



**WHAT IS THE ROLE OF HUMBLE LEADERSHIP IN SHAPING CUSTOMER CITIZENSHIP
BEHAVIOR AND EMPLOYEE INNOVATIVE WORK BEHAVIOR?
EVIDENCE FROM SERVICE SECTOR**

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ABSTRACT

The impacts of humble leadership on employee innovative work behavior and customer citizenship behavior are investigated in this study. The impact of customer civic behavior on employee innovative work behavior was also investigated in this research. This study used a random sample of 285 employees, clients, and respective supervisors from service sector enterprises in north eastern Pakistan to collect research data. The findings demonstrate that increasing humble leadership enhances employee inventive work behavior. Furthermore, this study discovered that employee innovative work behavior is triggered by consumer citizenship behavior. This study gives a research-based overview on humble leadership and points out domain where more research could be beneficial to the service industry.

Keywords: Humble leadership; humility; customer citizenship behavior; innovation, innovative work behavior

JEL Codes: P36, J60

I. INTRODUCTION

In this hypercompetitive world, innovative work behavior is of pivotal importance for organizations' survival. Organizations have widely embraced the concept of innovation since its introduction. Employee behavior is of critical importance for organizations to perform efficiently. Dynamic business environment and rapidly advancing technology have made individual innovation crucial for organizational sustainability. Failing to innovate can render organizations to the severe failure. Challenge of getting sustainable competitive advantage is dependent on manner in which employees working in organization support creativity and innovation. Employees are an integral component of any firm, therefore taking use of their potential to innovate is critical for organisations to become more inventive and develop consistently (Demas & Peko Vic, 2018). Employees assist organisations outperform competitors by producing and implementing creative ideas to provide new and advanced products, services, and work processes as a result of increased competition among business businesses as a result of globalization. Employee inventive behavior has been identified as a critical component of organisational innovation in previous studies. Due to continuously changing market conditions, organisations are confronted with the challenge of rising demand complexity (Amis et al., 2018). As a result, companies are investing a lot of money to figure out how to boost employee creativity and promote inventive behavior in order to stay competitive. Employee creativity is a strategic cornerstone for the organization's longevity (Cu et al., 2018; Imran et al., 2021).

According to Hurt et al., (1977) Some researchers have taken individual innovation as characteristic of personality, or considered it as output (West, 1987), while others have realized it as a behavior (Janssen, 2000). In line with the latter, this study aims to investigate employee's innovative behavior and influence of different leadership styles and psychological mechanisms on it. (Farr & Ford, 1990) described innovative work-behavior as "an individual's behavior that aims to achieve the initiation and intentional introduction of new and useful ideas, products or procedures". All those employee behaviors which lead to formulation and execution of new ideas or any kind novelty at different levels are included in innovative work behavior. Actually, in this employee express their inner creativity. As compare to other types of organization innovation, employee innovative behavior has received less academic attention. Most of the studies on individual innovation in behavioral context, have mainly studied the creativity e.g. they investigated how leaders foster idea generation of employees, they have not given enough attention to the idea implementation,

