

RESEARCH ARTICLE

WWW.PEGEGOG.NET

Exploring the Effect of Humble Leadership on Workplace Spirituality: The Mediating Effects of Sense of Community and the Moderating Effect of Team Cohesion

1. **Dr. Muhammad Saeed Ahmad**, Assistant Professor, The University of Faisalabad
Saeed.ahmad.nbs@tuf.edu.pk
 2. **Dr. Usman Ali**, Assistant Professor, The University of Faisalabad
usman.ali.nbs@tuf.edu.pk
 3. **Afzal Ahmad**, Imperial College of Business Studies, Lahore. ifzaal.9571@gmail.com
 4. **Dr. Abdul Hafeez**, Imperial College of Business Studies, Lahore.
abdulhafeez.queshi@ymail.com
 5. **Dr. Tariq Jamil**, Assistant Professor, The University of Faisalabad.
tariqjamil.nbs@tuf.edu.pk
 6. **Dr. Akhtar Mahmood**, Assistant Professor, The University of Faisalabad.
akhtarmahmood.nbs@tuf.edu.pk
- Corresponding Author:** usman.ali.nbs@tuf.edu.pk

Abstract

Purpose: The present study aims to examine the impact of humble leadership on workplace spirituality, mediated by sense of community and the moderating effect of team cohesion. This study contributes in leadership and organizational behavior literature by emphasizing how humble leadership enhances a spiritually enriched workplace environment.

Design/methodology/approach: Quantitative approach was adopted and structured questionnaires were used to collect the data from the employees working in education sector. The proposed hypotheses were tested by using structural equation modeling (SEM). The analysis explored both direct and indirect effects to understand the mediating and moderating effects.

Findings: The results reveal that humble leadership positively impacts workplace spirituality. The sense of community significantly plays the mediation role between the relationship of humble leadership and workplace spirituality. Team cohesion strengthens the association between the sense of community and workplace spirituality, underscoring the importance of collective unity in reinforcing spiritual well-being at work.

Research limitations/implications: Although this study provides important insights, and focus on Pakistan's educational sector that may limit the generalizability of the findings to other industries or cultural contexts. The use of self-reported data may cause the risk of common method bias. Future studies should consider using data from multiple sources or behavioral observations to enhance validity.

Originality/value: This research enriches the understanding of how humble leadership contributes to workplace spirituality through community building, with the novel inclusion of team cohesion as a boundary condition. This study provides practical guidance for organizations that aim to develop spiritually supportive work environments.

Keywords: Humble Leadership, Sense of Community, Team Cohesion, Workplace Spirituality, Leader-Member Exchange Theory

Introduction

Role of leadership is crucial for organizational success that shape the workplace direction, and culture (Yazdi, 2025). Effective leadership inspires employees, nurtures innovation and drives organizational growth (Abdul-Azeez et al., 2024). Presently organizations face complex environments and leadership has been recognized as a key determinant in shaping both employee and organizational outcome (Jerab & Mabrouk, 2023). In contrast, traditional leadership models emphasize power, control, and authority. Recent literature suggested more inclusive, people-centered approaches that focus on collaboration, trust, and emotional intelligence (Ahmad et al., 2023a). These contemporary leadership styles positively influence employee commitment, job satisfaction, and overall organizational effectiveness (Kyambade & Namatovu, 2025). Leadership studies suggest that leaders' behaviors influence employee job performance by shaping the social and emotional dynamics of organizations, particularly in terms of how employees relate to and engage with their work (Rego et al., 2019; Ahmad et al., 2021b; Haeckl & Rege, 2025; Kalra et al., 2025).

The present leadership literature highlighted the vital role of humble leadership (Wang et al., 2024). Unlike traditional leadership styles that shows behavior like aggressive and supremacy (Naseer et al., 2016; Ahmad et al., 2021c), humble leadership is characterized by behaviors such as self-awareness, respect for others' strengths, and a commitment to supporting followers' growth and development (Kelemen et al., 2023). These leaders prioritize employees need, create conducive atmosphere and promote inclusive workplace culture (Zettna et al., 2025). Such leadership style is focused on achieving organizational goals and develop positive interpersonal relationships and a sense of collective purpose (Schein & Schein, 2018). Humble leaders promote open communication, mutual respect, and humility, which contribute to trust and collaboration (Waseem et al., 2025). Humble leaders make employees feel valued, heard, and supported, helping create a sense of community at work (Elhadidy & Gao, 2024).

The humble leadership literature has gradually evolved that shows positive impact on various organizational outcomes. These leaders acknowledge their limitations, build trust and value others' contributions (Owens and Hekman, 2012). Moreover, humble leaders' openness to feedback and learning promotes psychological safe culture that leads to enhances employees' interpersonal relationships and workplace performance (Wang et al., 2024). The studies elucidate that humble leaders create an environment where employees feel supported and esteemed, that result in greater employee job satisfaction, enhanced well-being and reduced turnover rates (Rego et al., 2019). This is particularly significant in organizations where employees are encouraged to take initiative and feel that their leaders are genuinely invested in their growth and development (Maldonado et al., 2021; Ejaz et al., 2024).

In addition to trust and well-being, humble leadership has been associated with positive organizational behaviors such as organizational commitment, citizenship behaviors (Naeem et al., 2024). Moreover, humble leaders inspire employees to go beyond their formal job roles that contribute to the organization in ways that are not necessarily part of their daily duties (Ding et al., 2020). These leaders have a transformational impact on the organizational culture. Employees exhibit more commitment and engagement under leaders who prompt humility and respect (Waseem et al., 2025). Humble leaders demonstrate positive influence on team collaboration and knowledge sharing behavior (Anand et al., 2019). Such leaders encourage open communication and a sense of psychological safety, which allows team members to share ideas and take risks without fear of judgment or failure (Mrayyan et al., 2024). As a result, humble leaders enhance employee well-being and promotes collective success and innovation, as employees feel empowered to contribute to the organization's goals (Kang et al., 2023; Luu et al., 2021).

Humble leadership establishes a supportive environment that enhances employees' performance and career satisfaction (Luo et al., 2022). These leaders encourage open communication, trust, and respect. These positive stimuluses create atmosphere that foster a sense of purpose and meaning in employees' work, which is central to workplace spirituality (Ali et al., 2021). Workplace spirituality encompasses employees' sense of meaning, purpose, and interconnectedness (Mhatre & Mehta, 2023). When humble leadership is present, employees experience a work environment that prioritizes these intrinsic needs and promote a culture of trust, respect, and openness (Chandler et al., 2023). Studies suggest that workplace spirituality is characterized by a strong sense of belonging and connection. Hence, employees feel valued and recognize the broader purpose of their work (Dubey et al., 2022). Acknowledging their limitations and empowering their employees, humble leaders create a space where employees can explore deeper connections with their work and each other (Cho et al., 2021). In this context, workplace spirituality goes beyond mere organizational commitment, that contributes to overall job satisfaction, emotional well-being, and even work performance, as employees feel aligned with their organization's values and mission (Aftab et al., 2023; Jena, 2022).

Emerging research suggests that humble leadership encourages the development of workplace spirituality, and the role of sense of community becomes pivotal in mediating this relationship. The sense of community refers to the shared feeling of belonging, connectedness, and mutual support employees experience in their work environment (Mahmoudi Farahani, 2016; Richburg et al., 2025). Humble leaders display behavior of inclusivity and recognition that provide the foundation for creating a strong community in the organizations (Kang et al., 2023). Cultivating a strong sense of community enhances interpersonal relationships and promotes an environment where employees engage in behaviors that contribute to the collective well-being (Capone et al., 2018). The sense of community deepens, employees experience greater alignment with organizational values and satisfaction in their work, which subsequently enhances their experience of workplace spirituality (Boyd & Nowell, 2023). Therefore, this study proposes that the sense of community acts as a crucial mediating mechanism, that translate the humble leadership behaviors

into meaningful, spiritually enriching work experiences for employees. By creating an environment of belonging and mutual respect, humble leadership facilitates the emergence of workplace spirituality through this mediating mechanism.

