement. Entitlement is the result of an inflated sense of self-deservingness (Benschop, 2001; Campbell et al., 2004; Redford et al., 2018). Given that pride is associated with a sense of standing out positively in terms of one's attributes, actions, and achievements, pride, in particular, can feed into entitlement. Thus, we propose that leader humility has a curvilinear, increasing returns, relationship with follower psychological entitlement, because it has a curvilinear, increasing returns, relationship with follower pride, and pride is positively related to entitlement.

Hypothesis 1: Follower pride mediates a curvilinear, increasing returns, relationship between leader humility and follower psychological entitlement.

Follower Pride, Entitlement, and OCB

Based on the notion of “the more, the better,” the overwhelming majority of studies argue that leader humility has a positive linear relationship with various beneficial consequences. For instance, leader humility encourages service-oriented OCB among tourism employees through the mediating role of job crafting (Ding et al., 2020; Tuan et al., 2021). Also, leader humility can promote followers' voice (a form of OCB) by boosting followers' relational energy (Ma et al., 2020), feeling trusted (Bharanitharan et al., 2019), sense of power (Lin et al., 2019), relational and organizational identification (Li et al., 2018). However, the emerging empirical literature has revealed diverse and mixed findings, including negative and positive direct relationships. For instance, while most studies argue that leader humility can have a positive impact on followers' extra-role behavior [via enhancing psychological empowerment and sense of power (Lin et al., 2019; Qu et al., 2022)], few studies argue that enhanced sense of power and entitlement triggered by leader humility could lead to reduced OCB or high deviant behavior (Hadmar et al., 2022; Qin et al., 2021; Qiuyun et al., 2020). The potential curvilinear effect of leader humility on followers' outcomes has not been tested in these studies in particular and has seldom been explored in the leader humility literature in general. Among the few recent research that investigates the nonlinear effect of leader humility (i.e., Bin et al., 2021; Yuan et al., 2018), Ete et al. (2020) is the only study that found the nonmonotonic inverted-U-shaped relationship between leader honesty/humility personality trait and follower OCB. However, it's important to distinguish the honesty-humility trait from the behavioral leader humility construct examined in this study (Owens et al., 2013). While the honesty/humility dimension of the HEXACO model shares some pro-social characteristics with humility, the honesty-humility construct, with its four subcomponents of fairness, sincerity, greed-avoidance, and modesty

(Ashton & Lee, 2008), does not encompass the fundamental aspects of humility. These essential elements include the willingness to assess oneself accurately, openness to learning (i.e., teachability), and a deep appreciation for others (Owens & Hekman, 2016; Owens et al., 2013).

Drawing on the TMGT principle, we argue that curvilinear relationships can be expected. Focusing on OCB as a frequently considered indication of engagement, we argue that leader humility has a curvilinear, diminishing returns, relationship with OCB, because of leader humility's curvilinear, increasing returns, influence on pride and entitlement. OCB is “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4). OCB refers to efforts that go beyond performing the duties defined as part of one's job. As such, OCB is motivated by the social exchange process, at the core of which lies reciprocity (Gouldner, 1960). That is, OCB can be seen as a way of “giving back” for positive treatment received. This fits well with the notion that leader humility is a positive influence on OCB.

The sense of being valued at work that leader humility conveys builds the relationship with the leader and with the group in which one is embedded and thus gives rise to a willingness to give back (van Knippenberg & Dwertmann, 2022) as per the notions of social exchange and the norm of reciprocity (Gouldner, 1960). OCB can be seen as a prototypical expression of such reciprocity, because by definition OCB is discretionary and not part of the transactional nature of formal job requirements, while it is exactly the kind of behavior that contributes to the well-being of the group or organization (Organ, 1988).

Leader humility is an influence on the extent to which followers feel valued at work and thus can be a positive influence on OCB. As per our TMGT theoretical rationale for Hypothesis 1, however, this logic identifying leader humility as a positive influence on OCB may only hold up to a point. Because at higher levels leader humility increasingly invites follower psychological entitlement (as per Hypothesis 1), the motivation to give back that feeling valued gives rise to, decreases at higher levels of leader humility and the associated higher levels of follower entitlement. The essence of psychological entitlement is a feeling of deservedness of special treatment without a need to give back and reciprocate positive treatment by others (Campbell et al., 2004; Fisk, 2010; Harvey & Martinko, 2009; Zitek et al., 2010). Thus, while leader humility may be a positive influence on OCB at more moderate levels, at higher levels it will have decreasing returns on OCB and beyond a point turn counterproductive, as a result of the increasing psychological entitlement it gives rise to. As per Hypothesis 1, this entitlement in turn can be understood to be fueled by the follower pride that follows with increasing returns from leader humility. Thus, in line with the TMGT principle, we posit a

curvilinear, diminishing returns, relationship between leader humility and OCB that is sequentially mediated by follower pride and follower psychological entitlement.

Hypothesis 2: Pride and psychological entitlement mediate the curvilinear, decreasing returns, relationship between leader humility and organizational citizenship behavior.

Method

We tested our model in a field study. We collected data from employees in a variety of organizations in Taiwan, including hospitality, technology, and construction. We administered our survey in person using Chinese language questionnaires and employed the standard translation and back-translation procedures recommended by Brislin (1970) to translate the original English language version of the questionnaire into Chinese. To avoid the rater selection effect, we randomly (lottery draw) chose followers to rate their immediate leaders. Their leaders rated followers OCB. Our initial sample consisted of 318 unique follower-leader dyads who agreed to participate. We kept a two-week time lag between data collection waves as a temporal separation to minimize common method variance. At Time 1, followers rated leader humility, pride, and demographics. Two weeks later (Time 2), followers rated measures on ethical leadership, psychological entitlement, and negative affect. At Time 3 (2 weeks after Time 2), followers' immediate leaders rated followers OCB, and demographics. After eliminating missing data and unmatched responses, the final usable unique leader-follower match sample is 216 (a 67.9% response rate). To ensure that the validity of our findings was not compromised by sample loss, we conducted *t*-tests between the remaining and lost samples on the observables (e.g., age, gender, education, and Tenure) and two key variables (leader humility and follower pride) obtained from the initial round of the survey. The result shows that there are no systematic differences between the remained and lost samples on leader humility ($t = 0.873, p = .393$); follower pride ($t = 1.01, p = .321$); follower age ($t = 1.37, p = .186$); follower education ($t = 1.14, p = .267$); follower gender ($t = 0.698, p = .494$); and follower tenure ($t = 1.453, p = .163$). The non-significant outcome of the *t*-test supports our null hypothesis, suggesting that there is no significant difference between the remaining and lost samples. This implies that the sample loss appears to be random and unsystematic. Therefore, the sample loss is unlikely to bias the estimates.

