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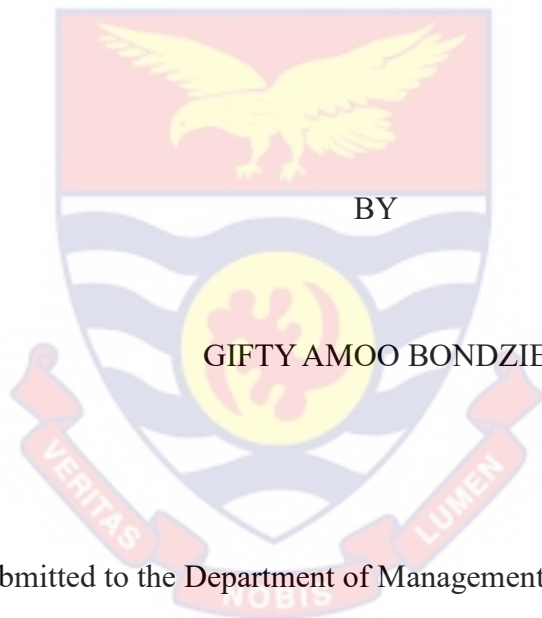
LEADER HUMILITY AND ORGANIZATIONAL COMMITMENT: THE
ROLE OF PSYCHOLOGICAL SAFETY AND PSYCHOLOGICAL
AVAILABILITY



2025

UNIVERSITY OF CAPE COAST

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Thesis submitted to the Department of Management Studies of the School of
Business, College of Humanities and Legal Studies, University of Cape Coast,
in partial fulfilment of the requirements for the award of Master of Commerce
degree in Management

FEBRUARY 2025

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature.....Date

Name: Gifty Amoo Bondzie

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of the Thesis laid down by the University of Cape Coast.

Supervisor's SignatureDate

Name: Professor Abraham Ansong

ABSTRACT

The study sought to analyze the mediating role of psychological safety and psychological availability on the leadership humility and organizational commitment nexus among employees of commercial banks in the Cape Coast Metropolis. A quantitative research approach and an explanatory research design were employed for this study. Through convenient sampling, a structured questionnaire was used to collect data from a sample of 158 respondents from commercial banks in the Cape Coast Metropolis. The structural equation model was employed in analyzing the data collected for the study. The results of the study revealed a positive and significant correlation between the following: humble leadership and organizational commitment ($\beta = 0.783$); psychological safety and organizational commitment ($\beta = 0.096$); leader humility and employees' psychological safety ($\beta = 0.344$); and finally, leader humility and employee psychological availability ($\beta = 0.268$). However, the study found that there was a negative and significant relationship between psychological availability and organizational commitment ($\beta = -0.012$). In terms of the mediating roles, the study found a partial mediation of both psychological safety ($\beta = 0.118$) and psychological availability ($\beta = 0.072$) on the relationship between humble leadership and organizational commitment.

The study recommended that the banks should implement leadership development programs that emphasize the importance of humility as a core leadership trait. This will ensure employees' psychological safety and psychological availability, which will improve their commitment to the organization.

KEYWORDS

Humble Leadership

Organizational commitment

Psychological safety

Psychological availability

ACKNOWLEDGEMENTS

I sincerely thank my supervisor, Professor Abraham Ansong for his eternal devotion throughout the supervision of this study. I also thank Mr. Raphael Andoh of DRIC, UCC for the guidance and assistance provided in this study.

To everyone who has not been named here but has helped in diverse ways to the completion of the programme, I say, Thank you.

DEDICATION

To my family

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LIST OF ABBREVIATIONS

HTMT	-	Heterotrait-Monotrait Ratio
LH	-	Leadership Humility
PA	-	Psychological Availability
PS	-	Psychological Safety
SEM	-	Structural Equation Model

CHAPTER ONE

INTRODUCTION

The business environment has become so complex that it is no longer possible for organizations to guarantee a lifelong job to employees which makes the issue of commitment very pertinent. Since committed employees are bound to perform over and beyond the call of duty, it may be in the organization's best interest for managers to understand how their leadership behaviour can influence employees' commitment to the organization. The leadership attitude adopted and promoted within an organization is a key component of a leader's ability to be successful in achieving long-term goals. Organizations that meet the needs of the employees and help them to become the best that they can, are more likely to have employees who are content and more committed to the organization. Managers have understood that the most important factor in sustaining an organization is its committed human resources. Organizational commitment is a linkage of people to an organization that is characterized by factors such as strong belief and acceptance of the goals of the organization's values; great desire for an organization; and strong desire to stay in an organization. Therefore, attention to the issue of commitment of workers to the organization and the roles assigned to them and even beyond organization duties are some of the serious concerns of managers of organization.

Background of the study

Commitment is deemed a vital determinant for the success of an organization and it is impossible to overstate the importance of leadership in fostering high-performance organization and employee organizational

commitment. O'Reilly and Chatman (1986) explained organizational commitment as a person's attachment to an organization simply because it enables firms to keep more staffs, which boosts efficiency, productivity, and achievement. According to Chughtai (2016), organizational commitment must be encouraged and supported among employees since committed employees perform better, stay loyal to their organization, and exhibit organizational citizenship behaviour. Organizational commitment comprised of a worker's desire to stay with, their willingness to work hard, and the acceptance of the company's vision and values (Wang et al., 2018a; 2018b). In addition to the above, Lee et al. (2015); Kim et al. (2016); and Goštautaitė et al. (2020) provided evidence of a positive correlation between commitment and humility.

Button (2005) defined humility as the act of lowering one's status in regard to another and is associated with self-awareness. Therefore, humility is not that the person is low on self-esteem, but rather with someone who is modest and self-aware and who understands their place in society (Hale & Fields 2017). Additionally, humility has been emphasized as a crucial component in bottom-up, follower-influenced leadership processes (Collins, 2015). Humility in leadership can inspire followers to adopt a learning orientation, build psychological safety, see obstacles as chances for personal development, and ultimately become committed to their organization. The social exchange theory views the employment relationship as consisting of exchanges both social and economic (Kipkebut, 2010). Employees are motivated and are more likely to increase work commitment when they perceive that their employment relationship is based on a fair social exchange. The idea of reciprocation originated with Blau (1964), who suggested that the

exchange partners will strive to maintain a balanced social exchange.). According to this theory, the commitment of employees develops as a result of the employee's satisfaction with the rewards and inducements the organization offers (Kipkebut, 2010).

Psychological safety as a mediating variable is the degree to which workers in a workplace express themselves without fear of retaliation or rejection (Edmondson & Lei, 2014). People's interactions with others shape the trusting or transactional connections they form. Therefore, the development of psychological conditions like psychological safety is greatly influenced by positive leadership behaviours (Carmeli et al., 2014). Chughtai (2016) opined that supportive leaders who demonstrate empathy, offer coaching, and encourage freedom of expression foster psychological safety among employees.

Psychological availability is more concerned with the conviction that an individual possesses the impetus and intrapersonal mental capacity to act in a specific way than it is with the behaviour itself (Danner-Vlaardingerbroek et al., 2013). An individual is likely to limit the scope and activities they engage in if they feel they lack the mental capacity and psychological drive necessary for their profession. Studies by Rego *et al.*, (2017); British Psychological Society, (2010); and Sandilya and Shahnawaz, (2018) pointed out that leader humility can increase commitment via enhanced collective humility and psychological availability.

People develop trusting or transactional relationships based on their experiences with others. Hence, positive leadership behaviours play a critical role in shaping psychological conditions such as psychological safety and

psychological availability (Carmeli *et al.*, 2014). Chughtai (2016) opined that humble leaders show empathy, provide coaching and encourage questions and challenges, engender psychological wellbeing among their followers. Human beings at all stages of their lives are both genetically and neurologically geared to form relationships with others (Baumeister & Leary, 1995). By looking at how relationships form between employees and their managers, one could equate the child/caregiver relationship to an employee/manager relationship, applying the principles of attachment theory to measure levels of bonding and assist employee retention. Sturges, Guest, Conway and Davey (2002) found that high organizational commitment was related to the extent to which employees reported receiving organizational career management help, whether formally through training and traditional on boarding, or with informal assistance such as being provided with advice and networking opportunities. A study by Hardy and Barkham (1994) found that secure attachment of employees possesses physical and psychological well-being and generally shows positive associations about relationships at work and concern about the organization's goals, and good with relationships outside of work which correlate with high levels of organizational commitment.

In the banking service sector, the number of new clients acquired and maintained is the primary metric used to assess performance. Providing an outstanding customer service, which is a result of employees' commitment and satisfaction, can help achieve this goal. In this sense, the leadership of most financial institutions make an effort to give employees a serene and conducive work environment and one method to accomplish this is by showing leader humility and attending to employees' psychological needs. This suggests that

factors that increase employees' commitment strongly determine how well employees perform and contribute significantly to the organization's ultimate objective. Boahen (2015); and Tuffour and Owusu (2018) opined that managers in the Ghana's financial sector should improve their interactions with employees to make employees more committed to their companies. To maintain relevance in the fiercely competitive sector, bank managers must guarantee that their employees are sensitive, focused, and efficient in their work.

The study seeks to access the correlation between leader humility and employees' commitment, as most studies have either focused on other industries or have not considered the combined effects of psychological safety and psychological availability of employees in the banking industry.

Statement of the Problem

The current study is nested in the sustainable development goals (SDGs) framework. Specifically, the SDG 8 which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Within this framework, Target 8.5 focuses on achieving full and productive employment and decent work for all women and men, including young people and persons with disabilities and equal pay for work of equal value. Target 8.8 also stresses on the importance of promoting safe and secure working environment for all workers. This goal and its targets emphasize the need for organizations to put in place measures and frameworks such as commitments, loyalty, psychological safety and psychological availability that ensures workers' safety and security and hence productivity for economic growth.

Commitment is extremely important since the business climate has grown so complex that firms can no longer guarantee their employees a job for life. It may be in the organization's advantage for leaders to understand how their leadership style might inspire employees' commitment to the organization. Collins (2015) posited that a leader's capacity to effectively accomplish long-term objectives is contingent upon the leadership attitude they adopt and espouse inside their organization. Employee satisfaction and commitment to the organization are more common in those organizations that meet the need of their employees and assist them in becoming the greatest versions of themselves.

However, a significant factor influencing worker performance is absence of organizational commitment (Shweta & Mittal, 2015). Managers are aware that an organization's committed human resources are its most vital component. Thus, one of the major problems of managers of organizations is the question of employees' commitment to the organization, their responsibilities within it, and their commitment outside it (Shefat et al., 2013). People who have a strong attachment to an organization are said to have an organizational commitment when they believe and accept the organization's ideals, have a strong desire to be a part of the organization, and wish to stay in it (Hoveida et al., 2012).

Loyalty to the organization is known as organizational commitment, and it can be a challenge for managers (Farhangi, 2018). The complexity and size of today's organization make administration and decision-making uncontrollable for an individual. According to Makkar and Basu (2019), an organization's committed human resources are its core capital, and making the

best and most efficient use of these resources guarantees the organization's success. When individuals feel and identify as part of an organization and wish to maintain their relationship, they are said to be in an organizational commitment state (Robbins, 2015). This commitment is correlated with the kind of leadership style present in the company.

The idea of organizational leadership has gained a lot of attention lately in both practice and literature. This is because each leader's behaviour has an effect on the attitudes of the workforce within an organization (Salajegheh et al., 2015). Leaders usually have a big influence on how their team members are treated to the extent that workers start to see them as more than just role models—rather, they see them as sources of basic needs like acceptance, love, and affection—which contributes to the development of a positive work environment (Northouse, 2014). This demonstrates how challenging it is for leaders to influence their employees to go in a certain way (Malhotra & Rangnekar, 2016). Therefore, the behavioural traits of leaders and workers' commitment to the organization determine how successful the organization will be.

The body of research on employees' commitment to their employers indicates that employees' commitment to the banking industry has declined recently (Malhotra & Rangnekar, 2016; Boahen, 2015; Bhat & Rainayee, 2019; Makkar & Basu, 2019). There is a dearth of research on the link between employees' commitment and leadership styles in the banking industry. In Ghana, previous research on organizational commitment has mostly concentrated on non-financial sectors like manufacturing - Ansong, Agyeiwaa, and Gnankob, (2022); Damoah, and Adu, (2016); Boateng, Kanyandewe, and

Sassah, (2014), and Akoto and Akoto, (2014), health - Amponsah-Tawiah, and Mensah, (2016) and education - Adu-Gyamfi et al. (2017). The literature makes this evident that further study is required to assess the correlates of leadership style on organizational commitment in contexts other than the manufacturing, health, and education sectors. This is because the financial sector greatly relies on the leadership style and the commitment of its employees for success and performance. The financial sector in recent times has contributed significantly to the overall growth of many economies including Ghana. The recent financial sector clean-up in Ghana that resulted in the closure of several banks; the main reason given was corporate governance issues among these banks. Leadership of some these banks had poor leadership style, poor decision-making and poor employee management skills making their respective banks performed badly (Tuffour et al., 2022). Apart from Tuffour *et al.*, (2022) study that looked at employee commitment and managerial leadership style in Ghana's financial industry, there are no other studies of this issue in the financial sector of Ghana. The study by Tuffour et al. (2022) similarly did not incorporate the effects of employee's psychological safety and psychological availability. This makes the current study unique in its findings and approach.

