LEADERS' HUMILITY: A PROMOTER OR INHIBITOR OF SUBORDINATES' WORK PASSION? A MEDIATED MODERATION MODEL

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MS HRM 2K19

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

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THESIS ACCEPTANCE CERTIFICATE

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Abstract

In today's overwhelmingly turbulent setting, every organization needs a passionate workforce that can act as its unique proposition. Researchers suggest that the subordinates' work passion is contingent upon various work contexts, of which, leadership is the most significant one. There is a prevailing consensus that leaders' humility is a favorable tool for all organizational stakeholders, especially subordinates. The literature about leaders' humility is still skewed towards its treatment as generally beneficial for organizations, without considering the role of interpersonal factors or evaluation of perceived speculations. Using attribution theory's lens, this research has; therefore, examined the relationship between leaders' humility and subordinates' work passion by involving the mediating impact of perceived behavioral integrity of leader and a moderating effect of impression management attributions. The data for the research is gathered from 389 employees of the IT sector of Pakistan by employing a cross-sectional research design. A survey strategy was used in which questionnaires were employed to gather data. The selection of participants was done by convenience sampling. The data analysis was conducted through SPSS and AMOS. The findings of the study provided full support for the mediated moderation model. By examining the impact of leaders' humility on subordinates' work passion through employing mediating and moderating mechanisms, this research has added theoretical advances and offered practical implications. The research will help leaders manage their attitudes displayed toward their subordinates and understand the significance attached to these actions. Specifically, this examination concluded that the perceived behavioral integrity of a leader mediates the relationship between leaders' humility and subordinates' work passion and that the mediation varies at different levels of impression management attributions.

Keywords

Leaders' humility, perceived behavioral integrity of leader, subordinates' work passion, impression management attributions

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Chapter 01

1. Introduction

1.1. Background

Since the dawn of the new millennium, literature is positing that leaders will require increased humility to manage the fast-changing trends and demands of this century (Owens et al., 2015). Practitioners and scholars suggest humility as the dire need and strength for leaders that possess it and a perilous weakness for those who lack it (Rego et al., 2017). The term "humility" has been derived from the Latin words *humus*; meaning "ground" or "earth" and *"humilis"*, meaning "on the earth" (Rego et al., 2019, p. 1013, Naseer et al., 2020, p. 407). Leaders' humility has been referred to as "the relational characteristic that develops in a social context, means, (a) the willingness to see oneself accurately; (b) open and objective appreciation of contributions and strengths of others; (c) openness to feedback and new ideas" (Owens et al., 2013, p. 1518). Humble leaders are seen to acknowledge the strengths of their subordinates and their focus is more on others rather than on themselves. The extant research evidence provides support for positive outcomes of humility in the workplace.

Empirical research consistently backs the positive impact of leaders' humility on subordinates' behavioral and attitudinal outcomes, including job satisfaction (Ou et al., 2014), performance (Owens and Hekman, 2016), psychological capital (Rego et al., 2017), effectiveness (Rego and Simpson, 2018, Chiu et al., 2022), helping behavior (Carnevale et al., 2019), self-expansion (Mao et al., 2019), voice behavior (Bharanitharan et al., 2019), creative performance (Ye et al., 2020), civility climate (Achmadi et al., 2022). A handful of studies have started to indicate the potential dark side of leaders' humility and treat it as a mixed blessing by examining it with negative employee outcomes i.e. contradictory voice behaviors (Bharanitharan et al., 2019), subordinate deviance (Qin et al., 2020, Qin et al., 2021), time theft (Bharanitharan et al., 2021), undermining behaviors (Zapata and Hayes-Jones, 2019), counterproductive work behaviors (Bharanitharan et al., 2021).

However, there is a need to involve a more fair and balanced picture of leaders' humility. As Qin et al. (2021) suggested, individual characteristics should necessarily be taken into consideration to see a more holistic picture of leaders' humility. A recent study suggested that future studies should explore the contingent factors that impact subordinates' perceptions regarding leaders' humility specifically the factors behind perceived "false humility" (Wang et al., 2022, p. 89). Therefore, this study contributes towards examining a balanced perspective of leaders' humility by examining its influence on the subordinates' work passion by involving the mediating impact of perceived behavioral integrity of leader.

1.2. Problem Statement

Despite the acceptance of the argument that leaders' humility is socially constructed (Carnevale et al., 2019), the literature is still oriented toward its benefits, without considering the role of interpersonal/contextual factors or evaluation of perceived speculations associated with it. There was; therefore, a need to examine the influence of leaders' humility on subordinates' outcomes thereby presenting a balanced perspective concerning humility. Although some studies have done their research alongside this pattern (Wang et al., 2022, Qin et al., 2021, Qin et al., 2020, Bharanitharan et al., 2021), the need for further research persisted owing to the nascency of this area. Moreover, leaders' humility is suggested to have an impact not only on the follower's identity but also on legitimizing and modeling followers' growth, role expansion, and development. Despite that, the current studies are mostly exploring its impact on the superficial job attitudes of followers i.e. job commitment, job engagement, and job satisfaction (Mao et al., 2019). Thus, the current research model is based on the roots of these problems, therefore, extending the research by determining the influence of leaders' humility on subordinates' work passion by involving the mediating impact of perceived behavioral integrity of leader and moderating role of impression management attributions.

1.3. Research Gap

Although the prevailing orientation of research on leaders' humility is towards its positive side, however, it has been suggested to incorporate such models that can provide a fair/balanced perspective to it since leaders' humility is a perception. Therefore, authors have called for research that can examine the "contingent factors and boundary conditions" associated with leaders' humility (Wang et al., 2022, p. 89). Authors have also suggested exploring and understanding leaders' humility more holistically by taking the individual characteristics into account (Qin et al., 2021) and evaluating the perceived speculations to determine the varying outcomes of leaders' humility. All these gaps show that research in the area of leaders' humility is still nascent and called for.

Authors have proposed to extend the existing area of focus i.e. leaders' humility as a mixed blessing, by "entailing various types of attributions; as moderators, other than self-serving attributions" (Qin et al., 2020, p. 15), to study the relationship between leaders' humility and subordinates' outcomes. Therefore, the inclusion of impression management attributions as moderating variable of the study is reasoned.

Moreover, the authors have proposed that, in addition to the extrinsic attribution i.e. impression management attributions, studies should include the "intrinsic attribution to leaders' humility" (Qin et al., 2020, p. 15) i.e. (in)authentic, to examine/understand the varying consequences (Bharanitharan et al., 2021). Hence, the interplay of perceived behavioral integrity of leader as a mediating variable is worthwhile.

In a recent study on leaders' humility and followers' outcomes, Bharanitharan et al. (2021) have involved the mediating impact of leaders' hypocrisy to examine how leaders' humility impacts time theft, intention to quit, and organizational citizenship behaviors of subordinates. To extend the research in this area, they have called for further study on the subordinate's outcomes that can be measured objectively unlike OCB. Additionally, recent research on leaders' humility and followers' behaviors has suggested including other subordinate outcomes (Carnevale et al., 2019, Ye et al., 2020). Therefore, the

incorporation of subordinates' work passion as an outcome of leaders' humility is sensible.

Encompassing all of the aforementioned gaps and future research indications, one might become cynical about the dearth of research that combines leaders' humility and subordinates' work passion. To address this, in a recent study, (Ho and Astakhova (2020)) argued that they have examined the impact of general leadership on subordinates' work passion; and not any specific leadership style, due to the lack of research in this area. They have; however, suggested taking this study as a beginning and extending future research by examining more nuanced yet "specific antecedents of work passion" (Ho and Astakhova (2020, p. 440)).

1.4. Research Aim

The overall aim of this research is to examine the relationship between leaders' humility and subordinates' work passion by encompassing the moderating effect of impression management attributions and mediating effect of perceived behavioral integrity of leader.

1.5. Research Objectives

The research is intended to;

- Identify the impact of leaders' humility on the perceived behavioral integrity of leader.
- Determine the moderating impact of impression management attributions on the relationship between leaders' humility and perceived behavioral integrity of leader.
- Identify the impact of perceived behavioral integrity of leader on subordinates' work passion.
- Determine the mediating impact of perceived behavioral integrity of leader to the interactive effect of leaders' humility and impression management attributions on subordinates' work passion.

1.6. Research Questions

This research study has tried to answer these questions;

- Does leaders' humility impact the perceived behavioral integrity of leader?
- Do impression management attributions have a moderating impact on the relationship between leaders' humility and perceived behavioral integrity of leader?
- Does the perceived behavioral integrity of leader impact subordinates' work passion?
- Does the perceived behavioral integrity of leader mediate the interactive effect of leaders' humility and impression management attributions on subordinates' work passion?

1.7. Significance and Scope

The research on the link between leaders' humility and subordinates' work passion, involving the mediating and moderating impact of perceived behavioral integrity of leader and impression management attributions respectively, is very significant. First, this study examines the influence of leaders' humility and subordinates' work passion, thus, giving evidence that leaders' humility can transform the seemingly intrinsically motivated subordinates' outcomes as well. Second, this study involves the mediating impact of perceived behavioral integrity of leader that contributes to the literature by explaining the mechanism when leaders' humility can inhibit or promote subordinates' work passion. Third, this study extends the nascent argument that the outcomes of leaders' humility are contingent upon their perception of their subordinates. Therefore, it is useful for forthcoming researchers as they may extend the same study by involving other mediating or moderating mechanisms or replicating the study through other designs i.e. qualitative exploration, longitudinal design, etc. Lastly, it has practical repercussions for organizations and their leaders since it provides a balanced perspective on the aftermath of leaders' humility, thereby, accentuating the understanding of subordinates' perceptions. Thus, research performed in the context of the IT sector in Pakistan to

determine the relationship between leaders' humility and subordinates' work passion has bridged contextual gaps along with offering substantial practical implications for the organizations operating in this sector.

1.8. Summary of the Chapter

The entire thesis is structured into six chapters. The introduction chapter that has highlighted the background, problem statement, objectives, and significance of this research study is followed by a literature review section. Drawing on the attribution theory, the literature review chapter has included the development of the hypotheses along with providing the literature review of all variables separately. Then, the thesis proceeds with the methodology chapter followed by a results chapter. After mentioning the results, the thesis includes a chapter for a discussion of results, implications, limitations, and conclusion. The aforesaid chapter is followed by references and appendices sections.

Chapter 02

2. Literature Review

This chapter is focused on reviewing the literature on all the variables in detail that are present in the theoretical model. This chapter starts with a detailed literature review on leaders' humility (independent variable) followed by impression management attributions (moderating variable), perceived behavioral integrity of leader (mediating variable), and subordinates' work passion (dependent variable). After that, the hypotheses have been developed by embedding them in extant and previous research.

2.1. Attribution theory

The framework of this research has been developed by following the attribution theory. The phenomenon of attribution i.e. the significance of causality and social perception was put together by the noteworthy work of Fritz Heider. Throughout the prominent contributions of his work, the most noticeable advancement was his notion about how one perceives, understands, and explains the causality behind their own or others' behavior. This phenomenon was specifically termed attribution. According to Heider, everyone is a naïve psychologist; trying to evaluate one's and others' behavior, and ergo, making judgments about the observations (Heider, 2013). The attribution theory offers that individuals are instinctually inclined to make causal explanations of others' behaviors towards them. They do so to make sense of peoples' actions and comprehend the environment. Consequently, they attribute explanations to others' behaviors (Kelley, 1973, Weiner, 1985). Attribution theory has been, generally, utilized in research to explain the impact of a leader's attributions of subordinates' attitudes on their behavior towards subordinates (Martinko et al., 2011). It has been, however, posited that like leaders, the subordinates also attribute the behavior of their leader to them owing to the inherently dyadic nature of the leader-subordinate relationship (Dasborough and Ashkanasy, 2002). Therefore, the subordinates attribute and attach reasons to why their leader is acting in a certain manner.

The previous research works suggest that the way subordinates attribute the behavior and attitude of their leader is likely to influence their reaction towards that behavior or attitude of a leader. For instance, the recent work of Qin et al. (2021) implies that the role of leaders' humility in promoting or inhibiting subordinates' workplace deviance is dependent upon self-serving attributions, where a high(low) level of self-serving attributions can increase(decrease) the psychological entitlement and leader-member exchange thereby increasing(decreasing) the workplace deviance among subordinates. Subsequently, it is meaningful to test the moderating impact of impression management attributions between leaders' humility and subordinate job outcomes. In line with this, our research is focused on examining the mediating impact of perceived behavioral integrity on the interactive effect of leaders' humility and impression management attributions and subordinates' work passion, thereby testing when and why leaders' humility is perceived to promote/inhibit subordinates' work passion.

