Influential Article Review - The Importance of Humility and Trust in the Workplace

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This paper examines leadership. We present insights from a highly influential paper. Here are the highlights from this paper: Leader humility has emerged as an important topic in understanding the role of leadership in organizations in recent years. Though it was found to enhance subordinates' work performance and positive work behaviors, we are unaware of the psychological mechanism and boundary conditions underlying leader humility and employees' negative behaviors toward leaders. Drawing on social exchange theory and using a multistage sample including 273 employees and 55 supervisors in China, we demonstrated a negative indirect effect between leader humility and subordinates' counterproductive work behaviors toward supervisors (CWB-S) via interpersonal justice and trust in supervisors. Furthermore, we find that a leader's political skill moderates the effect of leader humility on interpersonal justice and trust in the supervisor. The indirect effect of leader humility on subordinates' CWB-S through interpersonal justice is stronger when leader political skill is high, suggesting a moderated mediation model. Finally, we discuss the theoretical contributions and practical implications of this study, and highlight future directions for research on leader humility. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Social exchange theory, Leader humility, Counterproductive work behaviors toward supervisors(CWB-S), Interpersonal justice, Trust in supervisor, Leader political skill

SUMMARY

- Drawing on social exchange theory and using a sample of 273 supervisor-subordinate dyads in China, we propose and test a model on how and when leaders expressed humility decreases subordinates' CWB-S. We find that leader humility is negatively related to subordinates' CWB-S and both interpersonal justice and trust in supervisor mediate this relationship separately.
- Our study contributes to the existing literature in three significant ways. First, this study enhances our understanding of the role of leader humility by broadening the range of its individual consequences. Existing studies establish various positive impacts of leader humility on employees' performance and positive behaviors toward their work . Nonetheless, little is known about the potential impact of leader humility on employees' behaviors toward their leaders. Based on social exchange theory, our results suggest that leader expressed humility can effectively reduce

employees' intentional destructive behaviors toward their leaders. This study provides empirical evidence to support the notion that leader humility does not only promote employees' positive attitudes toward their work and performance, as shown in past studies, but also inhibit their negative behaviors toward their leaders.

- Our study highlights significant practical implications for organizations, managers, and employees.
- For organizations, CWB is common in many work teams, which might have financial costs and result in personal impacts on productivity and employees' well-being . It is necessary to find effective ways to reduce employees' CWB toward organizations and leaders. Our results imply that leader expressed humility can effectively reduce followers' CWB-S, suggesting that organizations, especially human resource departments, should strengthen the evaluation of leader expressed humility in selecting and developing potential leaders.
- Our study has several noteworthy limitations. First, although we draw on social exchange theory and introduce two mediators—interpersonal justice and trust in supervision—to explore the underlying process of leader humility and subordinates' CWB-S, future studies should consider alternative theories and mediators. For instance, based on justice theory, future studies could explore the relationship between leader humility and CWB-S via other types of justice such as distributive, procedural, and informational justice . Furthermore, since our research only introduces mediating mechanisms at the individual level, we encourage future studies to explore other mediators at the team level.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Wang, Y., Luo, W., Zhang, J., & Guo, Y. (2019). More humility, less counterproductive work behaviors? The role of interpersonal justice and trust. Frontiers of Business Research in China, 13(1), 1–18.

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INTRODUCTION

In today's business environment, which is characterized by increasing dynamics and uncertainty, it is becoming increasingly difficult for a leader to "figure it all out at the top" (Morris et al. 2005; Senge 1990, p. 7). While traditional leadership research emphasized the greatness of leaders, emerging attention is being paid to "leading from the ground" and the expressed humility of leaders (Owens and Hekman 2012). Expressed humility implies "(a) a manifested willingness to view oneself accurately, (b) a displayed appreciation of others' strengths and contributions, and (c) teachability" (Owens et al. 2013, p. 1518). Previous studies demonstrated that expressed humility could lead to beneficial outcomes at the organizational level (such as top management team integration and empowering organizational climate, e.g., Ou et al. 2014), team level (such as team performance, e.g., Owens and Hekman 2016; Rego et al. 2017), and individual level (such as employee creativity, e.g., Wang et al. 2017). Owens et al. (2013) indicate that leader humility substantially shapes interpersonal interactions between leaders and followers, and thus affects perceptions, attitudes, and behavioral responses.

Accordingly, most current research on leader humility focuses on how it promotes followers' positive behaviors toward their work and organizations, such as task performance (Diao et al. 2019; Yu and Wang 2017), voice (Li et al. 2019), helping behavior (Mao et al. 2017), and creativity (Lei et al. 2015). However, whether and how leader humility affects followers' negative behaviors toward their supervisors remains unclear. It is vital to address this research question because employees' negative behaviors might psychologically harm other members in the workplace and cause serious economic loss to organizations (Aquino and Douglas 2003; Robinson and O'Leary-Kelly 1998). In addition, examining employees' direct

reactions toward their leaders can deepen our understanding of the relationship-based feature of leader humility (Owens et al. 2013). Therefore, the present study intends to examine the influence of leader humility on followers' counterproductive workplace behaviors toward supervisors (CWB-S), a type of negative behavior directed at a supervisor.

CWB-S refers to organizational members' voluntary, potentially destructive or detrimental acts that harm their leaders (Spector and Fox 2002). As suggested in previous studies, the poor quality of social exchange is one major antecedent of CWB-S (Thau et al. 2009). In contrast, leader humility is more likely to engender supportive leader-follower relationships and thus reduces CWB-S (Morris et al. 2005; Peters et al. 2011). Although the extant research has introduced leader-member exchange (LMX) to explain the mechanisms underlying leader humility and employee work behaviors (Wang and Zhang 2018; Yu and Wang 2017), it has not elaborated the social exchange process between leader humility and employees' supervisor-directed behaviors. According to de Coninck (2010), fairness and trust are two important facets that reflect the quality of social exchange. When employees perceive that they are fairly treated and view their leaders as trustworthy, they reciprocate by engaging in more positive behaviors and reducing negative behaviors (Dirks and Ferrin 2002; Sousa-Lima et al. 2013). Thus, the present study introduces interpersonal justice and trust in supervisors as two mediators to enhance understanding of the social exchange mechanisms underlying the relationship between leader humility and follower CWB-S.

Moreover, note that the consequences of leader humility might also be contingent. Leader humility is effective only when followers perceive the sincerity of the leader (Owens and Hekman 2012). One potential reason for effective humility might be leaders' high political skill. Leader political skill refers to "the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ahearn et al. 2004, p. 311). Higher political skill could show leaders' apparent sincerity, social astuteness, interpersonal influence, and networking ability, which may further enhance the effectiveness of their humility by improving the credibility of their behaviors and reducing employees' sense of being manipulated (Ferris et al. 2005, 2007).