The dynamics of workplace behavior reveal that the moderating role of team cohesion can increase the influence of humble leadership on workplace spirituality. Team cohesion, defined as the degree to which team members are united in their goals, values, and interpersonal relationships that plays a crucial role in enhancing the workplace outcomes (Grossman et al., 2022; Ejaz et al., 2024). In teams with high cohesion, members experience a stronger sense of commitment, mutual respect, and trust (Lu, 2015). Such team cohesion creates an ideal context for humble leaders to enhance collaboration and open communication (Schein & Schein, 2018). When team cohesion is high, humble leadership behaviors may have an even greater impact on the development of a strong sense of community. Therefore, employees are more likely to engage in collective behaviors that enhance shared purpose and meaning in their work. Consequently, team cohesion acts as a moderator, strengthening the relationship between humble leadership and workplace spirituality (Wang et al., 2024). The present study suggests that humble leadership, when implemented in highly cohesive teams, is more likely to lead to spiritually enriched work environments. The team's collective support system further enhances the individual and organizational outcomes associated with spiritual engagement.

The purpose of current study is to explore the relationships between humble leadership, sense of community, and workplace spirituality while examining the mediating role of sense of community and the moderating role of team cohesion. By applying the Leader–Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995), the study aims to provide insights into how humble leadership encourages workplace spirituality through the development of meaningful interpersonal relationships in the organizations. The present study addresses several gaps in the existing literature. While humble leadership has been widely explored in terms of its effects on trust, collaboration, and performance, its specific influence on workplace spirituality remains underexamined (Aftab et al., 2024; Al-Rjoub & Mrayyan, 2024; Liu et al., 2024). Additionally, while the sense of community is recognized as an important factor in organizational outcomes (Boyd & Nowell, 2023), few studies have explored the role as a mediator between humble leadership and sense of community, particularly in the context of spirituality (Kazmi et al., 2023). The moderating effect of team cohesion on this relationship has yet to be fully understood (Zettna et al., 2025). By addressing these gaps, this study aims to contribute to the theoretical understanding of how humble leadership shapes organizational culture and employee well-being that offer practical implications for leaders seeking to foster spiritually enriching work environments.

Theory and hypotheses

Leader-Member Exchange Theory

The leader-member exchange theory (Graen & Uhl-Bien, 1995) highlights the importance of the relationship quality between leaders and their team members, suggesting that strong exchanges enhance greater trust, mutual respect, and emotional involvement. In the context of humble leadership, LMX theory indicates that when leaders display humility such as acknowledging their limitations, appreciating others' contributions, and being open to feedback. They enhance the stronger interpersonal bonds with employees (Li et al., 2021; Lei et al., 2023). This humble behavior sets the tone for a sense of community, where members feel valued, supported, and psychologically safe (Kelemen et al., 2023). The development of this communal bond mediates the relationship between humble leadership and workplace spirituality, which involves employees finding meaning, purpose, and a deeper connection at work. In high-quality leader-member exchanges, employees are more likely to internalize the leader's values and reciprocate with greater emotional and spiritual investment in their work (Yu & Pitafi, 2024).

Building on the dynamics of workplace behavior, team cohesion acts as a powerful moderator in this relationship. When teams are cohesive like working collaboratively with mutual trust and shared goals (Riisla et al., 2021), the influence of humble leadership on workplace spirituality through the sense of community becomes even stronger. This dynamic is particularly relevant in the Pakistani context, where collectivist values dominate and interpersonal harmony is highly prized (Imam & Zaheer, 2021). Research in Pakistani organizations suggests that leadership styles that emphasize relational humility and participative engagement resonate deeply with employees (Khan et al., 2024), which may enhance both team unity and spiritual well-being at work (Bosire, 2024). Recent research has shown that in Pakistan's education sector, humble leadership is strongly linked to workplace spirituality. Employees under humble leaders experience more purpose and connectedness. This effect grows stronger in cohesive teams and when there is a strong sense of community (Zettina et al., 2025; Naseer et al., 2020).

Humble Leadership and Workplace Spirituality

Humble Leadership refers to the leader's willingness to admit personal limitations, appreciate others' strengths, demonstrate openness to feedback and appreciate new ideas (Naseer et al., 2020). Unlike traditional top-down leadership styles, humble leaders promote positive social behaviors, such as helping colleagues, showing empathy, empowerment followers, and involving team members in decision-making (Qu et al., 2024). These leaders develop high-trust environments where employees feel psychologically safe, valued, and intrinsically motivated (Zhang & Chi, 2025). Such leaders encourage culture of mutual respect and shared learning, which can have transformative effects on employees and organizational outcomes (Remy & Sané, 2024).

Recent studies humble leadership support the positive outcomes. For instance, humble leadership positively related to employee engagement, ethical behavior, and team performance (Waseem et al., 2025). These leadership enhances employees' growth by developing relationship and trust (Al Hawamdeh et al., 2024). Such leaders are positively associated with psychological safety,

knowledge sharing, and organizational citizenship behaviors (Din et al., 2024; Khan et al., 2024), especially in industries where interpersonal relationships are culturally emphasized. Research in this area is growing, highlighting the role of humble leadership in fostering trust-based interactions, collaborative learning, prosocial behaviors, and a deeper sense of meaning and spiritual connection to work across diverse organizational settings (Zettina et al., 2025).

Humble leadership, with its emphasis on self-awareness, respect, and valuing others, provides a foundation for fostering deeper connections in the workplace. Workplace spirituality refers to the experience of meaningful work, sense of community, and alignment of individual and organizational values (Rathee & Rajain, 2020). Under Leader-Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995), when humble leaders build strong dyadic relationships with employees—marked by respect, support, and personalized attention—employees are more likely to develop a deeper emotional and spiritual connection to their work (Naseer et al., 2020; Zhang & Chi, 2025). In the Pakistani cultural context, which values collectivism, hierarchy, and relational harmony, humble leadership enables the formation of a sense of community and strengthens team cohesion (Imam & Zaheer, 2021). Thus, LMX theory explains how humble leadership, through relational pathways, can significantly promote workplace spirituality in Pakistan's culturally nuanced work environments (Carnevale et al., 2019). Hence, we postulate that:

H1: Humble leadership is positively associated with workplace spirituality.

Mediating Role of Sense of Community

Sense of community refers to individuals' feelings of belongingness, mutual concern, emotional connection, and shared responsibility within a group or organization (Boyd & Nowell, 2023). In the workplace, sense of community reflects how connected employees feel with their coworkers and how much they perceive themselves as integral parts of a cohesive group (Buonomo et al., 2023). As a mediator, a sense of community would play a crucial role in transforming leadership behavior like humble leadership, into meaningful employee outcomes such as motivation, commitment, and workplace spirituality. Such mediating influence is important because it helps explain how and why leadership translates into internalized values and deeper engagement, rather than just observable behaviors (Dubey et al., 2022; Junaidet et al., 2023).

The construct of sense of community has been explored with several organizational variables. For example, research has shown it mediates the relationship between servant leadership and employee engagement (Sousa & Van Dierendonck, 2017) and between ethical leadership and organizational commitment (Kim et al., 2016). Studies by Li and Zhang (2022) highlight that a strong sense of community enhances the psychological meaningfulness of work, serving as a bridge between inclusive leadership and workplace well-being. These findings suggest that a sense of community is not only a desirable outcome but also a critical pathway that strengthens and deepens the effects of leadership on employee attitudes and behaviors.

In the Pakistani cultural context, which places a high value on collectivism, interpersonal harmony, and social interconnectedness, the sense of community becomes particularly salient. According to leader-member exchange theory (Graen & Uhl-Bien, 1995), high-quality leader-member relationships foster a sense of belonging and shared purpose, which aligns well with the relational orientation of Pakistani workplaces. When humble leaders create respectful, trust-based relationships with employees, they increase a collective identity and mutual concern that are the key ingredients of a strong sense of community (Qu et al., 2024). This mediating mechanism helps convert the personal virtues of leaders into shared spiritual experiences within the team, thus making workplace spirituality not just an individual phenomenon but a socially constructed and culturally reinforced outcome.

H2: Sense of community mediates the relationship between humble leadership and workplace spirituality.