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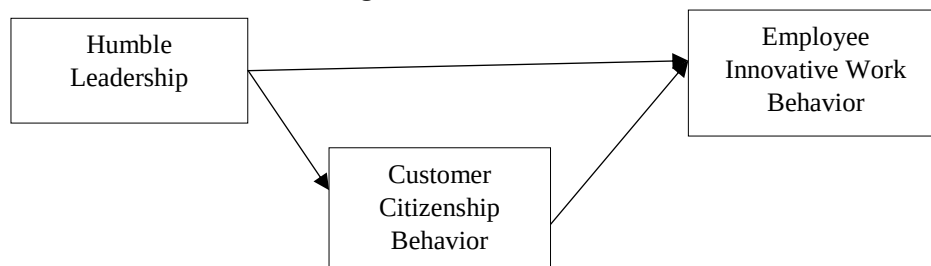
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which is crucial to turn the creative idea into reality. Now, researchers have started focusing on innovative work behavior which includes both stages of creation and implementation of new ideas. Interest of organizations and researchers is also increasing to investigate the factors which impact innovative work behavior (Akram & Eaton, 2016; Ali, 2015; Ali, 2018; Ali and Bibi, 2017; Ali and Ahmad, 2014; Ali and Audi, 2016; Imran et al., 2022). As management can affect the Creative conduct (of employees who are the most crucial component of putting innovative ideas into action) is seen to be especially important in instilling innovative work behavior in followers. Leadership is a critical contextual component that influences employee innovative work behavior (Afar et al., 2019), because leadership is a social influence process between followers and leaders that helps businesses achieve their goals (Yolk, 2013). Leadership has recently been defined as "a process of social whereby someone can actually be helpful of others in the execution of a common task" (Chin & J., 2015). The main characteristics of leadership are to aid and encourage employees to attain their ultimate goal, as indicated in the preceding leadership definitions. Present study refers to leadership as a system in which a person or group of people working together, to influence other group members in order to accomplish future goals. Most of research on behavioral leadership have largely focused on effect of different leadership styles on employee performance and other effective outcomes, rather than innovative outcomes (De Jong & Den Hartog, 2007; Arshad and Ali, 2016; Ashraf and Ali, 2018; Audi et al., 2022; Audi and Ali, 2017; Audi and Ali, 2017; Audi et al., 2021; Audi and Ali, 2016; Audi et al., 2021; Audi et al., 2021; Haider and Ali, 2015; Kaseem et al., 2019; Roussel et al., 2021; Sajid and Ali, 2018; Senturk and Ali, 2021; Mehmood et al., 2022). Bani-Melhem et al., (2018) emphasized to examine leadership styles as an antecedent of employee innovative work behavior. (Bani-Melhem et al., 2018) conducted his study and identifying antecedents of innovative work behavior of employees, which were mainly focused on macro level parameters. But very few research studies have focused on individual level characteristics as an antecedent of innovative behavior of employees. Figure 1 indicated the theoretical research model to explore the influence of humble-leadership on customer citizenship behavior and employee innovative work-behavior.

Figure. Research Model



II. LITERATURE REVIEW

II.I. LEADERSHIP

Since the nineteenth century, numerous disciplines have been interested in leadership (Galton, 1869). It is the most significant social process that is commonly acknowledged as playing a critical role in organisations. Even after much investigation, there is no agreement on how to define it. How to describe the leadership as well as what it entails has long been a conundrum. This behavior is widely noticed, yet nothing is known about it (Bass & Avoid, 1997). There is no commonly accepted definition of leadership (Bass & Avoid, 1997). However, when it comes to defining leadership, there are two major issues to consider. First, there are subjective perceptions of this construct, as each researcher presented the construct in terms of their own interests and approaches to understanding and approaching it. Second, an individual's theoretical position has an impact on how leadership is characterized. "There are virtually as several definitions of leadership since there are people who have sought to define the term," writes stodgily (1974). Furthermore, (Yukl, 1989) defined leadership as the relationship between leaders & employees, including behavior, personality qualities, and the ability to influence people to achieve goals, as well as the impact on corporate culture and followers' perceptions. Because no definition provides clarity regarding who is having control, when it would be exerted, and what is meant to influence and its expected effects, leadership definitions differ (Yukl & G, 2013). "A process in which an individual-influences a group of people to achieve a common purpose," Kershaw et al. (2004) defines performance. He also mentioned three common viewpoints that are important in forming leadership: It is a potential process through which an individual-influences everybody else to contribute to the achievement of goals in three ways: I it works in groups; (ii) it includes influence; and (iii) it includes goal accomplishment. It is a possibility process through which an individual-influences everybody else to contribute to the achievement of goals in three ways: I it works in groups; (ii) it includes goal accomplishment (Linder et al., 2002). It refers to a social impact that a leader has on his or her followers (Yukl, 1989). Leadership is universally acknowledged as a significant tool for impacting others (Dele et al., 2015). According to them (Ahlquist & Levi, 2011), It is key influential position which empowers the leaders to arrange and coordinate the endeavors of representatives in a same direction to accomplish the objective by using the interpersonal impact. Recently, Chin . (2015), stated leadership as "a process of social influence in which a person can enlist the aid and support of others in accomplishment of a common task".