To summarize, our proposed model is illustrated in Fig. 1. This study may contribute to the leader humility literature in the following ways. First, our research broadens the outcomes of leaders expressing humility by demonstrating its role in decreasing CWB-S. We thereby provide one additional perspective to investigate the effect of leader humility on employees' negative behaviors toward their immediate leaders. Second, our research unpacks underlying social exchange mechanisms by identifying two interpersonally oriented factors (i.e., interpersonal justice and trust in supervisor), rather than relying only on LMX. Therefore, our work enables specifically accounting for the relationship between leader humility and follower CWB-S from a social exchange approach. Third, this study further extends the boundary conditions for the effects of leader humility on employee behaviors. The buffering effect of leader political skill suggested in our study highlights the need for further studies to identify when leader humility is more effective.

CONCLUSION

Drawing on social exchange theory, this study proposes a psychological process model to explain how and when leader humility affects employees' CWB-S. The current study introduces two variables in the leader-member interaction process, namely interpersonal justice and trust in supervisors to specifically unpack the psychological mechanism underlying leader humility and CWB-S. Finally, this study examines the moderating effect of leader political skill in a complex environment. This study finds that leader humility can effectively decrease subordinates' CWB-S through increasing employees' interpersonal justice and trust in supervisors, and the indirect effect of interpersonal justice is stronger when leaders have a high rather than low level of political skill. We call on future research to continue to explore the effect of leader humility on followers' behaviors toward supervisors, considering the abundance of research opportunities in this area.

APPENDIX
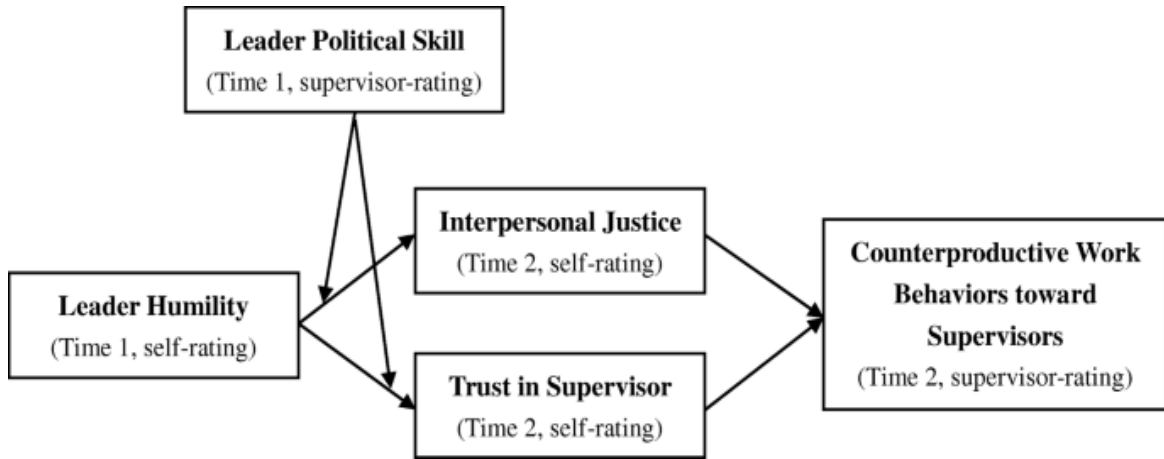
FIGURE 1
THEORETICAL MODEL

FIGURE 2
INTERACTIVE EFFECT OF LEADER HUMILITY AND LEADER POLITICAL SKILL ON INTERPERSONAL JUSTICE
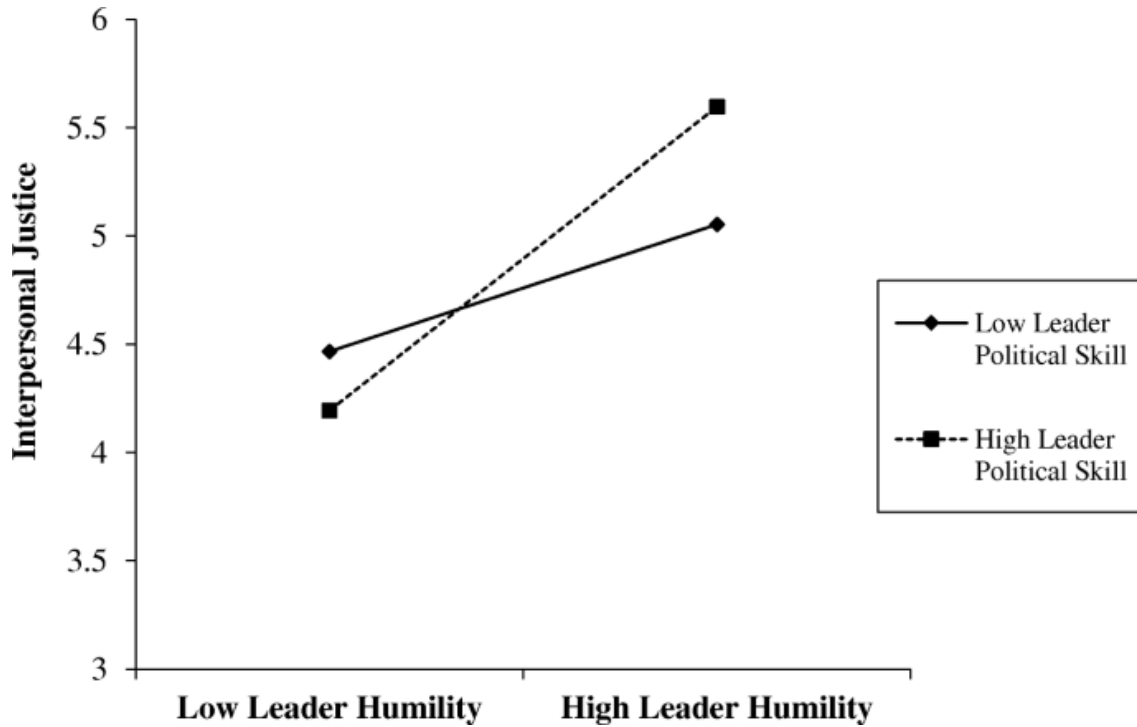
FIGURE 3
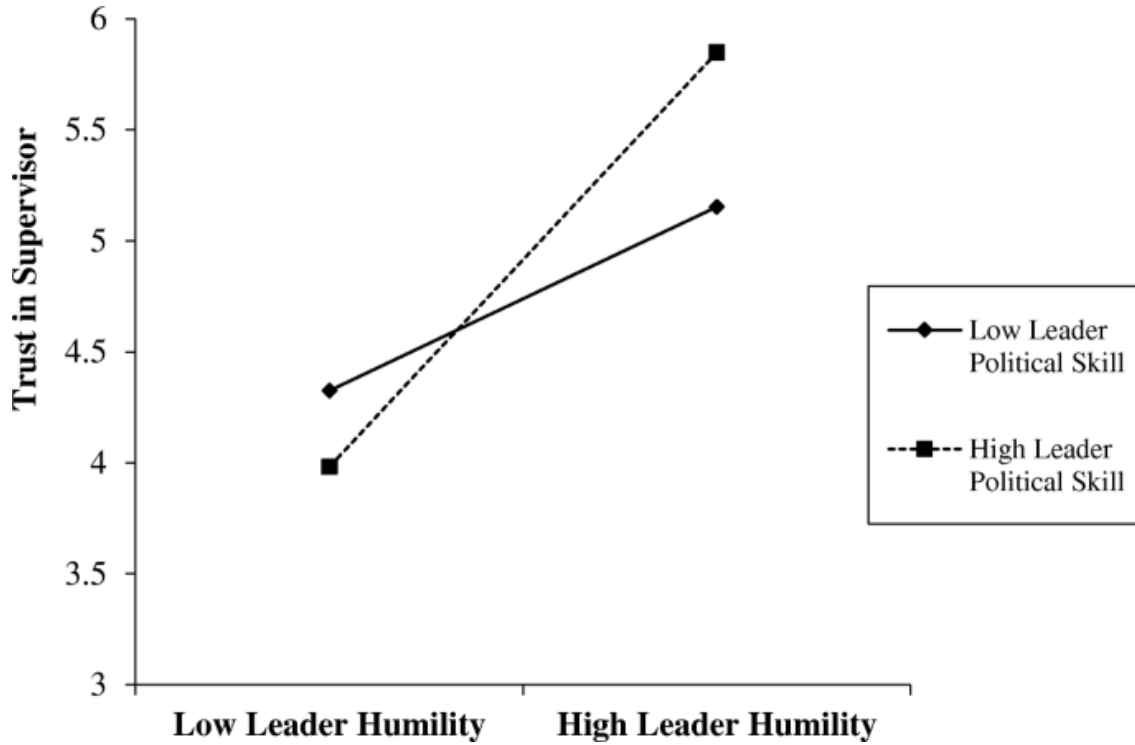**INTERACTIVE EFFECT OF LEADER HUMILITY AND LEADER POLITICAL SKILL ON TRUST IN SUPERVISOR**

