

The Role of Humble Leadership in Enhancing Organizational Support: The Moderating Effect of Employee Performance

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ABSTRACT

Purpose

This study investigates the relationship between humble leadership and employee performance while exploring the moderating role of organizational support. It aims to determine how leaders who demonstrate humility—by being open to feedback, acknowledging limitations, and valuing others' contributions—can foster an organizational environment that enhances performance, motivation, and satisfaction among employees. Furthermore, it examines how perceived organizational support strengthens the positive effects of humble leadership on employee outcomes.

Methodology

A quantitative research design was employed, using survey data collected from 54 employees across multiple organizations. Data were gathered through a structured questionnaire distributed via Google Forms, employing a five-point Likert scale to measure the constructs of humble leadership, organizational support, and employee performance. Convenience sampling was used to select participants. Statistical analyses, including reliability testing, descriptive statistics, correlation, and one-way ANOVA, were conducted to validate the relationships among the study variables.

Findings

The results revealed a strong positive correlation between humble leadership, organizational support, and employee performance. All measurement scales demonstrated high reliability (Cronbach's Alpha > 0.80), confirming internal consistency. The findings indicate that humble leadership significantly enhances employee performance and perceived organizational support. Moreover, organizational support strengthens the relationship between humble leadership and performance outcomes.

Demographic variables such as gender, age, and employment status did not significantly affect the dependent variable; however, education level was found to have a significant impact on employee performance, suggesting that higher education contributes to greater adaptability and awareness in the workplace.

Practical Implications

Organizations aiming to improve performance should foster a culture of humility among leaders and reinforce systems of organizational support. Leadership development programs emphasizing empathy, openness, and feedback acceptance can create a more engaged and committed workforce. Additionally, educational background should be considered when designing performance enhancement and leadership training initiatives.

Originality/Value

This study contributes to leadership and organizational behavior literature by highlighting the role of humble leadership in driving employee performance through organizational support. It provides empirical evidence that humility in leadership, combined with a supportive organizational culture, leads to higher motivation, satisfaction, and productivity. The findings offer valuable insights for managers and HR professionals seeking to strengthen leadership effectiveness and employee outcomes in modern organizations.

Keywords: *Humble Leadership, Organizational Support, Employee Performance, Leadership Behavior, Workplace Motivation*

INTRODUCTION

The performance as well as the commitment of employees in the organization is greatly impacted by leadership (Kurtessis et al., 2015). The productivity of any organization is a major factor in its success, which is also reflected in employee, customer, stakeholder, and supplier satisfaction. When leaders are humble, open, and willing to learn from others, it is called humble leadership. This leadership style can boost employee performance. A work environment where leaders demonstrate humility, openness, and learning-from-others traits allows employees to perform better and be more committed to their work (Stefan & Nazarov, 2020). Organizational performance means improving overall performance in terms of quality, productivity, customer satisfaction, and profitability. Creating a culture of humility and open-mindedness among employees may help them perceive the organization as supportive, which in turn enhances job satisfaction and organisational commitment, thereby improving employee performance (Kurtessis et al., 2015). Organizational support also influences employee outcomes significantly. Workplaces that are supportive provide individuals with higher job satisfaction, increased commitment to the organization, and superior performance in the workplace (Rhoades and Eisenberger 2002) The effects of Organizational Support are especially salient for non-frontline employees. In other words, leaders must carry out customization on all employees irrespective of functions.

LITERATURE REVIEW

Leadership that isn't arrogant is beneficial for the organization as well employees, which will help employee performance as well as culture of the organization while enhancing connection and developing a better organization climate (Afshar & Shah, 2025). Leaders who are humble are those who know their limitations see the strength in other people seek feedback. As indicated by Morris et al. (2005), humble leadership creates an environment that promotes the empowerment and inclusion of employees. When leaders show humility, they build trust and this causes teams to be able to work together effectively. In

addition, Owens and Hekman (2012) state that humble leadership leads to increased employee engagement, creativity, and productivity as employees are more likely to bring their “A” game to work when they feel respected.

Hypothesis 1 (H1): There is a positive relationship between humble leadership and employee performance.