Measures

Unless otherwise stated, all ratings were made on a 7-point Likert scale (from 1 = *Strongly disagree* to 7 = *Strongly agree*).

Leader humility. The nine-item measure of leader humility developed by Owens and Hekman (2016) was used to assess leader humility. The scale contains items such as "This leader actively seeks feedback, even if it is critical" and "This leader admits it when he or she does not know how to do something." Reliability was excellent, $\alpha = 0.93$.

Pride. We used Tracy and Robins's (2007) seven-item pride measure. Followers were asked to indicate the extent to which they "generally feel this way" when thinking about or interacting with their leader. Sample items included "Accomplished," and "Like I am achieving" ($1 = \text{very slightly/not at all}$ to $7 = \text{extremely}$). Reliability was excellent, $\alpha = 0.91$.

Psychological entitlement. We measured psychological entitlement with a four-item self-report scale developed and validated by Campbell et al. (2004). The scale contains items such as "I honestly feel I'm just more deserving than others," and "Great things should come to me." Reliability was excellent, $\alpha = 0.92$.

Organizational citizenship behavior. We used eight items from Lee and Allen (2002) to assess OCB. An example item is, "This employee shares personal property with others to help their work." Reliability was excellent, $\alpha = 0.94$.

Control variables. Follower negative affect (i.e., concerns regarding an individual's general outlook on life) directs attention away from others which may influence their OCB (Thompson et al., 1980). Thus, we controlled for negative affectivity (Watson et al., 1988) ($\alpha = 0.92$). We also controlled for followers' and leaders' age, gender, education, tenure, and organizational fixed effects. Finally, to distinguish the effect of leader humility from the commonly studied ethical leadership construct with which it shares some similarities in morally laudable behavior, another control variable included in the hypothesized model is ethical leadership (Brown et al., 2005) ($\alpha = 0.94$).

Results

Using items as indicators to represent each variable in the measurement model, we conducted confirmatory factor analysis with AMOS 28 to examine the distinctiveness of the measured variables. The fit indexes revealed the hypothesized four-factor model was acceptable: ($\chi^2 (340) = 652.83$; comparative fit index [CFI] = 0.93; Tucker-Lewis index [TLI] = 0.92; root mean square error of approximation [RMSEA] = 0.06). We compared a four-factor model to a three-factor model and a single-factor model (a) combining pride with entitlement, $\chi^2 (343) = 1114.48$; CFI = 0.83; TLI = 0.82; RMSEA = 0.10, (b) combining all factors, $\chi^2 (348) = 3050.22$; CFI = 0.43; TLI = 0.38; RMSEA = 0.19.

Reported in Table 1 are the descriptives and correlations for the focal variables. To address concerns regarding same source bias, we used Harman's One-Factor Test, and the

results showed that 22.87% of the total variance was explained by one factor. Therefore, because the Harman test revealed the presence of more than one distinct factor and that the majority of the total variance is not explained by one factor, the results provide empirical support that common source bias is not a major concern.

To test the proposed hypotheses, we followed the guidelines and methods provided by Hayes et al. (2011). The results provided in Tables 2 and 3 display the result for Hypotheses 1 and 2, which tested the mediating role of follower pride and entitlement. In order to test the curvilinear effect, we first entered the control variables and the linear term of leader humility (Model 2) followed by the quadratic term of leader humility (labeled as leader humility square in Models 3, 4, 6, and 7). As can be seen from the results, the indirect effect through follower pride (estimate = .07; 95% CI [.01, .13]) was significant. Thus, follower pride mediates the relationship between leader humility square and follower entitlement, in support of Hypothesis 1. Similarly, to test the mediating roles of pride and entitlement between leader humility square and OCB, we tested the entire model using a method and model (Model 6) described by Hayes et al. (2011). The results provided in Table 3 confirmed that leader humility square was negatively related to OCB via follower pride and psychological entitlement (estimate = $-.03$; 95% CI [$-.07$, $-.03$]). Hence, Hypothesis 2 was supported.

The curvilinear relationship shown in Figure 2 reveals that leader humility has increasing returns in followers' psychological entitlement. As can be seen in Figure 3, leader humility has decreasing returns in follower OCB.

Discussion

Our focus in the present study was to complement existing perspectives on the positive and negative effects of leader humility on OCB with a perspective inspired by the TMGT notion. In support of our theoretical analysis, leader humility exerts a positive impact on follower OCB up to a certain point. However, at elevated levels, leader humility can pose challenges due to the escalating psychological entitlement fueled by pride that it generates. The more qualified conclusion our study suggests is that leader humility is a positive influence *in moderation*, but that leader humility becomes ineffective and ultimately counterproductive at higher levels.

Theoretical and Practical Implications

This study contributes to leader humility literature by addressing the mixed findings (i.e., positive and negative effects of leader humility) on the relationship between leader humility and followers' OCB (e.g., Ding et al., 2020; Hadmar et al., 2022; Lin et al., 2019; Qin et al.,

2021; Qiuyun et al., 2020; Tuan et al., 2021) and offering the richer picture of how the leader humility effect turns from positive to negative. By testing the mediating effect of pride and psychological entitlement in the curvilinear relationship between leader humility and followers' OCB, this research advances prior work (Qin et al., 2020) which explored the effect of psychological entitlement in the linear relationship between leader humility and deviance behavior and therefore enhances our understanding of the complex and dynamic nature of leader humility. Also, this research challenges previous findings on the traditional linear impact of leader humility, showing that an optimal level of leader humility may exist in organizational science. In doing so, we respond to Edwards and Berry's (2010) call for greater specificity in theories to make progress.

Against the backdrop of the broader TMGT principle, our conceptual and empirical analysis links the TMGT effect to the influence of leader humility on follower self-views. Specifically, we delve into how this connection is manifested through the self-referential emotion of pride and the potential emergence of psychological entitlement. This analysis is consistent both with the notion that leadership that positively impacts follower self-views is a positive influence (van Knippenberg et al., 2004) and the theory and evidence that point to the negative effects of very positive self-evaluation (Baumeister et al., 1996; Vancouver & Kendall, 2006). As a result, the current findings are also well-positioned to feedback into the broader leadership literature. While our theory and findings are focused on leader humility, a noteworthy implication of this study is that any leadership style that achieves its positive effects by influencing follower self-views might potentially exhibit the TMGT pattern. This is due to the counterproductive consequences that can arise from excessively positive self-evaluations.