TABLE 1
MULTILEVEL CONFIRMATORY FACTOR ANALYSIS

Model factor	x^2	df	Δx^2 (Δdf)	TLI	CFI	RMSEA	SRMR$_{within}$	SRMR$_{between}$
Five-factor model (A, B, C, D, E)	226.98***	128	–	0.94	0.95	0.05	0.05	0.06
Four-factor model (A, B, C+D, E)	304.67***	135	77.69 (7)	0.90	0.92	0.07	0.08	0.27
Three-factor model (A, B+C+D, E)	427.02***	140	122.35 (5)	0.84	0.87	0.09	0.09	0.29
Two-factor model (A+B+C+D, E)	711.89***	143	284.87 (3)	0.69	0.74	0.12	0.11	0.32
Decision value of each index				>0.90	>0.90	<0.08	<0.08	<0.08

Notes. N (level1) = 273, N (level2) = 55. A = leader humility, B = interpersonal justice, C = trust in supervisor, D = CWB-S, E = leader political skill; "+" represents the combination of factors. ***p < 0.001

TABLE 2
MEANS, STANDARD DEVIATIONS, RELIABILITIES, AND CORRELATIONS AMONG STUDY VARIABLES

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
Level 2														
1. Leader age	40.04	6.73	1											
2. Leader gender	0.65	0.48	−0.20	1										
3. Leader education	3.16	0.98	−0.04	0.08	1									
4. Company	0.55	0.50	−0.08	−0.20	−0.60**	1								
5. Leader political skill	4.67	0.59	−0.04	−0.31*	0.02	0.06	(0.75)							
Level 1														
6. Employee age	35.57	7.57	0.29**	−0.01	0.22**	0.19**	−0.10	1						
7. Employee gender	0.56	0.50	0.07	0.22**	0.19**	−0.30**	−0.13*	−0.02	1					
8. Employee education	3.11	0.93	−0.02	0.12	0.35**	−0.52**	−0.03	−0.12	0.17**	1				
9. Leader humility	4.63	0.83	0.05	0.10	−0.09	0.14*	0.04	−0.11	−0.01	−0.13*	(0.92)			
10. Interpersonal justice	4.81	0.74	0.12	−0.04	0.05	0.10	0.10	−0.01	−0.02	−0.06	0.52**	(0.89)		
11. Trust in supervisor	4.48	0.89	0.06	0.07	−0.07	0.08	0.05	−0.04	0.05	−0.08	0.63**	0.74**	(0.93)	
12. CWB-S	1.81	0.67	−0.07	0.10	−0.25**	0.03	0.04	−0.05	0.03	−0.09	−0.07	−0.21**	−0.14*	(0.86)

Notes. N (level1) = 273, N (level2) =55. Mean values of Cronbach's α coefficients are presented in parentheses along the diagonal
*p < 0.05. **p < 0.01. Two-tailed test

TABLE 3
RESULTS FROM HLM ANALYSIS—MEDIATING EFFECTS

Variables	Subordinates' CWB-S				Interpersonal justice		Trust in supervisor	
	M1	M2	M3	M4	M5	M6	M7	M8
Intercept	1.79**	1.79**	1.79**	1.79**	4.82**	4.83**	4.47**	4.47**
Level 1								
Follower age	0.01	0.01	0.01	0.01	−0.01	−0.01	−0.01	0.01
Follower gender	0.01	0.01	0.01	0.03	−0.07	0.01	−0.05	0.03
Follower education	0.03	0.03	0.03	0.03	0.01	0.02	−0.05	−0.03
Leader humility		−0.05*	−0.01	−0.01		0.49**		0.67**
Interpersonal justice			−0.11*					
Trust in supervisor				−0.08*				
Level 2								
Leader age	−0.01	−0.01	−0.02	−0.01	0.01*	0.02*	0.01	0.01
Leader gender	0.24	0.24	0.17	0.25	−0.02	−0.01	0.17	0.12
Leader education	−0.19*	−0.20*	−0.25*	−0.18*	0.10+	0.09	0.01	−0.02
Companies	−0.09	−0.09	−0.23	−0.11	0.31**	0.28**	0.21	0.14
Variance								
σ^2	0.08	0.07	0.06	0.06	0.50	0.36	0.69	0.41
τ_{00}	0.39**	0.39**	0.39**	0.39**	0.04+	0.07**	0.11*	0.18**
R^2								
$R^2_{level-1}$		0.13	0.14	0.14		0.28		0.41

Notes. N(level1) = 273, N (level2) = 55; +p < 0.10, *p < 0.05, **p < 0.01; R2level-1 = (σ2 of stepI–σ2 of stepII)/σ2 of stepI