The next headings present the detailed literature review on each variable separately. Before moving on to the development of hypotheses and relating variables to each other, the chapter explains the operationalization and dimensions of each variable. It also presents a summary of the research work that has been done so forth and mentions where the literature is headed next.

2.2. Leaders' Humility

The first objective of this research revolves around the independent role of leaders' humility and includes the determination of the impact leaders' humility has on the mediating variable. For the two variables to relate together, it is essential to have an understanding of what the past and extant literature presents about leaders' humility. Owing to its rich historical origin, humility has been explained from various theological, philosophical, and psychological perspectives (Owens et al., 2013). Despite that, all perspectives view humility as helpful for acquiring success and wisdom (Wang et al., 2017). The concept of humility has been defined by multiple researchers over the years. Humility means "having the ground under you" (Rego et al. (2019, p. 1013), Naseer et al., 2020, p. 407). It can be mentioned as a trait identified by a view that sees others as

more important than oneself (Rego and Simpson, 2018). This grounded view enables people to recognize their strengths along with weaknesses without involving any feeling of dominance or lowliness. The term humility is often treated synonymously with empathy, modesty, integrity, and low narcissism (Rego et al., 2017). Humility is deeply rooted in all major ideologies of religions and morality since it necessitates the appreciation and recognition of others beyond oneself. Immanuel Kant viewed humility as the foundational virtue to other virtues. Some definitions of humility treat it as balanced and intrapersonal handling of personal weaknesses and strengths while others mention the manifested and interpersonal nature of humility (Owens et al., 2013, Owens and Hekman, 2016). Psychologists have précised the positive aspects of humility involving less self-focus, respect for other people, intellectual openness, and down-to-earth nature. Humility, therefore, encapsulates a quality that orients towards others more than self (Wang et al., 2017).

Unlike the aforementioned definitions of humility, Owens et al. (2013, p. 1518) presented a comprehensive operationalization of leaders' humility in the organizational context; that is utilized in the current research. Looking at the objectives of this research, we looked for a comprehensive definition of humility that fits well within the context of leadership. Leaders' humility has been referred to as "the relational characteristic that develops in a social context, means, (a) the willingness to see oneself accurately; (b) open and objective appreciation of contributions and strengths of others; (c) openness to feedback and new ideas" (Owens et al., 2013, p. 1518). This definition of humility is perfectly in alignment with the objectives of this research as it refers to humility as a relational characteristic, the labeling upon which this research revolves. By the term interpersonal/relational characteristic which represents subjectivity, researchers have been pointing towards humility, like other personality traits, as an individual attribute that shows out in social context and interactions. Though all personality attributes are interpersonal, some of them are seen to have more interpersonal implications. Thus, humility is something that one cannot assert as owned by him/her, but a tag/label that others attach to a person. The literature about interaction mentions that it pushes people to continuously gather information about themselves and the environment. It has been

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proposed that humble individuals perform interpersonal interactions mostly to learn from others. They view the interaction as a "social mirror" (Owens et al., 2013, p. 1519) that helps them to see themselves accurately by holding a transparent view of their limitations and strengths. Owing to its relational nature, humility is applicable in a context that involves frequent interactions and the exchange of feedback, information, and criticism i.e. leader-subordinate dyads (Owens et al., 2013).

The first component of humility's definition i.e., a willingness to see oneself accurately involves the idea of achieving self-awareness by interacting with others. Nielsen et al. (2010) posited that people having humility engage in the information collected from others, not just to understand, but also, where required, to modify themselves. The ability to have an accurate awareness of self helps identify leaders in the areas where they can take affirmative actions and the endeavors they are incompetent to handle. Research has shown that people having a realistic view of themselves seem to be healthier and possess higher well-being while people with inaccurate self-perceptions tend to be more deceitful exhibiting less poise and productivity. In an organizational setting, it has strong implications when it comes to the quality of decision making, work relationships, and consequent performance of subordinates. This component, therefore, can promote transparent and quality interpersonal interaction among peers, leaders, and subordinates (Owens et al., 2013). The second dimension of humility, involving the open and objective appreciation of contributions and strengths of others reflects an attitude that is others enhancing/oriented and not self-enhancing/oriented. It encapsulates a positive view/opinion about others rather than having a negative self-view. In the organizational context, researchers posit that people displaying humility make honest appreciation and value the efforts and strengths of their peers. Such people possess a non-heuristic perspective about others i.e. think of someone's strengths and skillsets from a multifaceted view, and avoid too simplistic or dualistic evaluation of others i.e. incompetent or competent. Humble people are, therefore, subsequently willing to identify valuable resources in others (Owens et al., 2013). The third feature of humility i.e. openness to feedback and new ideas has also been referred to as teachability. This aspect entails receptiveness to the ideas, advice, and feedback of others. Such a display of a

learning attitude is critical in the contemporary knowledge economy (Dane and Pratt, 2007). Organizations need leaders displaying humility who exhibit teachability i.e. openness to learn, an inclination to gain new skills, and information from others. Such people seem to foster trust, justice, and motivation during work (Cropanzano et al., 2007, Owens et al., 2013).

With the dawn of the new millennium, researchers have started to emphasize that leaders require less hubris and more humility to cater to the ever-increasing demands of today's organizations (Owens et al., 2015, Moss et al., 2020). It is treated as a malleable feature that can develop or deteriorate according to life experiences. It is a modifiable attribute that one can learn/increase by practice (Owens et al., 2015, Owens and Hekman, 2016, Rego et al., 2017). To sum it all up, the research performed on leaders' humility so forth has held a similar lens for leaders' humility by viewing it as something that will always result in positive subordinate outcomes. While a majority of research captures the positive outcomes of leaders' humility (Rego et al., 2019), some studies have now started to defy the uniformly optimistic view about humble leaders. Such studies posited that leaders' humility can also result in defensiveness among employees if it seems to lack genuineness (Bharanitharan et al., 2021). The findings of such studies pose a necessity to examine the conditions and contingencies of leaders' humility. Despite such pieces of evidence, the examination of leaders' humility on the work passion of subordinates by involving other factors stays very limited. Research on leaders' humility is still in its initial stages where the exploration of underlying mechanisms and boundary conditions has just started (Bharanitharan et al., 2021, p. 11).

2.3. Impression Management Attributions

The second objective of this research entirely revolves around the moderating impact of impression management attributions. This section includes a detailed review of impression management attributions so that one can understand what the variable is before relating it with other variables. Impression management has been mentioned as an attempt by people to create, maintain, and control a perspective that others possess about them. It is a common process because people desire to present a positive image in front of

others (Bolino and Turnley, 1999). The concept of impression management was introduced by Goffman (2002). He posited that impression management is similar to the work of an actor. The actor, during an interaction, performs to stimulate a response from the audience. The reciprocity of an actor's performance demands that they perform the task with sincerity and the audience should trust the performance. Therefore, the need to manage our impression is rooted in the need to present ourselves in a way that we would like to be in the beholders' eyes (Hellmann et al., 2020, Kacmar and Tucker, 2016).

People tend to use various impression management strategies to maintain a desirable image in front of others i.e. ingratiation, exemplification, self-promotion, supplication, and intimidation. Ingratiation involves an effort to appear more attractive and likable. Exemplification involves the presentation of oneself as a role model and a worthy person morally. Self-promotion involves presenting oneself as extremely competent with certain abilities and skills. Supplication includes presenting oneself as helpless in a way to get sympathy from others. Intimidation involves the presentation of oneself as a person who can be dangerous and may cause discomfort to others. These impression management strategies are employed by both non-verbal and verbal behaviors (Aggarwal and Krishnan, 2013, Hellmann et al., 2020). The research on impression management so forth presents that it is central to human nature and critically significant in organizations (Kacmar and Tucker, 2016).

2.4. Perceived Behavioral Integrity (PBI) of Leader

The third and fourth objectives of this research revolve around the perceived behavioral integrity of leader and the role it plays as a mediating variable. This section explains perceived behavioral integrity's instrumentation and detailed review of the previous and current literature. Perceived behavioral integrity (PBI) has been referred to as "the perceived/observed alignment between the words and deeds of an actor. It typically involves subordinates' perceptions of their leaders' alignment between enacted and espoused standards and perceived promise-keeping" (Simons, 2002, p. 19). The umbrella of PBI entails perceived behavioral adherence to corporate mission statements, value statements, psychological contracts, individual priorities, values, management

styles or simply keeping up with expressed commitments. One of the main features of the concept of behavioral integrity is perception (Simons et al., 2022). As the subordinate starts to interact with their leader, they build an image of the leader. Subsequently, they look for alignment in the actions and words of the leader. When there is an alignment, the leader seems to have behavioral integrity while the inconsistencies in words and deeds make the leader lack behavioral integrity (Kacmar and Tucker, 2016). Since BI is perceived alignment, it mostly involves observations and is considered an ascribed trait. Leaders will be perceived as having different degrees of BI based on the subjective assessment of subordinates (Hinkin and Schriesheim, 2015, Frieder and Basik, 2017). One subordinate may view consistency while the other may see inconsistency in the same behavior. Therefore, PBI is not the actual consistency of words and deeds but a perceived consistency that results in forming perceptions of behavioral integrity about leaders (others) (Leroy et al., 2012). Therefore, the lens through which such perceptions are shaped is influenced by various factors that are very subjective (Kacmar and Tucker, 2016).

The concept of PBI has often been related to other similar constructs i.e. trust, moral integrity, credibility, and psychological contract (Simons et al., 2015). Trust, like PBI, involves the evaluation of alignment between actions and words. It, however, is centered on future decisions while PBI is focused on the evaluation of the past pattern of alignment (Han, 2022). Moreover, moral integrity; like PBI, involves steady adherence to moral standards and values that the beholder finds acceptable. It, however, is different from PBI in some significant ways. First, the enacted values in moral integrity must be socially acceptable while the construct of PBI does not include the assessment of moral content. Then, moral integrity has no dimension that encompasses the expression of actors' values but PBI, on the contrary, necessitates the expression of leaders' values so that an assessment of alignment between their actions and words can be made. Then, credibility has been mentioned as an evaluation of whether someone will provide reliable guides to behavior and belief in form of messages. Like trust, credibility is also distinguishing in terms of its future-looking orientation unlike PBI's evaluation of past behavior. Credibility has also been considered as a category of trust and consequence of

PBI. PBI is treated sometimes as synonymous with a psychological contract owing to its promise-keeping aspects. But psychological contracts vary to a large extent from PBI. First, a psychological contract involves the perception of commitments that are oriented towards subordinates' livelihood and work, while PBI encapsulates perceived commitments; trivial and significant, distal, and proximal. Finally, like moral integrity, a psychological contract also varies from PBI in that it does not involve the expression/voice of the promises (Simons et al., 2015, Ete et al., 2022, Simons et al., 2022).

The research on PBI, so forth, presents that the leaders who behave in alignment with their expressed intentions and values are perceived to have high behavioral integrity. The subordinates of such leaders know what to expect from them (Frieder and Basik, 2017, Simons et al., 2022). Various studies have found a progressive link between the behavioral integrity of leader and subordinates' well-being, organizational commitment, performance, job satisfaction, and organizational citizenship behaviors (Peng and Wei, 2018, Peng and Wei, 2019, Prottas, 2013, Leroy et al., 2012, Yang et al., 2019). The involvement of PBI in this research acts as a gauge for the humble behavior of leaders and an enabler of work passion in subordinates.

2.5. Subordinates' Work Passion

The last two objectives of this research involve the examination of subordinates' work passion as a dependent variable. To understand that in detail and make hypotheses, this section of the literature review explains subordinates' work passion. The term passion has been coined from the Latin word *passio* meaning "to suffer" or "suffering" (Johri and Misra, 2014, p. 21). Researchers have been defining passion from various perspectives over the years. Smilor (1997, p. 342) mentioned passion as "a joy, enthusiasm, and zeal that arises from pursuing uplifting, worthy, and challenging purposes. Maxey (2000, p. 80) referred to it as "a personal force/intensity that drives our emotions". Adjectives like enthusiasm, drive, persistence, and dedication are mostly used to characterize passion (Perrewé et al., 2014). The existing literature on passion is broadly categorized into three perspectives (Pollack et al., 2020) i.e. dualistic model of

passion (Vallerand et al., 2003), entrepreneurial passion (Chen et al., 2009), and work passion (Perttula, 2004).

