



## Leaders Humility and Workers Productive Behaviour of Deposit Money Banks in South-South, Nigeria

Oga, Kelechi Charles and Dr. G.O. Worlu

Department of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria

**Abstract:** *The purpose of this paper was to examine the relationship between leaders' humility (as a dimension of leaders' workplace spirituality) and workers productive behavior (employee ambidexterity, work happiness, job satisfaction, and employee commitment) of deposit money bank (DMBs) in South-south, Nigeria. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. Data collected was analyzed using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%. Our findings revealed that leaders humility significantly and directly influence workers productive behavior vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment respectively. We therefore recommends that DMBs' leaders should lead by example by demonstrating the virtues of integrity as it play major roles in enhancing workers productive behaviour.*

**Keywords:** Leaders Humility; Workers Productive Behavior; Employee Commitment; Ambidexterity; Work Happiness; Job Satisfaction

### Introduction

The significance of productive workers behaviour in any given business enterprise be it profit oriented organization or non-profit oriented cannot be over emphasized, as organizations earnestly need the right behaviour from its employees to attain set goal(s) as well as in gaining and enhancing organizational success (Allui & Sahni, 2016). Due to the fact workers with productive behaviours are very essential in making sure all other resources within the workplace are adequately mobilized and effectively and efficiently used in attaining the aim of the business enterprise. Subsequently, without productive employees' behaviour all other organizational resources are most likely to be underutilized. Thus, it does not matter the number and efficacy of other resources in the workplace, the organization needs workers to possess and display productive behaviour. In other words, business enterprise can chiefly attain and sustain their operations only if their workers are satisfied, ambidextrous, happy as well as committed. In a bid to enhance the workplace environments for better worker productive behaviour, leaders need to demonstrate values and virtues that will aid in building a better organizational climate that will ensure such behaviours which leaders' workplace spirituality vis-à-vis leaders'

humility plays essential role (Tyssen, Wald & Spieth, 2014). Leaders' workplace spirituality place great emphasis on giving care and the demonstration of love within the workplace which fosters a climate that cherish employees' meaningful work and friendly interpersonal relationships (Cheng & Yang, 2012).

Over some time now, the introduction of spirituality in the business organization as well as its effects in the organization has become a major focus of research which before now was neglected and overlooked (Thompson, 2002). This is because, today's leaders should be able to exhibit some level of spiritual virtues and characters such as humility. As it is very essential for leaders to make use of their body, mind, and spirit in leading their followers (Bennis, 2004). Thus, Silva (2014) expressed that in today's firm, leaders must be spiritual and humble enough in leading, as it will be difficult to inspire trust and have true followers. Despite the attention drawn by charismatic individuals, the most effective leaders are usually those who maintain a low profile and remain modest (Badaracco, 2001). Similarly, Sorcher and Brant (2002) said that successful leaders have a high degree of personal humility. Thus, the spiritual virtue of humility is once again seen among effective superiors, which is highly needed for organizational development and improvement. An organization's will grow if its leaders have a genuine sense of humility and a strong sense of purpose without any internal sense of self or pride (Wagner-Marsh & Conley, 2019). Humble leaders are not interested in cultivating a character cult with fervent adherents and wide public appeal. Consequently, workers will be guided toward a focus on the organization's goals; it is thus imperative that leaders of today organizations such as the Deposit Money Banks (DMBs) demonstrate true humility to be successful.

Furthermore, the business environment in which DMBs are operating have become so complex and volatile putting more pressures on leaders and in a bid to maintain the survivability of the firm, leaders and managers particularly of DMBs are indulging more in downsizing and temporary employment. Consequently, most workers quit their jobs due to dissatisfaction, bad condition of work and job overload which invariably affects the productive work behaviour of the workers. This has led to an increased in the level worker turnover within the DMBs over the years. Consequently, workers are more dissatisfied, less committed, and angrier. Thus, Okoye, Omankhanlen, Okoh and Areghan (2018) admitted that DMBs in Nigeria are befallen with operational challenges which relates to workers and their productive behaviour. The incapacity of DMBs to enhance worker productive behaviour has thus become a concern. More so, the banking sector have been experiencing a myriad of challenges vis-à-vis consistent and high rate of complaints by customers, irresponsibility by employees, low quality work output and high frequency of staff turnover which are all indicator of lack of positive worker productive behaviour. The significance of finding means of instilling productive work behaviour in the worker and enhancing same has become essential. Further, while prior research are based on the effect workplace spirituality on essential individual and organizational indices in a specific country (Chen & Yang, 2012; Fry, Hannah, Noel, & Walumbwa, 2011), to date, small or no study has ascertain the nexus between leaders' workplace spirituality vis-à-vis leaders' humility and workers productive behaviours of DMBs in the South-South Region of Nigeria. Thus, the

purpose of this study is to examine the relationship between leaders' humility as dimension of leaders' workplace spirituality and workers productive behaviours of DMBs in the South-South Region of Nigeria.