Organizational Support as a Moderator

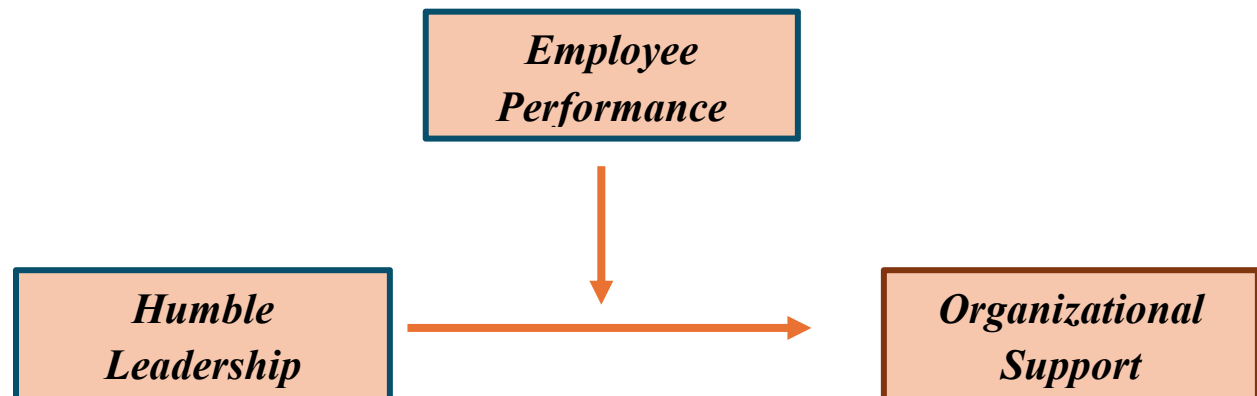
Organizational Support refers to the employees’ beliefs concerning the extent to which the organization values and cares about their contribution and well-being. The impact of humble leadership on employee performance is moderated by POS. In 1986, Eisenberger and others stated organizations that provide high support are likely to get higher performance and support in return from their employees. According to Wayne, Shore, and Liden (1997), POS amplifies humble leadership's favourable impact as it provides a supportive context for employees under hardship that can indeed enhance motivation. According to Rhoades and Eisenberger (2002), empirical studies reveal that POS strengthens the effect of positive leadership behavior on employee performance, job satisfaction, OCB and other outcomes Afshar & Shah (2025).

Hypothesis 2 (H2): Organizational Support moderates the relationship between humble leadership and employee performance, such that the relationship is stronger when Organizational Support is high.

Impact on Employee Performance

Leadership who possesses humility are more effective and can produce impact among subordinates (Butt et al., 2022). According to Wang et al., 2018, employees with humble leaders improve job performance and engagement. When leaders are humble, employees feel more like they can speak up and offer their ideas or take a risk. This environment aids with improvement and optimising performances day after day. Detert and Burris (2007) moreover contend that humility and the ability and willingness to seek input in management leaders breed open communication which adds more to performance (Sadia et al., 2025). As per their findings, humble leadership and Organizational Support should get priority from organizations for exceptional employee performance and organizational effectiveness (Latif et al., 2022).

Hypothesis 3 (H3): Higher levels of Organizational Support lead to increased employee performance.



METHODOLOGY

This study's participants are workers from multiple companies. Information was gathered to evaluate the perceptions of humble leadership, Organizational Support and employee performance. A total of 54 respondents participated in the study. The data collection instrument used was a Google Form. The 54 people consisting of the sample were chosen through the convenience sampling technique. The research was conducted in an ethically sound manner that protected the rights of the participants as well as the integrity of the research.

Measures

A 5-point Likert scale was used to assess the study variables, where 1 indicates "strongly disagree" and 5 indicates "strongly agree." The variables measured include humble leadership, Organizational Support, and employee performance.