The current research builds upon the operationalization of work passion by Vallerand et al. (2003) as it can be smoothly translated into the aim of this research. Keeping in mind the objectives of this research, we looked for a comprehensive operationalization of passion that could perfectly align with our categorization of passion i.e. subordinates' work passion. Vallerand et al. (2003, p. 175) described passion in terms of the dualistic model as "a strong love or inclination towards any action/activity that has significant importance for someone; on which substantial amount of energy and time is invested; and becomes a significant part of one's self-concept i.e. an individual internalizes that activity/action within their identity". Grounded in the dualistic model of passion by Vallerand et al. (2003), passion can be categorized into two forms: harmonious and obsessive passion, with the significant criterion of internalization that incorporates passion into individuals' identity (Vallerand et al., 2006). Harmonious passion is identified by autonomous internalization i.e. the work is significant and individuals are identified by it due to its characteristics (Vallerand et al., 2007). A harmoniously passionate employee engages in work without any contingency involved in it, thus the work balances with other obligations and roles of that individual (Ho and Astakhova, 2020, Perrewé et al., 2014, Vallerand et al., 2008). Such an employee views their work as significant, yet not so overwhelming that it clashes with other facets of their life. Employees driven in such a way have control over when to put extra effort and absorb into their jobs (Ho et al., 2011, Johri and Misra, 2014). As opposed to harmonious passion, obsessive passion is identified by controlled internalization, where work is significant due to certain pressures, outcomes, and contingencies involved with the work. People exhibiting obsessive passion tend to have negative feelings and emotions (Philippe et al., 2010, Johri and Misra, 2014). Such subordinates pursue their work rigidly, thus inhibiting the ability to balance work with other obligations and life activities (Ho and Astakhova, 2020, Vallerand, 2015, Perrewé et al., 2014).

Chen et al. (2020) conceptualized the key elements from the aforementioned perspectives and definitions by analytical reviewing work passion's literature. Combining the significant contributions of Vallerand et al. (2003), Cardon et al. (2009), and others, Chen et al. (2020) categorized three major aspects that combine to create work passion i.e. positive affect that is subjective, intense identification with work, and motivation for internalization of work. The first element i.e. positive affect has been established as a subjective experience by numerous significant authors in the field. Starting from Vallerand et al. (2003, p. 184)'s terminology of "love" to Cardon et al. (2009, p. 527)'s explanation of passion as "exciting", most of the researchers (Chen et al., 2009, Zigarmi et al., 2011), agree that positive affect is inherently subjective. All of the major theories and definitions of work passion treat positive affect as the core element (Chen et al., 2020). The second core element of work passion i.e. strong identification implies that individuals passionate about their work seem to recognize it personally thereby mentioning them by their work/profession (Snir et al., 2014). Therefore, a subordinate passionate about their work will see it as meaningful and relevant to oneself (Cardon et al., 2013). The work of passionate people validates their central identity i.e. such people engage in the work they feel meaningful having the ability to reinforce their self-identity (Perrewé et al., 2014, Chen et al., 2020). The last major element of work passion i.e. motivation implies that passion is principally a motivation beyond an emotional experience (Vallerand et al., 2019). For instance, starting from the mention of passion as a "strong inclination" (Vallerand et al., 2003, p. 175), "a motivational effect" (Cardon et al., 2009, p. 512) to its labeling as "longing" (Baum and Locke, 2004, p. 587), it can be concluded that passionate people have a motivational force to show engagement with their work (Chen et al., 2020).

Work passion is distinct from the motivational constructs i.e. intrinsic or extrinsic motivation, because, unlike these, passion integrates internationalization along with positive feelings. Passion captures reasons for internalization of work into persons' identity rather than built on the reasons for work engagement like motivational constructs. Empirically, passion has been suggested to add an increased value over extrinsic and intrinsic motivation (Pollack et al., 2020, Ho and Astakhova, 2018). So

forth, the research on work passion submits that it is associated with positive work outcomes i.e. employee creativity, employee effectiveness, decreased job burnout, etc. (Johri and Misra, 2014, Ho et al., 2011).

2.6. Hypotheses Development

2.6.1. Leaders' humility and perceived behavioral integrity of leader

The first objective of this research is to identify the impact of leaders' humility on the perceived behavioral integrity of leader. It has been mentioned that accepting mistakes, taking personal responsibility for promise-keeping, and transparent communication are the best strategies to foster perceived behavioral integrity (Simons et al., 2022). We expect that the antecedents to the perceived behavioral integrity are present in the constructs/conceptualizations of leaders' humility. Leaders' humility involves a pattern of attitudes that serves to create an alignment between their actions and words, or in other words, perceived behavioral integrity. The leaders who adopt humility in their leadership style are viewed to have a willingness to see themselves accurately which aids in establishing an accurate perception about self. Scholars mentioned that the leaders who have an accurate perception of themselves tend to be more transparent by displaying consistency with their words and actions (Rego et al., 2017, Chiu et al., 2022). Moreover, humble leaders show an inclination towards open feedback, objective appreciation of others, and stating when their deeds fall short of their expressed values. Such behaviors foster perceptions about trust, justice, and motivation (Han, 2022). Consequently, leaders' humility enhances the perceptions of subordinates about their leaders' behavioral integrity as they provide an explanation for leaders' actions and context for any potential inconsistencies.

Following the above discussion, it is hypothesized that;

Hypothesis 1: Leaders' humility is positively associated with the perceived behavioral integrity of leader.

2.6.2. The moderating role of impression management attributions

The second objective of this research is to determine the moderating impact of impression management attributions on the relationship between leaders' humility and perceived behavioral integrity of leader. According to the attribution theory, people tend to attribute the behavior of others to them, therefore, when a leader displays humility, the subordinates, in turn, attach reasons to why their leader is acting in a specific way because leaders' humility is not an objective construct (Bharanitharan et al., 2019) i.e. it is an interpersonal attribute that transpires in social settings (Owens and Hekman, 2016). Leaders' humility acts as a strategic benefit to the organization (Ye et al., 2020) but, sometimes, a leader may employ humble behaviors that are not in line with her/his true self. Researchers confirm that leaders can be inconsistent with the display of their behaviors. Where leaders' humility is centered on 'others' (Bharanitharan et al., 2019), there, it has also been suggested in the literature that some leaders exhibit humility to mask their true selves and impress others. The evaluation of such motives from the subordinates' lens is categorized as impression management attributions. In line with the attribution theory's premise of attributing the behavior of others, the subordinates, thus, form interpretations about that humble behavior, and such interpretations subjectively affect the subsequent responses of subordinates (Qin et al., 2021). Therefore, when subordinates manifest impression management attributions, they interpret leaders' humility as a strategic tactic to maintain a positive image in front of others. The intensity of these impression management attributions Bharanitharan et al. (2021) results in the association of leaders' humility with (negative) positive information, which may lead to high or low perceived behavioral integrity of leader.

Centered on these views, it is hypothesized;

Hypothesis 2: Impression management attributions moderate the positive relationship between leaders' humility and perceived behavioral integrity of leader such that the relationship is stronger when impression management attributions are low.

2.6.3. Perceived behavioral integrity of leader and subordinates' work passion

The third objective of this research is to identify the impact of behavioral integrity of leader on subordinates' work passion. It has been suggested that one cannot separate the organization's leadership and the work passion of its subordinates (Egan et al., 2017). The literature about antecedents of subordinates' work passion argues that it is not only influenced by personal factors but also contingent upon social dynamics (Vallerand, 2015). Similarly, the perceived behavioral integrity of leader has a significant impact on subordinates' attitudes (Elsetouhi et al., 2018, Ete et al., 2022). Simons et al. (2022) mentioned that high behavioral integrity results in increased subordinate performance. It has been suggested that a leader perceived to have high behavioral integrity will create a clear and consistent environment for their subordinates (Peng and Wei, 2018). The experimental study by Ete et al. (2022) showed that followers tend to have a strong identification with the organization; which is essential for their work passion when leaders had high behavioral integrity. When the perceived behavioral integrity of leaders is high, it increases the subordinates' job satisfaction, thus maximizing their commitment to their organization (Elsetouhi et al., 2018). Thus, subordinates can delve deeper into their work without any external stress, subsequently enhancing their work passion. Conversely, it has been evident that the discrepancy in leaders' behaviors and organizational contexts causes ambiguity and undue uncertainty. This can lead to role ambiguity which results in decreased performance, job satisfaction, and organizational citizenship behaviors (Ete et al., 2022). It has been reported that when a subordinate perceives the behavioral integrity of their leader as low, it results in a lack of trust and cynicism. These attributes cause profound moral distress and deviant behaviors among subordinates i.e. misuse of organizational resources, theft, and falsifying /manipulating information (Vogelgesang et al., 2020). Moreover, a perception of low behavioral integrity of leaders can inhibit the initiative-taking enthusiasm of subordinates (Peng and Wei, 2018), subsequently thwarting subordinates' work passion.

Following the above discussion, it is hypothesized that;

Hypothesis 3: Perceived behavioral integrity of leader is positively associated with subordinates' work passion.

2.6.4. The mediating role of perceived behavioral integrity of leader

The fourth and last objective of this research is to determine the mediating impact of perceived behavioral integrity of leader on the interactive effect of leaders' humility and impression management attributions on subordinates' work passion. Literature has suggested work passion as an outcome of several personal and environmental factors (Chen et al., 2020). Considerable research on various leadership styles has, on the other hand, represented a strong link with subordinates' work passion. This research argues that the typical expressions of leaders' humility are likely to influence the work passion of subordinates. The extant and previous research has supported a similar argument by representing a strong link between various kinds of leadership and employee work passion (Hao et al., 2018, Ho and Astakhova, 2020). The leaders' humility will fuel subordinates' work passion; which is expected to emerge when one perceives the internalization of work (Vallerand et al., 2019), more strongly when such actions of the leaders are seemed to have behavioral integrity. The extent to which leaders' humility affects the subordinates' work passion is contingent upon the attributions of subordinates and the level to which they consider their leaders' actions as consistent/inconsistent i.e. the perceived behavioral integrity of leader (Peck and Hogue, 2018, Bharanitharan et al., 2021).

This research has, therefore, hypothesized the resulting mediated moderation effect;

Hypothesis 4: Perceived behavioral integrity of leader mediates the interactive effect of leaders' humility and impression management attributions on subordinates' work passion such that mediating effect is stronger when impression management attributions are low and weaker when impression management attributions are high.

2.7. Theoretical Framework

The research intends to test a mediated moderation model which is mentioned below. Leaders' humility is the independent variable while subordinates' work passion has served as the dependent variable. Moreover, the perceived behavioral integrity of leader is treated as the mediator whereas impression management attributions as the moderator. The framework starts by proposing the direct effect of leaders' humility on the perceived behavioral integrity of leader. Following that, the current research has proposed that the direct relationship between leaders' humility and perceived behavioral integrity of leader is moderated by impression management attributions. Then, the perceived behavioral integrity of leader leads directly to subordinates' work passion. The last hypothesis has catered to the mediated moderation model where the basic premise is concerning the mediating effect of perceived behavioral integrity of leader between the interactive effect of leaders' humility and impression management attributions on the subordinates' work passion.
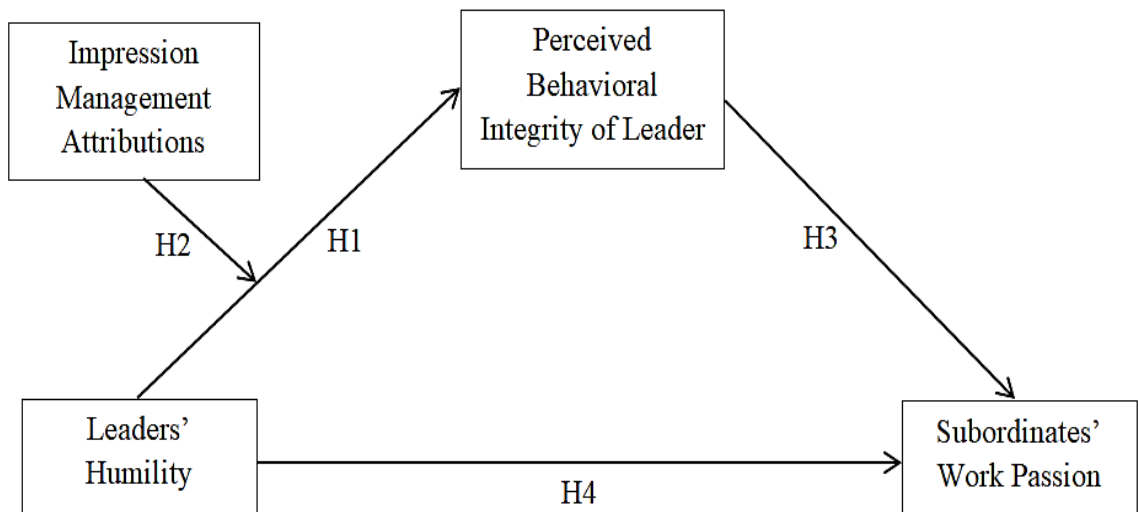
Figure 2.1: Theoretical framework

2.8. Summary of the Chapter

This chapter has provided the literature review of all variables of the research. The chapter started by presenting the literature review of leaders' humility which included thorough detail about its dimensions and emergence. It was, then, followed by mentioning the literature review of subordinates' work passion, perceived behavioral integrity of leader, and impression management attributions. After accentuating all the variables separately, the chapter, then, highlighted the theoretical underpinning. After that, the chapter progressed by developing the hypotheses. The chapter concluded by presenting the finalized theoretical framework.