Given that a particular leadership trait plays an integral part in the success of most organizations including the banking sector, it becomes imperative to study how humble leadership style can influence organizational commitment considering psychological safety and psychological availability in the Ghanaian banking sector. This study contributes to the literature on

leadership style and organizational commitment by incorporating the mediating role of psychological safety and psychological availability.

Purpose of the Study

Generally, the study investigated how psychological safety and psychological availability among employees of banks mediate the connection between organizational commitment and leader humility.

Research Objectives

The specific objectives are to examine the:

1. connection between humble leadership and organizational commitment;
2. correlation between leader humility and psychological safety;
3. link between psychological safety and organizational commitment;
4. mediating role of psychological safety on the relationship between leader humility and organizational commitment.
5. relationship between humble leadership on employee's psychological availability;
6. relationship between employee's psychological availability on organizational commitment;
7. mediating role of psychological availability on the relationship between humble leadership and organizational commitment.

Research Hypotheses

1. H_0 : There is no positive significant relationship between humble leadership and organizational commitments.
 H_A : There is a positive significant relationship between humble leadership and organizational commitments.

2. H_0 : There is no positive significant relationship between leader humility and employee's psychological safety.

H_A : There is a positive significant relationship between leader humility and employee's psychological safety.

3. H_0 : There is no positive significant relationship between psychological safety and organizational commitments.

H_A : There is a positive significant relationship between psychological safety and organizational commitments.

4. H_0 : Employee psychological safety does not mediate the relationship between humble leadership and organizational commitment.

H_A : Employee psychological safety mediates the relationship between humble leadership and organizational commitment.

5. H_0 : There is no positive significant relationship between leader humility and employee's psychological availability.

H_A : There is a positive significant relationship between leader humility and employee's psychological availability

6. H_0 : There is no positive significant relationship between employee's psychological availability and organizational commitment.

H_A : There is a positive significant relationship between employee's psychological availability and organizational commitment.

7. H_0 : There is no mediating role of psychological availability in the humble leadership and organizational commitment nexus.

H_A : There is a mediating role of psychological availability in the humble leadership and organizational commitment nexus.

Significance of the Study

This study is of significance to the human resource department of banks to adopt a suitable leadership behaviour and style towards their employees. By doing this, employees can improve their job performance which can ultimately increase organizational commitment. For banking practitioners, understanding the relationship between leadership humility and organizational commitment with employee's psychological safety and psychological availability is key in assisting banks to formulate policies and frameworks that ensure the incorporation of these variables. The study will help other researchers who want to advance the frontiers of research in this area as a very good source of information and as reference material.

Delimitations of the Study

The study focuses on the banking industry in particular as the dynamics of leadership, employee commitment, psychological safety, and psychological availability vary across different industries. Limiting the study to this sector provides a clear context for the research. The study narrows its focus to leadership humility as the primary leadership behaviour under investigation. While other leadership behaviours may impact organizational commitment, the study underscores the uniqueness of leader humility in the banking industry. Organizational commitment is a complex construct. The study chose to focus on specific dimensions of organizational commitment, such as affective commitment, rather than attempting to cover all aspects comprehensively.

It further explores the mediating roles of psychological safety and psychological availability in the link between leadership humility and

organizational commitment. The delimitation involves examining these two specific psychological mechanisms rather than a broad range of psychological variables. The research primarily adopts an employee-centric perspective. It aims to understand how humble leadership affects employees' commitment in the banking industry through the lens of psychological safety and psychological availability. The study does not delve into the broader organizational impacts of leadership humility. The study chose to focus on a specific geographic region or cultural context within the banking sector to account for potential variations in leadership and employee behaviours. This can help provide a more nuanced understanding of the topic.

Limitations of the Study

The conclusions and representativeness of this study was limited given the sample size. Therefore, the Krejcie and Morgan (1970) framework provided the study the appropriate techniques and method for selecting the sample size that will make the study representative. Many research studies in organizational psychology adopt a cross-sectional design, which captures data at a single point in time. This design hampers the ability to demonstrate causality and identify the long-term effects of leader humility on organizational commitment. The reliance on self-report data, such as surveys or interviews, introduce response bias and social desirability bias. Employees gave responses that they feel are expected or socially acceptable, but that are not accurately represent their true emotions and experiences. Given that data collection relies on the same method (e.g., surveys) for measuring multiple constructs, there is the possibility of common method bias. This bias can inflate the relationships between variables due to methodological factors rather

than actual relationships. To deal with this limitation, the study employed the PLS SEM which provided the appropriate the econometric technique to deal with these biases. For instance, to increase the overall reliability, validity of the model, the indicator loadings, the discriminant validity, convergent validity and internal consistency reliability tests were used to assessed all the indicators used to construct the main variables.

Definition of terms

Humble Leadership

Humble leadership as defined in this study as a leadership style in which the leader demonstrate self-awareness, acknowledges the contributions of others, is open to feedback and readily admits their own limitations. A humble leader is often prioritizing the team's success over their own personal glory.

Organizational Commitment

Organizational commitment is thought of as the psychological connection between employees and their organization which goes beyond job satisfaction. Organizational commitment is defined in this study as an employee's psychological attachment and loyalty to their organization; signifying employee's willingness to identify with and actively support the organization's goals, values and contribute to its success.

Psychological Safety

Psychological safety is defined as the degree to which workers in a workplace express themselves without fear of retaliation or rejection. That is when employees have the belief that they will not be punished or condemned for speaking up with ideas, questions, concerns, or mistakes.

Psychological Availability

Psychological availability is defined in study to mean the perceived ability of an employee to engage fully in their work by having sufficient physical, emotional and cognitive resources at a given moment. Basically, it is concerned with the conviction that an individual possesses the impetus and intrapersonal mental capacity to act in a specific way than it is with the behaviour itself.

Organization of the study

The study is divided into five chapters. The first chapter discussed the study's background, problem statement, purpose, research hypotheses, significance, and organization. The focus of the second chapter is a survey of related literature. This comprises the conceptual framework as well as the theoretical and empirical review. The third chapter covers the research design, approaches, data collection instruments and methods, study area, population, sampling and sample size, data processing and analysis strategies. Chapter 4 presents the findings and a discussion of the results. The final chapter contains the summary, key findings, conclusions, recommendations, and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the existing theoretical and empirical literature that is relevant to the objective of the study. The chapter is broadly divided into three subsections. The theoretical literature and their implications that relates the investigation is discussed in the first subsection. These consist of social learning theory, attachment theory, and social exchange theory. The second subsection reviews the concepts and terms that underpins the study. The third subsection looks at the empirical research that has already been done in relation to the topics being investigated. The last section develops and discusses the conceptual framework of the study.

Theoretical review

The section discusses the theories and their implications to the study. The study is underpinned by the social exchange theory, attachment theory and social learning theory. These theories are further explained as follows.

Social exchange theory

This idea clarifies the factors that increase commitment inside an organization. According to the theory, there are social and economic exchanges that take place in employment relationships (Kipkebut, 2010). When employees believe their employment relationship is founded on a just social exchange, they become more motivated and are more inclined to raise their work commitment. Blau (1964) proposed that the exchange partners will work to maintain a balanced social exchange, which gave rise to the concept of reciprocation. Research has indicated that workers modify their perceived

commitments to their employers in response to their employers fulfilling their promises (Coyle-Shapiro & Kessler, 2002; Robinson, 1996). On the other hand, workers can feel that their employers have given them greater incentives than they bargained for, such as a richer benefits package. Negative imbalances, as seen from the viewpoint of the employees, produce inequality in the employment relationship. Employees are likely to feel obliged and raise their sense of commitment to the employer if they feel employers have fulfilled their obligations (Turnley et al. 2003). This idea holds that a worker's commitment grows out of their pleasure with the incentives and rewards the organization provides - rewards that they will have to give up if they decide to leave the company (Kipkebut, 2010).

Implications of the theory to the study

The social exchange theory is one of the key concepts for understanding workplace behaviours (Loi et al. 2015). As a result, when people feel valued or cared for at work, they exhibit positive working attitudes and reciprocal behaviours that foster social interaction with that particular social entity (Loi et al. 2015). An important theoretical framework for understanding how employees are impacted by a leader's humility has been established by this theory (Bedi et al. 2016; Brown et al. 2005). The equitable treatment and well-rounded decision-making process that modest leadership behaviour offers can be seen as a resource exchange for staff members. In turn, staff members will create a positive feedback loop by completing tasks on time and showing a greater level of commitment to the company (Garba et al. 2018).

According to studies by Agyemang (2013) and Eisenberger et al. (2001), employees who have participated actively in the organization may feel obligated to reply and show some kind of loyalty to the organization. Increasing commitment to the organization is one way for workers to give back to their employer. Therefore, highly motivated employees are more probable to be loyal to the organization that gives them the tools they need to finish the work.

The way leaders and organizations treat their workforce shapes their attitudes and behaviours at work, according to social exchange theory and the reciprocity standard (Cropanzano & Mitchell, 2015). Because employees feel they have been treated ethically and with trust, workers under a humble leader are likely to feel that they have a good connection with them (Garba *et al.*, 2018; Ng & Feldman, 2015). As a result, individuals may give more of themselves at work and feel like they belong (Sharif & Scandura, 2014). Furthermore, workers can improve themselves by adopting the attitudes, values, and behavioural manners of a humble leader (Brown & Treviño, 2016). Emulation raises moral standards within individuals, which in turn fosters a sense of commitment.

Attachment theory

According to this hypothesis, there is an employee-organization relationship similar to the caregiver-infant relationship, whereby an individual who bonds with the organization early on prospers in the workplace and is maintained.

The depth of the bond that exists between a child and their parent or primary caregiver is the theme of attachment theory, which has its roots in

developmental psychology. According to Ainsworth & Bowlby (1991), the foundational idea of attachment theory is that for social and emotional development to take place, an infant must form a bond with at least one major caregiver. Linking employee engagement to the philosophy of attachment; people are biologically and neurologically predisposed to forming relationships with other people at all phases of their lives (Baumeister & Leary, 1995). According to the study's idea, one may utilize the concepts of attachment theory to quantify degrees of bonding and promote employee retention by comparing the ties that develop between employees and their managers to those between children and caregivers. According to research by Sturges et al. (2002), a high organizational commitment level was associated with the degree to which employees reported receiving support for their career from the organization, either informally through networking opportunities and advice or formally through training and traditional onboarding.

Implications of the theory to the study

In an early examination of attachment in the workplace, Mikulincer and Shaver (2017) discovered that attachment style can influence an individual's functioning at work. According to Moghadam et al. (2016), people who were firmly attached had greater levels of dedication to their work (also see Bizman & Braslavsky, 2015) and greater confidence in their positive evaluations by others. Hardy and Barkham (1994) discovered in another study that employees with secure attachment are generally in good physical and psychological health, exhibit positive associations regarding relationships at work and concern for the organization's goals and have positive relationships

outside of work, which is correlated with high levels of organizational commitment.

According to Bamberger, Geller, and Doveh (2017), instrumental coworker-helping behaviour is predicted by attachment. Because individual attachment reflects how people see themselves and others, which in turn affects how they think about and behave toward others at work; it has the potential to explain how people operate at work. According to recent research, workers who exhibit high attachment have a favourable self-image. As a result, attached people show a minimal need for other people for self-acceptance while also appearing at ease at work (Feddern Donbaek & Elklit, 2014; Lopez & Gormley 2015). The above literature reviewed point to the fact that employees that are securely attached to an organization frequently express greater levels of commitment, satisfaction, and trust toward the organization. Additionally, attached people had more positive opinions toward their work and coworkers, according to Moghadam et al. (2016). This suggests that attachment theory may be connected to more positive attitudes toward organizations and work commitment.

Social learning theory

According to this hypothesis, people can pick up appropriate behaviour by watching how role models behave (Bandura 1977). Leaders mostly serve as role models in the workplace because they have a high position in the "prestige hierarchy" and can influence the actions and results of others (Bandura 1986). Previous studies by Hu et al. (2018), Owens & Hekman (2016), Wang et al. (2018a), and Wang et al. (2018b) show that employees aspire to be like their leaders when they exhibit desirable traits.

Leaders who exhibit integrity and empathy, for instance, help employees acquire the right behaviour by prioritizing other needs (Liden et al., 2014). Similarly, when ethical leaders engage with their staff, they demonstrate social responsiveness, honesty, and openness; as a result, employees learn from them and minimize knowledge concealing (Men et al. 2018). A humble leader is appealing and credible because they have a lot of positive traits. For example, the self-transcendence of modest leaders makes them more appealing since it validates growth and encourages staff members to pick up knowledge from others. Furthermore, leaders who exhibit humility and recognize their team members' abilities and contributions can instil a sense of value and respect in their workforce. As a result, workers view such leaders as genuine role models who support their colleagues' development (Owens & Hekman 2012).