II.II. HUMBLE LEADERSHIP AND EMPLOYEE INNOVATIVE WORK BEHAVIOR

Humble leadership help employees to view the world from others point of view, feel their situation and understand their thinking, which encourage them to create novel ideas (Hendijani & Sohrabi, 2019). Researchers have widely focused on innovation and top-down leadership, there are few studies which have linked down-up leadership with innovation (Nielsen et al., 2010). There is lack of researches which have focused on “bottom-up leadership” styles (Owens et al., 2013). With innovation. Recently, Hill, (2005), evidenced that humble leaders enhance employees’ resilience, positivity, self-efficacy and hope to be successful, which cause increase in their creativity. Wu *et al.* (2017) studied association between the humble-leadership and employee innovative work-behavior and concluded that humble leaders build a learning environment and utilize their employees’ wisdom in solving organizational issues. They foster employee’s core self-evaluation which stimulate their positive emotions and give them a positive view of self. It makes employees to concentrate on constructive information and goals which ultimately results in higher innovative work behavior (Owens & Hekman, 2012).

Overall, the researchers are scant on the examination of leadership, customers and employees simultaneously, to find out the coordinated impacts on employee innovative behavior, particularly in Pakistan. The goal of this research is to close that gap. The current research study aims to look into the impact of leadership & customer citizenship behavior on staff innovation. The study's findings will be useful for practitioners in the service sector, in particular, in understanding how customers and leaders may collaborate to improve staff innovation. As a result, we suggest the theory below.

Hypothesis 1: Humble leadership has direct and positive impact on employee innovative work behavior.

II.III. HUMBLE LEADERSHIP AND CUSTOMER CITIZENSHIP BEHAVIOR

Humility is a desirable personal quality. After being ignored for several years, leader humility is getting increased attention of academicians and practitioners. Humility is a widely discussed phenomenon in different disciplines e.g. theology, philosophy and psychology. So, the humility infers different meanings in different perspectives, which have made it hard to make harmony about the definition of humility (Owens et al., 2013). Some has considered it strength and some has related it to humiliation. Humility is derived from “Humilis” a Latin word, which means low. Humility is defined as humbleness (Oxford dictionary). Humble people stay in contact with the reality that who they are and what are their strengths and weaknesses (Dong & Wang, 2016). Due to increasing competition, business environment is becoming more dynamic and uncertain, it requires leaders having high humility and least amount of arrogance (Morris et al., 2005), traditional top-down approaches are not keeping with time (Amis et al., 2018). Because it is difficult for leaders to resolve all the issues at top (Owens et al., 2013). In top-down leadership only one individual has influence downward on the employees working in organization (Owens et al., 2013). There is little knowledge available about what is humility, why it is important for leaders to be humble and what are its outcomes (Owens et al., 2013). In past, humility was not considered as an important trait of effective and good leaders, because there is lack of toughness and resolve essential in it (Doty & Gerdes, 2000) and was linked with shyness and lack of confidence and courage (Vera & Rodriguez-Lopez, 2004). Concept of humility in context of leadership was investigated the by Collins, (2001). He surveyed many companies which have maintain high performance over the past century. According to (Chancellor & Lyubomirsky, 2013) results of Collins’ study concluded that common feature which organizations with sustainable high-performance share, is their truly humble leaders, who concentrate on organizations’ interest. Humility is a positive and enduring quality of a human being. Owens, Johnson and Mitchell (2013) Owens et al. (2013) defined humility as “an interpersonal characteristic that connotes a willingness to view oneself accurately; an appreciation of others’ strengths and contributions; and teach ability, or openness to new ideas and feedback”.