TABLE 4
RESULTS FROM HLM ANALYSIS—MODERATING EFFECTS

Variables	Interpersonal justice				Trust in supervisor			
	M5	M6	M9	M10	M7	M8	M11	M12
Intercept	4.82**	4.83**	4.83**	4.83**	4.47**	4.47**	4.47**	4.47**
Level 1								
Follower age	−0.01	−0.01	−0.01	−0.01	−0.01	0.01	0.01	0.01
Follower gender	−0.07	0.01	0.01	−0.01	−0.05	0.03	0.03	0.04
Follower education	0.01	0.02	0.02	0.02	−0.05	−0.03	−0.03	−0.03
Leader humility		0.49**	0.49**	0.50**		0.67**	0.66**	0.67**
Level 2								
Leader age	0.01*	0.02*	0.01*	0.02*	0.01	0.01	0.01	0.01
Leader gender	−0.02	−0.01	0.01	−0.01	0.17	0.12	0.14	0.14
Leader education	0.10+	0.09	0.09	0.09	0.01	−0.02	−0.02	−0.01
Companies	0.31**	0.28**	0.27*	0.27**	0.21	0.14	0.14	0.15
Leader political skill			0.05	0.07			0.06	0.09
Cross-level interaction variables								
Leader humility×Leader political skill				0.20**				0.26**
Variance								
σ^2	0.50	0.36	0.36	0.35	0.69	0.41	0.41	0.41
τ_{00}	0.04+	0.07**	0.07**	0.07**	0.11*	0.18**	0.18**	0.18**
τ_{11}			0.01	0.01			0.02	0.01
R^2								
$R^2_{\text{level-1}}$		0.28				0.41		
$R^2_{\text{level-2 intercept}}$			0.02				0.01	
$R^2_{\text{level-2 interactional effect}}$				0.18				0.50

Notes. N(level1) = 273, N (level2) = 55; +$p < 0.10$, *$p < 0.05$, **$p < 0.01$; $R^2_{\text{level-1}} = (\sigma^2$ of step I–σ^2 of step II)/ σ^2 of step I; $R^2_{\text{level-2 intercept}} = (\tau_{00}$ of step I–τ_{00} of step III)/ τ_{00} of step I; $R^2_{\text{level-2 interactional effect}} = (\tau_{11}$ of step III–τ_{11} of step IV)/ τ_{11} of step III

TABLE 5
RESULTS OF THE MODERATED PATH ANALYSIS

Moderator variable: Leader political skill	Leader humility(X)→Interpersonal justice(M1)→CWB-S(Y)				
	Stage		Effect		95%CI
	First P_{M1X}	Second P_{YM1}	Direct P_{YX}	Indirect $P_{M1X} * P_{YM1}$	
Low leader political skill	0.29**	−0.45	−0.12	−0.13*	[−0.21, −0.04]
High leader political skill	0.70**	−0.21	−0.10	−0.15*	[−0.25, −0.04]
Differences between low and high	0.41*	0.24	0.02	−0.02+	[−0.04, −0.01]

Notes. N(level1) = 273, N (level2) = 55; +$p < 0.10$, *$p < 0.05$, **$p < 0.01$; Lower and higher conditions are 1 standard deviation above and below the mean; Bootstrapped 95% confidence intervals were derived from 10,000 replications; P_{M1X}: Path from leader humility to interpersonal justice, P_{YM1}: Path from interpersonal justice to CWB-S; P_{YX}: Path from leader humility to CWB-S

TABLE 6
RESULTS OF THE MODERATED PATH ANALYSIS

Moderator variable: Leader political skill	Leader humility(X)→Trust in supervisor(M2)→CWB-S(Y)				
	Stage		Effect		95%CI
	First P_{M2X}	Second P_{YM2}	Direct P_{YX}	Indirect $P_{M2X} * P_{YM2}$	
Low leader political skill	0.41**	−0.29+	−0.12	−0.12+	[−0.22, −0.01]
High leader political skill	0.93**	−0.14*	−0.10	−0.13+	[−0.26, −0.01]
Differences between low and high	0.52+	0.15	0.02	−0.02	[−0.04, 0.01]

Notes. N(level1) = 273, N(level2) = 55; $+p < 0.10$, $*p < 0.05$, $**p < 0.01$; Lower and higher conditions are 1 standard deviation above and below the mean; Bootstrapped 95% confidence intervals were derived from 10,000 replications; P_{M2X}: path from leader humility to trust in supervisor; P_{YM2}: path from trust in supervisor to CWB-S; P_{YX}: path from leader humility to CWB-S

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En el entorno empresarial actual, que se caracteriza por aumentar la dinámica y la incertidumbre, cada vez es más difícil para un líder "resolverlo todo en la parte superior" (Morris et al. 2005; Senge 1990, p. 7). Si bien la investigación de liderazgo tradicional hizo hincapié en la grandeza de los líderes, se está prestando atención emergente a "liderar desde el terreno" y la humildad expresada de los líderes (Owens y Hekman 2012). La humildad expresa implica "a) una disposición manifiesta a verse a sí mismo con precisión, b) una apreciación mostrada de las fortalezas y contribuciones de los demás, y (c) la capacidad de enseñanza" (Owens et al. 2013, p. 1518). Estudios anteriores demostraron que la humildad expresada podría conducir a resultados beneficiosos a nivel organizacional (como la integración de equipos de alta dirección y el empoderamiento del clima organizacional, por ejemplo, Ou et al. 2014), el nivel del equipo (como el rendimiento del equipo, por ejemplo, Owens y Hekman 2016; 2017), y el nivel individual (como la creatividad de los empleados, por ejemplo, Wang et al. 2017). (2013) indican que la humildad del líder da forma sustancialmente a las interacciones interpersonales entre líderes y seguidores, y por lo tanto afecta las percepciones, actitudes y respuestas conductuales.

En consecuencia, la investigación más reciente sobre la humildad de líder se centra en cómo promueve los comportamientos positivos de los seguidores hacia su trabajo y organizaciones, como el desempeño de las tareas (Diao et al. 2019; Yu y Wang 2017), voz (Li et al. 2019), comportamiento de ayuda (Mao et al. 2017), y creatividad (Lei et al. 2015). Sin embargo, no está claro si la humildad del líder afecta los comportamientos negativos de los seguidores hacia sus supervisores y cómo la humildad de los seguidores. Es vital abordar esta cuestión de investigación porque los comportamientos negativos de los empleados podrían dañar psicológicamente a otros miembros en el lugar de trabajo y causar graves pérdidas económicas a las organizaciones (Aquino y Douglas 2003; Robinson y O'Leary-Kelly 1998). Además, examinar las reacciones directas de los empleados hacia sus líderes puede profundizar nuestra comprensión de la característica basada en las relaciones de la humildad de líder (Owens et al. 2013). Por lo tanto, el presente estudio tiene la intención de examinar la influencia de la humildad del líder en los comportamientos contraproducentes del lugar de trabajo de los seguidores hacia los supervisores (CWB-S), un tipo de comportamiento negativo dirigido a un supervisor.