RESULTS

Reliability Analysis

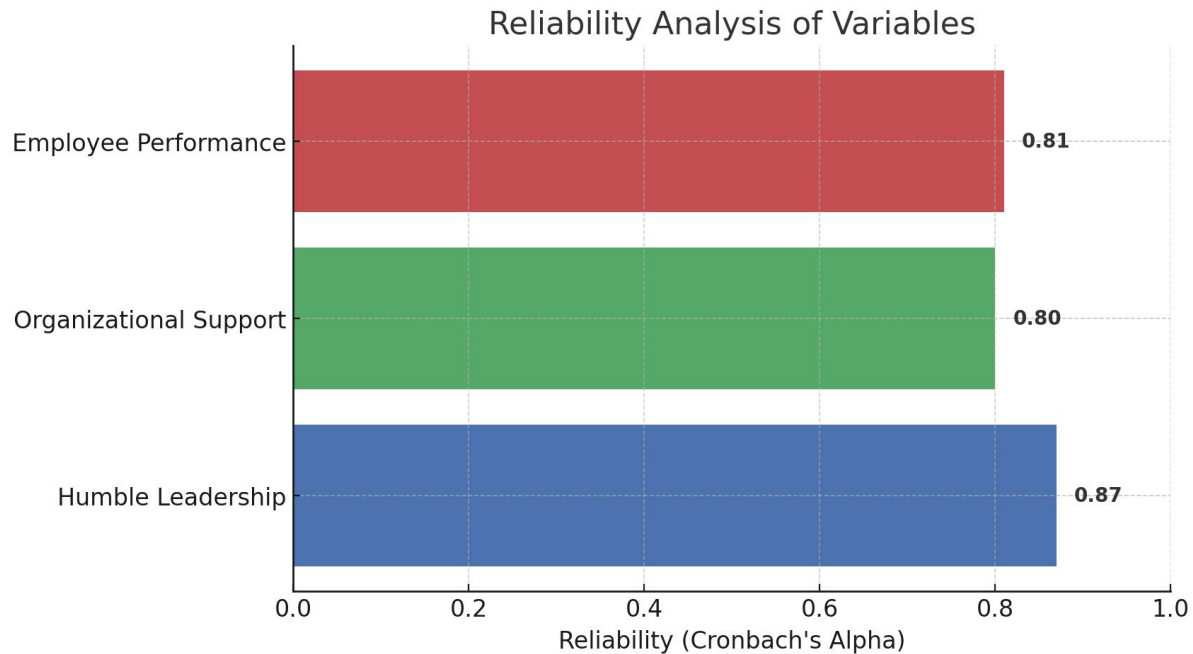


Fig 1: Reliability Analysis

This variable proved to be very reliable with a Cronbach's Alpha of 0.87 (Butt, 2023). This shows that the items measuring Organizational Support are capturing the underlying construct consistently. The validity of Employee Performance is also reliable as Cronbach's Alpha=0.81. The result signifies that the Employee Performance is well-measured and the items correlate with one another. The measure of Cronbach's Alpha for Organizational Support and Repurchase Intention was found to be 0.80 and thus was found to be highly consistent among the items.