Moderating Role of Team Cohesion

Team cohesion refers to the extent to which members of a group stick together, support one another, and remain united in the pursuit of common goals (Zaid et al., 2025). Such team cohesion includes both task-related unity and interpersonal bonding (Rosinha, 2025). As a moderating variable, team cohesion affects the strength or direction of the relationship between humble leadership and workplace spirituality. The inclusion of a moderating variable like team cohesion is important in organizational research because it explains when or under what conditions a leadership style will be most effective (Zhang & Song, 2022). High team cohesion enhances receptivity to leadership, facilitating the internalization of shared values (Shiralian et al., 2024), whereas low cohesion may dilute the leader's influence on employees' deeper spiritual and emotional engagement.

Team cohesion has been widely used as a moderator in leadership and organizational behavior studies. For instance, team cohesion has been found to moderate the relationship between transformational leadership and team performance (Chen & Kanfer, 2022) and between ethical leadership and employee creativity (Asif et al., 2022). A recent study by Wang et al. (2021) indicated that team cohesion amplified the positive effects of inclusive leadership on employee voice behavior. Latest research has continued to emphasize the role of team cohesion in enhancing the outcomes of various leadership styles. For example, Lee and Khan (2024) found that strong team dynamics, including cohesion, amplified the relationship between ethical and servant leadership styles and team creativity. Cohesive team environment improves psychological safety and creative self-efficacy (Javed et al. 2021), which are essential for innovative behavior. Team cohesion enhances the positive effects of leadership on employee outcomes by increasing trust, collaboration, and emotional safety, thereby serving as a vital contextual factor in organizational settings.

According to Leader-Member Exchange (LMX) Theory, leaders who maintain high-quality, individualized relationships with team members contribute to greater group identification and cohesion (Willie, 2025). In the Pakistani organizational context, team cohesion holds particular relevance due to the country's high collectivist cultural orientation, where group harmony, loyalty, and mutual dependence are valued (Hofstede, 2023). Employees in Pakistan are more responsive to leaders who nurture strong group dynamics and relational ties. When teams in Pakistan are cohesive, humble leadership is more likely to resonate deeply, fostering a sense of collective spiritual purpose and emotional alignment. Thus, team cohesion acts as a cultural amplifier, intensifying the positive spiritual impact of humble leadership on workplace outcomes.

H3: Team cohesion moderates the relationship between humble leadership and workplace spirituality, such that the relationship is stronger when team cohesion is high.

H4: Team cohesion moderates the indirect effect of humble leadership on workplace spirituality through sense of community, such that the indirect effect is stronger when team cohesion is high.

Research Methodology

Research Design and Time Frame

This study employed a two-wave longitudinal research design to examine the causal relationships among humble leadership, sense of community, team cohesion, and workplace spirituality. The longitudinal data collection made it possible to observe changes over time and determine the sequence of events, which improved the validity of the mediation and moderation analyses (Haider et al., 2020). The study targeted employees working in educational institutions across various regions of Pakistan, including both public and private sector universities and colleges. The data were gathered over three months: in the first phase (Time 1), data on humble leadership and team cohesion was collected, while in the second phase (Time 2), response on sense of community and workplace spirituality were obtained (Yu & Pitafi, 2024).

In addition, a purposive sampling technique was utilized to identify respondents who had at least six months of working experience under a direct supervisor, ensuring adequate exposure to leadership behavior. Initially, 470 questionnaires were distributed during Time 1. After matching responses across both waves and excluding 8 responses due to missing values, the final usable sample comprised 395 respondents, resulting in a response rate of approximately 84%. Data were collected using both online surveys and personal visits, allowing for maximum outreach and flexibility. Online data were collected via structured Google Forms, particularly for respondents in urban and distant institutions, while hard copies were distributed in person in institutions accessible by the researcher (Schouten et al., 2023). Participation was voluntary, and anonymity was assured to all respondents.

Measures

All study variables were measured using established and validated instruments. Humble leadership was assessed at Time 1 using a 9-item scale developed by Owens et al. (2013). Team cohesion was also measured at Time 1 using the 18-item group environment questionnaire by Carron et al. (1985), which includes four dimensions: Individual attractions to group–task, individual attractions to group–social, group integration–task, and group integration–social. At Time 2, sense of community was evaluated using the 12-item sense of community index, based on the framework proposed by McMillan and Chavis (1986). Workplace spirituality was measured using the 21-item scale by Milliman et al. (2003), covering three dimensions: meaningful work (6 items), sense of belonging (7 items), and alignment with organizational values (8 items). All items were rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis

Measurement Model Assessment

This study performed a series of statistical tests to establish the reliability and validity of the measurement model, including confirmatory factor analysis, convergent and discriminant validity assessments, normality checks (via skewness and kurtosis), and multicollinearity diagnostics using Variance Inflation Factor (VIF).

Confirmatory Factor Analysis (CFA)

CFA was conducted using AMOS to assess the model fit of the four-factor structure (humble leadership, sense of community, team cohesion, and workplace spirituality). The CFA results revealed a good model fitness. Table 1 indicates that the four-factor model demonstrates an acceptable fit to the data (Hair et al., 2019).

Table 1: Model Fit Indices from CFA

Model Fit Indices	Recommended Value	Obtained Value
χ^2/df	< 3.00	2.37
RMSEA	< 0.08	0.054
CFI	> 0.90	0.948
TLI	> 0.90	0.936
SRMR	< 0.08	0.041

Convergent Validity

Convergent validity was assessed through average variance extracted and composite reliability (CR). AVE values above 0.50 and CR values above 0.70 confirm adequate convergent validity

(Fornell & Larcker, 1981), exhibited in Table 2. All constructs met the threshold criteria, establishing strong convergent validity. The results of the reliability analysis indicate acceptable levels of internal consistency for all constructs, with Cronbach's alpha values ranging from .85 to .89, exceeding the recommended threshold of .70 (Husseyet al., 2025).

Table 2: Convergent Validity

Construct	AVE	CR	Cronbach's α
Humble Leadership	0.58	0.88	0.89
Sense of Community	0.55	0.85	0.87
Team Cohesion	0.52	0.84	0.85
Workplace Spirituality	0.63	0.90	0.89

Discriminant Validity

The Fornell-Larcker criterion was applied to assess discriminant validity. This approach ensures that the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlations with all other constructs (Fornell & Larcker, 1981). In Table 3, the results confirm discriminant validity among all constructs.

Table 3: Fornell-Larcker Criterion

Variable	1	2	3	4
1.Humble Leadership	(0.76)			
2.Sense of Community	0.53	(0.74)		
3.Team Cohesion	0.45	0.49	(0.72)	
4.Workplace Spirituality	0.56	0.59	0.48	(0.79)

Note: Diagonal values are square roots of AVE (in bold); off-diagonal are inter-construct correlations.

Preliminary Analysis

The preliminary analyses were conducted to assess descriptive statistics, and correlations among the study variables. Table 4 presents the means, standard deviations, and correlation coefficients. To evaluate data normality, skewness and kurtosis values were examined. Values within the range of -2 to +2 were considered acceptable, indicating no significant deviations from normality (George & Mallery, 2010).

Table 4: Descriptive Statistics, Correlations Analysis, and Data Normality

Variable	M	SD	1	2	3	4	Skewness	Kurtosis
----------	---	----	---	---	---	---	----------	----------

1. Humble Leadership	3.84	0.66	(.89)				-0.33	0.42
2. Sense of Community	3.92	0.62	.53**	(.87)			-0.29	0.37
3. Team Cohesion	3.78	0.69	.45**	.49**	(.85)		-0.25	0.51
4. Workplace Spirituality	4.01	0.58	.56**	.59**	.48**	(.89)	-0.41	0.36

The results of the preliminary analysis indicate the mean scores for all variables were above the midpoint (3.00), indicating generally favorable perceptions among participants toward humble leadership, community sense, team cohesion, and workplace spirituality in the educational context. The correlation matrix revealed significant and positive relationships among all study variables ($p < .01$). Specifically, humble leadership was significantly correlated with sense of community ($r = .53$, $p < .01$), team cohesion ($r = .45$, $p < .01$), and workplace spirituality ($r = .56$, $p < .01$). These correlations suggest that leaders who exhibit humility are likely to foster a sense of belonging, collaborative teams, and spiritually rich workplace environments. Additionally, sense of community showed strong associations with both team cohesion ($r = .49$, $p < .01$) and workplace spirituality ($r = .59$, $p < .01$).