CWB-S se refiere a los actos voluntarios, potencialmente destructivos o perjudiciales de los miembros de la organización que dañan a sus líderes (Spector y Fox 2002). Como se sugirió en estudios anteriores, la mala calidad del intercambio social es uno de los principales antecedentes de la CWB-S (Thau et al. 2009). En contraste, es más probable que la humildad del líder engendre relaciones líder-seguidores de apoyo y, por lo tanto, reduce la CWB-S (Morris et al. 2005; 2011). Aunque la investigación existente ha introducido el intercambio líder-miembro (LMX) para explicar los mecanismos subyacentes a la humildad del líder y los comportamientos de trabajo de los empleados (Wang y Zhang 2018; Yu y Wang 2017), no ha elaborado el proceso de intercambio social entre la humildad del líder y los comportamientos dirigidos por el

supervisor de los empleados. Según de Coninck (2010), la equidad y la confianza son dos facetas importantes que reflejan la calidad del intercambio social. Cuando los empleados perciben que son tratados de manera justa y ven a sus líderes como confiables, se reciprocan participando en comportamientos más positivos y reduciendo los comportamientos negativos (Dirks y Ferrin 2002; 2013). Por lo tanto, el presente estudio introduce la justicia interpersonal y la confianza en el supervisor como dos mediadores para mejorar la comprensión de los mecanismos de intercambio social subyacentes a la relación entre la humildad del líder y el seguidor CWB-S.

Además, tenga en cuenta que las consecuencias de la humildad del líder también podrían ser contingentes. La humildad del líder es efectiva sólo cuando los seguidores perciben la sinceridad del líder (Owens y Hekman 2012). Una posible razón para una humildad efectiva podría ser la alta habilidad política de los líderes. La habilidad política del líder se refiere a "la capacidad de entender eficazmente a los demás en el trabajo, y de utilizar esos conocimientos para influir en los demás para que actúen de maneras que mejoren los objetivos personales y/o organizativos" (Ahearn et al. 2004, p. 311). Una mayor habilidad política podría mostrar la aparente sinceridad, astucia social, influencia interpersonal y capacidad de networking de los líderes, lo que puede mejorar aún más la eficacia de su humildad al mejorar la credibilidad de sus comportamientos y reducir el sentido de manipulación de los empleados (Ferris et al. 2005, 2007).

En resumen, nuestro modelo propuesto se ilustra en la Fig. 1. Este estudio puede contribuir a la literatura de humildad del líder de las siguientes maneras. En primer lugar, nuestra investigación amplía los resultados del líder expresado humildad al demostrar su papel en la disminución de la CWB-S. De este modo, proporcionamos una perspectiva adicional para investigar el efecto de la humildad líder en los comportamientos negativos de los empleados hacia sus líderes inmediatos. En segundo lugar, nuestra investigación desempaca los mecanismos de intercambio social subyacentes mediante la identificación de dos factores orientados interpersonalmente (es decir, la justicia interpersonal y la confianza en el supervisor), en lugar de depender sólo de LMX. Por lo tanto, nuestro trabajo permite tener específicamente en cuenta la relación entre la humildad del líder y el seguidor CWB-S desde un enfoque de intercambio social. En tercer lugar, este estudio amplía aún más las condiciones límite para los efectos de la humildad del líder en los comportamientos de los empleados. El efecto amortiguador de la habilidad política líder sugerida en nuestro estudio pone de relieve la necesidad de más estudios para identificar cuándo la humildad del líder es más efectiva.

CONCLUSIÓN

Basándose en la teoría del intercambio social, este estudio propone un modelo de proceso psicológico para explicar cómo y cuándo la humildad del líder afecta la CWB-S de los empleados. El estudio actual introduce dos variables en el proceso de interacción líder-miembro, a saber, la justicia interpersonal y la confianza en el supervisor para desempaquetar específicamente el mecanismo psicológico subyacente a la humildad líder y CWB-S. Por último, este estudio examina el efecto moderador de la habilidad política líder en un entorno complejo. Este estudio encuentra que la humildad del líder puede disminuir efectivamente la CWB-S de los subordinados a través del aumento de la justicia interpersonal de los empleados y la confianza en el supervisor, y el efecto indirecto de la justicia interpersonal es más fuerte cuando los líderes tienen un alto en lugar de un bajo nivel de habilidad política. Hacemos un llamamiento a futuras investigaciones para que continúen explorando el efecto de la humildad del líder en los comportamientos de los seguidores hacia los supervisores, teniendo en cuenta la abundancia de oportunidades de investigación en esta área.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.
VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

Dans l'environnement des affaires d'aujourd'hui, qui se caractérise par une dynamique et une incertitude croissantes, il devient de plus en plus difficile pour un leader de « tout comprendre au sommet » (Morris et al., 2005; Senge, 1990, p. 7). Alors que la recherche traditionnelle sur le leadership mettait l'accent sur la grandeur des dirigeants, une attention émergente est accordée au « leadership à partir du sol » et à l'humilité exprimée par les dirigeants (Owens et Hekman, 2012). L'humilité exprimée implique « a) une volonté manifeste de se considérer avec précision, b) une appréciation affichée des forces et des contributions des autres, et c) l'enseignement » (Owens et coll., 2013, p. 1518). Des études antérieures ont démontré que l'humilité exprimée pouvait mener à des résultats bénéfiques au niveau organisationnel (comme l'intégration des équipes de haute direction et l'autonomisation du climat organisationnel, p. Ex., Ou et coll. 2014), au niveau de l'équipe (comme le rendement de l'équipe, p. Ex., Owens et Hekman 2016; Rego et coll. 2017) et au niveau individuel (comme la créativité des employés, par exemple Wang et coll. 2017). Owens et coll. (2013) indiquent que l'humilité du leader façonne considérablement les interactions interpersonnelles entre les dirigeants et les adeptes, et affecte ainsi les perceptions, les attitudes et les réactions comportementales.

Par conséquent, la plupart des recherches actuelles sur l'humilité des dirigeants portent sur la façon dont elle favorise les comportements positifs des adeptes à l'égard de leur travail et de leurs organisations, comme la performance des tâches (Diao et coll., 2019; Yu et Wang 2017), voix (Li et coll. 2019), comportement d'aide (Mao et coll. 2017), et créativité (Lei et coll. 2015). Toutefois, on ne sait toujours pas si et comment l'humilité des dirigeants affecte les comportements négatifs des adeptes à l'égard de leurs superviseurs. Il est essentiel de répondre à cette question de recherche parce que les comportements négatifs des employés pourraient nuire psychologiquement à d'autres membres du milieu de travail et causer de graves pertes économiques aux organisations (Aquino et Douglas, 2003; Robinson et O'Leary-Kelly, 1998). De plus, l'examen des réactions directes des employés à l'égard de leurs dirigeants peut approfondir notre compréhension de la caractéristique relationnelle de l'humilité du leader (Owens et coll., 2013). Par conséquent, la présente étude a l'intention d'examiner l'influence de l'humilité des dirigeants sur les comportements contreproductifs des adeptes en milieu de travail à l'égard des superviseurs (CCB-S), un type de comportement négatif dirigé contre un superviseur.