The current study thus not only contributes an important qualification to leader humility research; it also more broadly contributes to leadership research by identifying a mechanism tied to TMGT effects (i.e., overly positive self-views) that may much more broadly apply to leadership. This is important because as a meta-theoretical principle, TMGT does not specify the specific theory that would suggest a TMGT effect for the influence of interest, but derives its value from guiding the research questions asked (Cronin et al., 2021). The current theory and evidence are thus valuable in guiding the future consideration of TMGT effects in leadership research from the perspective of leadership effects on follower self-views, and particularly as these may be reflected in follower pride and psychological entitlement.

From a practical perspective, the current findings are important in capturing that more leader humility is not necessarily better, but best in moderation. This presents

Table 1. Descriptive Statistics and Correlations Among the Focal Variables.

Variables	M	(SD)	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Leader humility	4.86	1.02	(.93)													
2. Pride	4.79	0.87	.48**	(.91)												
3. Psychological entitlement	4.82	1.20	.10	.41**	(.92)											
4. Organizational citizenship behavior	4.18	1.59	.23**	.01	-.35**	(.94)										
5. Ethical leadership	4.55	1.31	.32**	.12	-.02	.14*	(.94)									
6. Negative affect	4.94	1.28	-.20**	-.16*	.19**	-.22**	-.16*	(.92)								
7. Follower age	36.43	11.30	.05	-.03	-.06	-.02	.12	-.11	—							
8. Follower education	2.48	0.64	.12	.03	.04	-.01	-.01	-.09	.13*	—						
9. Follower gender	1.43	0.49	.00	-.07	-.11	.10	.05	-.01	.25**	.05	—					
10. Follower tenure with leader	4.44	3.13	-.10	-.08	-.16*	.00	.12	.01	-.06	.06	-.10	—				
11. Leader age	47.17	7.91	.06	.12	.07	-.04	-.08	-.01	.01	-.08	.05	-.13	—			
12. Leader education	2.42	0.62	-.01	.07	.04	-.09	-.10	-.02	.00	.00	.03	.01	.05	—		
13. Leader gender	1.32	0.46	.02	.06	.04	-.03	.01	.05	-.01	-.01	.02	.15*	.09	.10	—	
14. Leader tenure with organization	7.16	4.11	.00	.14*	.03	-.11	-.11	-.08	-.06	.17*	.09	.03	.30**	.06	-.01	—

Note. N = 216. Internal reliabilities (alpha coefficients) for the overall constructs are given in parentheses on the diagonal. * $p < .05$; ** $p < .01$.

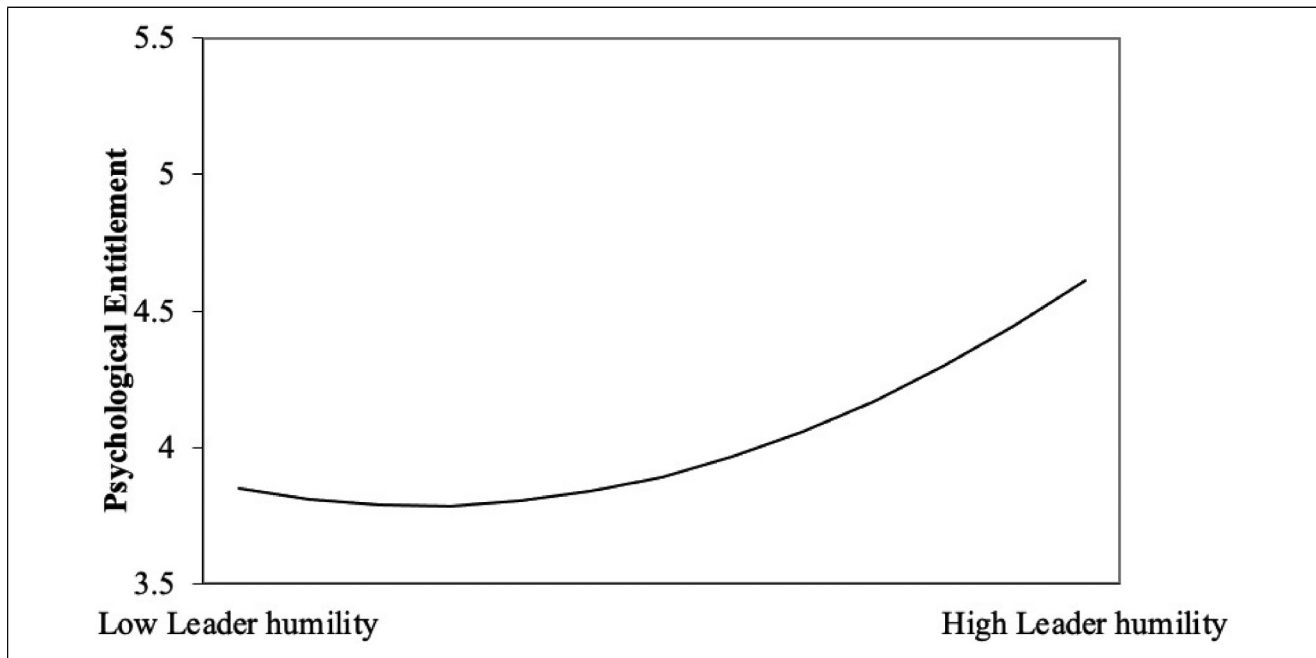


Figure 2. The curvilinear relationship between leader humility and follower psychological entitlement.