Implications of the theory to the study

According to Rego *et al.* (2017), teams develop psychological capital by imitating the humble behaviours of their leaders through social learning. Similarly, when leaders exhibit humility, employees pick up on it and a sense of collective humility grows, according to research by Owens and Hekman (2016). From the social learning perspective, workers are probable to participate in learning and developmental behaviours when they witness leaders exhibiting humility in leadership. Humble leaders are honest about their shortcomings, accept responsibility for their errors, solicit input, and appreciate the contributions and abilities of subordinates (Owens & Hekman 2016). Humble leaders emphasize their personal growth while also showing their employees how to grow individually by actively listening to and learning from others (Owens & Hekman 2012).

According to Bandura's (1977) social learning theory, leaders who exhibit humility can act as important role models for their subordinates and either intentionally or inadvertently affect their behaviour. Consistent with earlier research highlighting the impact of leaders possessing these attributes like Hu et al. (2018); Wang et al. (2018b); Owens & Hekman (2016), these findings contend that a humble leader can encourage their staff members to seek feedback.

Conceptual Review

This sub-section of the chapter presents a review of the various concepts in the study. The section provides a thorough explanation of the main concepts upon which the study was built. It further provides explanations of the concepts and throws light on their meanings within the study's context.

Humble Leadership

Button (2005) defined humility as the act of lowering one's status in regard to another and is associated with self-awareness. Therefore, humility is not that the person is low on self-esteem, but rather with someone who is modest and self-aware and who understands their place in society (Hale & Fields 2017). Leader humility as defined in organizational behaviour is a leader who demonstrate self-awareness, acknowledges the contributions of others, open to feedback and readily admits their own limitations. A leader humility is often prioritizing the team's success over their own personal glory. This study adopts the definition from the organizational behaviour point of view. Additionally, humility has been emphasized as a crucial component in bottom-up, follower-influenced leadership processes (Collins, 2015). Humility in leadership can inspire followers to adopt a learning orientation, build

psychological safety, see obstacles as chances for personal development, and ultimately become committed to their organization.

Organizational Commitment

Organizational commitment as defined by O'Reilly and Chatman (1986) is a person's attachment to an organization simply because it enables firms to keep more staffs, which boosts efficiency, productivity, and achievement. Wang et al., (2018a; 2018b) further explained organizational commitment to comprised of a worker's desire to stay with the organization, their willingness to work hard, and the acceptance of the company's vision and values. Organizational commitment is thought of as the psychological connection between employees and their organization which goes beyond job satisfaction. In a nutshell, organizational commitment is defined in this study as an employee's psychological attachment and loyalty to their organization; signifying employee's willingness to identify with and actively support the organization's goals, values and contribute to its success. Chughtai (2016), stated that organizational commitment must be encouraged and supported among employees since committed employees perform better, stay loyal to their organization, and exhibit organizational citizenship behaviour.

Psychological Safety

Psychological safety as construed in this study is the degree to which workers in a workplace express themselves without fear of retaliation or rejection (Edmondson & Lei, 2014). That is when employees have the belief that they will not be punished or condemned for speaking up with ideas, questions, concerns, or mistakes. People's interactions with others shape the trusting or transactional connections they form. Therefore, the development of

psychological condition is greatly influenced by positive leadership behaviours (Carmeli et al., 2014). As explained by Edmondson, psychological safety enables employees to feel more engaged and motivated in an organization because they feel their contributions matter and that they are able to speak up without fear of retribution. It fosters better decision-making and culture of continuous learning and improvement as employees will feel comfortable sharing their mistakes and learning from them.

Psychological Availability

Psychological availability is defined in study to mean the perceived ability of an employee to engage fully in their work by having sufficient physical, emotional and cognitive resources at a given moment. That is to say how employees are mentally and emotionally prepared to handle tasks and responsibilities assigned to them. Psychological availability is concerned with the conviction that an individual possesses the impetus and intrapersonal mental capacity to act in a specific way than it is with the behaviour itself (Danner-Vlaardingerbroek et al., 2013). An individual is likely to limit the scope and activities they engage in if they feel they lack the mental capacity and psychological drive necessary for their profession. When employees have high psychological availability, they are more likely to be present, well-focused and able to contribute positively to their work and becoming productive.

Empirical Literature Review

Literature that relates to the study and their respective hypotheses are reviewed under this subsection. Literature on humble leadership and organizational commitment; leader humility and psychological safety;

psychological safety and organizational commitment; humble leadership, psychological safety and organizational commitment; humble leadership and psychological availability; psychological availability and organizational commitment; and humble leadership, psychological availability and organizational commitment were reviewed.

Humble leadership and organizational commitment

According to Zhou (2018), workers will exert greater effort and persevere longer to finish tasks if they believe that they and their bosses get along well. The effect of humble leadership on work commitment is validated by a few empirical investigations (Goštautaite et al. 2020; Shantz et al. 2013). Additionally, there is proof of a high positive association between these variables according to Lee et al. (2015). Kim et al. (2016) and Bailey et al. (2017) suggested that humble leadership style can influence workers' organizational commitment by helping them build one-on-one relationships with subordinates through skilful communication (Ja'afaru Bambale, 2014). So, to better serve their followers, humble leaders gather knowledge by listening to their followers to ascertain their needs, goals, and potential (Ja'afaru Bambale, 2014; Yukl, 2016).

Wegman et al. (2018) confirmed that a humble leader inspires subordinates to value their work more and act in a way that is in line with their principles. Newman et al. (2017) claim that humble leaders' actions increase workers' perceptions of the significance of their work. It has been shown by Engelbrecht, Kemp, and Mahembe (2018), Neubert et al. (2008), and Zhou and Wu (2018) that employees may adjust and negotiate in work situations with the support of humble leaders. This result in the conclusion that workers

who witness their supervisors demonstrating humble leadership behaviours view their tasks as more important and difficult. Employee organizational commitment will rise when leaders highlight the significance of the worker's contributions to the company and its mission and connect them to a bigger picture (Mahembe & Engelbrecht, 2017; Zhao, Liu & Gao, 2016).

. Research by Othman et al. (2018), Guillaume et al. (2017) and Nicholson-McCall, (2019) indicate that a positive relationship between an organization's management and its workers can uplift commitment level among the workforces. Furthermore, research by Al Zuned (2017) and Bourne (2015) indicates that humble leadership affects worker commitment by fostering a sense of purpose in the workplace.

Tuffour, Gali, and Tuffour (2022) conducted a quantitative study to investigate the effect of servant leadership on employee commitment in the financial sector of Ghana. The work utilized a multi-stage sampling technique to pick the banks and the employees, and a purposive sample technique to select 160 respondents. The study concluded that leaders who demonstrate a humble leadership attitude have the greatest influence on their employees' loyalty to the company. Another quantitative study by Graen and Casman (2015) on servant leadership and organizational commitment conducted in the hospitality industry demonstrated that servant leadership behaviours allegedly attracted more devoted and contented employees who worked toward the organization's objectives.

Cerit (2010) carried out a study that investigated the effect of humble leadership on organizational commitment in Turkish primary schools. The results showed a strong correlation between teachers' dedication to the school

and the humble leadership behaviours of school principals. The available empirical research has generally demonstrated a positive correlation between organizational commitment and humble leadership. Therefore, humble leadership can increase organizational commitment because it shares some characteristics with servant leadership, by focusing on employees. Therefore, the study hypothesis that

Hypothesis 1: There is a positive significant relationship between humble leadership and organizational commitments.

Leader humility and psychological safety

According to Bandura (1977) and Davis & Luthans (1980), the "Stimulus-Organism Response" concept put forward by social learning theory implies that leadership behaviour acts as intermediary between modelling stimulus and organizational commitment. According to the study, employees use cognitive representation to perceive the actions of others as important sources of information regarding behaviours that are promoted. Because a leader's humility impacts employees' perceptions of what is expected of them, employees mimic the humble leadership behaviour of managers (Lieke *et al.*, 2016). According to Kahn (1990), employees who are led by humbleness are more likely to have the conviction that engaging in risky behaviour with others is acceptable. This belief is reflected in psychological safety, which encourages employees to ask one another for feedback.

Psychologically safe workers who "feel able to display and express themselves without fear of negative effects to self-image, status, or career" is influenced by humble leadership behaviour, according to Newman *et al.* (2017). When employees are psychologically safe, they feel that their

workplace is a safe place to engage in risky interpersonal behaviours, which facilitates learning. Workers mostly gain this kind of cognition from watching modest leaders in action (Lieke et al. 2016). Employees who encounter humble leaders observe that they own up to their ignorance, errors in work completion, and limitations in knowledge and skills. Workers witness humble leaders aggressively seeking input or counsel from others, even when it is crucial (Boahen 2015). These observations instil in employees the belief that it is acceptable and even encouragement for them to be authentic, even if it means admitting incompetence and taking chances in their interpersonal relationships (Boahen 2015).

Moreover, May et al. (2014) used a mediational model to investigate the effect of leader humility on followers' psychological safety in an exploratory field study. The study discovered a strong correlation between a humble leader and psychological safety. The results showed that employee organizational commitment and supervisors' leadership humility are mediated by psychological safety. Furthermore, a quantitative study on leader humility and its implications for psychological safety and organisational commitment was done by Walters (2015) using a sample of 427 employees from a manufacturing company. The study discovered a strong positive correlation between employees' psychological well-being and humble leadership behaviour. Therefore, when leaders act with humility, they are fostering an environment where employees feel safe on a psychological level. Hence, the study hypothesis that

Hypothesis 2: There is a positive significant relationship between leader humility and employee's psychological safety.

Psychological safety and organizational commitment

Previous studies indicate that when commitment and psychological safety are linked to similar situations and aims, their association is probably going to be stronger (Hasan & Kashif, 2021; Stühlinger, 2021; Lavelle *et al.*, 2017). According to Wong and Law (2017), employees' psychological safety has an impact on their organizational commitment. According to Deliveli and Kiral (2020), the psychological safety of employees encourages them to achieve institutional goals and may result in organizational commitment. Additionally, it can be assumed that workers who integrate emotions into their organization's operations normally stick with the organization, indicating a higher degree of organizational commitment (Deliveli & Kiral, 2020). Commitment may be a sign of an emotional bond with the objectives of an organization. As a result, emotional regulation displays feelings in accordance with social norms and organizational guidelines (Meyer et al. 2019).

Qian et al. (2020) conducted an empirical study on the hotel workplace and found that psychological safety positively impacted organizational commitment. Zhou *et al.* (2018), highlighted a favourable link between nurses' organizational commitment and psychological safety in the face of high stress and workload in the medical and healthcare sector. Comparable research by Çetin (2011) revealed that 213 Turkish employees' psychological safety dimensions of optimism and hope had a major impact on their organizational commitment and work satisfaction. Similar causal effects have also been demonstrated by Zhong, (2017); and Newman et al. (2018).

Hypothesis 3: Employees' psychological safety is positively related to organizational commitment.

Humble leadership, psychological safety, and organizational commitment

A study by Walters and Diab (2016) asked 140 employees about their opinions on their immediate supervisor's work engagement, humility, and psychological safety. The study's findings demonstrated that psychological safety fully mediates humble leaders and employee engagements relationship. This showed that leaders may foster an environment where followers can act freely and give their all to their work without worrying about the consequences of their actions when they own up to their faults and limits and acknowledge the talents and contributions of their followers.

Liu et al. (2023) investigated when and why voice sustains and ceases in the workplace. According to the study, exhibiting humble leadership is a strategy for power equality that opens opportunities for later voice. Abusive leadership, on the other hand, is a power-asymmetrical behaviour that silences voices that come after the dominant one. This indicated that employee psychological safety was improved when the leader demonstrated humility in addition to the employee's existing voice, which in turn increased subsequent voice. Nevertheless, employee psychological safety was diminished when the leader's abusive behaviour coexisted with the employee's current voice, which therefore decreased subsequent voice. This study further showed that perceptions of power differentials influenced the interaction between leader behaviours and employee present voice in terms of psychological safety, which in turn affected subsequent voice.

Liu, et al. (2016) examined the link between abusive supervision and employee creativity as well as the mediating roles of psychological safety and organizational identity. The study, which employed 423 workers and their

managers from a single business that was part of a sizable state-owned industry in Changsha, China, found that abusive supervision had a detrimental effect on organizational commitment and psychological safety.

Using the social learning theory, Qian, Liu, and Chen (2020) investigated how a leader's humility might encourage employees to seek feedback by improving their psychological safety and assessing workers' job insecurity as an important boundary. 241 Chinese workers and their direct supervisors from a variety of companies participated in the study. Findings showed that by enhancing psychological safety, a leader's humility had a favourable indirect impact on workers' feedback-seeking behaviour. The study also discovered that employees with higher levels of job insecurity were more affected by a leader's humility in terms of their feedback-seeking behaviour. With the above findings, Qian et al. (2020) emphasized the significance of leader attributes and workers' perceptions of uncertainty in the feedback-seeking process, offering theoretical and practical implications for leadership and proactive behaviour control on the part of workers. When the aforementioned points are taken together, psychological safety can serve as a link between employee feedback-seeking behaviour and the humility of leaders.

Asamani et al. (2016) assert that a person's perception of who they are is frequently shaped by the groups to which they belong. The study found that psychological safety fully mediated the relationship between organizational commitment and leader humility. The aim was to investigate the connection between employee organizational commitment, psychological safety, and leader humility in the Ghana health sector. 273 employees provided data about

their opinions of the humility of their immediate supervisor, as well as their feelings of psychological safety and loyalty to the company.