Regression Analysis

The regression analysis was performed using SPSS, to examine the direct and indirect relationships among the study variables. The analysis focused on testing the direct effect of Humble Leadership on Workplace Spirituality, the mediating effect of Sense of Community, and the moderating role of Team Cohesion. The results are summarized in the following Table 5.

Table 5: Regression Analysis

Model	Predictors	β	t	p	R ²
1	HL → Workplace Spirituality	0.473	11.32	< .001	0.301
2	HL → Sense of Community	0.455	10.31	< .001	0.263
3	SC → Workplace Spirituality	0.533	11.99	< .001	0.326
4	HL, SC → Workplace	HL = 0.299 SC = 0.367	HL = 6.71 SC = 7.59	< .001	0.414

	Spirituality (Mediation)				
5	HL, TC, HL×TC → Workplace Spirituality (Moderation)	HL = 0.390 TC = 0.373 HL×TC = 0.190	HL = 1.95 TC = 1.89 Int = 3.70	<.001 <.001 < .001	0.865

Note: HL = Humble Leadership, SC = Sense of Community

Direct Effect

Model 1 examined the direct relationship between Humble Leadership (HL) and Workplace Spirituality (WS). The results revealed a significant and positive effect ($\beta = 0.473$, $t = 11.32$, $p < .001$), explaining 30.1% of the variance in workplace spirituality ($R^2 = 0.301$). This indicates that individuals who perceive their leaders as humble are more likely to report a stronger sense of meaning, connection, and purpose in their work environment. In Model 2, HL was found to significantly predict Sense of Community (SC) ($\beta = 0.455$, $t = 10.31$, $p < .001$), with an R^2 value of 0.263. This suggests that humility in leadership contributes meaningfully to fostering a sense of belonging and shared identity among team members, a vital aspect of positive workplace climate. Model 3 tested the effect of SC on WS, producing a statistically significant result ($\beta = 0.533$, $t = 11.99$, $p < .001$), and accounting for 32.6% of the variance in workplace spirituality. This finding reinforces the conceptual framework that a strong sense of community directly enhances spiritual experiences at work.

Mediation Analysis

Model 4 introduced both HL and SC as predictors of WS to test for a mediation effect. Both predictors remained significant (HL: $\beta = 0.299$, $t = 6.71$; SC: $\beta = 0.367$, $t = 7.59$; $p < .001$), and the model's explanatory power increased substantially ($R^2 = 0.414$). The drop in HL's coefficient from 0.473 to 0.299 after controlling for SC indicates partial mediation, confirming that Sense of Community mediates the relationship between Humble Leadership and Workplace Spirituality.

Moderation Analysis

Model 5 confirms that Team Cohesion significantly moderates the relationship between Humble Leadership (HL) and Workplace Spirituality (WS), as evidenced by a significant interaction term ($\beta = 0.190$, $p < .001$), indicating that the positive impact of humble leadership on workplace spirituality is amplified in highly cohesive teams. When employees operate within unified, supportive, and collaborative teams, the influence of humble leadership on their sense of meaning,

purpose, and connectedness at work becomes more pronounced. The model also demonstrates exceptionally high explanatory power ($R^2 = 0.865$), suggesting that 86.5% of the variance in workplace spirituality can be explained by the combined effects of HL, TC, and their interaction. The main effects of HL ($p = .001$) and TC ($p = .001$) are significant, the statistically significant interaction term confirms a meaningful moderation effect. These findings emphasize that organizations aiming to enhance spiritual well-being should not only promote humble leadership practices but also actively cultivate team cohesion to fully realize their positive impact.

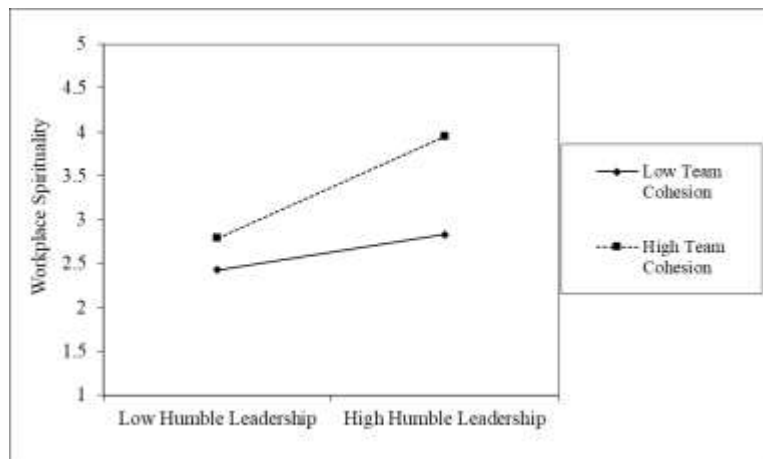


Figure 1: Interactional effect of Humble Leadership (HL) and Team Cohesion on Workplace Spirituality (WS)

Moderated Mediation Analysis

The moderated mediation model examined whether the indirect effect of Humble Leadership (HL) on Workplace Spirituality (WS) via Sense of Community (SC) is conditioned by the level of Team Cohesion (TC). As shown in Table 6, the path from HL to SC was statistically significant ($B = 0.35$, $SE = 0.07$, $t = 5.00$, $p < .001$), indicating that humble leadership positively contributes to fostering a sense of community. Team Cohesion also had a significant and positive effect on SC ($B = 0.30$, $SE = 0.07$, $t = 4.29$, $p < .001$), suggesting that cohesive teams are more likely to develop shared meaning and relational bonds.

The interaction term ($HL \times TC$) significantly predicted SC ($B = 0.25$, $SE = 0.08$, $t = 3.13$, $p = .002$), demonstrating that the relationship between humble leadership and sense of community is moderated by team cohesion. This means that the effect of humble leadership on sense of community becomes stronger when team cohesion is high. The model explained a substantial portion of variance in SC ($R^2 = 0.420$). Additionally, SC significantly predicted WS ($B = 0.45$, $SE = 0.05$, $t = 9.00$, $p < .001$), confirming its role as a mediator. These findings provide strong

empirical support for a first-stage moderated mediation model, where the indirect effect of HL on WS is amplified when TC is high.

Table 6: Moderated Mediation Analysis

Path	B (β)	SE	t	p	95% CI
HL $\rightarrow$ SC	0.350	0.070	5.00	< .001	[0.21, 0.49]
TC $\rightarrow$ SC	0.300	0.070	4.29	< .001	[0.16, 0.44]
HL $\times$ TC $\rightarrow$ SC	0.250	0.080	3.13	<.002	[0.09, 0.41]
SC $\rightarrow$ Workplace Spirituality	0.450	0.050	9.00	< .001	[0.35, 0.55]

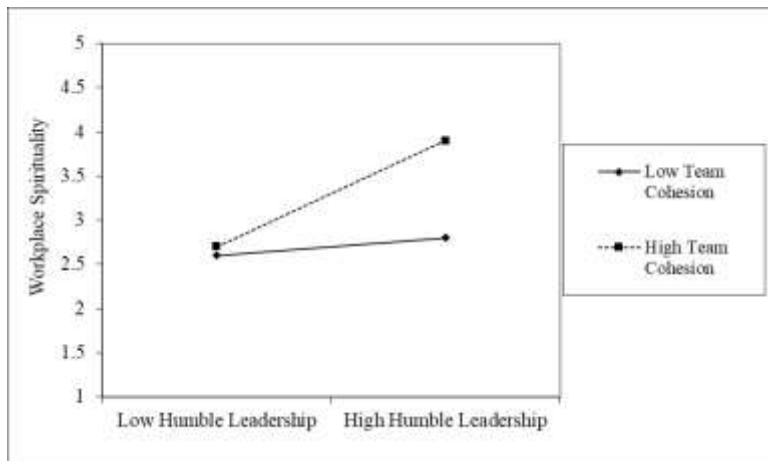


Figure 2: Interactional effect of Humble Leadership (HL) and Team Cohesion on Workplace Spirituality (WS) via Sense of Community (SC)

Table 7: Conditional Indirect Effects

Team Cohesion Level	Indirect Effect	Boot SE	95% Boot CI
Low (−1 SD)	0.18	0.04	[0.10, 0.27]
Medium (Mean)	0.32	0.05	[0.22, 0.43]
High (+1 SD)	0.47	0.06	[0.35, 0.59]

Conditional Indirect Effects of Humble Leadership on Workplace Spirituality via Sense of Community at Values of Team Cohesion

Table 7 presents the conditional indirect effects of humble leadership on workplace spirituality through sense of community at three levels of team cohesion: low (−1 SD), medium (mean), and high (+1 SD). The indirect effect was statistically significant at all three levels: B = 0.18 at low TC, B = 0.32 at medium TC, and B = 0.47 at high TC. Importantly, none of the 95% bootstrap

confidence intervals contained zero, confirming that these effects are reliable and not due to random chance.