La CCB-S fait référence aux actes volontaires, potentiellement destructeurs ou préjudiciables des membres de l'organisation qui nuisent à leurs dirigeants (Spector et Fox, 2002). Comme l'ont suggéré des études antérieures, la mauvaise qualité des échanges sociaux est l'un des principaux antécédents de la CCB-S (Thau et coll., 2009). En revanche, l'humilité des dirigeants est plus susceptible d'engendrer des relations de soutien entre les dirigeants et les adeptes et, par conséquent, de réduire la CCB-S (Morris et coll., 2005; Peters et coll. 2011). Bien que la recherche existante ait introduit l'échange leader-membre (LMX) pour expliquer les mécanismes sous-jacents à l'humilité du leader et aux comportements de travail des employés (Wang et Zhang 2018; Yu et Wang 2017), il n'a pas élaboré le processus d'échange social entre l'humilité des dirigeants et les comportements dirigés par le superviseur des employés. Selon de Coninck (2010), l'équité et la confiance sont deux facettes importantes qui reflètent la qualité des échanges sociaux. Lorsque les employés perçoivent qu'ils sont traités équitablement et considèrent leurs dirigeants comme dignes de confiance, ils font la réciprocité en adoptant des comportements plus positifs et en réduisant les comportements négatifs (Dirks et Ferrin, 2002; Sousa-Lima et coll. 2013). Ainsi, la présente étude introduit la justice interpersonnelle et la confiance dans le superviseur en tant que deux médiateurs afin d'améliorer la compréhension des mécanismes d'échange social qui sous-tendent la relation entre l'humilité des dirigeants et le disciple de la CCB-S.

En outre, notez que les conséquences de l'humilité du leader peuvent également être contingentes. L'humilité du leader n'est efficace que lorsque les adeptes perçoivent la sincérité du leader (Owens et Hekman, 2012). L'une des raisons possibles d'une humilité efficace pourrait être la grande habileté politique des dirigeants. L'habileté politique des dirigeants fait référence à « la capacité de comprendre efficacement les autres au travail et d'utiliser ces connaissances pour influencer les autres à agir d'une manière qui améliore ses objectifs personnels et/ou organisationnels » (Ahearn et coll., 2004, p. 311). Une plus grande habileté politique pourrait démontrer la sincérité apparente des dirigeants, leur aisance sociale, leur influence interpersonnelle et leur capacité de réseautage, ce qui pourrait accroître davantage l'efficacité de leur humilité en améliorant la crédibilité de leurs comportements et en réduisant le sentiment des employés d'être manipulés (Ferris et al., 2005, 2007).

Pour résumer, notre modèle proposé est illustré à la figure 1. Cette étude peut contribuer à la littérature d'humilité leader de la manière suivante. Premièrement, nos recherches élargissent les résultats de l'humilité exprimée par le leader en démontrant son rôle dans la diminution de la CCB-S. Nous fournissons ainsi une perspective supplémentaire pour étudier l'effet de l'humilité du leader sur les comportements négatifs des employés envers leurs dirigeants immédiats. Deuxièmement, notre recherche déballe les mécanismes d'échange social sous-jacents en identifiant deux facteurs interpersonnels (c.-à-d. La justice interpersonnelle et la confiance dans le superviseur), plutôt que de se fier uniquement à LMX. Par conséquent, notre travail permet de rendre compte spécifiquement de la relation entre l'humilité des dirigeants et le suiveur CCB-S à partir d'une approche d'échange social. Troisièmement, cette étude étend encore les conditions limites pour les effets de l'humilité du leader sur les comportements des employés. L'effet tampon des compétences politiques des dirigeants suggéré dans notre étude souligne la nécessité d'études plus approfondies pour déterminer quand l'humilité des dirigeants est plus efficace.

CONCLUSION

S'appuyant sur la théorie des échanges sociaux, cette étude propose un modèle de processus psychologique pour expliquer comment et quand l'humilité des dirigeants affecte la CCB-S des employés. La présente étude introduit deux variables dans le processus d'interaction entre les dirigeants et les membres, à savoir la justice interpersonnelle et la confiance dans le superviseur pour déballer spécifiquement le mécanisme psychologique sous-jacent à l'humilité des dirigeants et à la CCB-S. Enfin, cette étude examine l'effet modérant des compétences politiques des dirigeants dans un environnement complexe. Cette étude révèle que l'humilité des dirigeants peut effectivement diminuer la CCB-S de ses subordonnés en augmentant la justice interpersonnelle et la confiance des employés à l'égard du superviseur, et que l'effet indirect de la justice interpersonnelle est plus fort lorsque les dirigeants ont un niveau élevé plutôt que faible de compétences politiques. Nous appelons les recherches futures à continuer d'explorer l'effet de l'humilité des dirigeants sur les comportements des adeptes envers les superviseurs, compte tenu de l'abondance des possibilités de recherche dans ce domaine.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

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EINLEITUNG

Im heutigen Geschäftsumfeld, das von zunehmender Dynamik und Unsicherheit geprägt ist, wird es für einen Führer immer schwieriger, "alles an der Spitze zu finden" (Morris et al. 2005; Senge 1990, S. 7). Während die traditionelle Führungsforschung die Größe der Führer betonte, wird aufkommende Aufmerksamkeit der "Führung vom Boden" und der zum Ausdruck gebrachten Demut der Führer (Owens und Hekman 2012) gewidmet. Ausdruckder Demut impliziert "a) eine manifestierte Bereitschaft, sich selbst genau zu betrachten, (b) eine gezeigte Wertschätzung der Stärken und Beiträge anderer und (c) Lehrfähigkeit" (Owens et al. 2013, S. 1518). Frühere Studien zeigten, dass ausgedrückte Demut zu positiven Ergebnissen auf Organisationsebene führen kann (z. B. Integration von Top-Management-Teams und Stärkung des Organisationsklimas, z. B. Ou et al. 2014), Teamebene (z. B. Teamleistung, z. B. Owens und Hekman 2016; Rego et al. 2017) und individuelle Ebene (z.B. Mitarbeiterkreativität, z.B. Wang et al. 2017). Owens et al. (2013) weisen darauf hin, dass Führerdemut im Wesentlichen zwischenmenschliche Interaktionen zwischen Führern und Anhängern prägt und somit Wahrnehmungen, Einstellungen und Verhaltensreaktionen beeinflusst.