Comparable research on humble leadership, psychological safety, and voluntary labour behaviours by workers at Ghanaian banks was conducted by Dartey-Baah (2017). The study sought to ascertain the degree to which leadership styles impact psychological safety and forecast workers' voluntary work behaviours. Purposive and basic random sample procedures were employed in the study's quantitative methodology to gather data from 234 respondents. The results demonstrated a strong positive link between workers' commitment to voluntary work behaviours and psychological safety. The study therefore hypothesises that

Hypothesis 4: The relationship between organizational commitment and leader humility is mediated by employees' psychological safety.

Humble leadership and psychological availability

Pfeffer and Salancik (2015) propose that as employees interact with one another and respond to consistent social cues from their leaders, they will encounter and interpret leader humility. Employees analyze the information around them to make sense of their surroundings, which in turn affects their attitudes and productivity (Salancik and Pfeffer, 1978). According to Yaffe and Kark (2011), humble leaders with high status and regular contact with employees are important sources of information. Humble leaders are more likely to see the good in others, own up to their mistakes, focus on the development of others, and support the reversal of the leader-follower dynamic. It is suggested that these actions will promote the wellbeing of the workforce (Owens and Hekman, 2012).

Humble leaders frequently highlight others' accomplishments, justify their flaws, and focus on their personal development (Owens and Hekman, 2012). Higher employee psychological availability will result from leaders showing them to be valued and supporting their right to self-determination through the use of these prominent behavioural cues (Deci et al. 2010). Rich et al. (2010) claim that a leader's humble behaviour consists of validating ambiguity, requesting input from subordinates, and valuing the contributions made by employees to assist them in identifying their special talents. Employees will view these cues as validating uncertainty and a reversal of the leader-follower dynamic when leaders demonstrate humility by learning from their employees, ceding authority by acknowledging their limitations, and praising employees' strengths. This will foster a sense of trust and support from leaders (Wang et al., 2018a). Therefore, these actions by leaders will enhance employees' perceptions of an equitable and supportive work environment, which are essential elements in fostering psychological availability (Hobfoll, 1989).

Wang et al. (2018a) conducted a cross-level investigation study on psychological availability, humility in leadership, and creativity in sharing knowledge. Employees at fifty software companies, as well as their immediate leaders, provided data for the study. The results of the study indicate that employees' psychological availability is positively impacted by modest leadership. Chen et al. (2020) looked at the connection between coaches' humble leadership style and the psychological availability of their teams in another study. Thirty-two teams from 197 subordinates in total answered the survey. The findings demonstrated a positive correlation between more

psychological availability and a leader's humble coaching behaviour. The study hypothesis is as follows:

Hypothesis 5: The psychological availability of employees and humble leadership have a significant positive correlation.

Psychological availability and organizational commitment

Previous studies indicate that when organizational commitment and psychological availability are linked to similar settings and goals, their association is probably going to be stronger (Lavelle et al., 2017). According to Deliveli and Kiral (2020), psychological availability among employees encourages them to meet organizational goals and may even foster organizational commitment. Additionally, it can be assumed that workers who integrate emotions into their organization's operations usually stay with the organization, indicating a higher degree of commitment (Deliveli & Kiral, 2020). Research by Ozturk (2020) demonstrated a positive link between organizational commitment and psychological availability of employees. The purpose of the study, which was conducted in the educational sector, was to evaluate teachers' performance in terms of behaviour by holding them to a high standard of morality and requiring them to serve as role models for students.

Wu and Chen's (2018) empirical investigation on the hotel workplace showed that psychological availability improved organizational commitment. Zhou et al. (2018) found a favourable correlation between the psychological availability of nurses with heavy workloads and their commitment to the organization in the medical and healthcare sectors. Çetin (2011) found that 213 Turkish employees' psychological availability dimensions of optimism and

hope had a major impact on their commitment to the organization and job satisfaction. Similar causal effects were found by other pertinent investigations like Zhong, (2017); and Newman et al. (2018). A related study on the effect of servant leadership on psychological availability and organizational commitment in Turkish elementary schools was carried out by Cerit (2010). The results showed a strong positive correlation between teachers' psychological availability and their dedication to the school.

Asamoah (2018) conducted a study that examined the effects of good leadership behaviour practices on organizational commitment, psychological availability, and staff development in Ghana, with a focus on the National Investment Bank of Ghana's operations (NIB). The bank's headquarters and a few of its branches were chosen at random to serve as the research population. The study's conclusion supported the notion that employee psychological availability and organizational commitment have a positive and substantial link. Based on the literature reviewed, the study hypothesis that

Hypothesis 6: Employee psychological availability is positively related to organizational commitment.

Humble leadership, psychological availability and organizational commitment

An individual's evaluation of their capacity to manage the mental, emotional, and physical demands of their work is reflected in their psychological availability. Higher psychologically available people are more committed to their work, able to manage the demands of their jobs, and capable of performing well on the job (Newman et al., 2018). However, Barrick contends that psychological availability refers to a person's sense of

the existence of emotional, cognitive, and other personal resources needed to finish a task (Barrick et al., 2015). As a result, it encapsulates the confidence or preparedness one possesses to interact in a complicated social setting, which may be regarded as an essential psychological state for completing tasks. Employee improvisation may have a greater beneficial impact if psychological availability is present.

An individual who exhibits a high degree of psychological availability is well-prepared for the job. High psychologically available employees have abundant stores of resources, can remain focused and think flexibly under pressure and are more likely to employ improvisation to handle ambiguous and unpredictable jobs (Zhang et al., 2020). High psychological availability individuals may take initiative in projects or express their thoughts and feelings (Li & Tong, 2021). According to research by Collins (2015) and Heaphy and Dutton (2018), employees' psychological availability and desired commitment may be positively impacted by positive leadership behaviours in the workplace. Thus, the study hypothesises that

Hypothesis 7: The relationship between organizational commitment and leader humility is mediated by employees' psychological availability.

Conceptual framework

The dependent variable in this study is organizational commitment, and the independent variable is humble leadership. These two variables provide the basis of the conceptual framework for this investigation. The mediating variables that are discussed are employees' psychological safety and psychological availability. Figure 1 provides a diagrammatic illustration of this framework.

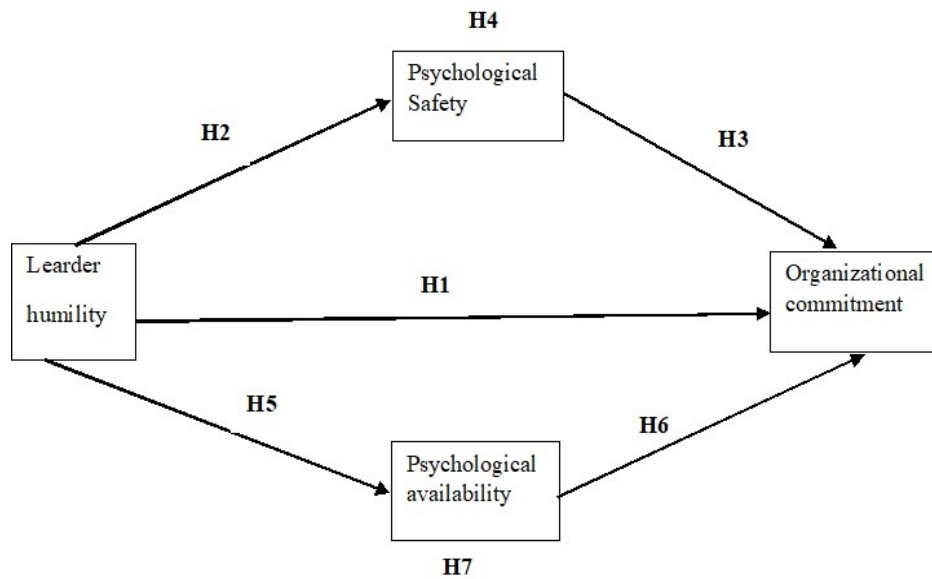


Figure 1: Conceptual framework linking humble leader and organizational commitment: the role of psychological safety and psychological availability.
Source: Author's construct (2023).

Chapter Summary

The chapter discussed the theoretical and empirical basis supporting this research. The study's concepts were discussed from the viewpoints of different scholars. The chapter also discussed the findings from other studies and their implications to this current study. The chapter concluded by establishing the nexus between the main variable of the study through the conceptual framework.

CHAPTER THREE

RESEARCH METHODS

Introduction

This study investigates how organizational commitment is affected by leader humility, specifically looking at the roles of employees' psychological safety and psychological availability in the banking industry of Ghana. This chapter presents the study techniques, the methods followed in carrying out the investigation, study area, study population, sample size and sampling procedure. The data collection tool, instrument validity and reliability, data source, data processing and analysis, ethical considerations, and the chapter summary are all presented.

Research Approach

The study's objective was accomplished by adopting the philosophy of the positivist philosophy. According to Levin (1988), the positivist holds the belief that there is a stable social reality and can therefore be described from an objective point of view devoid of any form of external interferences with the phenomena under study. The positivist philosophy thus allows researchers to have socio-economic and psychological processes studied on an objective basis and explain the relationships that exist between variables. The study also used a quantitative research approach since this type of research yields objective data that can be explained using figures and statistics. Furthermore, quantitative research is conducted in a methodical, scientific manner that enables other researchers to replicate the findings. The use of quantitative approaches to research such as the case of this study is accepted by the positivist philosophy.

Research Design

Research design was defined by Saunder, Lewis, and Thombil (2016) as the processes needed to gather data, the techniques to be used to analyze the data, and how all of this would contribute to addressing the research questions. Creswell (2014a, 2014b), Siregar et al. (2015), and Saunder, Lewis, and Thombil (2016) have elucidated the three types of research designs that can be conducted: exploratory, descriptive, and explanatory. Since every design has a distinct function, the classification system they use is based on the study area's objective.

Conversely, explanatory research searches for causes and explanations as well as supporting or contradicting predictions through evidence. It is carried out to ascertain and document certain connections between various facets of the phenomenon being examined (George & Merkus, 2023). This study used an explanatory research design considering this orientation, as this type of research explains why phenomena occur and makes predictions. Explanatory research design is characterized by research hypotheses that describe the type and direction of the correlations among the variables under study.

Study Area

Cape Coast is the only Metropolis out of the Twenty (23) districts in the Central Region. Cape Coast Metropolis lies within latitudes 5° 20' and longitudes 1° 11' to 1° .41' West of the Greenwich Meridian. The Metropolis occupies an Area of approximately 122 square kilometres, with the farthest point at Brabedze, about 17 kilometres from Cape Coast, the capital of the Metropolis as well as the Central Region. The Metropolitan

Assembly was established initially as a municipal Assembly by L.I. 1373 in 1987 and after twenty years of existence elevated to Metropolitan status by L.I. 1927 in February 2007. The strategic location of Cape Coast, located between the major cities in the country, namely Kumasi, Accra and Takoradi, as well as educational centre and tourist hub of Ghana provides an opportunity for banks to thrive well in the Metropolis. Unfortunately, most of the commercial banks are located around the capital of the Metropolis (Kotokuraba, Kingsway, and the University of Cape Coast).

Given that banks dominate the financial sector, the study focuses on the commercial banks in Cape Coast Metropolis. The Bank of Ghana has established a well-structured banking industry, which has been growing gradually in tandem with industry reforms. It will take the cooperation of all important stakeholders to create a thriving banking industry that can utilize the financial resources available for development and expansion. The choice to research in the banking sector is for the study to fill the research gap on leader humility and employees' commitment to an organization relationship. In fact, apart from government institutions and agencies, and the educational institutions; banks are the next institutions employing quite a number of employees in the Metropolis.

Population

Bhandari (2022) defines a research population as all the people inhabiting a specific area who are the centre of the research are known as the population of interest, and they are those the study aims to analyse. Commercial banks located within the Cape Coast Metropolis constitute the population contacted, namely, Agricultural Development Bank (ADB),

Amalgamated Banks of South Africa Limited (ABSA), Cal Bank, Consolidated Bank of Ghana (CBG), Fidelity Bank, GCB Bank, Guarantee Trust Bank (GT Bank), National Investment Bank (NIB), Prudential Bank, Republic Bank, Societe Generale (SG-SSB) and Zenith Bank. The total number of employees of these banks is approximately 261.

Data source and type

The study utilized a primary data collected from the commercial banks in the Cape Coast Metropolis. The primary data collected employed a well-structured closed ended questions that features the main variables of the study.

Sample Size and Sampling Procedures

Researchers use sample techniques for their inability to test all the individuals in a given population (Dankwah, 2013; Saunders *et al.*, 2016). A subset of the population is referred to as sample. Jarmin (2018) argue that researchers use sample survey to collect data for a sub-part of the population. The data is then used to estimate the characteristics of the whole population. As a result, a quantitative approach is taken, in line with the aims of the study (Creswell, 2014a; 2016). Respondents were selected from the banks within the research population using a convenient sampling technique. This sampling technique was used given the nature of the banking job. It was difficult to administer the questionnaire to most of the employees because they were attending to customers or busy doing their daily routines. In effect, the questionnaires were handed over to the employees present and the collection was done at later dates.