Discussion

The present research examines the relationship between humble leadership and workplace spirituality, while considering the mediating role of sense of community and the moderating impact of team cohesion. The findings contribute significantly to the growing body of literature that emphasizes positive organizational behavior, particularly within the context of South Asian work cultures such as Pakistan's education sector. Our results indicate that humble leadership positively influences workplace spirituality both directly and indirectly through fostering a sense of community, thereby supporting the literature that highlights the pivotal role of leader humility in nurturing intrinsic employee values (Aftab et al., 2024; Ali et al., 2024).

The mediation analysis demonstrated that the sense of community offers an important psychological factor through which humble leadership promotes workplace spirituality. This aligns with the research findings suggesting that when leaders demonstrate humility such as openness, appreciation of others, and teachability, they create inclusive environments where employees feel emotionally connected and psychologically safe (Zhang & Song, 2020). This sense of community cultivates shared values, purpose, and belonging—core components of workplace spirituality. These findings are consistent with leader-member exchange theory (Martin et al., 2023), which suggests that high-quality leader-member associations like characterized by faith, confidence, mutual respect, and a sense of community, facilitate the preservation and enhancement of employee well-being and spiritual energy in the workplace.

Furthermore, the results of the moderation analyses reveal that the indirect effect of humble leadership on workplace spirituality through sense of community is significantly strengthened when team cohesion is high. These results are consistent with earlier studies indicating that cohesive teams act as amplifiers of leadership effectiveness (Chi et al., 2021; Tariq et al., 2023; Chandler et al., 2023). When teams are united, aligned, and emotionally bonded, they are more likely to internalize the positive behavioral cues of humble leaders and foster a stronger communal sense, thereby enhancing the spiritual climate of the organization. This is particularly relevant in collectivist cultures like Pakistan, where group harmony and social interconnectedness are deeply valued (Abbas & Wu, 2021).

Notably, the findings also hold cultural significance. In the Pakistani context, where educational institutions often face structural and relational challenges, humble leadership provides high-impact intervention to foster spiritual engagement. Leaders who show modesty, admit mistakes, and appreciate employee contributions are more likely to be respected and emulated in Pakistani society, where hierarchical respect and relational trust are deeply rooted (Afshan et al., 2021; Naeem Mian et al., 2024). Moreover, the role of team cohesion aligns with traditional Pakistani

collectivism, where community bonds and group identity play a central role in professional motivation and psychological fulfillment (Waseem, 2025).

In addition, this study not only extends theoretical knowledge by integrating humble leadership into the workplace spirituality framework via sense of community and team cohesion, but it also offers actionable insights for academic leaders and HR professionals in Pakistan's education sector. This study reinforces the value of humility-driven leadership in cultivating meaning and purpose at work, especially in cultures that value collective identity and harmony (Liu et al., 2024). Future research should consider longitudinal studies across industries and explore other moderating variables such as psychological safety or organizational justice to further enrich our understanding of spiritual leadership dynamics.

Theoretical Contribution

This study significantly contributes to the advancement of leader-member exchange theory. Moreover, the study highlights that humble leadership promotes high-quality leader-member relationships that enhance workplace spirituality. LMX theory postulates that leaders develop differentiated associations with subordinates. For instance, high-quality relations based on faith, confidence, and mutual respect to low-quality, transactional relationships (Graen & Uhl-Bien, 1995; Willie, 2025). Our study findings suggest that humble leadership behaviors such as openness to feedback, acknowledgment of limitations, and valuing follower input develop high-quality LMX relationships, which in turn enhance employees' spiritual experience at work. By extending LMX theory into the domain of workplace spirituality, this research illustrates that humility as a leadership characteristic can serve as a relational exchange that enhances deeper meaning and purpose among followers.

Present study used the sense of community as a mediating variable. This study adds to LMX theory by explaining how high-quality LMX relationships lead to positive organizational outcomes. Recent LMX research has primarily focused on performance, job satisfaction, and citizenship behaviors (Yang et al., 2023; Goswami & Jena, 2024; Henderson & Jeong, 2023), whereas the present study introduces a more affective and spiritual construct: workplace spirituality, in this discourse. Likewise, humble leadership helps build a sense of community among employees by strengthening their emotional and social bonds in the team. This sense of community acts as a resource that transforms the relationship energy from leader-member exchange into a deeper sense of purpose and alignment with the organization's values. This mediated relationship deepens our understanding of the social and psychological mechanisms underlying the LMX-spirituality link.

The present research also contributes theoretically by incorporating team cohesion as a boundary condition within the LMX framework. LMX theory traditionally emphasizes dyadic leader-member relations (Buengeler et al., 2021). However, this study integrates a group-level moderator to show how team dynamics can strengthen the relational impact of humble leadership. When team

cohesion is high, members are more likely to support each other and reinforce the positive cues modeled by the leader, thereby enhancing the quality of LMX across the group. This supports recent theoretical advances that call for a more collective conceptualization of LMX (Du et al., 2022), where team-level processes shape and strengthen leader-member exchanges.

Moreover, the inclusion of workplace spirituality as the dependent variable extends the scope of LMX theory into new territory. While most LMX research has focused on observable work outcomes (e.g., task performance, commitment), our study shifts the lens toward existential and emotional dimensions of work. This shift is particularly important in collectivist societies like Pakistan, where the meaning of work is often intertwined with social belonging, moral fulfillment, and spiritual values (Hofstede, 2001; Khan et al., 2024). By applying LMX theory in this context, the study enhances its cultural relevance and demonstrates its utility in explaining not just organizational effectiveness, but also deeper forms of psychological engagement.

Finally, this research responds to ongoing calls in organizational behavior literature to explore positive leadership models that promote well-being and human flourishing (Cameron, 2012). By situating humble leadership within the LMX framework and linking it to workplace spirituality, the study provides a nuanced view of how relational leadership can nurture the whole person at work (Wang et al., 2024; Alam et al., 2023). This has broader implications for theory development in both leadership and organizational psychology, where relational and spiritual dimensions of work are gaining scholarly momentum.

Practical Contributions

The findings of the study offer many useful guidelines for leadership development and organizational well-being, particularly for the Pakistani education sector. First, the findings reveal the importance of humble leadership as a strategic approach to fostering a spiritually enriched and emotionally engaging workplace. Likewise, the growing emphasis on authentic and compassionate leaders, organizations like academic institutions, may benefit from employing humility-related competencies in leadership training programs (Aftab et al., 2024). Organizations encourage leaders to appreciate other employees' competencies and remain teachable and openly acknowledge their limitations. In this way, organizations would cultivate a more inclusive and empowering environment (Iqbal et al., 2024). These behaviors improve the quality of leader-member exchanges and shape a culture based on shared purpose and mutual respect, ultimately enhancing employees' sense of community and workplace spirituality.