Chapter 03

3. Methodology

This chapter explains the entire methodology involved while collecting and analyzing the data. The chapter starts by mentioning the research philosophy and approach utilized in this research. It then involves details about research strategy and design. After that, the chapter mentions the sampling technique, participants and procedures, and measures. Then, the chapter also highlights the data analysis procedures involved in this study.

3.1. Research Philosophy and Approach

The research philosophy adopted for the research sets significant assumptions about the viewpoints concerning the world. The selection of research philosophy is influenced by the views regarding knowledge and the processes that develop it. The research philosophy is mainly comprised of epistemological and ontological ways of the thought process (Saunders et al., 2011).

Epistemology is concerned with the things that constitute acceptable knowledge (Gill and Johnson, 2010). The epistemology of research can come under positivism, realism, pragmatism, or interpretivism. The epistemology of this research comes under positivism principles. A positivist philosophy is logical when the research intends to form generalizations about the obvious social realities. Under positivism, the researchers tend to precede the research in a structured manner, i.e. developing hypotheses from an existing theory and presenting factual data as results (Saunders et al., 2011). As this research aimed to proceed in a structured way by examining the impact of leaders' humility on the subordinates' work passion; through developing the hypotheses by using attribution theory, therefore a positivist epistemology is reasoned. In line with the principles of positivism, this research is performed in a value-free manner where the researcher has not affected the data collection process and is independent of the research subject.

The ontology, in contrast, encompasses the nature of reality. It involves views about how the world functions. The ontology of research can be under the domain of subjectivism or objectivism. The ontology of this research falls underneath the umbrella of objectivism. This ontological aspect holds that social entities are present in a reality that is external to people. It does not intend to understand or explore the subjective means of people associated with a phenomenon (Saunders et al., 2011). Since this research argues about the key variables; leaders' humility, subordinates' work passion, perceived behavioral integrity of leader, and impression management attributions, as objective entities, therefore it is logical to accept that this research is involving objectivist ontology.

A research approach depends, to a great extent, on the clarity of underpinning research in a theory. The research, which develops its hypotheses or theory and then tests them through data collection, follows a deductive research approach. A deductive approach involves some characteristics i.e. the explanation of causal links between the variables, quantitative data collection, hypotheses testing, a greatly structured methodology, operationalization of concepts/variables, and generalization (Saunders et al., 2011). This research developed hypotheses by utilizing the attribution theory for examining the relationship between all the key variables. Moreover, all the variables are operationalized and the process of data collection was intended to test these hypotheses. The approach utilized for this research is, therefore, a deductive one.

3.2. Research Design and Strategy

The research in management and business sciences is mostly performed by quantitative, qualitative, or mixed methods design (Creswell and Creswell, 2017). A key distinguishing factor in the qualitative and quantitative method is the utilization of non-numeric or numeric data in data collection and analysis (Creswell and Creswell, 2017). A quantitative method is principally synonymous with the procedure that involves the usage or generation of numerical data in data collection and analysis techniques (Saunders et al., 2011).

In line with the recommendations of Creswell and Creswell (2017)'s work, which mentions the utilization of a quantitative design when a study is aimed at determining the relationship between variables, the existing research has employed a quantitative research method. As the existing study is also aimed at examining the relationship between leaders' humility and subordinates' work passion; with the help of mediating variable i.e. perceived behavioral integrity of leader, and moderating variable i.e. impression management attributions, therefore, the use of a quantitative lens for the study is reasoned.

According to Saunders et al. (2011, p. 168), "quantitative research is mainly associated with survey and experimental research strategies". The survey strategy is generally used for descriptive and explanatory studies. Surveys are utilized to collect data from a large population in an efficient/economic manner. The material involved in a survey is standardized (Saunders et al., 2011). This research study utilized the survey strategy for collecting quantitative data that was analyzed by descriptive and inferential statistics; and suggesting explanations for the causal links between variables. Moreover, the material of the questionnaire used in the survey was standardized in a manner that every participant had to respond to the same questionnaire.

3.3. Sampling Technique

Sampling techniques enable the researchers to utilize only a subgroup for collecting following the restrictions of access, time, and money associated with conducting a census i.e. collecting data from everyone to complete research (Barnett, 2002). The subgroup, therefore, from where data is collected is referred to as the sample. The set involving all the groups from where a sample is selected is called population. Researchers use several sampling techniques that are broadly characterized by non-probability and probability techniques. In contrast with the probability technique, non-probability sampling uses subjective judgment for choosing the sample. Such a technique is recommended when there are issues regarding access to specify a frame of sampling (Saunders et al., 2011).

This sample of this research involved the people employed in the IT sector of Pakistan. For selecting the participants, a convenience sampling technique was utilized as it was not feasible to obtain the list of all employees from Pakistan's IT sector or, in other words, select the sample randomly from specified sampling frames. The sample size of this study was 389. As per Krejcie and Morgan (1970), 384 is referred to as an appropriate sample size when a population is unknown. Therefore, as the population was unknown in the current research too, a sample size of 389 was considered sufficient for analysis.

3.4. Participants and Data Collection Procedure

The participants of this research involved employees from the IT sector all across Pakistan. All participants belonged to the private sector. The employees of all major departments i.e. IT, HR, Marketing, Finance, Supply Chain, Research and Development, etc. were contacted to ensure the heterogeneity of data.

By thoroughly reviewing the extant and past literature concerning Pakistan, it was observed that despite having enormous significance, most of the research studies on leaders' humility have been conducted in contexts other than IT i.e. banking, education, and telecom (Naseer et al., 2020). Alongside that, the number of studies on subordinates' work passion in the context of the IT sector was almost equal to zero. Moreover, it has been mentioned that the IT business works on the cutting edge thus an extremely creative and passionate workforce is constantly required there. The dependence of the IT industry on such a workforce is a pre-requisite for survival, unlike other traditional businesses (*Pakistan's IT Industry Overview*, 2020). Thus, research performed in the context of the IT sector in Pakistan will bridge contextual gaps along with having substantial practical implications for the organizations operating in this sector. The selection of the IT sector for conducting this research can be attributed to its overall significance in Pakistan and various other reasons. The fiscal year of 2019-20 has been challenging for the economy of Pakistan. The IT sector has, however, exhibited persistence in growth by offering quality and affordable services to the public. The IT sector can be treated as the main factor behind Pakistan's economic development. Alongside having its standing as being

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in the top five exporters with the highest exports in the service industry, the IT sector has promising prospects and the potential to be the leading export industry of Pakistan. Moreover, the IT sector of Pakistan has been ranked with the other best countries by the World Economic Forum (*Pakistan's IT Industry Overview*, 2020).

A questionnaire was prepared on Google forms owing to the ease of access and usage of this medium for all participants. The questionnaire contained a demographic section along with separate sections for the items of every variable. Before proceeding to the data collection phase, the questionnaire was pilot tested by taking the assistance of some fellow students and instructors to lessen the potential issues or ambiguities in the questionnaire. The language of the questionnaire was English as it is officially and widely used in Pakistan. Following the pattern of convenience sampling, the link to the Google form containing the questionnaire was distributed on various platforms i.e. LinkedIn direct messages and emails. The link was also distributed directly to employees and close friends who shared it further in their network. Only those participants could proceed with the questionnaire that checked the statement about being in the IT sector in the consent part of the questionnaire. A final of 389 complete questionnaires were obtained after data collection.

3.5. Measures

All the parameters were created in English. A five-point Likert scale was used in the questionnaire ranging from 1 to 5; where 1 indicated strongly disagree while 5 represented strongly agree. The data collection about variables has been made by using relevant and pre-existing scales to ensure reliability. The scales were selected based on their coherence with the operationalization of variables.

The *leaders' humility* was examined by adapting the nine-item scale formed by Owens et al. (2013). A sample item from the scale includes, "My leader actively seeks my feedback even if it is critical". The value of Chronbach's alpha for this scale is 0.94. The rationale behind selecting his scale can be attributed to the relevance and excessive use of this scale in previous studies.

The *subordinates' work passion* was measured by adapting the twelve-item scale formed by Vallerand et al. (2003). A sample item from the scale includes, "My work is in harmony with the other activities in my life". The value of internal consistency reliability for this scale is 0.90. The scale was selected owing to its standing as the generally used scale for assessing subordinates' work passion.

The *perceived behavior integrity of leader* was measured by adapting the eight-item scale developed by Simons et al. (2007). A sample item from the scale includes, "There is a match between my leader's words and actions". The value of internal consistency reliability for this scale is 0.95. The current research utilized this scale as besides being perfectly relevant to the operationalization of perceived behavioral integrity of leader, this scale is most commonly used to measure perceived behavioral integrity.

The *impression management attributions* were measured by adapting the ten-item scale developed by Rioux and Penner (2001). A sample item from the scale includes, "My leader behaves nicely to avoid looking bad in front of others". The value of internal consistency reliability for this scale is 0.93. This research used the scale by Rioux and Penner (2001) as it is widely used and most close to the operationalization of impression management attribution.

Five demographic variables were involved during the analysis i.e. gender, age, experience, department, and location of the participant. Following the previous studies that included similar demographic variables in the analysis (Zhang and Wei, 2021, Hongbo et al., 2020), it was assumed that these five indicators might have an impact in shaping the attributions, perceptions, and work outcomes of subordinates. The reliabilities and descriptive statistics of all variables are mentioned in Table 4.2.

3.6. Analytical Strategy

Various analytical techniques were employed to convert raw data into information that can be interpreted to provide evidence for the proposed research model. SPSS was used to obtain the sample and variable descriptions. Next, the values of Chronbach's

alpha were analyzed in SPSS to find the internal consistency reliability of variables. After that, correlation analysis was conducted to find the relationships of variables with each other. Then, the construct and discriminant validity was examined by conducting Confirmatory Factor Analysis (CFA) in AMOS. The CFA also examined the model fit. Following that, this study employed the analytical procedures recommended by Preacher et al. (2007) to test the hypotheses. PROCESS macro; developed by Hayes (2013), was utilized to test hypotheses. Following the analytical techniques of previous studies which have exhibited similar hypothesized models (Zhang and Wei, 2021), this study utilized the PROCESS tool. It utilized the PROCESS macro Model 7 to test all hypotheses.

3.7. Ethical considerations

Research ethics were considered in all steps of this research involving before, during, and after the data collection. Firstly before data collection, all the statements included in the questionnaire used a gender-neutral tone and it was made sure that the questionnaire did not include offensive statements. Then during the data collection, the participation in the survey was completely voluntary and all participants were provided with a right to withdraw at any stage of research. The anonymity and confidentiality of participants were ensured in the analysis and reporting of data. Lastly, after the data collection, the objectivity of researchers was ensured to avoid any misrepresentation during the data collection and analysis phase.

3.8. Summary of the Chapter

This chapter has covered all the areas of research methodology involved in the study. The chapter started by highlighting the research philosophy and approach where it accentuated on philosophical orientation and approach of the research. It, then, discussed the research strategy and design associated with the existing study. After that, it mentioned the sampling technique and participants. It was followed by a discussion about the measures of this study. The chapter has been concluded by mentioning the analytical strategy employed in this study.

Chapter 04

4. Results

This chapter presents all the details regarding the results of this research. Starting with the sample descriptive and variable description, the results for reliability and correlation were analyzed. After that, a CFA was performed in AMOS. The hypothesis testing was performed by using the PROCESS tool in SPSS.

4.1. Descriptive statistics

For this research, the data was obtained from the employees working in the IT sector of Pakistan. The employees belonged to different age groups, varying experience levels, and diverse departments of their respective organizations. A total of 389 questionnaires were finalized after data screening. To obtain the demographic information, the participants were asked about their gender, age, work experience, department, and location.

The gender of respondents was distributed into three categories (male, female, others). Of the final participants of this study, 77.1 percent were female and 22.9 percent were male. The age of respondents came under three categories (22-27 years, 28-33 years, 34 years and above). 55.5 percent of participants belonged to the age group 22-27 years; 38.6 percent of participants belonged to the age group 28-33 years; 5.9 percent of participants belonged to the age group 34 and above years. The experience of participants was distributed into three categories (1-3 years, 4-6 years, 7 years and above). 29.8 percent of participants had experience ranging from 1-3 years; 65 percent of participants had experience ranging from 4-6 years; 5.1 percent of participants had experience ranging from 7-9 years. Moreover, the department of participants was comprised of seven categories (IT, HR, Marketing, Finance, Supply Chain, Research and Development, Others). 35.7 percent of participants worked in the IT department of their organization; 27.5 percent of participants worked in the HR department of their organization; 5.9 percent of participants worked in the Marketing department of their organization; 18.5

percent participants worked in the Finance department of their organization; 3.3 percent participants worked in Supply chain department of their organization; 6.7 percent participants worked in Research and Development department of their organization; 2.3 percent participants worked in other, see Table 4.1.