“The customer citizenship behaviors are discretionary helping behaviors enacted by the customers, which are not necessary for the completion of benefit conveyance but are useful for the service organization. Three components are the most common which include recommendations, feedback and helping customers” (van Tonder et al., 2020). Halbesleben & Buckley (2004) viewed CCB differently and defined it as a customer might perform the work of employees and supposed to be replaced by workforce in a service-based organization (Halbesleben & Buckley, 2004). CCB is defined as these helping behaviors performed by customers concerning exchange relationships (Gilde, Pace, Pervan, & Strong, 2011). Another scholar defined CCB as extra-role behaviors that give supplementary benefits to the firm (Hansong et al., 2012). With another lens to view CCB, it could be an acquaintance between client and firm and the client work as a citizenship agent of the firm given the fact that the advantage goes to the firm rather than the customer itself (Yi & Gong, 2013; ; Ali and Audi, 2018; Ali and Rehman, 2015; Ali and Senturk, 2019; Ali and Zulfiqar, 2018; Ali et al., 2016; Ali et al., 2021; Ali et al., 2021; Ali et al., 2015). Customer citizenship behaviors, according to Lusch and Vargo, are certain shapes of client participatory behavior inside the value development of the core offering. (Lusch et al., 2006).

Hypothesis 2: Humble leadership has direct and positive impact on customer citizenship behavior.

II.IV. CUSTOMER CITIZENSHIP BEHAVIOR AND EMPLOYEE INNOVATIVE WORK BEHAVIOR

Actors outside of the organisations play a significant and crucial impact in the organization's success or failure... In this turbulent business environment, success of any organization largely depends upon its creativity and innovation. So, employee's innovation behavior becomes more important in these situations. According to the study of Anderson, Potočník and Zhou (2014) researchers have paid less attention on the customers (outside actors) as in influencers on employee's creativity and innovative behavior. They use the term "outside-in" influence. According to their findings, the majority of studies have been undertaken to investigate the consequences and causes of cross-border innovation, thus the role of consumers in employee innovation should be investigated. Similarly, (Haro et al., 2014) also encouraged and proposed the future researchers on customers' and employee's behavior simultaneously. According to authors like (Yi et al., 2011), (Limpanitgul et al., 2013), (Shannahan et al., 2017) & (Vinodh et al., 2014) effect of customer citizenship on behavioral responses of service sector employees is largely unknown. Employees of service sector are motivated and satisfied due to the performance of citizenship behavior by the customers (Liu et al., 2017). Employees feel excited and motivated in a response to supportive behavior from the outside of customers (Coelho et al., 2011) and job satisfaction and excitement is the source of pleasure for employees (Garma & Bove, 2011). As a result, the purpose of this study is to investigate and investigate the impact of customer citizenship behavior on employee innovation. Customer citizenship conduct, according to (LengnickHall, Claycomb, & Inks, 2000), promotes customer pleasure and positive effects in the organization's employees through process of emotional-contagion (Rogo et al., 2014). As a result of customer citizenship behavior, employees have a pleasant attitude, which leads to enthusiasm (*Applying scenario reasoning: approaches for enterprise systems*. 1998) Morgan Kaufmann-Publishers Inc.) which foster employees creative and innovative behavior.

Hypothesis 3: Customer citizenship behavior has direct and positive impact on employee innovative work behavior.