Using Krejcie and Morgan (1970), sample size for population of 260 and 270 bankers across the various banks is 155 to 159 with 95 percent

confidence level and 5 percent on error estimate. The formula for determining sample size from Krejcie and Morgan (1970) is given as:

$$n = \frac{\chi^2 NP(1 - P)}{d^2(N - 1) + \chi^2 P(1 - P)}$$

where n is the sample size, N denote the population size, χ^2 the table value of chi-square for 1 degree of freedom at the desired confidence level, P the population proportion (assumed to be 0.50 since this would provide the maximum sample size) and d represents the degree of accuracy expressed as a proportion (0.05). In all, one hundred and fifty-eight (158) respondents were obtained which constitute middle-level staff of these banks using a convenient sample technique.

Data Collection Instrument and Measurement of Variables

This section describes the type of research instrument used and the methods used to measure the relevant variables are described in the study.

A well-structured closed-ended questionnaire was used for the study. The questionnaire was divided into five sections. Section A was on respondents' demographic data and there were four questions in this section. Section B focused on respondents perceived knowledge of humble leadership behaviours in their institution. Section C asked questions which sought to identify the level of employee's commitment to their organizations. Sections D and E solicited answers based on employees understanding of psychological safety and the level of psychological availability respectively. In all, apart from section A which requested the respondents to the appropriate response that correctly describe them, the rest of the sections requested the respondents to check the right option that relates to each of the Likert scale research question.

The following variables were measured: organizational commitment, employee psychological safety, employee psychological availability, and humble leadership. Organizational commitment was measured using Mowday et al., (1979)'s 14-item Organizational Commitment Questionnaire (OCQ). It examines the degree to which an individual identifies with and participates in a specific organization.

The 9-item scale constructed by Owens et al. (2013) was used to measure humble leadership. A 7-item scale was used to measure psychological safety, in accordance with Edmondson's (1999) position. The psychological availability scale by May, Gilson, and Harter (2004), measures people's confidence in their capacity to be emotionally, cognitively, and physically available for work. It is a contextualized version of Kahn's (1990) 5-item scale. A 5-point Likert scale with the following anchors was used for all variable responses: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

Reliability and Validity of the Instrument

When information-gathering methods yield consistent results and maintain them at that level despite changes in time and location, they are considered reliable. When an instrument can measure a variable precisely and produce consistent findings throughout time, it is considered reliable. Reliability for this study was examined by adhering to the positions of (Hair et al., 2016; Abdillah, 2015; Hafiz, 2017). Thus, internal consistency reliability, convergent and discriminant validity, and the reliability of individual items are used to evaluate the reliability of constructs. Furthermore, Cooper (2013) states that if construct validity has been met, internal consistency testing is

complete, and the average variance extracted (AVE) represents internal consistency. This is because a reliable construct is not always a valid construct, but a reliable construct is if it is valid (Jogiyanto, 2015).

Research instrument validity is the degree to which an instrument measures what it is intended to measure (Hair et al., 2014). By looking at the model's AVE, a researcher is able to examine the validity of the model. Construct validity, according to Netemeyer, Bearden, and Yi (2003), assesses measuring item homogeneity in a manner like that of Cronbach alpha. The square root of the AVE values with the correlations of the latent variable was utilized to determine the discriminant validity (Fornell-Larcker, 1981). Each construct's AVE square root ought to be higher than the highest correlation it has with other constructs.

Data Collection Procedure

To verify the authenticity of this study, an introduction letter from the Department of Management Studies, School of Business – University of Cape Coast was obtained. A copy of this letter is available and attached in the appendices. Consequently, to persuade respondents that the study was conducted for academic activity only, a copy of the introduction letter was provided to the managers of the chosen banks. Additionally, copies of the introductory letter were provided to participants to familiarize themselves with the issues. To guarantee the confidentiality of the data collected from respondents, ethical considerations of this study were discussed. The study ensured that the responses provided by participants were confidential and anonymous. Following that, an appropriate time and day were chosen for the administration of the questionnaires.

Data Processing and Analysis

Descriptive statistics of the study were presented using SPSS. The Partial Least Square-Structural Equation Model (PLS-SEM) method was used to test the hypothesis. The structural model's reliability and validity were evaluated using the PLS-SEM to determine its fitness. PLS-SEM allows path coefficients and individual factor loadings of a predefined structural model to be evaluated concurrently and prevents researchers from biased estimates of path coefficients and individual factor loadings, as stated by Hair et al. (2012), Nitzi (2016), and Valle and Assaker (2016). PLS-SEM was selected because it addresses both formative and reflecting signs of a latent variable (Hair et al. 2017).

Ethical Considerations

According to Resnik (2020), ethics is a commitment to norms that go beyond individual preferences and that are accepted by communities, professions, and individuals. Concerns about respondent confidentiality for a specific study are part of ethical considerations. This kind of ethical consideration entails providing participants with information about the purpose, methodology, and advantages of the study to obtain their voluntary agreement (Resnik, 2020). The participant's voluntary participation in the study was guaranteed by the researcher, who also explained the study's aim to the participants. To ensure the confidentiality of the participant's responses, the researcher obtained an introduction letter from the Department of Management Studies, School of Business – University of Cape Coast. Additionally, the University's Institutional Review Board examined and approved the questionnaire.

Chapter Summary

The chapter three described research methodology for the study. It gives details of the research approaches and design, study region, population, sample size, sampling technique, data collection tools, and data processing and analysis are all covered in detail.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The research findings are thoroughly analyzed in this chapter. The chapter uses structural equation modelling to present empirical support for the study's objectives. The study set out to determine how psychological safety and psychological availability mediated the relationship between organizational commitments and leadership humility. The validity and reliability of the instrument used are also discussed in this chapter.

Demographic Characteristics

Information about the demographic characteristics of the respondents is presented in Table 1. The study obtained information about the respondent's gender, age, educational qualification, and staff cadre.

Table 1 shows that 97 respondents were males representing 61.4 percent of the respondents. Of the responses, sixty-one (61) were female, making up 38.6 percent of the total. Of the respondents, seventy-six (76) were in the age range of 32 to 41 years representing 48.1 percent of the respondents. Fifty-three (53) of the respondents making up 33.5 percent, were between the ages of 21 and 31 years. Eighteen (18) of the participants were above 52 years representing 11.4 percent of the respondents. Eleven (11) respondents representing 7 percent were between the ages of 42 and 51 years.

Regarding educational qualification, forty-seven (47) of the respondents had a first degree which represented 29.7 percent of the respondents. Forty-five (45) of the respondents were holding diplomas. This represented 28.5 percent of the respondents. Nineteen (19) of the respondents were holding SHS. This

represented 12 percent of the respondents. Seventeen (17) of the respondents had JHS which represented 10.8 percent of the respondents. Fifteen (15) of the respondents held master's degrees making up 9.5 percent of the respondents. Nine (9) of the respondents were holding other certificates which represented 5.7 percent of the respondents. One (1) of the respondents representing 0.6 percent had a PhD.

Table 1: Demographic Characteristics

Variable	Frequency	Percent
Gender		
Male	97	61.4
Female	61	38.6
Age		
21-31 years	53	33.5
32-41 years	76	48.1
42-51 years	11	7.0
above 52 years	18	11.4
Educational Qualification		
Never been to school	5	3.2
JHS	17	10.8
SHS/O'Level/A 'Level	19	12.0
Diploma	45	28.5
First Degree	47	29.7
Masters	15	9.5
PHD	1	0.6
Others (professional)	9	5.7
Staff Cadre		
Junior Cadre	74	46.8
Senior Cadre	84	53.2
Total	158	100.0

Source: Field Survey (2023).

With respect to Staff Cadre, 84 of the respondents representing 53.2 percent were in senior-level positions. Seventy-four (74) of the respondents representing 46.8 percent were junior cadre. The junior cadre were respondents with entry-level or junior-level positions at the bank.

Assessment of Measurement Models for the Study

The study's measurement models are the main topic of this section. The indication loadings are evaluated at the start of the section. Indicator loadings, discriminant validity (Fornell-Lacker and HTMT), convergent validity (AVE-Average variance extracted), and internal consistency reliability (composite reliability) are among the evaluations of the measurement models. To provide indicators for the measurement model evaluation, a consistent PLS algorithm was executed. The following tables display the findings.

Assessing indicator loadings

When compared to the indicators derived from the model, Table 2 demonstrates that several of the indications were eliminated. To increase the overall model's reliability, all indicators that loaded below the 0.7 threshold as advised by Hair et al. (2017) were deleted. Eight (8) indicators were removed from the overall set of 35 indicators that measured the different latent variables because they did not satisfy the requirements for indicator reliability. From Table 2, four (4) out of five (5) indicators of psychological availability loaded above 0.7. One of the indicators was deleted. The lowest is 0.81 and the highest is 0.874, indicating that the retained indicators are reliable. Five (5) out of seven (7) indicators used to measure psychological safety loaded strongly. That is, two (2) of the indicators were deleted. The lowest loading indicator on psychological safety was 0.808 and the highest was 0.888.

Nine (9) indicators were used to measure humble leadership construct. Five (5) out of the nine (9) indicators were maintained. That is, four (4) of the indicators were deleted. Humble leadership indicators loaded between 0.703 and 0.892.

Table 2: Cross Loadings

	Humble Leadership	Organisational Commitment	Psychological Availability	Psychological Safety
EPA1			0.829	
EPA2			0.874	
EPA3			0.841	
EPA4			0.810	
EPS2				0.811
EPS3				0.888
EPS4				0.808
EPS5				0.837
EPS6				0.846
HL5	0.703			
HL6	0.892			
HL7	0.810			
HL8	0.859			
HL9	0.828			
OC1		0.747		
OC10		0.787		
OC11		0.802		
OC12		0.741		
OC13		0.726		
OC2		0.828		
OC3		0.822		
OC4		0.806		
OC5		0.756		
OC6		0.799		
OC7		0.811		
OC8		0.876		
OC9		0.757		

Source: Field Survey (2023).

Out of fourteen (14) indicators used to measure organizational commitment, thirteen (13) indicators were maintained. Only one (1) indicator was deleted. The organizational commitment elements that were kept also loaded well over the 0.7 cutoff point; the minimum was 0.726 and the maximum was 0.876.

Assessing Internal Consistency Reliability

The composite reliability was used in this study to gauge the constructions' internal consistency reliability. Compared to Cronbach's alpha,

the composite reliability is a more suitable indicator of internal consistency (Rossiter, 2002).

Table 3: Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Humble Leadership	0.877	0.885	0.911	0.674
Organizational Commitment	0.95	0.955	0.956	0.624
Psychological Availability	0.865	0.893	0.905	0.704
Psychological Safety	0.895	0.9	0.922	0.703

Source: Field Survey (2023).

Table 3 shows that all the latent variable in this study is reliable as they all loaded over the 0.7 threshold, as shown by (Bagozzi & Yi, 1988). Composite reliability scores were highest for organizational commitment (0.955) followed by psychological safety (0.90), psychological availability (0.893), and leader humility was the variable with the lowest composite reliability (0.885). The model's internal consistency reliability is demonstrated by the outcomes.

Assessing Convergent Validity

The convergence validity results are also shown in Table 3. The degree to which one measurement positively correlates with another measure of the same construct is known as convergent validity (Hair et al. 2017). Also, the Cronbach's alpha of the constructs loaded strongly. All four indicators recorded a Cronbach alpha above 0.7. Convergent validity was evaluated using the extracted average variance. When an AVE value is 0.50 or above, it means that the construct accounts for more than half of the variance in its

indicators on average. On the other hand, an AVE of less than 0.50 means that, on average, the variance explained by the construct is less than the variance that is still present in the item errors. The results from Table 3 show that all the construct has an AVE greater than 0.5. Organizational commitment ranks lowest and psychological availability is at the top. This indicates that over half of the variance in the model's indicators was explained by the constructs.

Assessing Discriminant Validity

According to MacKinnon (2012), a construct must be distinct and able to capture phenomena that other constructs in the model are unable to capture in order to demonstrate discriminant validity. The Heterotrait Monotrait ratio (HTMT) and the Fornell-Lacker criterion were both utilized in this study to evaluate the discriminant validity. Tables 4 and 5, respectively, display the results. The square root of the AVE values is compared to the latent variable correlations using the Fornell-Larcker criterion (Fornell & Larcker, 1981). To be more precise, each construct's AVE square root should be higher than its highest correlation with any other construct (Hair et al., 2012). Table 4's findings show that each variable's square root is significantly higher than its correlations with the other study constructs. This indicates that no two constructs can represent the same phenomenon because each construct is distinct. The square root of the AVE values is compared to the latent variable correlations using the Fornell-Larcker criterion (Fornell & Larcker, 1981). To be more precise, each construct's AVE square root should be greater than its highest correlation with any other construct (Hair et al., 2012). Table 4 shows that each variable's square root is significantly higher than its correlations with

the other study constructs. This indicates that no two constructs can represent the same phenomenon because each construct is distinct.