4.2. Variables description

The variables of the existing study include Leaders' humility, perceived behavioral integrity of leader, impression management attributions, and subordinates' work passion. Leaders' humility is considered the independent variable. The perceived behavioral integrity of leader is treated as the mediator. Then, impression management attributions are considered as the moderating variable. Lastly, subordinates' work passion is considered the dependent variable. The major premise of this study is based on the mediated moderation process i.e. the relationship between leaders' humility (independent variable) and subordinates' work passion (dependent variable) is mediated by the perceived behavioral integrity of leader (mediating variable) and moderated by impression management attributions (moderating variable).

4.3. Reliability

The reliability values of all variables were calculated. The analysis of reliability reveals the internal consistency of all scale items. The reliability analysis is grounded on checking whether the scale items used in existing research, if re-administered, will provide the same responses or not (Sekaran, 2006). According to Sekaran (2006) and Hair et al. (2010), the acceptable value of reliability is 0.7 while a value greater than 0.8 is considered to be good. The reliability i.e. Chronbach's alpha value for all variables of this research is above 0.8, see Table 4.2. The reliability of leaders' humility is 0.91 with nine items. The reliability value for subordinates' work passion is 0.90 with twelve items. Chronbach's alpha value for perceived behavioral integrity of leader is 0.95 with eight items. Lastly, the reliability of impression management attributions is 0.93 with ten items.

Table 4.1: Demographic Information

Demographic Variable	Category	Frequency	Percentage
Gender	Male	89	22.9
	Female	300	77.1
Age	22-27 years	216	55.5
	28-33 years	150	38.6
	34 years and above	23	5.9
Experience	1-3 years	116	29.8
	4-6 years	253	65
	7 years and above	20	5.1
Department	IT	139	35.7
	HR	107	27.5
	Marketing	23	5.9
	Finance	72	18.5
	Supply Chain	13	3.3
	R&D	26	6.7
	Others	9	2.3
Note: n = 389			

4.4. Correlation

Correlation analysis is performed to determine the strength of relationships among variables (Cohen et al., 2013). The values of the correlation coefficient range from +1 to -1. The relationship between variables can either be positive or negative. A value closer to 1 depicts a strong relationship between two variables. A value equal to 0, however, represents that there is no relationship between the variables (Saunders et al., 2011). The correlation values provide preliminary support for the hypothesis presented i.e. there is a significant correlation between leaders' humility and perceived behavioral integrity of leader ($r = 0.72$, $p < 0.01$). Moreover, subordinates' work passion has a significant

correlation with perceived behavioral integrity of leader (r = 0.49, p < 0.01) and impression management attributions (r = 0.50, p < 0.01).

4.5. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is a type of structural equation modeling that is specifically targeted toward the assessment of measurement models (Brown and Moore, 2012). The analysis is utilized for several purposes such as measuring construct validation, method effects, and measurement invariance evaluation. Moreover, CFA is also used to test the validity. The validity refers to the credibility of a model (Cooper et al., 2006).

By following Anderson and Gerbing (1988), the construct validity of variables was examined before hypotheses testing. The confirmatory factor analysis was performed in AMOS 23.0 to assess the distinctiveness of this study's variables based on fit indices of CFI, TLI, RMSEA, and chi-square statistics (Anderson and Gerbing, 1988). A cutoff value above or close to 0.90 for TLI and CFI, and a cutoff value below .08 for RMSEA show that an acceptable fit exists between the observed data and the proposed model (Hair, 2009). As represented in the table 4.3, the indices support the hypothesized four-factor model indicated a high level of model fit i.e. CMIN/DF = 2.559, CFI = 0.921, TLI = 0.914; RMSEA = 0.063.

Table 4.2: Correlations, descriptive statistics, and reliabilities

	Mean	SD	1	2	3	4	5	6	7	8
Gender	1.23	0.42								
Age	1.50	0.61	-0.05							
Experience	1.75	0.53	0.00	0.66 **						
Department	2.56	1.67	0.10 *	- 0.12 *	-0.01					
Leaders' Humility	3.86	0.92	-0.08	0.01	0.00	0.03	(0.91)			
Perceived behavioral integrity of leader	3.84	0.98	-0.07	0.04	0.01	0.05	0.72* *	(0.95)		
Impression management attributions	3.31	1.02	0.12 *	-0.05	-0.03	0.10 *	-0.02	-0.05	(0.93)	
Subordinates' Work passion	3.60	0.78	-0.04	-0.02	-0.02	0.13 **	0.49* *	0.50* *	0.22* *	(0.90)

Notes: N = 389; Significant at: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$ (Two-tailed test); Figures in the parentheses are internal consistency reliabilities

The discriminant validity of the model constructs was examined by comparing the four-factor model with the other models i.e. one-factor, two-factor, and three-factor models. In the one-factor model, all variables i.e. leaders' humility, impression management attributions, perceived behavioral integrity of leader, and subordinates' work passion, were included together as one variable. In the two-factor model, the independent and moderating variables i.e. leaders' humility and impression management attributions were grouped as one while the dependent and mediating variables i.e. perceived behavioral integrity of leader and subordinates' work passion were treated as the second variable. The three-factor model treated independent and moderating variables i.e. leaders' humility and impression management attributions separately while grouping the dependent and mediating variables i.e. perceived behavioral integrity of leader and subordinates' work passion together. In the four-factor model, all four variables i.e. leaders' humility, impression management attributions, perceived behavioral integrity of leader, and subordinates' work passion, were treated distinctly. The one, two, and three-factor models yielded a poor fit to the data, see Table 4.3. Therefore, the discriminant validity of the four constructs was confirmed.

Table 4.3: Confirmatory Factor Analysis

Model	CMIN/DF	IFI	TLI	CFI	RMSEA
Four-factor	2.559	0.921	0.914	0.921	0.063
Three-factor	4.497	0.822	0.808	0.822	0.095
Two-factor	7.800	0.653	0.626	0.652	0.132
One-factor	10.707	0.519	0.484	0.518	0.158
Notes: n=389; CMIN/DF: Ratio of the chi-square fit statistics to degrees of freedom; IFI: Incremental fit index; TLI: Tucker-Lewis index; CFI: Comparative fit Index; RMSEA: Root Mean Square Error of Approximation					

4.6. Hypotheses Testing

During the analysis performed to test the hypotheses; using Model 7 in the PROCESS tool, all variables were entered i.e. leaders' humility as the independent variable, subordinates' work passion as the dependent variable, perceived behavioral integrity of leader as the mediator, and impression management attributions as the moderator. Five demographic variables i.e. gender, age, experience, department, and location were also included in the analysis and specified as covariates. The results showed that the demographic variables did not have any significant association with any major variables except the department of the participant which is found to be significantly associated with subordinates' work passion ($\beta = 0.04$, p <0.05).

The results revealed that leaders' humility is positively related to the perceived behavioral integrity of leader ($\beta = 0.81$, p <0.001) and subordinates' work passion ($\beta = 0.25$, p <0.001). Therefore, hypothesis 1 is supported, see Table 4.4. The positive relationship between leaders' humility and perceived behavioral integrity of leader is moderated by impression management attributions, such that the positive relationship is stronger when impression management attributions are low. Therefore, H2 is also supported. To extend the support for this hypothesis including moderating effect, a graph was plotted to examine the moderating impact of impression management attributions, where it is represented that the curve depicting the relationship between leaders' humility and perceived behavioral integrity of leaders rises sharply when the value of impression management attributions is low, see figure 4.1.

The perceived behavioral integrity of leader is also significantly associated with subordinates' work passion ($\beta = 0.24$, p <0.001). These results indicated that hypothesis 3 is also supported. Following that, it can be stated that all the hypotheses including direct effects were supported, see Table 4.4.

For examining the mediated moderation model, this research followed the procedures used by previous researchers (Hayes, 2012, Neves et al., 2018). The indirect effects of leaders' humility on subordinates' work passion via perceived behavioral integrity of

leader were examined at different values of impression management attributions (-1SD, M, +1SD). Results revealed that the indirect effect of leaders' humility on subordinates' work passion via perceived behavioral integrity of leader is weak when impression management attributions are high ($\beta = 0.17$, LLCI = 0.09, ULCI = 0.25). The effect is strong when impression management attributions are low ($\beta = 0.22$, LLCI = 0.12, ULCI = 0.31). Perceived behavioral integrity of leader mediates the interactive effect of leaders' humility and impression management attributions on subordinates' work passion such that mediating effect is stronger when impression management attributions are low and weaker when impression management attributions are high. Moreover, the estimations of mediated moderation model presented that the confidence intervals did not cross zero (-0.05, -0.01). The results supported all the requirements for a mediated moderation model (Hayes, 2012). Consequently, hypothesis 4 entailing the proposition of mediated moderation is also fully supported.
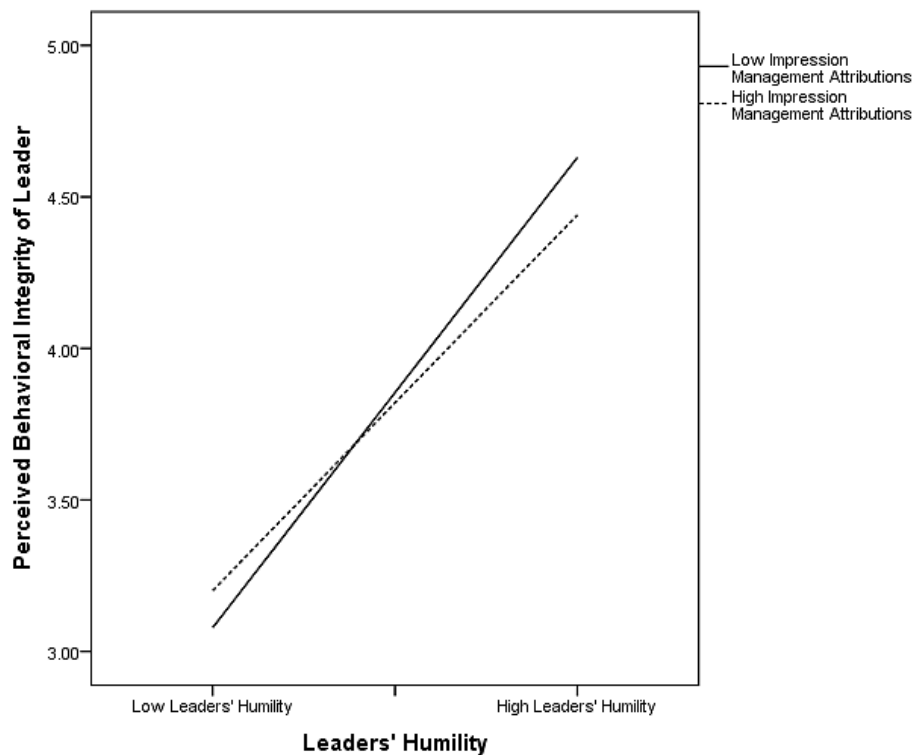
Figure 4.1: Impression Management Attributions as a moderator to the relationship of leaders' humility and subordinates' work passion

Table 4.4: Results from model 7 of PROCESS

Path	Moderator	Mode	Indirect effect	Direct effect	Boot 95%	Results
			β(SE)	β(SE)	[LLCI, ULCI]	
Leaders' humility→ Perceived behavioral integrity of leader				0.81(0.04) ***	[0.73, 0.89]	H1 Supported
Leaders' humility→ Perceived behavioral integrity of leader	Impression management attributions	Low		0.91(0.05) ***	[0.80, 1.01]	H2 Supported
		Mean		0.82(0.04) ***	[0.73, 0.90]	
		High		0.73(0.06) ***	[0.61, 0.84]	
		Leaders' Humility* Impression management attributions		-0.09(0.04) *	[-0.16, -0.02]	
Leaders' humility→ Subordinates' work passion				0.25(0.05) ***	[0.14, 0.36]	
Perceived behavioral integrity of leader→ Subordinates' work passion				0.24 (0.05) ***	[0.14, 0.33]	H3 Supported
Leaders' humility→ Perceived behavioral integrity of leader→ Subordinates' work passion	Impression management attributions	Low	0.22(0.06)		[0.12, 0.31]	H4 Supported
		Mean	0.19(0.05)		[0.11, 0.27]	
		High	0.17(0.04)		[0.09, 0.25]	
	Mediated moderation		-0.02(0.01)		[-0.05,-0.01]	
Note: n = 389; Significant at * p < 0.05; ** p < 0.01; *** p < 0.001; β: coefficient; SE: standardized effect. LLCI: lower limit of 95% confidence interval; ULCI: upper limit of 95% confidence interval.						
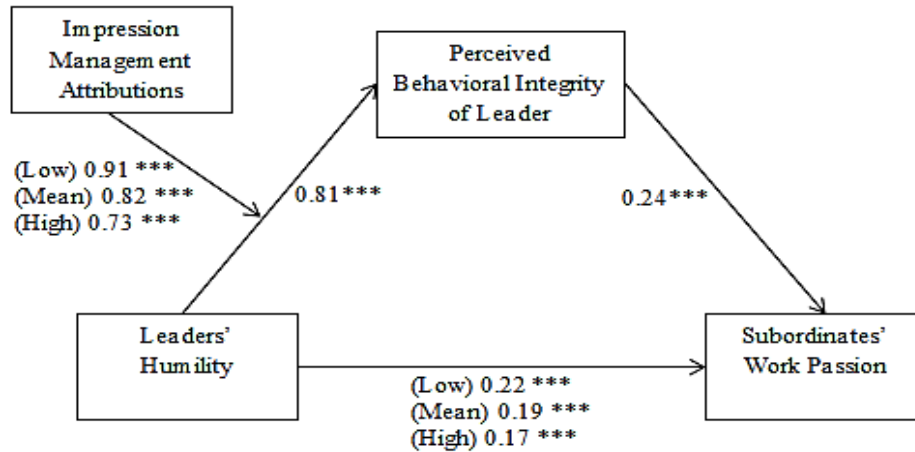
Figure 4.2: Research model with results. Note: Significant at * p < 0.05; ** p < 0.01; *** p < 0.001. Low, Mean, and High indicates the low, mean, and high values of impression management attributions.