Second, the study results highlight the importance of team cohesion and the sense of community in enhancing the impacts of leadership on meaningful workplace experiences. Organizations should invest in employees' team-building activities and provide cooperative environments that promote interpersonal relationships and psychological safety (Taherdoost, 2024). The human resources department should promote social bonding, inclusive dialogue, and collaborative

problem-solving within teams may serve as a structural intervention to foster a communal spirit. Pakistani culture, where collectivism, interpersonal harmony, and group affiliation are highly valued, makes these practices especially relevant (Jamil et al., 2025). As workplace spirituality emerges as a significant predictor of job satisfaction, commitment, and retention, the integration of humility-based leadership and cohesive team dynamics provides a practical insight for sustainable organizational development.

Study Limitations, Recommendations, and Future Research

This study provides valuable findings, but may have some limitations. First, we used a non-probability purposive sampling technique, and the data were collected from employees working in the education sector in Pakistan. This method is appropriate for collecting relevant responses, which may limit the generalizability of the results to other industries or cultural settings (Iqbal et al., 2022). The participants were mainly faculty members. Their insights into leadership and workplace spirituality may differ from those of individuals working in corporate or public sector settings. Second, the time lag between the two data collection waves may not adequately represent long-term behavioral and attitudinal changes, although the longitudinal design promotes causal interpretations (Zhao et al., 2024). In addition, although statistical control was applied, the use of self-reported data may lead to common method bias (Kock et al., 2021). The impact of social desirability and response patterns can affect the results, particularly when examining sensitive constructs like humility, spirituality, and team cohesion. Future studies should include multi-source or behavioral data, such as peer assessments or organizational performance metrics, to validate the findings.

Given these limitations, future research should examine humble leadership and workplace spirituality across a variety of cultural contexts. particularly in more individualistic societies, to explore potential cross-cultural variations in the model. Moreover, researchers may explore other moderating variables, such as organizational culture, leader-leader-member exchange, to enhance our understanding of the humble leadership and spirituality relationship. Likewise, measuring each variable at different times in a longitudinal design may help us better understand how these relationships change over time (Dahiya, 2024). Similarly, exploring other sectors like Pakistan's textile, banking, and healthcare industries would make the findings more contextually relevant.

Conclusion

This study provides novel insights into how humble leadership enhances workplace spirituality through the mediating impact of sense of community and the moderating effect of team cohesion,

within the framework of leader-member exchange theory. Using data collected over two time periods from the educational sector in Pakistan, the research confirms that leaders who exhibit humility can significantly impact their employees' psychological and spiritual well-being, especially when embedded in cohesive and community-oriented teams. The integration of humility, social connectedness, and team dynamics presents a compelling strategy for nurturing meaningful and resilient work environments in today's complex organizational landscapes. These insights contribute both theoretically and practically to leadership, organizational behavior, and human resource development in culturally nuanced and resource-constrained contexts.

Reference

- Abbas, W., & Wu, W. (2021). Organizational justice, leader humility, and service employees' innovative behavior in a collectivistic culture: The case of Pakistan. *Revista Brasileira de Gestão de Negócios*, 23, 153-179.
- Abdul-Azeez, O., Ihechere, A. O., & Idemudia, C. (2024). Transformational leadership in SMEs: Driving innovation, employee engagement, and business success. *World Journal of Advanced Research and Reviews*, 22(3), 1894-1905.
- Aftab, H., Islam, T., & Cheema, A. U. (2024). Unlocking the potential: Exploring the interplay of humble leadership, self-efficacy, and negative gossip in overcoming knowledge hiding. *VINE Journal of Information and Knowledge Management Systems*.
- Aftab, J., Sarwar, H., Kiran, A., Qureshi, M. I., Ishaq, M. I., Ambreen, S., & Kayani, A. J. (2023). Ethical leadership, workplace spirituality, and job satisfaction: moderating role of self-efficacy. *International Journal of Emerging Markets*, 18(12), 5880-5899.
- Ahmad, M. S., Khan, M. M., & Iqbal, N. (2021c). Career satisfaction and innovative behavior. *Journal of ISOSS*, 7(2), 99-124.
- Ahmad, M. S., Khan, M. M., Mehmood, A., Ali, U., & Iqbal, M. N. (2021b). Impact of employee perception shaped by despotic leadership on the job performance of employees: investigating the mediating role of work engagement and the moderating role of social climate of friendship groups. *Journal of Management and Research*, 8(2), 62-97.
- Ahmad, S., Ashraf, H. A., Iqbal, J., Munir, W., Iqbal, Y., & Ali, U. (2023a). Silenced by despotic leadership: Investigating the mediating effect of job tensions and moderating influence of PsyCap on employee silence. *Russian Law Journal*, 11(1), 173-193.
- Al Hawamdeh, N. (2024). The influence of humble leadership on employees' work engagement: the mediating role of leader knowledge-sharing behavior. *VINE Journal of Information and Knowledge Management Systems*, 54(6), 1252-1269.

- Alam, M., Gul, F., Kazmi, S. I. H., & Malik, M. M. (2023). The impact of Humble Leadership on Workplace Well-being: The role of pride as a mediator and proactive personality as a moderator. *Journal of Asian Development Studies*, 12(4), 265-279.
- Ali, H., Khan, M. B., Haider, R., & Khan, M. K. (2024). Examining the impact of Islamic work ethics on innovative work behavior and psychological capital and the moderating role of humble leadership. *International Journal of Social Science Archives (IJSSA)*, 7(2).
- Ali, M., Li, Z., Khan, S., Shah, S. J., & Ullah, R. (2021). Linking humble leadership and project success: the moderating role of top management support with mediation of team-building. *International Journal of Managing Projects in Business*, 14(3), 545-562.
- Al-Rjoub, S. A., & Mrayyan, M. T. (2024). The impact of humble leadership on knowledge-sharing and creativity in nursing settings: A cross-sectional study. *SAGE Open Nursing*, 10, 23779608241306999.
- Anand, A., Walsh, I., & Moffett, S. (2019). Does humility facilitate knowledge sharing? Investigating the role of humble knowledge inquiry and response. *Journal of Knowledge Management*, 23(6), 1218-1244.
- Asif, M., Miao, Q., Jameel, A., Manzoor, F., & Hussain, A. (2022). How ethical leadership influence employee creativity: A parallel multiple mediation model. *Current Psychology*, 41(5), 3021-3037.
- Bosire, N. K. (2024). *Spiritual Grounding as an Influence on Servant Leadership Practice Among Senior Executives in US Publicly Traded Companies* (Doctoral dissertation, Anderson University, South Carolina).
- Boyd, N., & Nowell, B. (2023). Sense of community, sense of community responsibility, organizational commitment and identification, and public service motivation: a simultaneous test of affective states on employee well-being and engagement in a public service work context. In *Public Service Motivation* (pp. 76-102). Routledge.
- Buengeler, C., Piccolo, R. F., & Locklear, L. R. (2021). LMX differentiation and group outcomes: A framework and review drawing on group diversity insights. *Journal of Management*, 47(1), 260-287.
- Buonomo, I., Ferrara, B., Pansini, M., & Benevene, P. (2023). Job satisfaction and perceived structural support in remote working conditions—the role of a sense of community at work. *International Journal of Environmental Research and Public Health*, 20(13), 6205.
- Cameron, K. (2012). Positive leadership: Strategies for extraordinary performance. Berrett-Koehler.