When the indicator loadings of the constructs under examination change only marginally, the Fornell-Larcker criterion performs terribly. The Fornell-Larcker criterion does a better job of identifying problems with discriminant validity when indicator loadings fluctuate more significantly, but its overall discriminant validity assessment still needs work (Voorhees et al., 2016).

Table 4: Fornell-Lacker Criterion

	Humble Leadership	Organisational Commitment	Psychological Availability	Psychological Safety
Humble Leadership	0.821			
Organisational Commitment	0.412	0.79		
Psychological Availability	0.268	0.259	0.839	
Psychological Safety	0.344	0.358	0.136	0.839

Source: Field Survey (2023).

To address this, Henseler, Ringle, and Sarstedt (2015) suggested evaluating the Heterotrait Monotrait ratio of the correlation and that a latent construct has discriminant validity if its HTMT ratio is less than 0.850. Table 5 displays HTMT values that are significantly lower than 0.850.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	Humble Leadership	Organisational Commitment	Psychological Availability	Psychological Safety
Humble Leadership				
Organisational Commitment	0.568			
Psychological Availability	0.272	0.263		
Psychological Safety	0.379	0.368	0.694	

Source: Field Survey (2023).

Model Fitness

Chi-square (χ^2), the goodness-of-fit index (GFI), the adjusted goodness-of-fit index (AGFI), the root-mean-square residual (RMR), and the root-mean-square-error of approximation (RMSEA) are model fit criteria that are frequently employed in absolute fit. These standards are based on discrepancies in the covariance matrix or correlation between the observed and model-implied values (Hair et al., 2014). The question of comparative fit pertains to how well a model explains observed data in comparison to a rival model. The process of evaluating comparative fit involves comparing theoretically derived models with a "baseline" model (Kelloway, 1998). The relative non-centrality index (RNI), the comparative fit index (CFI), and the normed fit index (NFI) are a few of the criteria in this category.

From Table 6, each of the fit indexes used to examine the fitness of the model had conventionally acceptable values: Root Mean Squared Error of Approximation ($RMSEA \leq 0.08$), Goodness of Fit Index ($GFI \geq 0.90$), Normed Fit Index ($NFI \geq 0.90$), and Comparative Fit Index ($CFI \geq 0.90$)

(Bagozzi & Yi, 1988; Hair et al. 2014). The χ^2 goodness-of-fit number assesses how well the theoretical model created a covariance matrix and calculates coefficients that are compared to the observed covariance matrix. Because sample size influences χ^2 , lots of respondents can lead to an inflated χ^2 when evaluating model fitness (Hu & Bentler, 1999).

Several studies have utilized the technique of dividing the χ^2 value by degrees of freedom rather than depending solely on the total χ^2 and the corresponding significance test. For a large sample, it is generally recommended that a χ^2 -degree of freedom ratio (Normed Chi-square) of less than 3. These fit indices were used to evaluate the construct measurements' acceptability and strength. These fit indicators were chosen using the classification that Byrne (2013) suggested as the most widely recognized standards in the social sciences.

Relative to examining the model fitness, 35 measurement items were employed and items that did not meet some of the indicators had to be deleted to improve model fit.

Table 6: Model Fit Measures for Final Measurement Model

Measure	Estimate	Threshold	Interpretation
CMIN	418.746	--	--
DF	158	--	--
CMIN/DF	2.650	Between 1 and 3	Excellent
CFI	0.996	>0.95	Excellent
SRMR	0.054	<0.08	Excellent
RMSEA	0.053	<0.06	Excellent
PClose		>0.05	Excellent

Source: Field Survey (2023).

Table 6 reports the findings from the Smart PLS version 4 in measuring the fitness of the model. The result indicated substantial correlations between the constructs and the questionnaire items.

Assessing the structural model

An evaluation of the study's hypothesis is presented in this section. Collinearity between constructs, coefficient of determination, predictive relevance, effect size, path coefficient and significance are all assessed as part of the structural model assessment process. Following Nitzl et al. (2016), the direct and indirect models were run concurrently in this investigation.

The results from evaluating multicollinearity among the study's indicators are displayed in Table 7. Tolerance values of 0.20 or less and VIF values of 5 or more, respectively, suggest a possible collinearity issue in the context of PLS-SEM (Hair et al., 2012). More precisely, if an indicator has a VIF level of 5, it means that the other formative indicators linked to the same construct account for 80 percent of its variance. Reference to the endogenous variables (humble leadership, psychological safety, and psychological availability), Table 7 presents a minimum tolerance value of 0.398 and a maximum of 0.455, as well as a minimum VIF of 2.199 and a maximum of 2.512.

Table 7: Multicollinearity

	VIF	Tolerance
Humble Leadership	2.512	0.398
Psychological Safety	2.199	0.455
Psychological Availability	2.287	0.437

Source: Field Survey (2023).

The absence of common method bias is further confirmed by the VIF results shown in Table 7. A VIF score larger than 3.3 is suggested to be a sign of

pathological collinearity and an indication that a model might be tainted by common method bias, according to the criteria put forward by Kock and Lynn (2012). Thus, the model is deemed free from the issue of vertical or lateral collinearity and common method bias if all VIFs obtained from a complete collinearity test are equal to or less than 3.3. (Kock, 2013).

Assessing coefficient of determination and predictive relevance

The predictive accuracy of the model is gauged by the R^2 . R^2 can also be seen as the total influence of the exogenous variables on the endogenous variable (s). According to Hair et al. (2014), structural models with a coefficient of determination (R^2) of 0.25, 0.5, and 0.75 are deemed weak, moderate, and considerable, respectively. Hair et al. (2014) went on to say that for structural models, a predictive relevance (Q^2) of "0.02, 0.15, and 0.35" and effect size (f^2) of "0.02, 0.15, and 0.35" are regarded as "small, medium, and big," respectively. The results from Table 8 indicate that humble leadership, psychological availability, and psychological safety explained 66.7 percent of the variations in organizational commitment. That is, 66.7 percent of the variations in organizational commitment were explained by humble leadership, psychological availability, and psychological safety. The results indicate that the model has a medium predictive relevance for the dependent variable in terms of predictive relevance (0.5208). This demonstrates how effectively the exogenous factors predict the endogenous variable. All the variables have negligible effect size on the endogenous variable. The effect size, predictive value, R-square and the adjusted R-square have been presented in Table 8.

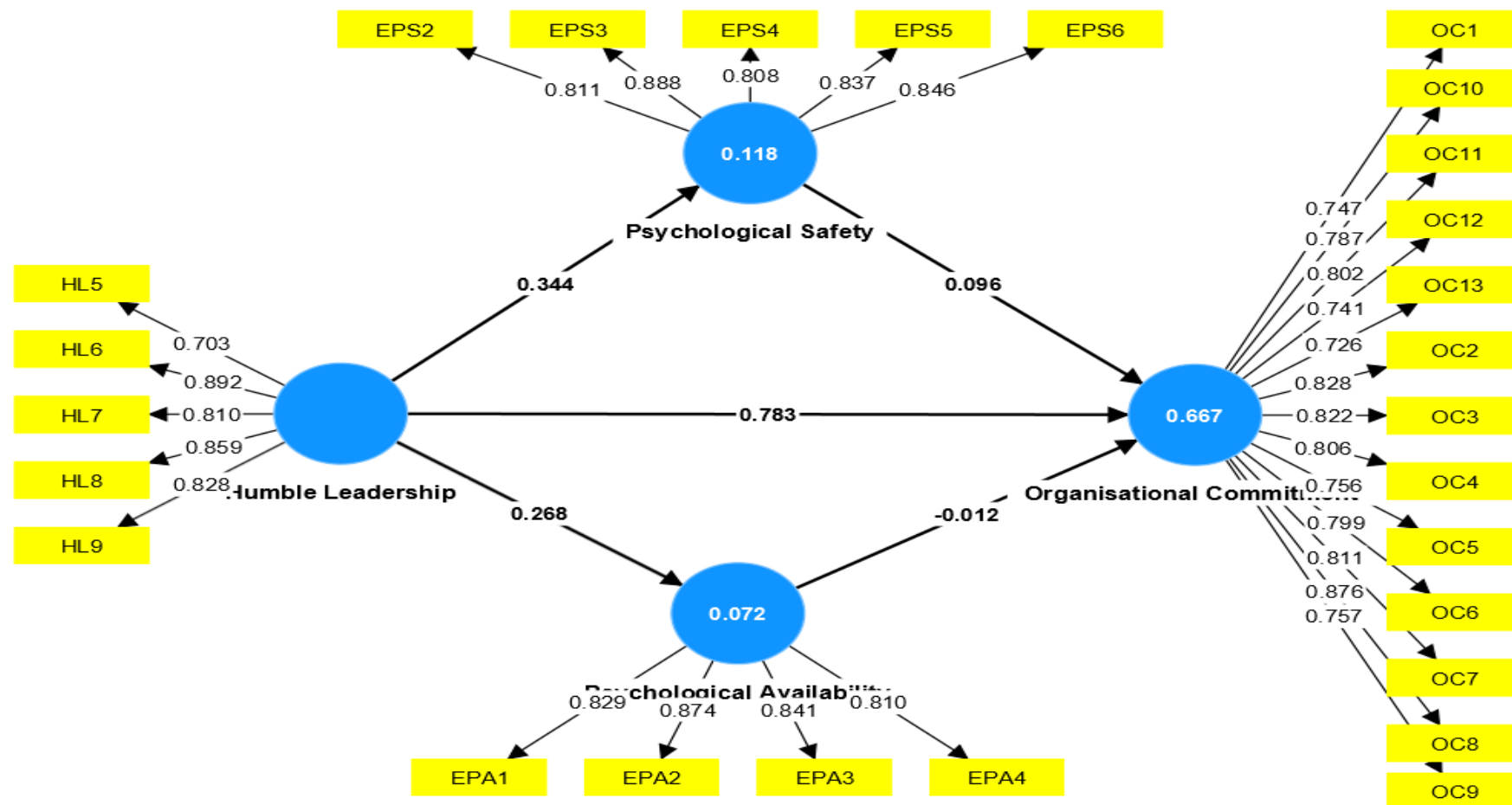


Figure 2: Results from PLS-SEM Model.
Source: Author's Construct (2023).

Analysis of results from the Structural Equation Model

The findings from applying the PLS-SEM to assess the study's hypotheses are shown in this section. Tables 8 through 12 and Figure 2 present the findings.

Objective 1: Humble leadership and organizational commitment

Analysing the effect of humble leadership on organizational commitment was the study's first objective. The structural equation model was used to achieve this objective and Table 8 presents the outcome.

Table 8: Humble leadership, psychological safety, psychological availability and organizational commitment

	Path β	Std. Err.	T-stat	R^2	Adj. R^2	Q^2	P-value	f^2
OC				0.667	0.657	0.5208		
HL->OC	0.783	0.051	15.406				0.000	1.615
PS->OC	0.096	0.0073	13.21				0.000	1.988
PA->OC	-0.012	0.00561	-2.101				0.018	0.192

Note: OC-organizational commitment; HL-humble leadership; PS-psychological safety; PA-psychological availability
Source: Field Survey (2023).

Results from Table 8 reveal a positive and strong correlation between humble leadership and organizational commitment relationship [$B=0.783$; $t(158)=15.406$; $R^2=0.667$; $p<0.01$]. Organizational commitment rises by 0.783 for every unit increase in leader humility. With an R-square of 0.667, this gives a strong signal of how the humble leadership behaviour explains the employee's commitment to organizations.

Objective 2: Leader humility and employees' psychological safety.

Table 9 presents the results from the second objective which is to examine the effect of leader humility on employees' psychological safety.

Table 9: Leader humility and employees' psychological safety

	Path	Std. Err.	T-stat	R^2	Adj.	Q^2	P-value	f^2
	β				R^2			
PS				0.118	0.109	0.5208		
HL->PS	0.344	0.085	3.971				0.000	1.314

Note: HL-humble leadership; PS-psychological safety.

Source: Field Survey (2023).

Table 9 revealed a positive and significant correlation between leadership humility and employees' psychological safety [$B=0.344$; $t(158)=3.971$; $R^2=0.118$; $p<0.01$]. Employees' psychological safety would rise by 0.344 for every unit increase in leadership humility. With an R-square of 11.8 percent, leadership humility is able to explain the variations in employee's psychological safety by 11.8 percent.

Objective 3: Psychological safety and organizational commitment.

The third objective determines the effect of psychological safety on organizational commitment. Table 8 reported a positive and highly significant relationship between psychological safety and organizational commitment [$B=0.096$; $t(158)=13.21$; $R^2=0.667$; $p<0.01$]. A unit increase in psychological safety increases organizational commitment by 0.096. Psychological safety fosters an atmosphere where workers feel valued, empowered, and safe, which can have a major beneficial effect on organizational commitment. The estimated R-squared for this coefficient indicate that variations in employee's organizational commitment are explained by 66.7 percent of their psychological safety.

Objective 4: Psychological safety mediates the relationship between leader humility and organizational commitment.

The fourth objective investigates the mediating role of psychological safety on the humble leader and organizational commitment nexus. The results are displayed in Table 10.