The entire results of the research can be concluded by stating that all four hypotheses have been supported i.e. leaders' humility is positively associated with the perceived behavioral integrity of leader; impression management attributions moderate the positive relationship between leaders' humility and perceived behavioral integrity of leader such that the relationship is stronger when impression management attributions are low; perceived behavioral integrity of leader is positively associated with subordinates' work passion; and perceived behavioral integrity of leader mediates the interactive effect of leaders' humility and impression management attributions on subordinates' work passion such that mediating effect is stronger when impression management attributions are low and weaker when impression management attributions are high, see Figure 4.2. The index of mediated moderation model presents full support for the presence of mediated moderation process in the framework.

4.7. Summary of the Chapter

This chapter presented the findings of the research by mentioning the results of all hypotheses. Starting with the description of the sample and variables, the results were followed by mentioning the reliabilities and correlation values. Then, it discussed the CFA analysis. Lastly, the results of hypothesis testing were presented.

Chapter 05

5. Discussion

This chapter discusses the previously presented results of the research. After discussing the results of all hypotheses individually, the chapter proceeds by highlighting the theoretical and practical contributions of the research. It also presents the limitations and future research directions before concluding the entire research.

The main objective of this research was to examine the influence of leaders' humility on subordinates' work passion by entailing the underlying mediating impact of perceived behavioral integrity of leader and moderating role impression management attributions, thereby, extending support for the fundamental concept of attribution theory. The existing research is based on the assumption that leaders' humility; though, considered generally beneficial in terms of promoting positive subordinates' work outcomes, might have a positive, no, or even a negative impact on subordinates' work passion when certain subordinates' attributions i.e. impression management attributions and perceptions i.e. perceived behavioral integrity of leader come into play.

The first hypothesis of the research has been supported that presents that leaders' humility positively influences the perceived behavioral integrity of leader. The findings are in line with recent studies (Rego et al., 2017, Simons et al., 2022). These two studies proposed that there is consistency between actions and words when a leader is humble which is confirmed by this research as well. The current hypothesis argues that, when encountered with humility, the subordinates are; inherently, expected to make perceptions regarding the consistency/ inconsistency of a leaders' behavior i.e. perceived behavioral integrity. As a humble leader displays open communication, feedback, and acknowledgment of one's or others' mistakes, therefore, the subordinates will perceive them to have consistency in their behavior i.e. behavioral integrity, or in other words, a behavior like leaders' humility results in developing and shaping the perceptions of subordinates regarding the integrity.

The second hypothesis has been supported in presenting that impression management attributions play a negative and significant moderating role in the relationship between leaders' humility and perceived behavioral integrity of leader. The findings are following the pattern of the previous examination by Bharanitharan et al. (2021). The experimental study of Bharanitharan et al. (2021) found significant evidence that leaders' humility and impression management attributions interact together to positively impact followers' perceptions about leaders' hypocrisy. Even though the outcome variable of the current examination is perceived behavioral integrity, the results can be compared since the pattern with which the results unfold is quite similar. Following the attribution theory's lens, the findings of this hypothesis imply the leaders' humility results in increasing perceived behavioral integrity when the impression management attributions are low while reversing the effect i.e. decreasing perceived behavioral integrity when such attributions are high. It can be stated that whenever a leader displays humble behavior, their behavior will be evaluated by the subordinates in terms of its consistency/inconsistency i.e. perceived behavioral integrity of leader. The results posit that when impression management attributions come into this relationship, the perceptions about the integrity of leader will be increased when such attributions will be low i.e. the leader will be seen to have consistency in their behavior, while a leader attributed to increasingly maintain their impression will result in decreased perceived integrity i.e. the leader will be seen as inconsistent in their behavior. For instance, the humility of a leader working in an organization will be perceived as more consistent when their subordinates will see that behavior as authentic rather than a tactic to maintain an impression.

The third hypothesis of the study has also been supported that presents that a positive relationship exists between the perceived behavioral integrity of leader and subordinates' work passion. These findings follow the pattern of a similar examination by Ete et al. (2022) which presents a significant and positive relationship between leaders' behavioral integrity and follower behavioral outcomes. A leader viewed to have behavioral integrity i.e. consistency in the actions and words will be promoting work passion in the subordinates. This implies that a subordinate is more likely to feel passionate about their

work when they will perceive that their leaders practice what they claim or say, or in other words, they are consistent in their behavior. For instance, the subordinates working in an organization will work more passionately when they will notice that the behaviors of their leader are consistent i.e. there is an alignment between what they do and say.

The fourth and last hypothesis of this research presents support for the presence of a significant mediated moderation effect. The findings are consistent with the understanding of attribution theory. Moreover, the results are also in line with past studies that have examined the influence of leaders' humility on subordinates' work outcomes other than work passion i.e. creative performance (Ye et al., 2020), authenticity (Oc et al., 2020), psychological empowerment (Jeung and Yoon, 2016), wellbeing (Jankowski et al., 2019), affective commitment (Wang et al., 2022), by involving different moderating and mediating mechanisms. The findings imply that mediating effect of perceived behavioral integrity between the relationship between leaders' humility and subordinates' work passion is greater when impression management attributions are low while smaller when impression management attributions are high. It can be implied that the humble behavior of a leader can result in the work passion of their subordinates if they are perceived to have behavioral integrity. When their attributions of managing impression will be less, the resulting integrity of a leader leads their humble behavior to stimulate work passion i.e. promote work passion. Subsequently, when their attributions of managing impression will be more, the resulting lowered integrity of a leader will not result in that humble behavior to promote work passion i.e. work passion of subordinates will be inhibited. There can be various factors behind these findings. As the results show that the same behavior i.e. humility can promote or inhibit work passion in subordinates. The attention, inevitably, shifts towards the relational nature of leaders' humility. As per attribution theory, as every behavior of leaders is deemed to be attributed by their subordinates, then it is plausible to mention that whenever encountered with humility, subordinates' will first evaluate its authenticity and consistency and then react positively or negatively to it.

5.1. Theoretical Implications

Being one of the first few studies to examine leaders' humility with subordinates' work passion by involving impression management attributions and perceived behavioral integrity, the current study offers various theoretical implications along the line of organizational behavior research. As mentioned earlier, the research concerning leaders' humility has been generally skewed towards its benefits without involving any evaluation of perceived speculations associated with it. A majority of studies present that leaders' humility will generally lead to positive subordinate outcomes (Oc et al., 2019, Owens and Hekman, 2016). Nevertheless, the findings of this study present that the outcome of leaders' humility as a promoter or inhibitor of work passion depends greatly on how subordinates perceive and attribute it. By bridging the gap suggested by the extant researchers (Wang et al., 2022, Bharanitharan et al., 2019, Bharanitharan et al., 2021), this research provides a balanced/fair perspective on leaders' humility by involving individual characteristics and perceptions that determine the subordinates' reaction towards the humble behavior. Throughout the research, by involving a mediated moderation model intended to evaluate the perceived facets associated with leaders' humility, the focus has been on the socially constructed nature of leaders' humility rather than on the generally positive or negative nature.

Secondly, this research has examined the relationship between leaders' humility and subordinates' work passion by involving the moderating impact of impression management attributions. In the previous literature, the relationship between leaders' humility and various employee outcomes has been examined by involving the moderating role of self-serving and various other attributions. This research has, however, involved impression management attributions as moderating variable by following the research gap pointed out by (Bharanitharan et al., 2021).

Moreover, although studies have started to examine the extrinsic attributions associated with leaders' humility (Bharanitharan et al., 2021), there was a dearth of literature that mentioned leaders' humility alongside its intrinsic attributions. Following that, the inclusion of perceived behavioral integrity of leader has provided a fresher

avenue to view humility. This research has, therefore, examined the influence of leaders' humility on subordinates' work passion by involving the mediating effect of perceived behavioral integrity of leader by bridging the gap mentioned by Bharanitharan et al. (2021).

Furthermore, this research has, most importantly, provided evidence of the relationship between leaders' humility and subordinates' work passion. Along the line of leaders' humility consequences, recent studies have examined its impact on various subordinate outcomes. This study, however, bridged another research gap posited by Carnevale et al. (2019) and Ye et al. (2020) by including subordinates' work passion as the suggested subordinate outcome. In addition to adding to the literature that mentions the consequences of leaders' humility, this research has, likewise, added evidence to the literature of subordinates' work passion antecedents. Until now, the research on subordinates' work passion has been conducted with transformational, transactional, and empowering leadership (Ho and Astakhova (2020), Gao et al., 2019). There has been a considerable gap; that this research has covered when it comes to a study that examines leaders' humility and subordinates' work passion.

5.2. Practical Implications

Cut-throat competition for innovative and advanced technology makes the IT sector increasingly ambiguous and more complex than ever. Meanwhile, the emergence of the knowledge economy and young workforce pose more challenges to competitiveness and management. Such reasons called for the transition from a traditional top-down to the bottom-up leadership pattern. While some top-down styles of leadership i.e. ethical, transformational, and authentic have been highly acknowledged as quite effective but as organizations become increasingly complex, managing everything at the top became a daunting task (Moss et al., 2020, Qian et al., 2012). Both organizations and researchers started to accentuate the need for employees' participation and influence on all the core practices of organizations i.e. leadership (Owens and Hekman, 2016). With that began the arrival of humility into corporate leadership since it is considered a key enabler of bottom-up leading (Qian et al., 2020). Researchers, now, mention humility as the core of

bottom-up leadership (Wang et al., 2017). Some companies have even included humility key selection criterion for hiring leaders (Shellenbarger, 2018).

The significance of leaders' humility and subordinates' work passion stems from the work setting and requirements of an IT sector. The IT business works on the cutting edge where an extremely creative and passionate workforce is constantly required, the dependence of the IT industry on such a workforce is a pre-requisite for survival. The concept of work passion is therefore vital for knowledge-intensive industries, such as IT (Ulrich and Mengiste, 2014). As the findings of this research reveal that leaders' humility has a close relationship with subordinates' work passion, therefore, the research offers meaningful insights for the people belonging to the IT sector.

Organizations seem to make efforts and foster humility in their leadership. It is advised to include humility in the screening criteria for leaders (Shellenbarger, 2018). While making assessments, situational questions should be included in the interviews to inspect the humility tendency of candidates. Alongside these efforts, leaders' humility can also be fostered in existing leadership by certain mentoring or training programs. The findings of this research present that if subordinates feel that their leader is not genuinely humble but maintaining a desirable impression, then all effort can go in vain and have negative repercussions. It is encouraged that alongside highlighting the importance of leaders' humility during training programs, the concerned people i.e. trainers, human resource personnel, etc, must also discuss the perceived speculations that are associated with the display of humility and address how leaders should try to comprehend and minimize the behaviors that are taken in negative connotation being humble. It must be stressed to the leaders that they would be expected not only to display behaviors like humility but also to cater to the perceptions and attributions of subordinates associated with humility to promote work passion or any other desirable outcome among subordinates.