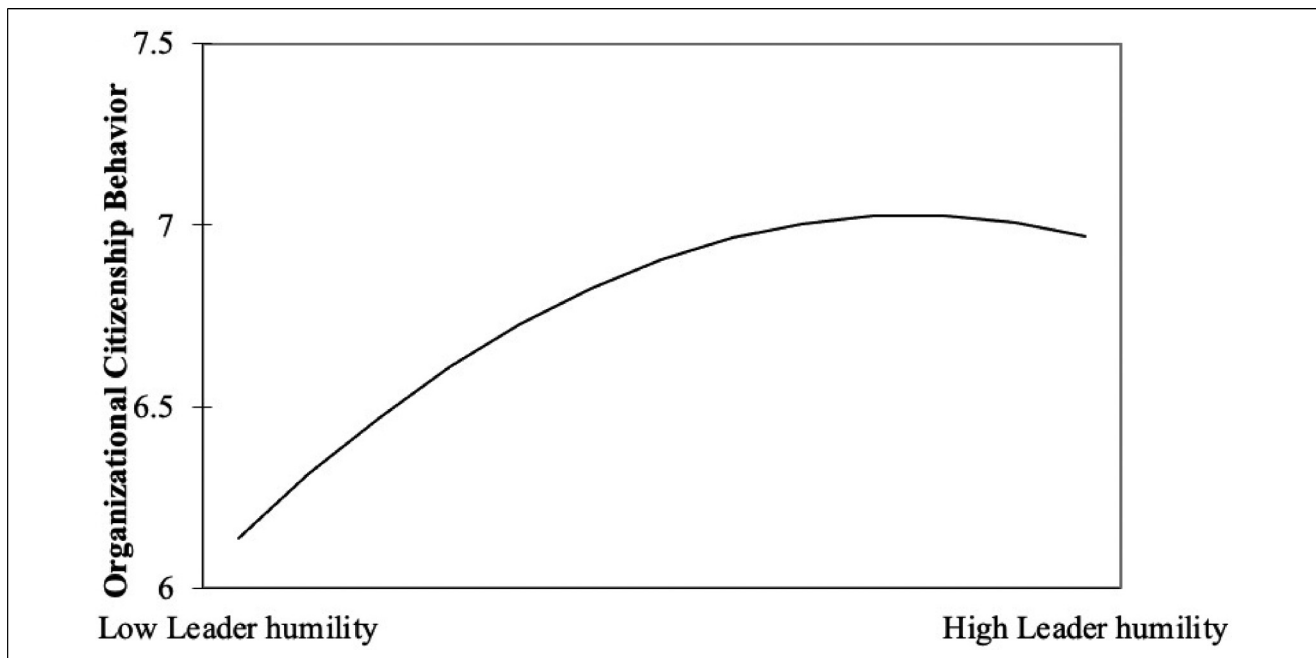


Figure 3. The curvilinear relationship between leader humility and follower organizational citizenship behavior.

& Kitayama, 1991). We explore leader humility and its effect on followers' behavior in Taiwan which advocates Confucianism, collectivism, and power distance (Hofstede, 1984; Hui-Chun et al., 2003). Confucian ideology which emphasizes the importance of maintaining the

balance or avoiding too much or too little (i.e., *zhongyong*) in attitudes and behavior is deep-rooted in Taiwan (Peters et al., 2011). We speculate that cultural values affect followers' perception of leader humility and their feelings of pride and psychological entitlement (Mao et al., 2019; Qiuyun

et al., 2020). We do not have the data to speak to such speculation, but as we also noted above in considering potential moderating influences, it would seem a particularly valuable direction for future research to explore. The issue here is not that this is an “Eastern” sample in a field dominated by “Western” samples (Avery et al., 2022), but simply to note that just as for every other study drawing from only one national context, it is not clear to what extent findings are influenced by national context. By testing the hypotheses developed in the current research across different cultural settings and exploring culture as a boundary condition, future studies can also increase the generalizability of our findings.

As per our discussion of moderating influences, this would be integral to the consideration of moderation. Specifically, for greater breadth from both theoretical and empirical perspectives, future research can investigate the effect of employees’ characteristics and leaders’ competency or self-efficacy as boundary conditions. For instance, we recommend future studies to examine the moderating role of an individual’s external locus of control and competitiveness. Individuals with a high external locus of control may display high psychological entitlement because they don’t recognize the relationship between their efforts and rewards and they associate their failure with external causes rather than themselves (Carnes & Knotts, 2018). Also, competitive individuals seek power, dominance, and achievement and have low modesty and concern for others. Thus, it is likely that they develop psychological entitlement and engage in selfish behavior to maintain their social dominance (Bai et al., 2020; Liborius & Kiewitz, 2022). Moreover, future studies could consider leader competence and self-efficacy as moderators. While many believe that effective leaders should not openly acknowledge their weaknesses or actively seek approval and feedback (Brooks et al., 2015; Fraser & Lord, 1988), it is reasonable to assume that if a leader displays humility without also demonstrating the complementary traits of competence and self-efficacy, followers may perceive their leaders’ behavior as less impactful (Owens & Hekman, 2012; Swain & Korenman, 2018; Wang et al., 2018). In our analysis, we focused specifically on follower pride as a mediating mechanism to explain why leader humility has a curvilinear relationship with OCB. This focus on a curvilinear relationship is why we did not consider mediators that earlier research established for linear relationships with OCB. This does not mean, however, that additional, or alternative, mediating processes may not also play a role in effectuating curvilinear relationships. Evidence in support of a mediating mechanism does not equate to evidence that other mediating mechanisms do not apply, and future research may consider alternatives to the role of pride and pride-fueled entitlement. For instance, given that we use pride as a positive effect in our research, followers’

positive affect could be tested as a potential mediator (Lam et al., 2014; Wang et al., 2018). Future studies may also consider the mediating role of moral credentials (i.e., individuals’ good behavioral histories provide a license for subsequent bad deeds by changing the way they are construed) (Miller & Effron, 2010). B et al. (2022) found that moral credential increases deviance in a linear manner. While moral credential at high levels arguably mitigates OCB, it is still not clear to what extent moral credential is detrimental and whether moral credential at moderate or lower levels still promotes deviant behavior. We expect moral credentials to reveal a curvilinear relationship with deviant behavior. Furthermore, while we examined the mediating role of pride, which reflects characteristics of the authentic form of pride, future research can investigate the combined mediating influence of both authentic and hubristic pride. This is because individuals can simultaneously experience feelings of both authentic and hubristic pride (Tracy & Robins, 2007; Yeung & Shen, 2019).

We used ethical leadership as one of our control variables. In the comparison of leader humility with other leadership styles, previous studies found that leader humility theoretically relates to and is empirically distinct from other leadership styles (i.e., ethical leadership, authentic leadership, servant leadership, and transformational leadership; Kelemen et al., 2023; Owens, 2009; Rego et al., 2017). For instance, humble leadership shares some commonalities with ethical leadership including people orientation and motivating others. However, leader humility promotes followers’ motivation in ways that are unique from ethical leadership (e.g., by validating others’ strengths and contributions). Also, though both ethical leadership and leader humility place predominant focus on others, they differ in the underlying mechanism in which humility encourages people orientation by minimizing self-orientation (i.e., evaluating oneself without positive or negative exaggeration and acknowledging something greater than the self) and modeling teachability (i.e., openness to others’ ideas and advice) (Owens & Hekman, 2016; Owens et al., 2013) while ethical leadership leads to the similar result by modeling ethical standards and emphasizing fairness, empathy, faithfulness, and listening to others (Zhang et al., 2019). Ethical leadership places its emphasis on integrity, ethical awareness, and adherence to normative standards, whereas humble leadership, while related, does not center on these aspects. Some might contend that leader humility naturally intertwines with integrity, but it arises as a consequence of humble leadership rather than being its driving force (Kelemen et al., 2023). We recommend future research to examine the predictive differences as well as the predictive complementarity of other moral-oriented leadership styles (i.e., authentic leadership, and servant leadership) with leader humility.