Table 10: Psychological safety mediates the relationship between leadership humility and organizational commitment

	Path	T-stats	Sig
Leadership humility -> Psychological Safety ->			
organizational commitment	0.118	5.152	0.000

Source: Field Survey (2023).

Results from Table 10 indicate that the association between organizational commitment and leader humility was mediated strongly by psychological safety. There was a strong correlation between organizational commitment and humble leadership. Through psychological safety, there was an indirect but significant relationship between leader humility and organizational commitment [$B=0.118$; $t(158)=5.152$; $p<0.01$]. This demonstrates that the relationship between organizational commitment and leader humility was partially mediated by psychological safety. The estimates from the regression suggest a strong role played by the psychological safety.

Objective 5: Humble leadership and employees' psychological availability

Table 11 presents the results obtained for the fifth objective. In relation to the significance of the variable, there was a positive and significant relationship between leadership humility and psychological availability as shown by the p-value [$B=0.268$; $t(158) = 3.052$; $R^2=0.072$; $p < 0.05$].

Table 11: Humble leadership and psychological availability

	Path β	Std. Err.	T-stat	R^2	Adj. R^2	Q^2	P-value	f^2
PA				0.072	0.062	0.319		
HL>PA	0.268	0.0867	3.052				0.002	1.762

Note: HL-humble leadership; PA-psychological availability

Source: Field Survey (2023).

Psychological availability would rise by 0.268 for every unit increase in leader humility. Leader humility can have a positive influence on employees' psychological availability by creating an environment that encourages and supports their emotional and mental engagement.

Objective 6: Psychological availability and organizational commitment

The effect of psychological availability on organizational commitment was the study's sixth objective. According to Table 8, there was a significant and negative correlation between organizational commitment and psychological availability [$B = -0.012$; $t(158) = 2.101$; $R^2 = 0.667$; $p < 0.05$]. The result reported a 0.012 drop in organizational commitment for every unit rise in psychological availability. This is an intriguing result, given that most of the literature reviewed obtained a positive relationship. The reason for these opposing results could be the difference in organizational culture between this study area and those that were reviewed. This relationship is echoed by the R-squared value of 66.7 percent.

Objective 7: Psychological availability mediates the relationship between leader humility and organizational commitment.

Table 12 presents the results from the final objective of the study, which was to investigate the mediating effect of psychological availability on the humble leader and organizational commitment nexus.

Table 12: Psychological availability mediates the relationship between leader humility and organizational commitment

T statistics			
	Path	(O/STDEV)	P values
Leadership humility -> Psychological			
Availability -> organizational commitment	0.072	23.247	0.000

Source: Field Survey (2023).

Table 12 reports a significant correlation between organizational commitment and humble leadership. Through psychological availability, there was an indirect but significant relationship between humble leadership and organizational commitment [$B=0.072$; $t(158)=23.247$; $p<0.01$]. The result implies that a humble leader has a beneficial effect on employees' psychological availability thereby positively influencing organizational commitment. This further deepens the discussions on the sixth objective that, the presence of humble leadership fosters a positive relationship between employees' psychological availability and organizational commitment.

Discussions of findings

Objective 1: Humble leadership and organizational commitment

A humble leader fosters an atmosphere of trust and open communication where employees feel free to express opinions and concerns without worrying about facing any consequences. This open dialogue fosters a sense of belonging and commitment as employees know their input is valued. Humble leaders tend to empower their team members by acknowledging their skills and abilities. Employees who feel empowered have more autonomy, which enables them to take responsibility for their work and make more valuable contributions to the organization. This sense of ownership enhances

commitment as individuals feel a greater connection to their roles and responsibilities.

Humble leaders promote a culture of collaboration and teamwork. They are willing to listen to others' viewpoints, encourage diverse perspectives, and promote a sense of unity within the team. An employee's loyalty and commitment to the work grow when they perceive themselves as important contributors to a collaborative effort. Humble leaders are more inclined to support their employees' career advancement. They recognize the potential in their team members and provide opportunities for growth and learning. Employees' commitment to the success of the organization is deepened when they see that their leaders are interested in their personal and professional development.

A humble leader who genuinely cares about their team members can contribute to reduced turnover. Workers are more inclined to stick with an organization where they feel respected, valued, and supported. This commitment to the organization can lead to increased loyalty and longevity in the workplace. Humble leaders are open to admitting mistakes and learning from them. This willingness to adapt and learn creates a culture where experimentation and innovation are encouraged. When employees see that their leaders are not afraid to acknowledge errors and seek improvement, they are more likely to be committed to a culture of continuous learning and growth. Humble leadership can contribute to higher levels of job satisfaction among employees. When leaders treat their team members with humility and respect, it positively impacts the overall work environment, and the way

employees feel about their roles. Greater job satisfaction is often linked to higher levels of commitment and engagement.

Yulius (2022) and KhanaliNataj (2024) found consistent results as leadership humility enhances organizational commitment. Also, Mallen-Broch *et al.*, (2020) came to a similar conclusion as they investigated the effect of leader humbleness on organizational performance in Indonesia's manufacturing sector. The result from the study is also confirmed by Ansong *et al.* (2024) who opined that, workers who have managers who exhibit humble leadership qualities are more likely to be content, involved, and eventually able to display organizational citizenship behaviour which was used to measure organizational commitment.

Leadership humility positively influences organizational commitment by fostering trust, open communication, empowerment, collaboration, employee development, reduced turnover, adaptability, and job satisfaction. These elements support an environment at work where workers feel appreciated, involved, and committed to the success of the organization.

Objective 2: Leader humility and employees' psychological safety

Leader humility, when practised effectively, impacts positively on employees' psychological safety within an organization. Humble leadership creates an environment where employees feel free to voice their ideas, opinions, and concerns without fear of retribution. This open communication enhances psychological safety by assuring employees that their voices are valued and respected. A humble leader acknowledges their own mistakes and imperfections, which helps employees feel less afraid of making errors themselves. When employees know that mistakes are seen as opportunities for

growth rather than grounds for punishment, they are more inclined to take chances and contribute their opinions.

Humble leaders are authentic and transparent about their strengths and weaknesses. This authenticity encourages employees to be genuine and authentic in their interactions as well, leading to a culture of honesty and trust that enhances psychological safety. Also, humble leaders are approachable and relatable, which builds trust with their employees. When employees trust their leaders, they share their concerns, seek guidance, and assist in a collaborative and psychologically safe work environment.

Humble leaders cherish their employees' opinions and include them in decision-making processes. This empowerment gives employees a feeling of control and ownership over their work, contributing to their overall psychological safety. Moreover, leaders who display humility are open to learning from others, including their team members. This attitude promotes a culture of continuous learning and growth, where employees feel safe to share their expertise and contribute to each other's development.

Humility fosters genuine and meaningful connections between leaders and employees. These strong relationships contribute to a sense of belonging and camaraderie, which enhances psychological safety by creating a supportive network. Moreover, humble leaders are more likely to approach conflicts with empathy and a willingness to understand different perspectives. This approach encourages healthy conflict resolution, ensuring that disagreements are addressed constructively and without damaging psychological safety.

Humility encourages leaders to recognize and appreciate diverse viewpoints. This inclusivity helps employees from various backgrounds feel valued and heard, contributing to a sense of belonging and psychological safety. Employees are committed and loyal to leaders who demonstrate humility. When employees see their leaders as genuine, caring, and willing to admit their limitations, they are more likely to reciprocate with their commitment and dedication.

The results are in line with those of Oliveira et al. (2021), who also discovered that leader humility can enhance employee's psychological safety. Leadership humility positively influences employees' psychological safety by creating an environment of open communication, trust, authenticity, empowerment, learning, conflict resolution, inclusivity, and loyalty. Humble leaders contribute to a workplace culture where employees feel secure, valued, and encouraged to contribute their best efforts.

Objective 3: Psychological safety and organizational commitment

Employees in a psychologically safe environment freely express their opinions and challenges without thinking about the repercussions. This free communication fosters a sense of trust and transparency between employees and leaders, enhancing their commitment to the organization. Also, employees who experience psychological safety are more inclined to take risks and offer creative solutions. They know that even if their ideas don't succeed, they won't face punishment or humiliation. This willingness to innovate can lead to improved processes, products, and services, increasing employees' sense of commitment as they see the impact of their contributions.

Psychological safety encourages employees to step out of their comfort zones and engage in learning and development opportunities. They feel supported in pursuing new skills and experiences, which can lead to improved performance and a greater commitment to the organization that invests in their growth. Also, in a psychologically safe environment, conflicts can be addressed openly and constructively. This leads to more effective conflict resolution, improved working relationships, and a stronger commitment to the organization as employees feel that their concerns are heard and addressed.

When employees feel psychologically safe, they are less stressed and burnout because they know they can ask for help, discuss their challenges, and seek support from colleagues and leaders. This healthier work environment contributes to higher job satisfaction and increased commitment. Moreover, psychological safety encourages leaders to delegate authority and grant employees a level of autonomy. Employees are more likely to take ownership of their roles and responsibilities when they feel trusted and empowered. This sense of ownership strengthens their commitment to achieving the organization's goals.

Psychological safety promotes collaboration and teamwork, as employees are more willing to share knowledge, offer assistance, and work together to solve problems. This collaborative atmosphere enhances commitment as employees feel a sense of belonging and mutual support within their teams. Moreover, employees remain committed to an organization that values employees' well-being, opinions, and contributions. Psychological safety contributes to a sense of loyalty and dedication as employees recognize the organization's commitment to their overall experience. Organizations that

prioritize psychological safety are often seen as desirable places to work. They attract and retain top talent who are seeking inclusive and supportive work environments. The overall success of an organization is positively affected by employees who are committed to its mission and values.

Similar results on psychological safety and organizational commitment have been identified by Norouzinik *et al.*, (2022); Chang *et al.*, (2023); Chandrahaas and Narasimhan (2022); Choi and Lee (2020); and Kim (2020). Psychological safety positively influences organizational commitment by fostering open communication, risk-taking, growth, conflict resolution, well-being, empowerment, collaboration, loyalty, and talent attraction. Creating a psychologically safe workplace encourages employees to be fully engaged and committed to the organization's mission and success.

Objective 4: Psychological safety mediates the relationship between humble leadership and organizational commitment

Psychological safety is experienced when a person's sense of how much they can express themselves, take chances, and contribute to collaborative effort is without any repercussions. Humble leadership, as mentioned earlier, involves a leader's ability to acknowledge their limitations, treat others with respect, and create an open and supportive work environment. Organizational commitment pertains to the emotional attachment, identification, and dedication that employees feel toward their organization. The concept of psychological safety mediating the nexus of leader humility and organizational commitment suggests that humble leadership influences organizational commitment through its impact on employees perceived psychological safety.

A humble leader creates an environment where employees feel valued and respected. Such a leader is open to input, acknowledges their fallibility, and treats team members with consideration. This behaviour fosters an atmosphere of trust, mutual respect, and support. This sense of safety encourages open communication and collaboration. As employees experience psychological safety and can express themselves freely and take risks, they develop a stronger attachment to the organization. They believe they can have a significant influence and that their contributions are appreciated. This heightened engagement and sense of belonging lead to higher levels of organizational commitment. Employees' sense of psychological safety is positively affected by a humble leader, and this in turn strengthens their commitment to the organization. By creating an ambience where employees feel safe to express themselves, humble leaders promote open communication and collaboration, ultimately leading to increased commitment among employees. Chang et al. (2023), Chandrahaas and Narasimhan (2022), Choi and Lee (2020), and Kim (2020) all had similar findings.

Objective 5: Leader humility and employees' psychological availability

Humble leaders create an ambience where employees feel free to share their thoughts, feelings, and worries. An emotionally safe and comfortable employee is more open-minded, leading to increased psychological availability. Also, humble leaders who acknowledge their imperfections and mistakes help employees feel less judged for their shortcomings. This reduction in fear of judgment allows employees to be more authentic and emotionally available in their interactions.

Humble leaders are seen as approachable and genuine, which builds trust with their employees. When employees have faith in their leaders, they tend to be psychologically available to engage in meaningful conversations and collaborations. Humility often goes hand in hand with empathy. Leaders who demonstrate empathy and provide support create an environment where employees feel understood and valued, leading to increased psychological availability to share their thoughts and feelings.

Humble leaders actively listen to their employees and value their input. This open and respectful communication encourages employees to be more present and engaged in discussions, leading to higher psychological availability. Humble leaders help employees to feel part of a supportive team by fostering a sense of inclusivity and belonging. This sense of belonging encourages employees to be more emotionally available and invested in their work and relationships.

When employees perceive their leaders as humble and understanding, it can help reduce stress and anxiety. Lower stress levels contribute to improved mental well-being and increased psychological availability to focus on tasks and interactions. Humble leaders promote a collaborative atmosphere where individuals feel valued for their contributions. This collaborative environment encourages employees to be mentally present and engaged in teamwork and joint projects.

Humble leaders often lead by example, showcasing a willingness to learn and improve. This can inspire employees to be more psychologically available to learn, grow, and take on new challenges. Humble leaders value their employees' well-being and understand the value of work-life balance.

This consideration for employees' personal lives contributes to their psychological availability by reducing burnout and stress.