Humble leaders ought to be mindful of the characteristics that make them unique from other leaders i.e. admitting mistakes, openly appreciating others, showing a willingness to take advice, and providing feedback. While practicing humility in a

workplace, some things should be kept into consideration. First, some people view humility as a sign of indecisiveness or incompetency. But, it is a misconception because humble leaders can be equally ambitious while staying calm and appreciative of others (Wang et al., 2022). Secondly, as it is a subjective construct, therefore, leaders may display humility as an impression management technique to impress others. Therefore, leaders should not take it as a tool for maintaining an impression but practice it with utmost honesty. As the findings of this research show that leaders' humility can turn into an inhibitor rather than a promoter for subordinates' work passion when subordinates perceive it as an impression-maintaining tactic and/or observe any misalignment in the behavior. Thus, leaders are encouraged to be mindful of alignment between their words and actions and most importantly about the attribution and perceptual lens by which subordinates interpret their humble behavior.

5.3. Limitations and Future Research

Owing to the dearth of research that has studied leaders' humility and subordinates' work passion together, this study could not delve deeper to examine the two different types of work passion separately i.e. harmonious and obsessive passion. As both of these types are presented as dissimilar from each other in the literature, therefore, taking this research as empirical evidence of the relationship between leaders' humility and subordinates' work passion, future researchers should examine the distinguishing influence of leaders' humility on the subordinates' harmonious and obsessive work passion to present a more thorough picture.

Then, the research employed a cross-sectional research design in which data was collected from the participants one point at a time. This research might have, consequently, ignored the assumption that subordinates' might be in a very good or a bad mood when they responded to the questions about their leader and that the research could have been more reliable if data was collected more than once. Future researchers are, therefore, recommended to conduct such research in a longitudinal design or multi-wave/time-lagged design, in which data is collected more than once to eliminate the possibility of any biases during the data collection.

Lastly, the research has been conducted in the context of the IT sector and has not involved any other sector into consideration. The finding of this study cannot be extended to other sectors as their operations and work environment might differ. Future researchers should, therefore, conduct studies in other sectors as well to provide evidence from other contexts.

5.4. Conclusion

Following the past research, leaders' humility can be easily viewed as a promoter of subordinates' work passion and other positive subordinates' work outcomes. The focus of extant research on the interpersonal/relational nature of leaders' humility and its characterization as a double-edged sword, however, forces one to include the underlying factors to elucidate the mechanisms that make leaders' humility a promoter or inhibitor for any subordinate work outcome. This research has put forward a mediated moderation model for examining the impact of leaders' humility on subordinates' work passion in the presence of perceived behavioral integrity as the mediator while impression management attributions as the moderator. The study contributes to the existing literature on leaders' humility by providing a mechanism that explains leaders' humility-subordinates' work passion relationship and also provides the interplay of perceived behavioral integrity and examination of impression management attributions. The research concludes that the relationship between leaders' humility and subordinates' work passion mediated by perceived behavioral integrity of leader is promoted when impression management attributions are low while the mediation is inhibited/ decreased when impression management attributions are high. Future researchers will, hopefully, extend the current examination to a wider and more complex level.

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Appendix

Appendix 1

Scale Items Used in the Study

Leaders' humility (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. My leader actively seeks my feedback even if it is critical.
2. My leader admits to me when s/he doesn't know how to do something.
3. My leader acknowledges when I have more knowledge and skills than him or her.
4. My leader takes notice of my strengths.
5. My leader compliments me on my strengths.
6. My leader shows appreciation for my unique contributions.
7. My leader is willing to learn from me.
8. My leader is open to my ideas.
9. My leader is open to my advice.

Perceived behavioral integrity of leader (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. There is a match between my leader's words and actions.
2. My leader delivers on promises.
3. My leader practices what s/he preaches.
4. My leader does what s/he says s/he will do.
5. My leader conducts her/him by the same values s/he talks about.
6. My leader shows the same priorities that s/he describes.
7. When my leader promises something, I can be certain that it will happen.
8. If the leader says s/he is going to do something, s/he will.

Impression management attributions (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. My leader behaves nicely to avoid looking bad in front of others.
2. My leader behaves nicely to avoid looking lazy.
3. My leader behaves nicely to look better than his/her coworkers.
4. My leader behaves nicely to avoid a reprimand from his/her boss.
5. My leader behaves nicely because s/he fears appearing irresponsible.
6. My leader behaves nicely to look like s/he is busy.
7. My leader behaves nicely to stay out of trouble.
8. My leader behaves nicely because rewards are important to him/her.
9. My leader behaves nicely because s/he wants a raise.
10. My leader behaves nicely to impress his/her coworkers.

Subordinates' work passion (response scale ranged from 1 i.e. strongly agree to 5 i.e. strongly disagree).

1. My work is in harmony with the other activities in my life.
2. The new things that I discover about my work allow me to appreciate it even more.
3. My work reflects the qualities I like about myself.
4. My work allows me to live a variety of experiences.
5. My work is well integrated into my life.
6. My work is in harmony with other things that are part of me.
7. I have difficulties controlling my urge to do my work.
8. I have almost an obsessive feeling about my work.
9. My work is the only thing that really turns me on.
10. If I could, I would only do my work.
11. My work is so exciting that I sometimes lose control over it.
12. I have the impression that my work controls me.

Appendix 2

Pie Charts from Demographic Information

Gender

Age

Experience

- 1-3 years
- 4-6 years
- 7-9 years

Department

- IT
- HR
- Marketing
- Finance
- Supply Chain
- R&D
- Others
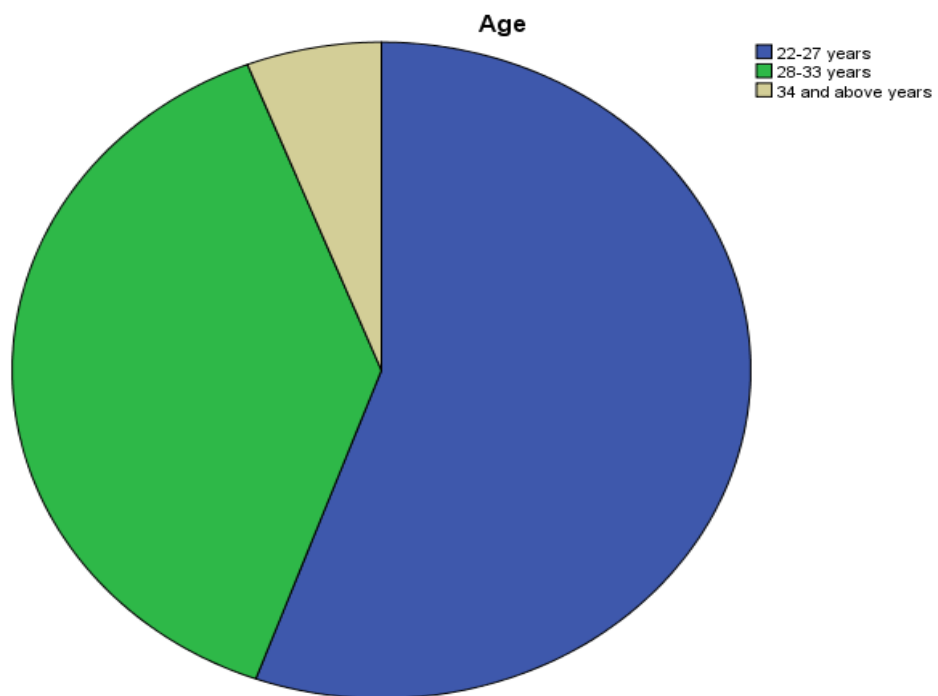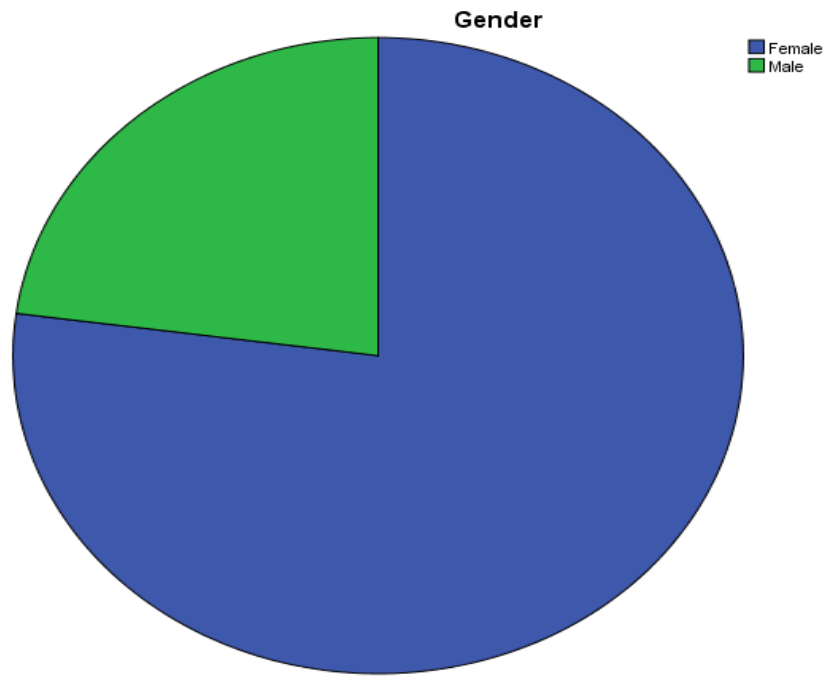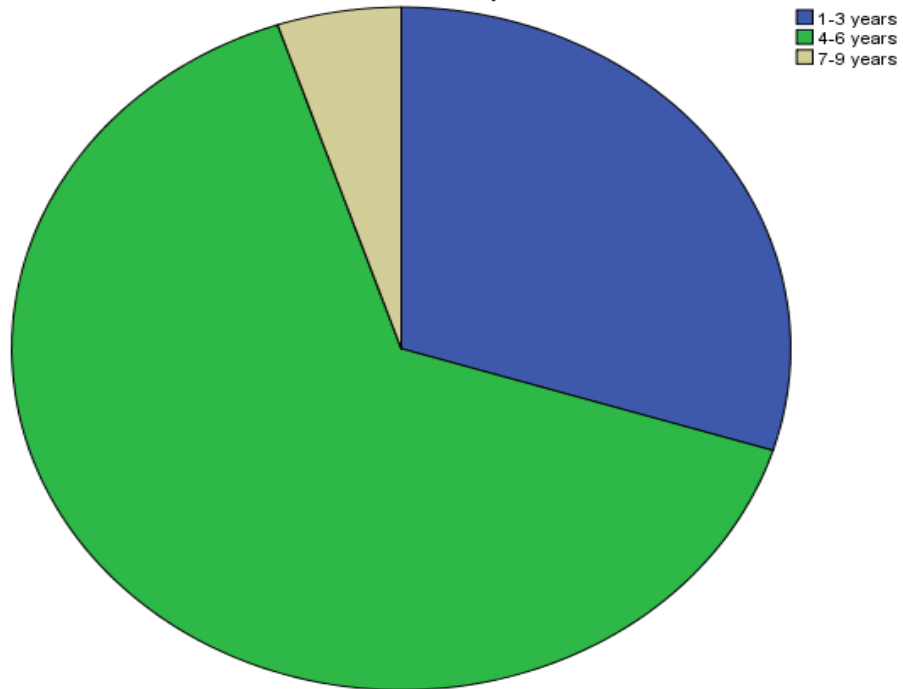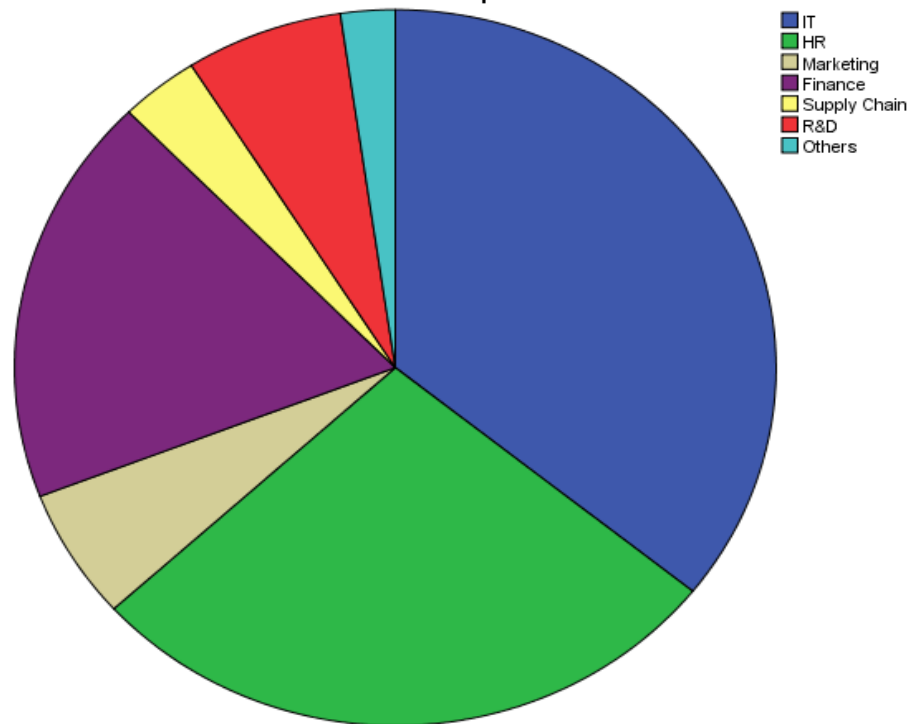
Appendix 3