III. METHOD

III.I. DATA COLLECTION PROCEDURE

The data for this study came from small & mid domestic service industry businesses in Pakistan's north Punjab. The data was given in pairs by supervisors and their subordinates. In this study, we selected a small & mid household service sector business as our research sample. Data was collected using a simple random sample technique in this study, with structured questionnaires utilised to elicit survey responses in face-to-face interviews. In addition, only those service sector organisations whose leader (immediate-supervisors) engage in pleasant behaviors with their employees would be evaluated for this study, possibly providing data on leaders' behavioural patterns. Two local volunteers who were proficient in data collection from other surveys were used to collect that data for this study. Each received a PKR 5000 one-time financial award to cover food and travel costs. After involving the human-resources departments of specific organisations, volunteers travelled to places to deliver surveys to participants. During working hours, respondents were instructed to fill a print version of the questionnaire. They were also instructed to place filled questionnaire in sealed envelopes and mail them to their individual human resource departments' boxes. Immediate supervisors provided data on modest leadership, while their subordinates provided data on self-efficacy. A total of 370 people (workers and their immediate supervisors) were given the surveys, and 285 of those responded.

III.II. MEASUREMENT SCALE

We used Owens, Johnson, and Mitchell's humble leadership scale in this study (2013). This scale comprises 9 items and was measured on a five-point Scale ranging from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. We used a scale to measure consumer civic behavior (Bettencourt, 1997). This scale comprises seven items, and it was scored on a five-point Likert scale from 1 to 5, with 1 indicating significant disagreement and 5 indicating strong agreement. We looked at how innovative work behavior was used by employees (Janssen, 2000). This scale comprises nine items, which we scored on a five-point Likert scale from 1 to 5, with 1 being strongly disagree and 5 being strongly agree.

IV.I. DATA ANALYSIS

IV.II. DEMOGRAPHICS

The majority of respondents (56 percent) were male or between ages of 21 and 30, according to the demographics of survey participants (shown in Table 1). A graduate degree is also held by the majority of responders (38.9%). The majority of responders (28.6 %) had experience between 5-7 years.

IV.III. MEASUREMENT ANALYSIS

In this work, CFA was employed to assess construct validity and reliability. Cronbach's alpha is greater than 0.8 in Table 2, suggesting that the scales are trustworthy and appropriate (Nunnally & Berstein, 1978). Each component's average variance extracted (AVE) is larger than 0.63, showing good convergent-validity (Bagozzi & Dholakia, 1999). Each construct's discriminant validity was established by contrasting its AVE square-root.

Table 1. Demographics					
Variables	N	Percentage	Variables	N	Percentage
Gender			Qualification		
Male	105	56.7	Under-graduate	55	29.7
Female	80	43.2	Graduate	72	38.9
Age			Masters	42	22.7
Up to 20	11	5.9	MS/PhD	16	8.6
Between 21-30	110	59.4	Experience		
Between 31-40	35	18.9	Upto- 1 year	32	17.3
Between 41-50	17	9.2	1-3 years	40	21.6
Above 50	12	6.5	3-5 years	27	14.6
			5-7 years	53	28.6
			Above 7 years	33	17.8

Table 2 Results of the measurement analysis				
Variables	Factor Analysis	Cronbach	Composite Reliability	AVE
HL	0.713-0.863	.79	.73	0.67
EIWB	0.812-0.951	.83	.80	0.78
CCB	0.684-0.797	.68	.63	0.62

Note: HL = Humble Leadership, ELWB = Employee Innovative Work Behavior, CCB = Customer Citizenship Behavior

IV.IV. CORRELATION ANALYSIS

Table 2 displays the mean, standard-deviation, & correlation coefficients for each construct. When the correlation-coefficient inside the analysis is bigger than 0.70, the likelihood of multicollinearity & common-method bi-as (CMB) increases (Tabachnick & Fidell, 1996). Table 2 shows that the correlation coefficient is lower than expected, indicating that all data are eligible for investigation. To see if CMB is present in the data, we use Harman's single factor test. The findings show that there are five elements that are loaded on its respective structures, with first component being the most important.

Table No 3 Correlation, Mean and standard deviation (N=285).