Descriptive Statistics

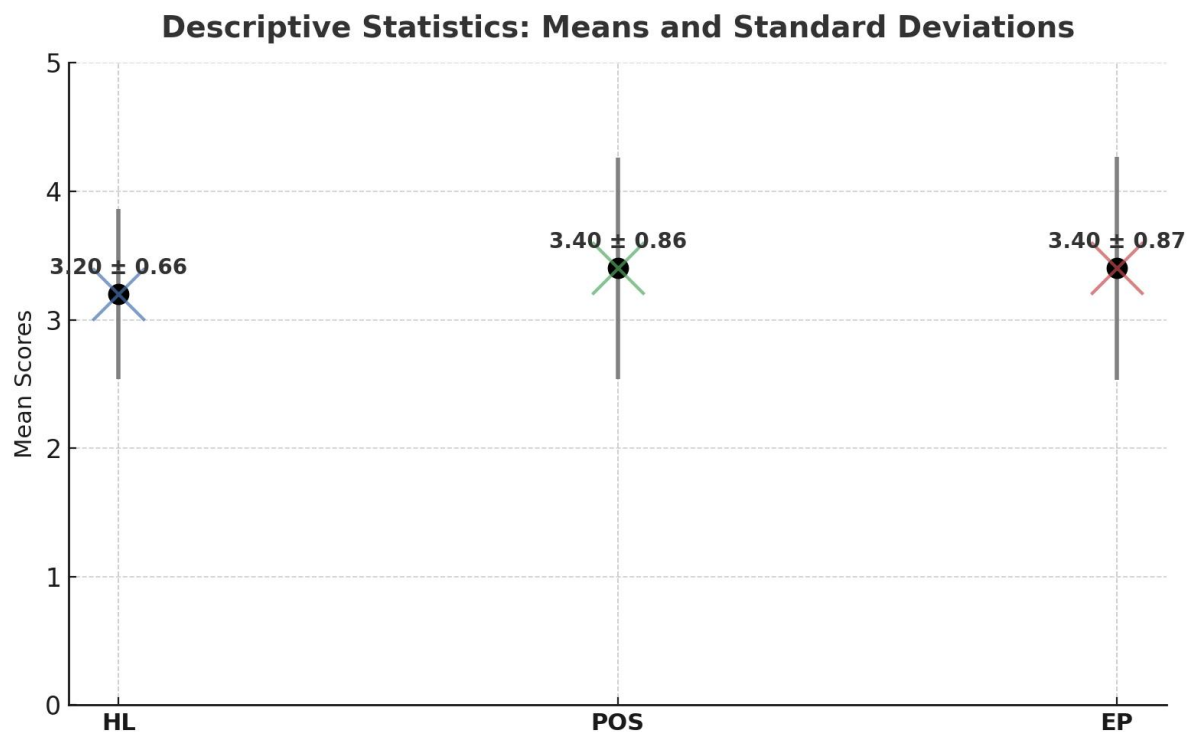


Fig 2: Descriptive Statistics

N =54, HL=Humble Leadership, POS=Organizational Support, EP

One-Way ANOVA

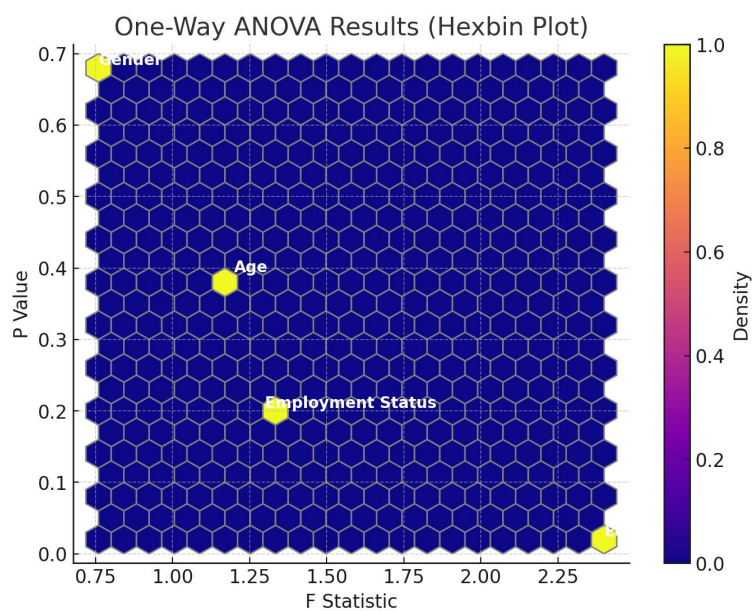


Fig 3: One-Way ANOVA

The analysis produced an F statistic of 0.76 and a p-value of 0.68. This means that the difference of the dependent variable according to gender is not significant since p-value more than alpha value 0.05. The F value for age is 1.2, with a p-value of .39. Just like gender, age also does not seem to exert a significant influence on the variable. The F statistic for education is 2.4 with a p-value 0.02. The p-value has less than 0.05. This means there exists a significant impact of education on dependent variable. The F statistic for employment status stood at 1.3 while the p-value was estimated at 0.20. This means employment status does not appear to influence the dependent variable significantly.

Correlation Analysis

Correlation Analysis (MACE, BE, RI Variables)