We also conducted a supplemental test to illuminate the effect of gender on the curvilinear relationship (inverted U-shape) between leader humility and followers' OCB. To test that, we entered gender, leader humility, leader humility square as well as the interaction variables (gender x leader humility and gender x leader humility square) into the hierarchical regression analysis. Results show that the coefficient associated with the interaction term for gender and the squared term of leader humility is positive but insignificant ($b = 0.15$, $SE = 0.15$, $t = 0.99$, $p > .05$). While our result shows that leader humility may not be perceived differently according to the gender of the person behaving humbly, previous studies argue that men who act humbly are viewed as more competent than women and even be rewarded for violating gender stereotypes (Jeung & Yoon, 2016; Ou et al., 2014; Owens & Hekman, 2012; Owens et al., 2013; Swain & Korenman, 2018). Our result can be influenced by the shift in attitude toward gender ideology in Taiwan (Hui-Chun et al., 2003; Wu, 2006). That is, individuals may hold very different views on traditional gender division these days. Given that gender stereotypes are still pervasive, and follower's perception of leader humility is likely to be filtered by stereotypical male characteristics such as dominance and confidence, we suggest future studies to examine the moderating role of gender in a curvilinear effect of leader humility on followers' OCB in a different context, particularly where stereotypical "masculine" values such as toughness, dominance, and confidence are prevalent.

Finally, the average age of both followers (36.43) and leaders (47.17) in our study is higher than usual which might be a result of the rapid decline in the ratio of the young workforce to the total population in Taiwan (our sample's location) (Huang et al., 2019). We suggest that future research test our proposed hypotheses by using other samples with a broader age span.



Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

ORCID iDs

Daan van Knippenberg  <https://orcid.org/0000-0002-0269-8102>
Kevin B. Lowe  <https://orcid.org/0000-0003-0929-7018>

References

Antonakis, J., House, R. J., & Simonton, D. K. (2017). Can super smart leaders suffer from too much of a good thing? The curvilinear effect of intelligence on perceived leadership

- behavior. *Journal of Applied Psychology*, *102*, 1003–1021. <https://doi.org/10.1037/apl0000221>
- Aristotle (1999). In Ross, D., & Kitchener (Eds.), *Nicomachean ethics*. Batoche Books.
- Ashton, M. C., & Lee, K. (2008). The HEXACO model of personality structure and the importance of the H factor. *Social and Personality Psychology Compass*, *2*, 1952–1962. <https://doi.org/10.1111/j.1751-9004.2008.00134.x>
- Avery, D. R., Darren, K. B., Dumas, T. L., George, E., Joshi, A., Loyd, D. L., van Knippenberg, D., Wang, M., & Xu, H. (2022). Racial biases in the publication process: Exploring expressions and solutions. *Journal of Management*, *48*, 7–16. <https://doi.org/10.1177/01492063211030561>
- B, D. K., Lowe, K. B., Bahmannia, S., Cui, L., & Chen, Z. X. (2022). A wolf in sheep's clothing: Exploring the relationship between leader humility and unethical behavior. *Journal of Management*, *48*, 2009–2030. <https://doi.org/10.1177/01492063211029708>
- Bai, B.-y., Tan, X.-y., Zhang, N., & Yang, Y. (2020). Social dominance orientation and selfish behaviors in Chinese adolescents: The mediating role of psychological entitlement. *Child Indicators Research*, *13*, 981–991. <https://doi.org/10.1007/s12187-019-09695-7>
- Baumeister, R. F., Smart, L., & Boden, J. M. (1996). Relation of threatened egotism to violence and aggression: The dark side of high self-esteem. *Psychological Review*, *103*, 5–33. <https://doi.org/10.1037/0033-295X.103.1.5>
- Bednall, T. C., Rafferty, A. E., Shipton, H., Sanders, K., & Jackson, C. J. (2018). Innovative behaviour: How much transformational leadership do you need? *British Journal of Management*, *29*, 796–816. <https://doi.org/10.1111/1467-8551.12275>
- Benschop, Y. (2001). Pride, prejudice and performance: Relations between HRM, diversity and performance. *International Journal of Human Resource Management*, *12*, 1166–1181. <https://doi.org/10.1080/09585190110068377>
- Bharanitharan, K., Chen, Z. X., Bahmannia, S., & Lowe, K. B. (2019). Is leader humility a friend or foe, or both? An attachment theory lens on leader humility and its contradictory outcomes. *Journal of Business Ethics*, *160*, 729–743. <https://doi.org/10.1007/s10551-018-3925-z>
- Bin, D., Sok, K. M., Sok, P., & Mao, S. (2021). The tipping point: Mitigating the curvilinear effect of frontline service employee's perception of leadership humility on frontline service performance. *Journal of Service Theory and Practice*, *31*, 137–156. <https://doi.org/10.1108/JSTP-06-2020-0110>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, *1*, 185–216. <https://doi.org/10.1177/135910457000100301>
- Brooks, A. W., Gino, F., & Schweitzer, M. E. (2015). Smart people ask for (my) advice: Seeking advice boosts perceptions of competence. *Management Science*, *61*, 1421–1435. <https://doi.org/10.1287/mnsc.2014.2054>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, *97*, 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>