Dementsprechend konzentriert sich die aktuelle Forschung über Leader-Demut darauf, wie sie das positive Verhalten der Anhänger gegenüber ihrer Arbeit und Ihren Organisationen fördert, wie z. B. Die Aufgabenleistung (Diao et al. 2019; Yu und Wang 2017), Stimme (Li et al. 2019), helfendes Verhalten (Mao et al. 2017) und Kreativität (Lei et al. 2015). Allerdings bleibt unklar, ob und wie sich die Demut der Führer auf das negative Verhalten ihrer Anhänger gegenüber ihren Vorgesetzten auswirkt. Es ist von entscheidender Bedeutung, diese Forschungsfrage anzugehen, da das negative Verhalten der Mitarbeiter anderen Mitgliedern am Arbeitsplatz psychologisch schaden und Organisationen einen schweren wirtschaftlichen Schaden zufügen könnte (Aquino und Douglas 2003; Robinson und O'Leary-Kelly 1998). Darüber hinaus kann die Untersuchung der direkten Reaktionen der Mitarbeiter auf ihre Führungskräfte unser Verständnis des beziehungsbasierten Merkmals der Führerdemut vertiefen (Owens et al. 2013). Daher beabsichtigt die vorliegende Studie, den Einfluss der Demut von Führungspersönlichkeiten auf das kontraproduktive Verhalten der Anhänger am Arbeitsplatz gegenüber Vorgesetzten (CWB-S) zu untersuchen, eine Art negatives Verhalten, das sich gegen einen Vorgesetzten richtet.

CWB-S bezieht sich auf freiwillige, potenziell destruktive oder schädliche Handlungen von Mitgliedern der Organisation, die ihren Führungskräften schaden (Spector und Fox 2002). Wie in früheren Studien angedeutet, ist die schlechte Qualität des sozialen Austauschs eine wichtige Vorläuferin von CWB-S (Thau et al. 2009). Im Gegensatz dazu ist es wahrscheinlicher, dass Führungsdemut unterstützende Leader-Follower-Beziehungen hervorruft und damit CWB-S reduziert (Morris et al. 2005; Peters et al. 2011). Obwohl die bestehende Forschung leader-member exchange (LMX) eingeführt hat, um die Mechanismen zu erklären, die der Demut von Führungspersönlichkeiten und dem Arbeitsverhalten der Mitarbeiter zugrunde liegen (Wang und Zhang 2018; Yu und Wang 2017), hat sie den sozialen Austauschprozess zwischen der Demut des Führers und dem von den Vorgesetzten geleiteten Verhalten der Mitarbeiter nicht ausgearbeitet. Laut de Coninck (2010) sind Fairness und Vertrauen zwei wichtige Facetten, die die Qualität des sozialen Austauschs widerspiegeln. Wenn Mitarbeiter wahrnehmen, dass sie fair behandelt werden und ihre Führungskräfte als vertrauenswürdig betrachten, erwidern sie sich, indem sie positivere Verhaltensweisen an den Tag legen und negative Verhaltensweisen reduzieren (Dirks und Ferrin 2002; Sousa-Lima et al. 2013). So führt die vorliegende Studie zwischenmenschliche Gerechtigkeit und Vertrauen in die Aufsicht als zwei Vermittler ein, um das Verständnis der sozialen Austauschmechanismen zu verbessern, die der Beziehung zwischen Führer demut und Anhänger CWB-S zugrunde liegen.

Beachten Sie außerdem, dass die Folgen der Demut des Führers auch bedingt sein könnten. Führer Demut ist nur wirksam, wenn Anhänger die Aufrichtigkeit des Führers wahrnehmen (Owens und Hekman 2012). Ein möglicher Grund für effektive Demut könnte das hohe politische Geschick der Staats- und Regierungschefs sein. Leader politische Fähigkeiten bezieht sich auf "die Fähigkeit, andere bei der Arbeit effektiv zu verstehen, und dieses Wissen zu nutzen, um andere zu beeinflussen, um in einer Weise zu handeln, die die die persönlichen und/oder organisatorischen Ziele verbessert" (Ahearn et al. 2004, S. 311).

Höhere politische Fähigkeiten könnten die scheinbare Aufrichtigkeit, soziale Klugheit, den zwischenmenschlichen Einfluss und die Vernetzungsfähigkeit von Führungskräften zeigen, was die Wirksamkeit ihrer Demut weiter steigern könnte, indem sie die Glaubwürdigkeit ihres Verhaltens verbessern und das Gefühl der Mitarbeiter, manipuliert zu werden, verringern (Ferris et al. 2005, 2007).

Zusammenfassend ist unser vorgeschlagenes Modell in Abb. 1 dargestellt. Diese Studie kann auf folgende Weise zur Demutsliteratur des Führers beitragen. Erstens erweitert unsere Forschung die Ergebnisse des Führers, der Demut zum Ausdruck gebracht hat, indem er seine Rolle bei der Verringerung von CWB-S demonstriert. Wir bieten damit eine zusätzliche Perspektive, um die Auswirkungen der Demut von Führungskräften auf das negative Verhalten der Mitarbeiter gegenüber ihren unmittelbaren Führungskräften zu untersuchen. Zweitens entpackt unsere Forschung die zugrunde liegenden Mechanismen des sozialen Austauschs, indem sie zwei zwischenmenschlich orientierte Faktoren (d. H. Zwischenmenschliche Gerechtigkeit und Vertrauen in den Vorgesetzten) identifiziert, anstatt sich nur auf LMX zu verlassen. Daher ermöglicht unsere Arbeit eine gezielte Bilanzierung der Beziehung zwischen Leader Demut und Anhänger CWB-S aus einem sozialen Austausch Ansatz. Drittens erweitert diese Studie die Grenzbedingungen für die Auswirkungen von Führungsdemut auf das Verhalten der Mitarbeiter weiter. Die in unserer Studie vorgeschlagene Pufferwirkung von führungspolitischen Fähigkeiten unterstreicht die Notwendigkeit weiterer Studien, um festzustellen, wann die Demut der Führer effektiver ist.

SCHLUSSFOLGERUNG

Ausgehend von der Theorie des sozialen Austauschs schlägt diese Studie ein psychologisches Prozessmodell vor, um zu erklären, wie und wann sich Demut von Führungspersönlichkeiten auf die CWB-S der Mitarbeiter auswirkt. Die aktuelle Studie führt zwei Variablen in den Leader-Member-Interaktionsprozess ein, nämlich zwischenmenschliche Gerechtigkeit und Vertrauen in die Aufsicht, um den psychologischen Mechanismus, der der Leader-Demut und CWB-S zugrunde liegt, gezielt auszupacken. Schließlich untersucht diese Studie die mäßigende Wirkung von politisches Geschick von Führungspersönlichkeiten in einem komplexen Umfeld. Diese Studie stellt fest, dass Führer Demut effektiv verringern können Untergebene CWB-S durch die Erhöhung der zwischenmenschlichen Gerechtigkeit und vertrauen in Dieaufsicht, und die indirekte Wirkung der zwischenmenschlichen Gerechtigkeit ist stärker, wenn Führer haben ein hohes statt niedriges Niveau der politischen Fähigkeiten. Wir fordern die zukünftige Forschung auf, die Auswirkungen der Demut der Führer auf das Verhalten der Anhänger gegenüber den Vorgesetzten weiter zu untersuchen, wenn man bedenkt, wie viele Forschungsmöglichkeiten in diesem Bereich vorhanden sind.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsacule os autores originais responsáveis por estes erros.