Variables	N	M	SD	1	2	3
1. HL	103	84.95	8.72	-		
2. EIWB	103	15.08	7.71	.62**	-	
3. CCB	103	81.34	9.15	.32**	.35**	-

Note: HL = Humble Leadership, ELWB = Employee Innovative Work Behavior, CCB = Customer Citizenship Behavior

IV.V. MULTIPLE REGRESSION ANALYSIS

Tables 4 indicates the multiple regression results in which humble leadership has value (β 5.74, $p < .04$) while customer citizenship behavior has values (β .164, $p < .04$). Thus, results indicated that humble leadership predict the positive and significant impact on customer citizenship behavior.

Table 4: Multiple Regression Analysis (step wise method)

Variable	SE	β	T	p
HL	.051	5.74	7.11	.000
CCB	.049	.164	3.03	.04

Note: HL = Humble Leadership, CCB = Customer Citizenship Behavior

V. DISCUSSION

The purpose of this study was to see if humble leadership had a good impact on employee and customer behavior, such as innovation and citizenship. To predict the impact of humble-leadership on customer-citizenship-behavior in the workplace, this study builds on previous studies (Vorwig, & Weichsel, 2016; Rego et al., 2017). This study's findings are consistent with those of previous research conducted in a variety of cultural and industrial situations. The findings, for example, show that humility leadership is associated with employee innovative work behavior, meaning that modest leadership has a direct effect on customer citizenship behavior. These findings are in line with prior studies that have identified comparable outcomes (Akram & Eaton, 2016).

VI. RESEARCH IMPLICATIONS

As, organizations now a days, are like white water-rapid metaphors and pace of change is high. Thus, from the point of view of innovative work the current study provides important and significant information about how managers

behave in the organization can cope with competition in this highly uncertain, complex and dynamic business environment where most of the organizations seize to exist without innovation. Studying the leadership styles and their impact on innovative work behavior establishes understanding for top level management in selecting and maintaining constructive leaders. In order to sustain the competitive advantage, organizations are required to have creative and innovative employees. As a result, managers must have a deeper grasp of the factors that can encourage or discourage employee innovation. Thus, findings of this study enable the organizations to understand that how and when different leadership styles and psychological mechanisms influence innovative work behavior of employees. Humble leadership is an important source of many positive employee outcomes. As our results demonstrated that humble leaders play a fundamental role in stimulating the employee innovative work behavior. These leaders acknowledge their own mistakes and appreciate the abilities of employees. They encourage them to give feedback and utilize it for self-improvement. This behavior of leaders enhances psychological capital of employees which motivates them to create and implement their novel ideas in organization, without any fear, which leads to innovation. So, organizations should ensure that their leaders must possess the quality of humility. Hence behaving in humble manner at workplace could be an effective way for managers to encourage employee innovative work behavior. As, psychological capital is open to development. Thus, humble leaders should provide training opportunities to employees to enhance their positive psychological resources.

VII. LIMITATION AND FUTURE RESEARCH DIRECTIONS

Although the study has certain limitations, it does give useful information for the future service sector research. First, only small & mid service enterprises in Pakistan included in this original study sample, with a focus on the north-eastern areas. As a result, the results of businesses in various geographic regions, industries, and sizes may vary. To generate statistically more reliable results across diverse industries and countries, future research may use a larger sample of leaders across groups and teams. Second, because it assures that all survey respondents have had a fair probability of participating, this study used a basic random sampling technique. Future research could use a variety of sampling approaches to collect additional samples from various sections of Pakistan or other states, boosting the generalization of the study. Third, this study did not look into the effect of humble-leadership on employee creativity and customer citizenship behavior individually by gender. Future researchers may consider gender while examining the research-sample since knowing how men and women operate can make the data more engaging and valuable. Finally, supervisors' data on humble leadership was gathered using a self-reported measure devised by (Garofalo et al., 2019). Employees can use a measurement items provided either by study literature to score their supervisor's behavioural outcomes. Future research could use this alternate scale to obtain responses from subordinates instead of supervisors.

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