- Campbell, W. K., Bonacci, A. M., Shelton, J., Exline, J. J., & Bushman, B. J. (2004). Psychological entitlement: Interpersonal consequences and validation of a self-report measure. *Journal of Personality Assessment*, *83*, 29–45. https://doi.org/10.1207/s15327752jpa8301_04
- Carnes, A. M., & Knotts, K. G. (2018). Control and expectancy: Locus of control as a predictor of psychological entitlement. *Employee Responsibilities and Rights Journal*, *30*, 81–97. <https://doi.org/10.1007/s10672-017-9312-6>
- Carver, C. S., Sinclair, S., & Johnson, S. L. (2010). Authentic and hubristic pride: Differential relations to aspects of goal regulation, affect, and self-control. *Journal of Research in Personality*, *44*, 698–703. <https://doi.org/10.1016/j.jrp.2010.09.004>
- Cavarretta, F., Hannah, S., Piccolo, R. F., & Uhl-Bien, M. (2015). Leadership beyond the Tipping Point: Toward the discovery of inversions and complementary hypotheses. *ESSEC Working Paper*, Available at <https://ssrn.com/abstract=2671797>.
- Chen, Y., Ning, R., Yang, T., Feng, S., & Yang, C. (2018). Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China*, *12*, 1–28. <https://doi.org/10.1186/s11782-018-0044-8>
- Cheung, S. Y., Huang, E. G., Chang, S., & Wei, L. (2020). Does being mindful make people more creative at work? The role of creative process engagement and perceived leader humility. *Organizational Behavior and Human Decision Processes*, *159*, 39–48. <https://doi.org/10.1016/j.obhdp.2019.12.003>
- Cronin, M. A., Stouten, J., & van Knippenberg, D. (2021). The theory crisis in management research: Solving the right problem. *Academy of Management Review*, *46*, 667–683. <https://doi.org/10.5465/amr.2019.0294>
- Crossan, M., Mazutis, D., Seijts, G., & Gandz, J. (2013). Developing leadership character in business programs. *Academy of Management Learning & Education*, *12*, 285–305. <https://doi.org/10.5465/amle.2011.0024a>
- Dasborough, M. T. (2006). Cognitive asymmetry in employee emotional reactions to leadership behaviors. *The Leadership Quarterly*, *17*, 163–178. <https://doi.org/10.1016/j.leaqua.2005.12.004>
- Dhanaraj, C., & Beamish, P. W. (2004). Effect of equity ownership on the survival of international joint ventures. *Strategic Management Journal*, *25*, 295–305. <https://doi.org/10.1002/smj.372>
- Ding, H., Yu, E., Chu, X., Li, Y., & Amin, K. (2020). Humble leadership affects organizational citizenship behavior: The sequential mediating effect of strengths use and job crafting. *Frontiers in Psychology*, *11*, 65. <https://doi.org/10.3389/fpsyg.2020.00065>
- Edwards, J. R., & Berry, J. W. (2010). The presence of something or the absence of nothing: Increasing theoretical precision in management research. *Organizational Research Methods*, *13*, 668–689. <https://doi.org/10.1177/1094428110380467>
- Ete, Z., Sosik, J. J., Cheong, M., Chun, J. U., Zhu, W., Arenas, F. J., & Scherer, J. A. (2020). Leader honesty/humility and subordinate organizational citizenship behavior: a case of too-much-of-a-good-thing?. *Journal of Managerial Psychology*, *35*(5), 391–404. <http://doi.org/10.1108/JMP-10-2019-0557>
- Fisk, G. M. (2010). “I want it all and I want it now!” An examination of the etiology, expression, and escalation of excessive employee entitlement. *Human Resource Management Review*, *20*, 102–114. <https://doi.org/10.1016/j.hrmmr.2009.11.001>
- Fraser, S. L., & Lord, R. G. (1988). Stimulus prototypicality and general leadership impressions: Their role in leadership and behavioral ratings. *The Journal of Psychology*, *122*, 291–303. <https://doi.org/10.1080/00223980.1988.9915517>
- Fredrickson, B. L. (2013). Updated thinking on positivity ratios. *American Psychologist*, *68*, 814–822. <https://doi.org/10.1037/a0033584>
- Frostenson, M. (2016). Humility in business: A contextual approach. *Journal of Business Ethics*, *138*, 91–102. <https://doi.org/10.1007/s10551-015-2601-9>
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, *25*, 161–178. <https://doi.org/10.2307/2092623>
- Grant, A. M., & Schwartz, B. (2011). Too much of a good thing: The challenge and opportunity of the inverted U. *Perspectives on Psychological Science*, *6*, 61–76. <https://doi.org/10.1177/1745691610393523>
- Hadmar, A. S., Hendryadi, H., Suratna, S., & Karyatun, S. (2022). Leader humility, sense of power, and interpersonal deviance relationship model in the bureaucratic culture. *Frontiers in Sociology*, *7*, 929543. <https://doi.org/10.3389/fsoc.2022.929543>
- Harvey, P., & Martinko, M. J. (2009). An empirical examination of the role of attributions in psychological entitlement and its outcomes. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *30*, 459–476. <https://doi.org/10.1002/job.549>
- Hayes, A. F., Preacher, K. J., & Myers, T. A. (2011). Mediation and the estimation of indirect effects in political communication research. In E. P. Bucy, & R. L. Holbert (Eds.), *Sourcebook for political communication research: Methods, measures, and analytical techniques* (Vol. 23, pp. 434–465). Routledge.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values*, Vol. 5. Sage Publications.
- Hu, J., Erdogan, B., Jiang, K., Bauer, T. N., & Liu, S. (2018). Leader humility and team creativity: The role of team information sharing, psychological safety, and power distance. *Journal of Applied Psychology*, *103*, 313–323. <https://doi.org/10.1037/apl0000277>
- Huang, W. H., Lin, Y. J., & Lee, H. F. (2019). Impact of population and workforce aging on economic growth: Case study of Taiwan. *Sustainability*, *11*, 6301. <https://doi.org/10.3390/su11226301>
- Hui-Chun, Y., & Miller, P. (2003). The generation gap and cultural influence—a Taiwan empirical investigation. *Cross Cultural Management: An International Journal*, *10*, 23–41. <https://doi.org/10.1108/13527600310797621>
- Jeung, C.-W., & Yoon, H. J. (2016). Leader humility and psychological empowerment: Investigating contingencies. *Journal of Managerial Psychology*, *31*, 1122–1136. <https://doi.org/10.1108/JMP-07-2015-0270>
- Kelemen, T. K., Matthews, S. H., Matthews, M. J., & Henry, S. E. (2023). Humble leadership: A review and synthesis of leader