- Capone, V., Donizzetti, A. R., & Petrillo, G. (2018). Classroom relationships, sense of community, perceptions of justice, and collective efficacy for students' social well-being. *Journal of Community Psychology*, 46(3), 374-382.
- Carnevale, J. B., Huang, L., & Paterson, T. (2019). LMX-differentiation strengthens the prosocial consequences of leader humility: An identification and social exchange perspective. *Journal of Business Research*, 96, 287-296.
- Carron, A. V., Widmeyer, W. N., & Brawley, L. R. (1985). The development of an instrument to assess cohesion in sport teams: The Group Environment Questionnaire. *Journal of Sport Psychology*, 7(3), 244-266.
- Chandler, J. A., Johnson, N. E., Jordan, S. L., & Short, J. C. (2023). A meta-analysis of humble leadership: Reviewing individual, team, and organizational outcomes of leader humility. *The Leadership Quarterly*, 34(1), 101660.
- Chi, N.-W., Chung, Y.-Y., & Tsai, W.-C. (2021). How team cohesion amplifies the influence of humble leadership on team outcomes: A social contagion perspective. *Journal of Organizational Behavior*, 42(2), 199-216.
- Cho, J., Schilpzand, P., Huang, L., & Paterson, T. (2021). How and when humble leadership facilitates employee job performance: the roles of feeling trusted and job autonomy. *Journal of Leadership & Organizational Studies*, 28(2), 169-184.
- Dahiya, R. (2024). From humble roots to innovative shoots: the dynamic duo of psychological safety and knowledge-sharing under humble leadership. In *Evidence-based HRM: A Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
- Din, A., Shar, A. H., & Mangi, Q. A. (2024). Outcomes of humble leadership on employee organizational citizenship behaviors; mediating role of psychological safety. *International Journal of Social Science & Entrepreneurship*, 4(1), 91-109.
- Ding, H., Yu, E., Chu, X., Li, Y., & Amin, K. (2020). Humble leadership affects organizational citizenship behavior: The sequential mediating effect of strengths, uses, and job crafting. *Frontiers in Psychology*, 11, 65.
- Du, J., Lin, X., Cai, Y., Sun, F., & Amankwah-Amoah, J. (2022). When teamwork works: examining the relationship between leader-member exchange differentiation and team creativity. *Frontiers in Psychology*, 12, 646514.

- Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analyzing workplace spirituality as a mediator in the link between job satisfaction and organizational citizenship behavior. *Management Matters*, 19(2), 109-128.
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader–member exchange. *Journal of Management*, 38(6), 1715–1759. <https://doi.org/10.1177/0149206311415280>
- Ejaz, H., Shafique, I., & Qammar, A. (2024). The role of team cohesion and ambidexterity in enhancing employee adaptive performance: an examination of a multilevel model. *Journal of Organizational Change Management*, 37(5), 1082-1101.
- Elhadidy, I. A., & Gao, Y. (2024). How does humble leadership stimulate employees' service improvisation in hospitality? A social information processing perspective. *Kybernetes*.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- George, D., & Mallery, P. (2010). *SPSS for Windows step by step: A simple guide and reference* (10th ed.). Pearson.
- Goswami, M., & Jena, L. K. (2024). *Understanding leader–member exchange on job satisfaction: While work interfaces with home and life? Evidence-Based HRM*, 12(4), 742–759.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader–member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219–247.
- Grossman, R., Nolan, K., Rosch, Z., Mazer, D., & Salas, E. (2022). The team cohesion-performance relationship: A meta-analysis exploring measurement approaches and the changing team landscape. *Organizational Psychology Review*, 12(2), 181-238.
- Haeckl, S., & Rege, M. (2025). Effects of supportive leadership behaviors on employee satisfaction, engagement, and performance: An experimental field investigation. *Management science*, 71(1), 347-365.
- Haider, S., De-Pablos-Heredero, C., & De-Pablos-Heredero, M. (2020). A three-wave longitudinal study of moderated mediation between high-performance work systems and employee job satisfaction: The role of relational coordination and peer justice climate. *Frontiers in Psychology*, 11, 792.

- Henderson, A. A., & Jeong, S. S. (2023). *Leader–member exchange (LMX) and work performance: An application of self-determination theory in the work context. European Journal of Work and Organizational Psychology, 33*(3), 310–324.
- Hofstede Insights. (2023). *The Culture Factor: Global Report 2023*.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). Sage Publications.
- Hussey, I., Alsalti, T., Bosco, F., Elson, M., & Arslan, R. (2025). An Aberrant Abundance of Cronbach's Alpha Values at .70. *Advances in Methods and Practices in Psychological Science, 8*(1), 25152459241287123.
- Imam, H., & Zaheer, M. K. (2021). Shared leadership and project success: The roles of knowledge sharing, cohesion, and trust in the team. *International Journal of Project Management, 39*(5), 463-473.
- Iqbal, S., Waqas, M., & Sami, B. (2022). Leadership Style and Employee Retention in the Higher Education Sector of Pakistan. *Pakistan Journal of Social Research, 4*(2), 306-317.
- Jena, L. K. (2022). Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence. *International Journal of Organizational Analysis, 30*(6), 1309-1334.
- Jerab, D., & Mabrouk, T. (2023). The role of leadership in changing organizational culture. *Available at SSRN 4574324*.
- Junaid, M. A., Rafique, S., Nasir, M., Junaid, K., & Junaid, I. (2023). The mediating role of organizational commitment between leadership style and employee job performance. *Pakistan Journal of Medical & Health Sciences, 17*(02), 105-105.
- Kalra, A., Singh, R., Badrinarayanan, V., & Gupta, A. (2025). How ethical leadership and ethical self-leadership enhance the effects of idiosyncratic deals on salesperson work engagement and performance. *Journal of Business Ethics, 196*(1), 169-188.
- Kang, F., Li, J., & Hua, Y. (2023). How and when does humble leadership enhance newcomer well-being? *Personnel Review, 52*(1), 26-41.
- Kazmi, S. I. H., Alam, M., Gul, F., & Musaddiq, M. (2023). The impact of humble leadership on workplace well-being: The role of pride as a mediator and proactive personality as a moderator. *Journal of Asian Development Studies, 12*(4), 65–82.

- Kelemen, T. K., Matthews, S. H., Matthews, M. J., & Henry, S. E. (2023). Humble leadership: A review and synthesis of leader expressed humility. *Journal of Organizational Behavior*, 44(2), 202-224.
- Khan, A. H., Mansoor, R., Ullah, S., & Ullah, R. (2024). Leading with Humility: Servant Leadership on Knowledge Sharing Via Organizational Citizenship Behavior and Trust in Private Organization. *Qlantic Journal of Social Sciences*, 5(3), 39-50.
- Khan, K. B., Jaafar, N. I., & Zakaria, S. B. (2024). The role of collectivist cultural practices in supporting a hybrid payment system among small and medium enterprises (SMEs) in Pakistan. *Future Business Journal*, 10(1), 49.
- Kock, F., Berbekova, A., & Assaf, A. G. (2021). Understanding and managing the threat of common method bias: Detection, prevention, and control. *Tourism Management*, 86, 104330.
- Kyambade, M., & Namatovu, A. (2025). Pleasurable emotional states in health-care organizations: the mediation role of employee wellbeing on transformational leadership and job satisfaction. *Leadership in Health Services*.
- Lee, C.-W., & Khan, A. Z. (2024). Ethical leadership and servant leadership on team creativity: Task interdependencies as a moderating role. *International Journal of Business and Economic Affairs*, 9(3), 69–80.
- Lei, S., Peng, L., & Guo, Y. (2023). Investigating the effect of leader humility on subordinates' service creativity: a moderated dual path model. *Current Psychology*, 42(7), 5672-5684.
- Li, L., & Zhang, Z. (2022). Inclusive leadership and workplace well-being: The role of sense of community and psychological meaningfulness. *Current Psychology*, 41, 6427–6436.
- Li, R., Zhang, H., Zhu, X., & Li, N. (2021). Does employee humility foster performance and promotability? Exploring the mechanisms of LMX and peer network centrality in China. *Human Resource Management*, 60(3), 399-413.
- Liu, H., Jameel Ahmed, S., Anjum, M. A., & Mina, A. (2024). Leader humility and employees' creative performance: the role of intrinsic motivation and work engagement. *Frontiers in Psychology*, 15, 1278755.
- Lu, L. (2015). Building trust and cohesion in virtual teams: the developmental approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 55-72.
- Luo, Y., Zhang, Z., Chen, Q., Zhang, K., Wang, Y., & Peng, J. (2022). Humble leadership and its outcomes: A meta-analysis. *Frontiers in Psychology*, 13, 980322.