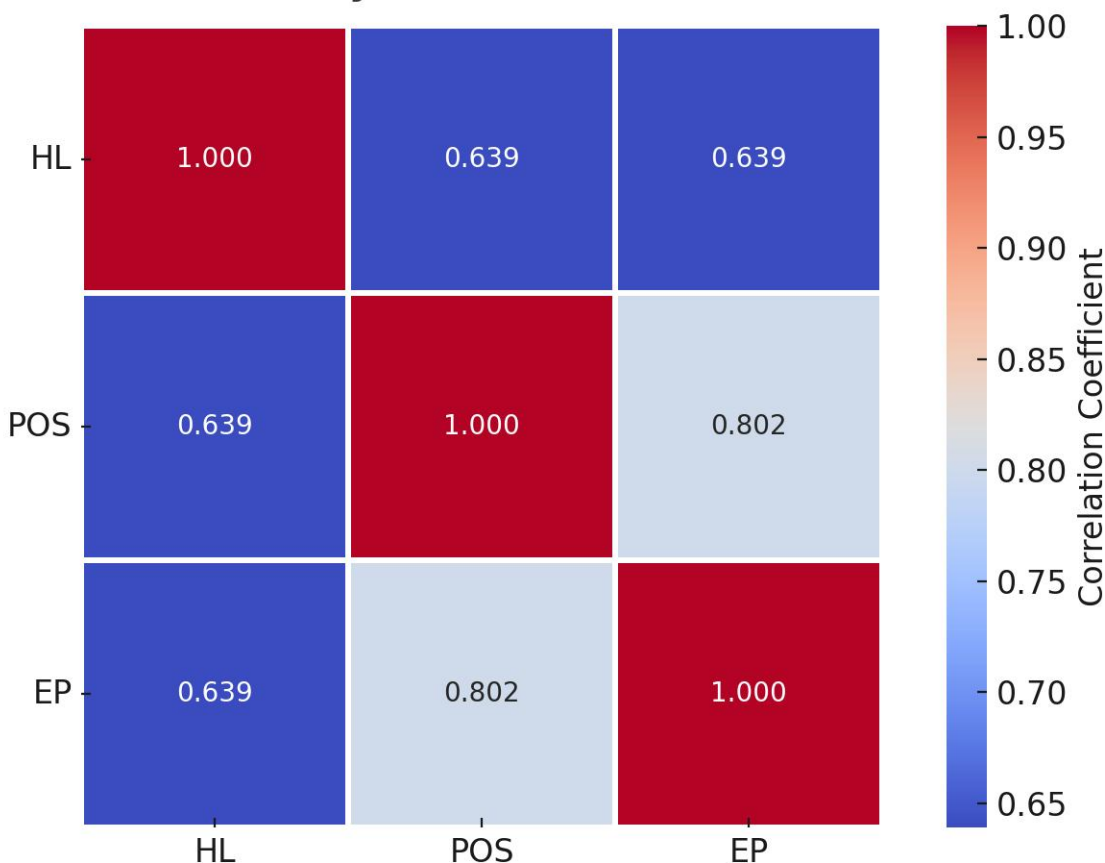


Fig 4: Correlation Analysis Variables

N = 54, HL=Humble Leadership, POS=Organizational Support, EP= Employee Performance * = P < .05, ns = not significant

The result presented in Table 4 shows that HL has a significant positive association with RI($r = .639$, $p < .05$).

Discussion

The study's results reveal insights about the relationship between humble leadership, Organizational Support, and employee performance. The reliability analysis shows all three variables are very consistent with each other. The Cronbach's Alpha values of the variables are above 0.80 which show the instruments used are reliable. Most respondents have moderate to high perceptions based on the descriptive statistics. This is shown as mean values vary from 3.2 to 3.4 indicating generally positive perceptions on leadership, organizational support and performance. The variable ordering's effect shows that the gender of participants, their age and employment status did not significantly affect the dependent variable used in one-way ANOVA results and thus, the demographic variables were not impactful. Nonetheless, education has a statistically significant effect ($p = 0.02$), indicating the employees' educational background probably has a role in their perception and performance levels. There will be better communication, awareness, and adaptability through higher education. An examination of the relationship showcases a significant positive correlation among all the main variables in the study. Humble leadership has a strong positive correlation with Organizational Support ($r = .639, p < .05$) as well as employee performance ($r = .639, p < .05$). The research findings reveal a strong positive relationship between Organizational Support and employee performance. As a result, leaders' humble behaviours which refer to being reachable, open to feedback and valuing employee contribution, enhance the organizational environment that boosts the employee motivation, satisfaction as well as performance.

CONCLUSION

The links between humble leadership, Organizational Support, and employee performance were studied. The researchers found that the measurement scales used in the study were reliable. This means they produced consistent results. Further, they can be used in further studies in a valid manner. According to the results of the descriptive statistics, respondents have positive perceptions of their leaders, organizational support, as well as performance. According to the ANOVA analysis, only education had a significant impact on the dependent variable while gender, age and employment status did not. This shows how employees' attitudes and performance have been influenced by their educational background. There is a significant positive relationship among all key variables. Humble leadership has a positive effect on Organizational Support and employee performance according to a study. Moreover, Organizational Support has a strong positive effect on employee performance. To sum up, humble leadership along with Organizational Support could enhance employee performance. Humble leaders who create a supportive environment boost the motivation, satisfaction, and productivity of their employees. The findings of the research indicate that performance is shaped by leadership behaviour and organisational culture. Studies should be conducted on larger samples, different organisation types, and mediators such as job satisfaction or organisational commitment. To better understand how employees behave and perform, this study was brought about.

RECOMMENDATIONS

To cultivate humble leadership practices within their ranks, organizations can initiate training and developmental interventions focused on empathy, self-awareness and active learning. Management should strengthen the organizational support system that recognizes the open acknowledgment of the contributions of the employees to the growth and development of the organization. Also, with the effects of education, organizations may want the development customized to the level of education of employees. Future studies can use mediation or moderation by job satisfaction or organization commitment variables to better understand the connection between leadership and performance.

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