INTRODUÇÃO

No ambiente de negócios de hoje, que se caracteriza pelo aumento da dinâmica e da incerteza, torna-se cada vez mais difícil para um líder "descobrir tudo no topo" (Morris et al. 2005; Senge 1990, p. 7). Embora a investigação tradicional de liderança tenha sublinhado a grandeza dos líderes, está a ser dada atenção emergente a "liderar do terreno" e a humildade expressa dos líderes (Owens e Hekman 2012). A humildade expressa implica "(a) uma vontade manifestada de se ver com precisão, (b) uma apreciação demonstrada dos pontos fortes e contribuições dos outros, e (c) ensino" (Owens et al. 2013, p. 1518). Estudos anteriores demonstraram que a humildade expressa poderia levar a resultados benéficos a nível organizacional (como a integração de equipas de gestão de topo e a capacitação do clima organizacional, por exemplo, Ou et al. 2014), nível de equipa (como o desempenho da equipa, por exemplo, Owens e Hekman 2016; Rego et al. 2017), e nível individual (como a criatividade dos colaboradores, por exemplo, Wang et al. 2017). Owens et al. (2013) indicam que a humildade do líder molda substancialmente as interações interpessoais entre líderes e seguidores, afetando assim perceções, atitudes e respostas comportamentais.

Assim, a maior parte da investigação atual sobre a humildade do líder centra-se na forma como promove os comportamentos positivos dos seguidores em relação ao seu trabalho e às suas organizações, como o desempenho da tarefa (Diao et al. 2019; Yu e Wang 2017), voz (Li et al. 2019), comportamento de ajuda (Mao et al. 2017) e criatividade (Lei et al. 2015). No entanto, ainda não é claro se a humildade do líder afeta os comportamentos negativos dos seguidores em relação aos seus supervisores. É vital abordar esta questão da investigação porque os comportamentos negativos dos trabalhadores podem prejudicar psicologicamente outros membros no local de trabalho e causar graves perdas económicas às organizações (Aquino e Douglas 2003; Robinson e O'Leary-Kelly 1998). Além disso, examinar as reações diretas dos colaboradores aos seus líderes pode aprofundar a nossa compreensão da característica baseada na relação da humildade do líder (Owens et al. 2013). Por isso, o presente estudo pretende examinar a influência da humildade do líder nos comportamentos contraproducentes dos seguidores no local de trabalho para com os supervisores (CWB-S), um tipo de comportamento negativo dirigido a um supervisor.

CWB-S refere-se a atos voluntários, potencialmente destrutivos ou prejudiciais dos membros organizacionais que prejudicam os seus líderes (Spector e Fox 2002). Tal como sugerido em estudos anteriores, a má qualidade do intercâmbio social é um dos principais antecedentes da CWB-S (Thau et al. 2009). Em contrapartida, a humildade do líder é mais suscetível de gerar relações de líderes de apoio e, assim, reduzir a CWB-S (Morris et al. 2005; Peters et al. 2011). Embora a pesquisa anterior tenha introduzido o intercâmbio de membros líderes (LMX) para explicar os mecanismos subjacentes à humildade do líder e comportamentos de trabalho dos colaboradores (Wang e Zhang 2018; Yu e Wang 2017, não elaborou o processo de intercâmbio social entre a humildade do líder e os comportamentos orientados pelos funcionários. De acordo com de Coninck (2010), a equidade e a confiança são duas facetas importantes que refletem a qualidade do intercâmbio social. Quando os colaboradores percebem que são tratados de forma justa e vêem os seus líderes como de confiança, retribuem, envolvendo-se em comportamentos mais positivos e reduzindo comportamentos negativos (Dirks e Ferrin 2002; Sousa-Lima et al. 2013). Assim, o presente estudo introduz a justiça interpessoal e a confiança no supervisor como dois mediadores para melhorar a compreensão dos mecanismos de intercâmbio social subjacentes à relação entre a humildade do líder e o seguidor CWB-S.

Além disso, note-se que as consequências da humildade do líder também podem ser contingentes. A humildade do líder só é eficaz quando os seguidores percebem a sinceridade do líder (Owens e Hekman 2012). Uma razão potencial para uma humildade eficaz pode ser a elevada habilidade política dos líderes. A competência política do líder refere-se à "capacidade de compreender eficazmente os outros no trabalho, e de usar esse conhecimento para influenciar os outros a agir de forma a melhorar os seus objetivos pessoais e/ou organizacionais" (Ahearn et al. 2004, p. 311). Uma maior habilidade política poderia mostrar a aparente sinceridade, astutidade social dos líderes, a influência interpessoal e a capacidade de networking, o que pode aumentar ainda mais a eficácia da sua humildade, melhorando a credibilidade dos seus comportamentos e reduzindo o sentido de manipulação dos colaboradores (Ferris et al. 2005, 2007).

Resumindo, o nosso modelo proposto é ilustrado na Fig. 1. Este estudo pode contribuir para a literatura de humildade líder de outra forma. Em primeiro lugar, a nossa investigação alarga os resultados do líder

expressando humildade demonstrando o seu papel na diminuição do CWB-S. Damos assim uma perspetiva adicional para investigar o efeito da humildade do líder nos comportamentos negativos dos colaboradores em relação aos seus líderes imediatos. Em segundo lugar, a nossa investigação desembala mecanismos de intercâmbio social subjacentes, identificando dois fatores interpessoais (isto é, justiça interpessoal e confiança no supervisor), em vez de confiar apenas no LMX. Por conseguinte, o nosso trabalho permite explicar especificamente a relação entre a humildade do líder e o seguidor CWB-S a partir de uma abordagem de intercâmbio social. Em terceiro lugar, este estudo alarga ainda mais as condições limite para os efeitos da humildade do líder nos comportamentos dos colaboradores. O efeito de tampão da habilidade política líder sugerida no nosso estudo realça a necessidade de mais estudos para identificar quando a humildade do líder é mais eficaz.

CONCLUSÃO

Baseando-se na teoria do intercâmbio social, este estudo propõe um modelo de processo psicológico para explicar como e quando a humildade do líder afeta o CWB-S dos colaboradores. O estudo atual introduz duas variáveis no processo de interação entre membros, nomeadamente a justiça interpessoal e a confiança no supervisor para desembalar especificamente o mecanismo psicológico subjacente à humildade do líder e do CWB-S. Por último, este estudo examina o efeito moderador da habilidade política dos líderes num ambiente complexo. Este estudo conclui que a humildade dos líderes pode efetivamente diminuir o CWB-S dos subordinados através do aumento da justiça interpessoal dos colaboradores e da confiança no supervisor, e o efeito indireto da justiça interpessoal é mais forte quando os líderes têm um nível elevado e não baixo de habilidade política. Apelamos à investigação futura para que continue a explorar o efeito da humildade dos líderes nos comportamentos dos seguidores em relação aos supervisores, considerando a abundância de oportunidades de investigação nesta área.