- Luu, T. T. (2021). Can humble leaders nurture employee well-being? The roles of job crafting and public service motivation. *Personnel Review*, 50(3), 789-811.
- Mahmoudi Farahani, L. (2016). The value of the sense of community and neighborhood. *Housing, Theory and Society*, 33(3), 357-376.
- Maldonado, T., Carden, L., Brace, C., & Myers, M. (2021). Fostering innovation through humble leadership and humble organizational culture. *Journal of Business Strategies*, 38(2), 73-93.
- Martin, R., Ono, M., Legood, A., Dello Russo, S., & Thomas, G. (2023). Leader–member exchange (LMX) quality and follower well-being: A daily diary study. *Journal of Occupational Health Psychology*, 28(2), 103.
- Mathieu, J. E., Kukenberger, M. R., D'innocenzo, L., & Reilly, G. (2015). Modeling reciprocal team cohesion–performance relationships, as impacted by shared leadership and members' competence. *Journal of Applied Psychology*, 100(3), 713.
- McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6–23.
- Mhatre, S. G., & Mehta, N. K. (2023). A review of workplace spirituality: identifying present development and future research agenda. *Management Research Review*, 46(9), 1185-1206.
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447.
- Mrayyan, M. T., & Al-Rjoub, S. F. (2024). Levels and Predictors of Leaders' Humble Leadership, Participants' Psychological Safety, Knowledge Sharing in the Team, and Followers' Creativity in Nursing: A Cross-Sectional Online Survey. *Journal of Nursing Management*, 2024(1), 9660787.
- Naeem Mian, N., Malik, M. I., & Hussain, S. (2024). Humble leadership and project success: underpinning service-oriented organizational citizenship behavior and task complexity. *Journal of Organizational Effectiveness: People and Performance*, 11(3), 620-638.
- Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader-member exchange, and perceived organizational politics on behaviors. *The Leadership Quarterly*, 27(1), 14-33.

- Naseer, S., Syed, F., Nauman, S., Fatima, T., Jameel, I., & Riaz, N. (2020). Understanding how leaders' humility promotes followers' emotions and ethical behaviors: Workplace spirituality as a mediator. *The Journal of Positive Psychology*, 15(3), 407-419.
- Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Academy of Management Journal*, 55(4), 787-818.
- Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy of Management Journal*, 59(3), 1088-1111.
- Owens, B. P., Johnson, M. D., & Mitchell, T. R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24(5), 1517-1538.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11).
- Qu, Y., Zhu, J., & Goddard, R. D. (2024). Modesty brings gains: Linking humble leadership to knowledge sharing via psychological safety and psychological empowerment in professional learning communities. *Educational Studies*, 50(6), 1444-1465.
- Rathee, R., & Rajain, P. (2020). Workplace spirituality: A comparative study of various models. *Jindal Journal of Business Research*, 9(1), 27-40.
- Rego, A., Owens, B. P., Leal, S., Melo, A. I., Cunha, M. P., Gonçalves, L., & Ribeiro, P. (2017). How leader humility helps teams to be more creative and effective: A moderated mediation model. *The Leadership Quarterly*, 28(5), 639-658.
- Rego, A., Owens, B., Yam, K. C., Bluhm, D., Cunha, M. P. E., Silard, A., ... & Liu, W. (2019). Leader humility and team performance: Exploring the mediating mechanisms of team PsyCap and task allocation effectiveness. *Journal of management*, 45(3), 1009-1033.
- Remy, K., & Sané, S. (2024). The effect of humble leadership on the success of international development projects: the mediating role of organizational learning. *The Learning Organization*, 31(2), 163-184.
- Richburg, M., Burson, A., & Smith, N. (2025). Fostering a Sense of Community for African American Counselor Educators in an Online Setting. *Open Journal of Social Sciences*, 13(1), 235-252.
- Riisla, K., Wendt, H., Babalola, M. T., & Euwema, M. (2021). Building cohesive teams—the role of leaders' bottom-line mentality and behavior. *Sustainability*, 13(14), 8047.

- Rosinha, A. J. P. E. (2025). Cohesion, Team Potency, and Performance in Military Selection: Dynamics and Effectiveness. *Revista Psicologia: Organizações e Trabalho*, 25(contínuo), e25526-e25526.
- Schein, E. H., & Schein, P. A. (2018). *Humble leadership: The power of relationships, openness, and trust*. Berrett-Koehler Publishers.
- Schouten, B., van den Brakel, J., Giesen, D., Luiten, A., & Meertens, V. (2023). *Mixed-mode official surveys: Current status and near future*. *The Survey Statistician*, 87, 12–26.
- Serang, S., Ramlawati, R., Suriyanti, S., Junaidi, J., & Nurimansjah, R. A. (2024). The role of ethical leadership on employees' behaviours and commitment to the organisation. *SA Journal of Human Resource Management*, 22, 2373.
- Shiralian, S., Talebi, K., Ghodrati-zadeh, F., & Chitsaz, E. (2024). The role of design thinking in promoting innovative behavior: An exploration of team cohesion and motivation. *Journal of General Management*, 03063070251322856.
- Sousa, M., & Van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical power on follower engagement. *Journal of Business Ethics*, 141(1), 13–25.
- Tariq, H., Abrar, M., & Ahmad, B. (2023). Humility breeds creativity: the moderated mediation model of leader humility and subordinates' creative service performance in hospitality. *International Journal of Contemporary Hospitality Management*, 35(12), 4117-4136.
- Wang, G., Saher, L., Hao, T. et al. (2024). Unlocking employee innovative behavior: The role of humble leadership, core self-evaluation, and leader-member exchange. *BMC Psychol* 12, 175.
- Wang, H., Zhang, Y., & Ding, X. (2021). Inclusive leadership and employee voice behavior: The mediating role of psychological safety and the moderating role of team cohesion. *Frontiers in Psychology*, 12, 1–10.
- Waseem, M., Iqbal, S., & Khan, K. (2025). Effect of humble leadership on project success: the mediating role of team engagement and the moderating role of organizational culture. *Journal of Facilities Management*, 23(1), 98-121.
- Willie, M. M. (2025). High-quality leader-member exchange relationships: a pathway to organizational success. *Golden Ratio of Data in Summary*, 5(2), 358-365.
- Yang, C., Chen, Y., Chen, A., & Ahmed, S. J. (2023). The integrated effects of leader–member exchange social comparison on job performance and OCB in the Chinese context. *Frontiers in Psychology*, 14, 1094509.

- Yazdi, M. (2025). The Impact of Leadership on Fostering a Safety-Oriented Organizational Culture. In *Safety-Centric Operations Research: Innovations and Integrative Approaches: A Multidisciplinary Approach to Managing Risk in Complex Systems* (pp. 31-50).
- Yousaf, U., Khan, M. F., Khan, I., Khan, M. Z., & Dogar, M. N. (2024). Spiritually empowered leadership and workplace spirituality at Akhuwat foundation: a qualitative case study. *Qualitative Research in Financial Markets*.
- Yu, Y., & Pitafi, S. (2024). Exploring the influence of spiritual leadership, leader–member exchange, and traditionality orientation on employee voice behavior. *BMC psychology*, 12(1), 543.
- Zaid, M. I., Atshan, N. A., Haissam, L., & Al-Sukaini, A. S. T. (2025). Does emotional intelligence hinder or ease team cohesion and communication in the oil and gas industry? *Emotional Intelligence and Networking Competencies: Implications for Effective Leadership* (pp. 49-64).
- Zettna, N., Nguyen, H., Restubog, S. L. D., Schilpzand, P., & Johnson, A. (2025). How teams can overcome silence: The roles of humble leadership and team commitment. *Personnel Psychology*, 78(1), 67-102.
- Zhang, X., & Chi, J. (2025). Enhancing creative process engagement in university students: the mediating role of trust and empowerment and the moderating effect of proactive personality in humble teacher leadership. *BMC psychology*, 13(1), 45.
- Zhang, X., & Song, L. J. (2022). *Team cohesion as a boundary condition in leadership effectiveness: A multilevel analysis of transformational leadership and team performance*. *Journal of Leadership & Organizational Studies*, 29(1), 47–60.
- Zhang, Z., & Song, P. (2020). Multi-level effects of humble leadership on employees' work well-being: the roles of psychological safety and error management climate. *Frontiers in Psychology*, 11, 571840.
- Zhao, H. H., Shipp, A. J., Carter, K., Gonzalez-Mulé, E., & Xu, E. (2024). Time and change: A meta-analysis of temporal decisions in longitudinal studies. *Journal of Organizational Behavior*, 45(4), 620-640.