Mgeni (2022) and Wang *et al.*, (2021) found a similar result in their study on factors that influences employee's psychological availability. In their study, they found that leadership humility positively influences employees' psychological availability by creating an environment of emotional safety, trust, empathy, open communication, belonging, reduced stress, teamwork, inspiration, and respect for well-being. A humble leadership approach encourages employees to be more emotionally and mentally present, leading to improved engagement, collaboration, and overall well-being.

Objective 6: Psychological availability and organizational commitment

When employees or leaders are not psychologically available to engage in meaningful communication, it can lead to a breakdown in information sharing, understanding, and collaboration. This lack of communication can create confusion, misunderstandings, and feelings of being disconnected, ultimately affecting commitment. Also, if leaders are not psychologically available to provide support, guidance, and mentorship, employees might feel unsupported and undervalued. This lack of support can impact employees' sense of belonging and commitment to the organization.

Psychological availability is closely linked to trust within an organization. If employees or leaders are not available for open and honest discussions, it can erode trust among team members. A lack of trust can lead to decreased commitment as employees might question the intentions and reliability of others. Moreover, when individuals are not psychologically available to engage in their work or with their colleagues, their overall level of

engagement and enthusiasm can decline. This reduced engagement can lead to decreased commitment to their roles and responsibilities.

A lack of psychological availability can contribute to unresolved conflicts and misalignment within teams or between leaders and employees. This can create a negative atmosphere that undermines commitment to the organization's goals. Also, when employees feel that they cannot openly express their concerns or seek assistance due to a lack of psychological availability, it can contribute to increased stress and burnout. Over time, this can lead to decreased commitment and motivation.

If psychological availability is lacking among leaders, it can set a tone of disengagement and indifference that permeates the organizational culture. This can deter employees from feeling emotionally connected to the organization and its values. Employees who perceive a lack of psychological availability from their leaders or colleagues might be more likely to seek opportunities elsewhere. High turnover can disrupt team dynamics and reduce overall commitment to the organization. It's important to note that psychological availability if understood as being emotionally and mentally present and engaged, is generally considered a positive attribute within organizations. However, a lack of psychological availability, as described above, can indeed have negative consequences for organizational commitment and overall effectiveness.

Zaim, Demir and Budur (2021) found that psychological availability influences organizational commitment positively. This indicates that the study's findings contradict Zaim's study. Zaim's study claimed that having psychological availability can enhance organizational commitment. Zaim,

Demir and Budur's (2021) study focused on Islamic ethics of humble leadership and organisational performance.

Objective 7: Psychological availability mediates the relationship between leader humility and organizational commitment

The study suggests that employees are more likely to form a strong commitment to an organization when they view their leaders to be psychologically available. This is according to the substantial positive path coefficient (23.247) between psychological availability and organizational commitment from the study. This commitment is fostered by the sense of trust, open communication, and mutual respect that results from the leaders' humility.

The path analysis's findings offer empirical proof in favour of psychological availability's mediation role in the organizational commitment and leader humility nexus. This suggests that leader humility indirectly influences organizational commitment by enhancing employees' psychological availability, leading to a more engaged and committed workforce.

Chapter Summary

This chapter analysed the study's results. The first section of the chapter provided an explanation of the respondents' demographic features including employees' ages, genders, levels of education, and job experience. Additionally, an assessment of the validity and reliability of the indicators utilized to measure the study's indicators was conducted. A model evaluation of the study was also included in the chapter and finally, the study's hypotheses were put to the test.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The summary, conclusions and recommendations of the study are presented in this chapter. The study was conducted to examine the relationship between humble leadership style and organizational commitment considering the mediating role of psychological safety and psychological availability. The chapter contains study's summary, key findings from the implementation of PLS-SEM, conclusions, recommendations, and suggestions for future studies.

Summary

The study examines how psychological safety and psychological availability, among bank employees in the Cape Coast Metropolis, mediate the nexus between organizational commitment and a humble leadership style. The study outlined seven distinct objectives and hypotheses to fulfil its purpose. The specific objectives of the study were to: analyze the effect of humble leadership on organizational commitment; to examine the effect of leader humility on employees' psychological safety; to investigate the effect of employees' psychological safety on organizational commitment; to analyze the mediating role of psychological safety on the relationship between leader humility and organizational commitment; to determine the effect of humble leadership on employees' psychological availability; to examine the effect of psychological availability on organizational commitment and; to analyze the mediation of psychological availability on the relationship between leadership humility and organizational commitment.

The concepts of humble leadership, organizational commitment, psychological safety, and psychological availability were all explained. The conceptual framework linking all variables was also explained. The study adopted the positivist philosophical paradigm and quantitative research approach in analyzing the objectives of the study. The quantitative research approach was used for this study since the research aims were to evaluate predictive hypotheses using primary data that can be assessed numerically. Additionally, the explanatory research method was chosen because the study's goals included elucidating the relationships between the variables of interest. In effect, a total of 158 bank respondents made up the sample size. A structured questionnaire was used as the study's data collection tool. The structural equation model was used to analyze the research objectives.

Key findings

The first objective of the study was to analyse the effect of a humble leadership style on organizational commitment. The study discovered a strong and favourable correlation between humble leadership and organizational commitment. Secondly, examining the effect of leader humility on employees' psychological safety was the study's second objective and the results of the study showed a significant and positive correlation between employees' psychological safety and leader humility. This explains that the humility of leadership would allow them to share their issues and mistakes without fear and panic. The third objective analysed the effect of psychological safety on organizational commitment and the study concluded that there is a positive and significant connection between psychological safety and organizational commitment. Moreover, the fourth hypothesis was to analyse the mediating

role of employees' psychological safety on the leader humility and organizational commitment nexus. The study discovered that the relationship between organizational commitment and leader humility was partially mediated by psychological safety.

The study further hypothesised that there was a positive relationship between leader humility and employees' psychological availability and the results from the study supported this hypothesis. Furthermore, assessing the effect of psychological availability on organizational commitment was the study's sixth objective and the results of the study showed a negative and significant correlation between organizational commitment and psychological availability. The study's seventh and final objective was to analyse how psychological availability mediates the relationship between organizational commitment and humble leadership style. The study discovered that the association between organizational commitment and humble leadership style was partially mediated by psychological availability.

Conclusions

The following specific conclusions are made based on the major findings from the study:

One important factor in creating a productive and positive workplace culture is humble leadership style. Through its multifaceted impact, leadership humility influences various aspects of employee engagement and commitment. By fostering trust, open communication, and psychological safety, humble leaders create an environment where employees feel valued and empowered. This, in turn, enhances employees' psychological availability,

allowing them to be more emotionally and mentally present, engaged, and committed to their roles and the organization's mission.

The relationship between leader humility, psychological availability, and organizational commitment underscores the interconnected nature of these concepts. Humble leaders lay the foundation for psychological availability by encouraging authentic interactions and acknowledging their fallibility. As employees experience this psychological availability, they become more invested in their work, develop stronger bonds with their colleagues, and demonstrate higher levels of commitment to the organization's success.

Ultimately, by recognizing the significance of leadership humility in promoting psychological availability, organizations can cultivate a workforce that is not only dedicated but also emotionally connected, resulting in improved overall performance and sustained success.

Recommendation

The following policy recommendations are made based on the findings and the conclusion of the study:

1. Managers of banks should implement leadership development programs that underscore humility as a core leadership trait. Offer training and coaching to help leaders cultivate and practice humility in their interactions with employees.
2. Financial policymakers should encourage leaders or management of banks to lead by example by demonstrating humility in their actions and communication. When employees see leaders embracing humility, they are more likely to follow suit, fostering a culture of openness and psychological safety.

3. Management of banks should establish a feedback-rich culture where leaders provide constructive feedback and recognize employees' contributions. This helps employees feel valued and psychologically available to engage in ongoing improvement and growth.
4. Leaders who manage these banks should create various communication channels, such as regular team meetings, one-on-one sessions, and feedback forums, where employees can openly express their thoughts and concerns. Ensure that leaders actively listen and respond with empathy to make employees psychologically secure.
5. Management should encourage team leaders to have regular check-ins with their team members to discuss goals, challenges, and personal development. These interactions foster a sense of support and belonging, increasing psychological availability.
6. Management of banks should establish mechanisms for employees to provide feedback on leadership behaviours and express themselves without fear and the overall work environment. Use this feedback to continuously improve leadership practices and enhance psychological safety and availability.

Suggestions for future studies

Though this study fills a research gap, there are still several limitations that should be considered for future studies. First, a causal relationship between organizational commitment, psychological safety, psychological availability, and humility in leadership may be established using the cross-sectional study design. To retest these mediating effects, future researchers can

employ experiments or a longitudinal research design in subsequent investigations.

Second, the data gathered for the study focus mainly on banks located within Cape Coast Metropolis, which would limit how far the findings can be generalised. To increase the size of the unit of analysis, a nationwide study should be the focus of future research.

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APPENDICES**APPENDIX A: QUESTIONNAIRE**

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/Madam,

I am a student pursuing master's degree in commerce (Management) at the University of Cape Coast. The focus of my research is to examine the effect of Humble Leadership on Organizational Commitment: the role of Psychological Safety and Psychological Availability playing the mediating roles. The aim of this questionnaire is to explore your views of the effects humble leadership has on organizational commitment. Your cooperation and opinions are very important to the success of the study. The information obtained from the questionnaire contains five sections and takes about 10-15 minutes to fill. All responses are anonymous and used for academic purposes. Thank you in advance.

Section A: Demographic Data

Kindly provide the appropriate response and **tick** [✓] the box that correctly describes you.

1. Sex: Male ☐ Female ☐
2. Age: 21 – 31 year ☐ 32 – 41 years ☐ 42 -51 years ☐
above 52 years ☐

3. Educational Qualification: Never been to school ☐ JHS ☐
 SHS/O'Level/A 'Level ☐ Diploma ☐ First degree ☐
 Master's ☐ PHD ☐ Other specify
4. Staff cadre: What is your current cadre? Junior cadre ☐
 Senior cadre ☐

Section B: Humble Leadership

The table below contains statement about humble leadership behaviour. Next to each statement, **tick** [✓] the number that represents how strongly you feel about the statement by using the following scoring system: 1. = Strongly disagree 2. = Disagree 3. = Neither agree nor disagree 4. = Agree and 5. = Strongly agree.

Section B: Humble Leadership	1	2	3	4	5
My manager is open to the ideas of others.					
My manager often compliments others on their strength					
My manager actively seeks feedback, even if it is critical.					
My manager takes notice of others' strengths.					
My manager shows appreciation for the unique contributions of others.					
My manager is open to the advice of others.					
My manager admits it when they don't know how to do something.					
My manager acknowledges when others have more knowledge and skills than him- or herself.					
My manager is willing to learn from others.					

SECTION C: ORGANIZATIONAL COMMITMENT

The table below seeks to identify the level of your commitment with your organization. Please indicate your agreement with each statement by tick [✓] the most appropriate column: Where 1. = Strongly disagree 2. = Disagree 3. = Neither agree nor disagree 4. = Agree and 5. = Strongly agree.

Section C: Organizational Commitment	1	2	3	4	5
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
I talk up this organization to my friends as a great organization to work for.					
I feel very little loyalty to this organization.					
I would accept almost any type of job assignment in order to keep working for this organization.					
I find that my values and the organization's values are very similar.					
I am proud to tell others that I am part of this organization.					
I could just as well be working for a different organization as long as the type of work was similar.					
This organization really inspires the very best in me in the way of job performance.					
It would take very little change in my present circumstances to cause me to leave this organization.					
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					

There's not too much to be gained by sticking with this organization indefinitely.					
Often. I find it difficult to agree with this organization's policies on important matters relating to its employees.					
I really care about the fate of this organization, for me this is the best of all possible organizations for which to work.					
Deciding to work for this organization was a definite mistake on my part.					

SECTION D: EMPLOYEE PSYCHOLOGICAL SAFETY

The table seeks to identify your level of psychological safety in your company. Please indicate your level of agreement with each statement by **tick [√]** the most appropriate column: Where 1. = Strongly disagree 2. = Disagree 3. = Neither agree nor disagree 4. = Agree and 5. = Strongly agree.

Section D: Employee Psychological Safety	1	2	3	4	5
If you make a mistake on this team, it is not held against you.					
Members of this team are able to bring up problems and tough issues.					
People on this team do not reject others for being different.					
It is safe to take a risk on this team.					
It is not difficult to ask other members of this team for help					
No one on this team would deliberately act in a way that undermines anyone efforts.					
Working with members of this team, my unique skills and talents are valued and utilized.					

SECTION E: EMPLOYEE PSYCHOLOGICAL AVAILABILITY

The table seeks to identify your level of psychological availability in your company. Please indicate your level of agreement with each statement by tick [✓] the most appropriate column: Where 1. = Strongly disagree 2. = Disagree 3. = Neither agree nor disagree 4. = Agree and 5. = Strongly agree.

Section E: employee Psychological Availability	1	2	3	4	5
I am confident in my ability to handle competing demands at work.					
I am confident in my ability to deal with problems that come up at work.					
I am confident in my ability to think clearly at work.					
I am confident in my ability to display the appropriate emotions at work.					
I am confident that I can handle the physical demands at work.					

Thanks for your cooperation.