Reliability Statistics

Leaders' Humility

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.919	9

Subordinates' Work Passion

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.900	12

Perceived Behavioral Integrity of Leader

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.957	.957	8

Impression Management Attributions

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.934	10

Appendix 4

Correlations

		Gender	Age	Experience	Department	Hnew	PBI	IM	WP
Gender	Pearson Correlation	1	-.049	.000	.101[*]	-.076	-.071	.119[*]	-.038
	Sig. (2-tailed)		.337	.994	.047	.132	.160	.019	.449
	N	389	389	389	389	389	389	389	389
Age	Pearson Correlation	-.049	1	.665[**]	-.121[*]	.009	.045	-.055	-.019
	Sig. (2-tailed)	.337		.000	.017	.863	.375	.281	.710
	N	389	389	389	389	389	389	389	389
Experience	Pearson Correlation	.000	.665[**]	1	-.005	-.004	.015	-.031	-.023
	Sig. (2-tailed)	.994	.000		.924	.939	.761	.542	.652
	N	389	389	389	389	389	389	389	389
Department	Pearson Correlation	.101[*]	-.121[*]	-.005	1	.032	.052	.102[*]	.133[**]
	Sig. (2-tailed)	.047	.017	.924		.528	.306	.044	.009
	N	389	389	389	389	389	389	389	389
Hnew	Pearson Correlation	-.076	.009	-.004	.032	1	.720[**]	-.023	.490[**]
	Sig. (2-tailed)	.132	.863	.939	.528		.000	.655	.000
	N	389	389	389	389	389	389	389	389
PBI	Pearson Correlation	-.071	.045	.015	.052	.720[**]	1	-.056	.497[**]
	Sig. (2-tailed)	.160	.375	.761	.306	.000		.273	.000
	N	389	389	389	389	389	389	389	389
IM	Pearson Correlation	.119[*]	-.055	-.031	.102[*]	-.023	-.056	1	.223[**]
	Sig. (2-tailed)	.019	.281	.542	.044	.655	.273		.000
	N	389	389	389	389	389	389	389	389
WP	Pearson Correlation	-.038	-.019	-.023	.133[**]	.490[**]	.497[**]	.223[**]	1
	Sig. (2-tailed)	.449	.710	.652	.009	.000	.000	.000	
	N	389	389	389	389	389	389	389	389

Appendix 5

Confirmatory Factor Analysis

Model Fit Summary (Four-Factor Model)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	75	1243.553	486	.000	2.559
Saturated model	561	.000	0		
Independence model	33	10130.922	528	.000	19.187

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.069	.831	.805	.720
Saturated model	.000	1.000		
Independence model	.470	.177	.126	.167

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.877	.867	.921	.914	.921
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.920	.807	.848
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	757.553	657.292	865.475
Saturated model	.000	.000	.000
Independence model	9602.922	9279.352	9932.884

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	3.205	1.952	1.694	2.231
Saturated model	.000	.000	.000	.000
Independence model	26.111	24.750	23.916	25.600

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.063	.059	.068	.000
Independence model	.217	.213	.220	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1393.553	1407.959	1690.821	1765.821
Saturated model	1122.000	1229.763	3345.568	3906.568
Independence model	10196.922	10203.261	10327.720	10360.720

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.592	3.333	3.870	3.629
Saturated model	2.892	2.892	2.892	3.169
Independence model	26.281	25.447	27.131	26.297

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	168	176
Independence model	23	24

Model Fit Summary (Three-Factor Model)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	71	2203.369	490	.000	4.497
Saturated model	561	.000	0		
Independence model	33	10130.922	528	.000	19.187

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.106	.671	.623	.586
Saturated model	.000	1.000		
Independence model	.470	.177	.126	.167

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.783	.766	.822	.808	.822
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.928	.726	.762
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1713.369	1571.487	1862.740
Saturated model	.000	.000	.000
Independence model	9602.922	9279.352	9932.884

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	5.679	4.416	4.050	4.801
Saturated model	.000	.000	.000	.000
Independence model	26.111	24.750	23.916	25.600

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.095	.091	.099	.000
Independence model	.217	.213	.220	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2345.369	2359.008	2626.784	2697.784
Saturated model	1122.000	1229.763	3345.568	3906.568
Independence model	10196.922	10203.261	10327.720	10360.720

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	6.045	5.679	6.430	6.080
Saturated model	2.892	2.892	2.892	3.169
Independence model	26.281	25.447	27.131	26.297

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	96	100
Independence model	23	24

Model Fit Summary (Two-Factor Model)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	69	3837.547	492	.000	7.800
Saturated model	561	.000	0		
Independence model	33	10130.922	528	.000	19.187

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.287	.497	.427	.436
Saturated model	.000	1.000		
Independence model	.470	.177	.126	.167

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.621	.593	.653	.626	.652
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.932	.579	.607
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	3345.547	3152.004	3546.446
Saturated model	.000	.000	.000
Independence model	9602.922	9279.352	9932.884

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	9.891	8.623	8.124	9.140
Saturated model	.000	.000	.000	.000
Independence model	26.111	24.750	23.916	25.600

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.132	.128	.136	.000
Independence model	.217	.213	.220	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	3975.547	3988.801	4249.034	4318.034
Saturated model	1122.000	1229.763	3345.568	3906.568
Independence model	10196.922	10203.261	10327.720	10360.720

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	10.246	9.747	10.764	10.280
Saturated model	2.892	2.892	2.892	3.169
Independence model	26.281	25.447	27.131	26.297

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HOELTER

Model	HOELTER .05	HOELTER .01
Default model	56	58
Independence model	23	24

Model Fit Summary (One-Factor Model)

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	64	4968.179	464	.000	10.707
Saturated model	528	.000	0		
Independence model	32	9832.032	496	.000	19.823

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.301	.397	.314	.349
Saturated model	.000	1.000		
Independence model	.477	.181	.128	.170

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.495	.460	.519	.484	.518
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.935	.463	.484
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	4504.179	4281.337	4734.310
Saturated model	.000	.000	.000
Independence model	9336.032	9017.179	9661.274

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	12.805	11.609	11.034	12.202
Saturated model	.000	.000	.000	.000
Independence model	25.340	24.062	23.240	24.900

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.158	.154	.162	.000
Independence model	.220	.216	.224	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	5096.179	5108.078	5349.848	5413.848
Saturated model	1056.000	1154.163	3148.770	3676.770
Independence model	9896.032	9901.981	10022.867	10054.867

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	13.134	12.560	13.728	13.165
Saturated model	2.722	2.722	2.722	2.975
Independence model	25.505	24.683	26.343	25.521

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	41	43
Independence model	22	23

Appendix 6

Output from PROCESS Model 7 for Hypotheses Testing

Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.5.3 ***************

     Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

   Documentation available in Hayes (2018). www.guilford.com/p/hayes3

****

Model : 7
   Y : WP
   X : Hnew
   M : PBI
   W : IM

Covariates:
 Gender Age   Experi Dept

Sample
Size: 389

****

OUTCOME VARIABLE:
 PBI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7279	.5298	.4612	53.5164	8.0000	380.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.8149	.1745	21.8603	.0000	3.4717	4.1580
Hnew	.8179	.0407	20.1003	.0000	.7379	.8980
IM	-.0165	.0353	-.4686	.6396	-.0858	.0528
Int_1	-.0893	.0373	-2.3907	.0173	-.1627	-.0158

Gender	-.0406	.0833	-.4874	.6262	-.2045	.1232
Age	.0925	.0777	1.1917	.2341	-.0601	.2452
Experi	-.0558	.0872	-.6403	.5224	-.2273	.1156
Dept	.0233	.0219	1.0612	.2893	-.0198	.0663

Product terms key:

 Int_1   :   Hnew   x   IM

Covariance matrix of regression parameter estimates:

	constant	Hnew	IM	Int_1	Gender	Age	Experi	Dept
constant	.0305	-.0001	.0007	-.0007	-.0082	-.0015	-.0063	-.0007
Hnew	-.0001	.0017	.0000	.0001	.0003	.0000	.0000	.0000
IM	.0007	.0000	.0012	-.0003	-.0003	.0001	-.0001	-.0001
Int_1	-.0007	.0001	-.0003	.0014	.0001	-.0001	.0003	.0000
Gender	-.0082	.0003	-.0003	.0001	.0069	.0003	-.0002	-.0001
Age	-.0015	.0000	.0001	-.0001	.0003	.0060	-.0046	.0003
Experi	-.0063	.0000	-.0001	.0003	-.0002	-.0046	.0076	-.0002
Dept	-.0007	.0000	-.0001	.0000	-.0001	.0003	-.0002	.0005

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0071	5.7157	1.0000	380.0000	.0173

  Focal predict: Hnew   (X)

    Mod var: IM   (W)

Conditional effects of the focal predictor at values of the moderator(s):

IM	Effect	se	t	p	LLCI	ULCI
-1.0230	.9092	.0543	16.7388	.0000	.8024	1.0161
.0000	.8179	.0407	20.1003	.0000	.7379	.8980
1.0230	.7266	.0573	12.6906	.0000	.6141	.8392

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

  Hnew   IM   PBI   .

BEGIN DATA.

   -.8533   -1.0230   3.0782

   .0000   -1.0230   3.8541

   .8533   -1.0230   4.6300

   -.8533   .0000   3.1393

   .0000   .0000   3.8372

   .8533   .0000   4.5352

   -.8533   1.0230   3.2003

   .0000   1.0230   3.8203

   .8533   1.0230   4.4404

END DATA.

GRAPH/SCATTERPLOT=

 Hnew   WITH   PBI   BY   IM   .

****

OUTCOME VARIABLE:

 WP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5446	.2966	.4410	22.9523	7.0000	381.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6091	.2528	10.3195	.0000	2.1120	3.1062
Hnew	.2492	.0571	4.3661	.0000	.1370	.3614
PBI	.2365	.0497	4.7566	.0000	.1387	.3342
Gender	-.0160	.0810	-.1980	.8432	-.1752	.1432
Age	-.0176	.0760	-.2309	.8175	-.1670	.1319
Experi	-.0228	.0849	-.2690	.7881	-.1898	.1441
Dept	.0464	.0214	2.1690	.0307	.0043	.0884

Covariance matrix of regression parameter estimates:

	constant	Hnew	PBI	Gender	Age	Experi	Dept

constant	.0639	.0076	-.0094	-.0080	-.0007	-.0062	-.0004	-.0022
Hnew	.0076	.0033	-.0020	.0002	.0002	.0000	.0000	-.0001
PBI	-.0094	-.0020	.0025	.0001	-.0002	.0001	-.0001	.0000
Gender	-.0080	.0002	.0001	.0066	.0003	-.0002	-.0001	-.0001
Age	-.0007	.0002	-.0002	.0003	.0058	-.0044	.0003	-.0003
Experi	-.0062	.0000	.0001	-.0002	-.0044	.0072	-.0002	.0003
Dept	-.0004	.0000	-.0001	-.0001	.0003	-.0002	.0005	-.0002

Test(s) of X by M interaction:

F	df1	df2	p
.3553	1.0000	380.0000	.5515

****************** CORRELATIONS BETWEEN MODEL RESIDUALS ******************

	PBI	WP
PBI	1.0000	.0176
WP	.0176	1.0000

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y ******************

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2492	.0571	4.3661	.0000	.1370	.3614

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

Hnew   ->   PBI   ->   WP

IM	Effect	BootSE	BootLLCI	BootULCI
-1.0230	.2150	.0478	.1221	.3106
.0000	.1934	.0427	.1123	.2788
1.0230	.1718	.0405	.0975	.2540

Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI

IM   -.0211   .0114   -.0454   -.0010

Pairwise contrasts between conditional indirect effects (Effect1 minus Effect2)

Effect1	Effect2	Contrast	BootSE	BootLLCI	BootULCI
.1934	.2150	-.0216	.0116	-.0464	-.0010
.1718	.2150	-.0432	.0233	-.0929	-.0020
.1718	.1934	-.0216	.0116	-.0464	-.0010

*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:

 95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

 5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: The following variables were mean centered prior to analysis:

     IM   Hnew

GRAPH/SCATTERPLOT=

 Hnew   WITH   PBI   BY   IM.