- expressed humility. *Journal of Organizational Behavior*, 44, 202–224. <https://doi.org/10.1002/job.2608>
- Lam, C. F., Spreitzer, G., & Fritz, C. (2014). Too much of a good thing: Curvilinear effect of positive affect on proactive behaviors. *Journal of Organizational Behavior*, 35, 530–546. <https://doi.org/10.1002/job.1906>
- Lam, C. K., Huang, X., & Chan, S. C. (2015). The threshold effect of participative leadership and the role of leader information sharing. *Academy of Management Journal*, 58, 836–855. <https://doi.org/10.5465/amj.2013.0427>
- Lazarus, R. S. (1991). Cognition and motivation in emotion. *American Psychologist*, 46, 352–367. <https://doi.org/10.1037/0003-066X.46.4.352>
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87, 131–142. <https://doi.org/10.1037/0021-9010.87.1.131>
- Li, J., Liang, Q., Zhang, Z., & Wang, X. (2018). Leader humility and constructive voice behavior in China: A dual process model. *International Journal of Manpower*, 39, 840–854. <https://doi.org/10.1108/IJM-06-2017-0137>
- Liborius, P., & Kiewitz, C. (2022). When leader humility meets follower competitiveness: Relationships with follower affective trust, intended and voluntary turnover. *Journal of Vocational Behavior*, 135, 103719. <https://doi.org/10.1016/j.jvb.2022.103719>
- Lin, X., Chen, Z. X., Tse, H. H., Wei, W., & Ma, C. (2019). Why and when employees like to speak up more under humble leaders? The roles of personal sense of power and power distance. *Journal of Business Ethics*, 158, 937–950. <https://doi.org/10.1007/s10551-017-3704-2>
- Ma, C., Wu, C.-H., Chen, Z. X., Jiang, X., & Wei, W. (2020). Why and when leader humility promotes constructive voice: A crossover of energy perspective. *Personnel Review*, 49, 1157–1175. <https://doi.org/10.1108/PR-02-2019-0049>
- Mao, J., Chiu, C. Y., Owens, B. P., Brown, J. A., & Liao, J. (2019). Growing followers: Exploring the effects of leader humility on follower self-expansion, self-efficacy, and performance. *Journal of Management Studies*, 56, 343–371. <https://doi.org/10.1111/joms.12395>
- Markey, K., Prosen, M., Martin, E., & Repo Jamal, H. (2021). Fostering an ethos of cultural humility development in nurturing inclusiveness and effective intercultural team working. *Journal of Nursing Management*, 29, 2724–2728. <https://doi.org/10.1111/jonm.13429>
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98, 224–253. <https://doi.org/10.1037/0033-295X.98.2.224>
- Mascolo, M. F., & Fischer, K. W. (1995). Developmental transformations in appraisals for pride, shame, and guilt. In J. P. Tangney, & K. W. Fischer (Eds.), *Self-conscious emotions: The psychology of shame, guilt, embarrassment, and pride* (pp. 64–113). Guilford Press.
- Miller, D. T., & Effron, D. A. (2010). Psychological license: When it is needed and how it functions. In M. P. Zanna, & J. M. Olson (Eds.), *Advances in experimental social psychology* (Vol. 43, pp. 115–155). Elsevier.
- Oc, B., Bashshur, M. R., Daniels, M. A., Greguras, G. J., & Dieffendorff, J. M. (2015). Leader humility in Singapore. *The Leadership Quarterly*, 26, 68–80. <https://doi.org/10.1016/j.leaqua.2014.11.005>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Press.
- Ou, A., Su, Q., Chiu, C., & Owens, B. (2014). Cross-cultural comparison of humility and charisma relationship with status incongruences as moderators. <In Paper presented as the Annual Meeting of the Philadelphia: Academy of Management.
- Owens, B. P. (2009). *Humility in organizational leadership*. University of Washington Press.
- Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Academy of Management Journal*, 55, 787–818. <https://doi.org/10.5465/amj.2010.0441>
- Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy of Management Journal*, 59, 1088–1111. <https://doi.org/10.5465/amj.2013.0660>
- Owens, B. P., Johnson, M. D., & Mitchell, T. R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24, 1517–1538. <https://doi.org/10.1287/orsc.1120.0795>
- Peters, A. S., Rowat, W. C., & Johnson, M. K. (2011). Associations between dispositional humility and social relationship quality. *Psychology (Savannah, Ga)*, 2, 155–161. <https://doi.org/10.4236/psych.2011.2302>
- Pierce, J. R., & Aguinis, H. (2013). The too-much-of-a-good-thing effect in management. *Journal of Management*, 39, 313–338. <https://doi.org/10.1177/0149206311410060>
- Qin, X., Chen, C., Yam, K. C., Huang, M., & Ju, D. (2020). The double-edged sword of leader humility: Investigating when and why leader humility promotes versus inhibits subordinate deviance. *Journal of Applied Psychology*, 105, 693–712. <https://doi.org/10.1037/apl0000456>
- Qin, X., Liu, X., Brown, J. A., Zheng, X., & Owens, B. P. (2021). Humility harmonized? Exploring whether and how leader and employee humility (in) congruence influences employee citizenship and deviance behaviors. *Journal of Business Ethics*, 170, 147–165. <https://doi.org/10.1007/s10551-019-04250-4>
- Qiuyun, G., Liu, W., Zhou, K., & Mao, J. (2020). Leader humility and employee organizational deviance: The role of sense of power and organizational identification. *Leadership & Organization Development Journal*, 41, 463–479. <https://doi.org/10.1108/LODJ-07-2019-0287>
- Qu, Y., Zhu, J., & Goddard, R. D. (2022). Modesty brings gains: Linking humble leadership to knowledge sharing via psychological safety and psychological empowerment in professional learning communities. *Educational Studies*, 1–22. <https://doi.org/10.1080/03055698.2022.2103648>
- Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16, 655–687. <https://doi.org/10.1016/j.leaqua.2005.07.003>
- Redford, L., Lange, J., & Crusius, J. (2018). A status-striving account of psychological entitlement. *Unpublished manuscript*. University of Florida.
- Rego, A., Owens, B., Leal, S., Melo, A. I., e Cunha, M. P., Gonçalves, L., & Ribeiro, P. (2017). How leader humility helps teams to be

- humbler, psychologically stronger, and more effective: A moderated mediation model. *The Leadership Quarterly*, 28, 639–658. <https://doi.org/10.1016/j.leaqua.2017.02.002>
- Song, J., Wang, K., & He, C. (2022). The influence of organizational identification on the curvilinear relationship between leader humility and follower unethical pro-organizational behavior. *Journal of Management & Organization*, 1–17. <https://doi.org/10.1017/jmo.2022.10>
- Swain, J., & Korenman, L. (2018). In their humble opinion: How expressions of humility affect superiors' assessments of leadership potential in the US army. *Military Psychology*, 30, 507–527. <https://doi.org/10.1080/08995605.2018.1503002>
- Tangney, J. P. (2003). Self-relevant emotions. In M. R. Leary, & J. P. Tangney (Eds.), *Handbook of self and identity* (pp. 384–400). Guilford Press.
- Thompson, W. C., Cowan, C. L., & Rosenhan, D. L. (1980). Focus of attention mediates the impact of negative affect on altruism. *Journal of Personality and Social Psychology*, 38, 291–300. <https://doi.org/10.1037/0022-3514.38.2.291>
- Tracy, J. L., Cheng, J. T., Robins, R. W., & Trzesniewski, K. H. (2009). Authentic and hubristic pride: The affective core of self-esteem and narcissism. *Self and Identity*, 8, 196–213. <https://doi.org/10.1080/15298860802505053>
- Tracy, J. L., & Robins, R. W. (2007). The psychological structure of pride: A tale of two facets. *Journal of Personality and Social Psychology*, 92, 506–525. <https://doi.org/10.1037/0022-3514.92.3.506>
- Tracy, J. L., & Robins, R. W. (2014). Conceptual and empirical strengths of the authentic/hubristic model of pride. *Emotion*, 14, 33–37. <https://doi.org/10.1037/a0034490>
- Tuan, L. T., Rowley, C., Masli, E., Le, V., & Nhi, L. T. P. (2021). Nurturing service-oriented organizational citizenship behavior among tourism employees through leader humility. *Journal of Hospitality and Tourism Management*, 46, 456–467. <https://doi.org/10.1016/j.jhtm.2021.02.001>
- Vancouver, J. B., & Kendall, L. N. (2006). When self-efficacy negatively relates to motivation and performance in a learning context. *Journal of Applied Psychology*, 91, 1146–1153. <https://doi.org/10.1037/0021-9010.91.5.1146>
- van Knippenberg, D. (2017). Team leadership. In *The wiley blackwell handbook of the psychology of team working and collaborative processes* (pp. 345–368). Wiley.
- van Knippenberg, D., & Dwertmann, D. J. (2022). Interacting elements of leadership: Key to integration but looking for integrative theory. *Journal of Management*, 48, 1695–1723. <https://doi.org/10.1177/01492063211073069>
- van Knippenberg, D., van Knippenberg, B., De Cremer, D., & Hogg, M. A. (2004). Leadership, self, and identity: A review and research agenda. *The Leadership Quarterly*, 15, 825–856. <https://doi.org/10.1016/j.leaqua.2004.09.002>
- Wang, L., Owens, B. P., Li, J. J., & Shi, L. (2018). Exploring the affective impact, boundary conditions, and antecedents of leader humility. *Journal of Applied Psychology*, 103, 1019–1038. <https://doi.org/10.1037/apl0000314>
- Wang, P., Dust, S., & Wang, Z. (2021). Leader sex and employee power distance orientation as boundary conditions of the relationship between leader humility and leader-member exchange. *Human Performance*, 34, 351–367. <https://doi.org/10.1080/08959285.2021.1966632>
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063–1070. <https://doi.org/10.1037/0022-3514.54.6.1063>
- Wu, M. (2006). Hofstede's cultural dimensions 30 years later: A study of Taiwan and the United States. *Intercultural Communication Studies*, 15, 33–42.
- Yeung, E., & Shen, W. (2019). Can pride be a vice and virtue at work? Associations between authentic and hubristic pride and leadership behaviors. *Journal of Organizational Behavior*, 40, 605–624. <https://doi.org/10.1002/job.2352>
- Yuan, L., Zhang, L., & Tu, Y. (2018). When a leader is seen as too humble: A curvilinear mediation model linking leader humility to employee creative process engagement. *Leadership & Organization Development Journal*, 39, 468–481. <https://doi.org/10.1108/LODJ-03-2017-0056>
- Zhang, Y., Zhang, L., Liu, G., Duan, J., Xu, S., & Cheung, M. W.-L. (2019). How does ethical leadership impact employee organizational citizenship behavior? *Zeitschrift für Psychologie*, 227, 18–30. <https://doi.org/10.1027/2151-2604/a000353>
- Zitek, E. M., Jordan, A. H., Monin, B., & Leach, F. R. (2010). Victim entitlement to behave selfishly. *Journal of Personality and Social Psychology*, 98, 245–255. <https://doi.org/10.1037/a0017168>

Authors Biographies

Darren B earned his PhD in Management from The Australian National University Australia, and his MBA from National Cheng Kung University. In addition to PhD in Management, he received his PhD in Data Compression and VLSI Design from the National Cheng Kung University, Taiwan. Prior to joining the UNBC, he was on the faculty of Korea University, South Korea, and Feng Chia University, Taiwan. He has also worked as a senior information and communication engineer at SPIC lab, Taiwan. Darren has also worked as a business data analyst and project manager at Technology companies in Taiwan.

Somayeh Bahmannia is a lecturer at the University of Canberra. Her work has appeared in journals, such as *Journal of Business Ethics*, *The Leadership Quarterly*, and *Journal of Management*. She has also presented her research papers at several recognized international conferences such as the Academy of Management (AOM) Meetings.

Daan van Knippenberg is Houston Endowment Professor of Management at Rice University. His research and teaching concentrates on leadership, teams, diversity, and creativity & innovation.

Kevin B. Lowe is a Professor in Leadership in the Business School at the University of Sydney. A recognized leader in the field of leadership, Kevin is on 10 editorial boards including *The Leadership Quarterly* (Associate Editor), *Journal of Management*, *Journal of Organizational Behavior*, *Journal of International Business Studies*, *Journal of Leadership and Organizational Studies*, *Leadership*, *Journal of World Business*, and *Group and Organization Management*. His research has garnered a number of awards including twice

winning the Best Paper of the Year Award from *The Leadership Quarterly*, the Article of the Decade Award from the Journal of International Business Studies, and the Decennial Influential Article Award from *The Leadership Quarterly*. In 2017 he received an Emerald Citation of Excellence, recognizing articles of high impact over the most recent 3 years (2014–2016), for his review and extension of the field of followership. An enthusiastic teacher Kevin received the Board of Governors Teaching Excellence Award recognizing teaching excellence across the 17 campus University of North Carolina system and was

nominated for a CASE U.S. Professor of the Year Award. He regularly speaks to faculty and doctoral student audiences on the topic of teaching excellence. Professor Lowe serves on the Board of Directors of the International Leadership Association, the Southern Management Association and the Australia and New Zealand Academy of Management. He serves on the Harvard Business Review Advisory Council, is a Fellow of the Centre for Leadership Studies at Lancaster University (UK), and a Fellow of the Southern Management Association.