### **Aim and Objectives of the Study**

The aim of the study is to examine the relationship between leaders' humility and worker productive behaviour of DMBs in South-South Region of Nigeria. More so, the specific objectives of the study are to:

- i. Ascertain the relationship between humility and employee ambidexterity of DMBs in South-South Region of Nigeria.
- ii. Determine the relationship between humility and work happiness of DMBs in South-South Region of Nigeria.
- iii. Examine the relationship between humility and job satisfaction of DMBs in South-South Region of Nigeria.
- iv. Ascertain the relationship between humility and employee commitment of DMBs in South-South Region of Nigeria.

### **Research Questions**

- i. What is the relationship between humility and employee ambidexterity of DMBs in South-South Region of Nigeria?
- ii. What is the relationship between humility and work happiness of DMBs in South-South Region of Nigeria?
- iii. What is the relationship between humility and job satisfaction of DMBs in South-South Region of Nigeria?
- iv. What is the relationship between humility and employee commitment of DMBs in South-South Region of Nigeria?

### **Research Hypotheses**

H<sub>01</sub>: There is no significant relationship between humility and employee ambidexterity of DMBs in South-South Region of Nigeria.

H<sub>02</sub>: There is no significant relationship between humility and work happiness of DMBs in South-South Region of Nigeria.

H<sub>03</sub>: There is no significant relationship between humility and job satisfaction of DMBs in South-South Region of Nigeria.

H<sub>04</sub>: There is no significant relationship between humility and employee commitment of DMBs in South-South Region of Nigeria.

### **Literature Review**

#### **Theoretical Framework**

The social exchange theory is used as the underpinning theory for this work. The social exchange theory is based on reciprocity. As a result, the theory states that when a person gives another person a reward, resource, or other perceived commodity, the providing party expects the receiving party to reciprocate (Bernerth & Walker, 2009). The theory provides the

conceptual underpinnings for comprehending worker's workplace attitude and explanations of worker's improved job output like work satisfaction, workers commitment, and work happiness (Kang & Snell, 2009). Thus, reciprocity make workers to have minimal tendencies to intentionally adopt counter work behaviors which may hurt their superiors and reduce leadership effectiveness. Consequently, this has been handy in describing the motivational basis behind employee conduct and the enhancement of improved workers mindsets. As stated by the social exchange theory, when employees sense that the organization is concerned in them like exhibiting spiritual virtue such as humility, they will feel obligated and return the organization's support orientation with voluntary contributions that profit the organization such as productive work behaviour (Organ, 2009). When employees perceive an optimum degree of support from their organization by showing moral virtues like humility, by leaders, workers tend to entertain the idea that they have to put in more effort to repay the organization as regards demonstrating productive behaviour like commitment, they will become more happy and satisfied as well as become more ambidextrous.

### **Leaders Humility**

Leaders' humility as used in this article is a dimension of leaders' workplace spirituality (Youssef & Luthans, 2007). Leaders' workplace spirituality involves the attributes, perspectives, and pattern that are necessary to greatly propel one's self and others (followers) so that there is a sense of deep success via calling and membership (Fry, 2003). It comprises leaders' esteems confirmed in life's practices that progresses workers' experience of astonishing quality via the work cycle, working with the sense of belongingness in a manner that gives a feeling of empathy and delight (Giacalone & Jurkiewicz, 2004). It involves the display of spiritual virtues which stimulates excitement and tirelessness to attain a specific goal. Consequently, humility is described by Rodriguez-Carvajal, de Rivas, Herrero, Moreno-Jimenez, and Van Dierendonck (2014) as the ability to appreciate one's own abilities, accomplishments, and failures from a proper perspective, while also acknowledging that no one is perfect, and we all make mistakes. Leaders' humility, according to Nielsen, Marrone, and Slay (2010), may be defined as an inclination to comprehend one's own identity (identities, strengths, limits), coupled with an awareness of one's relationship to others. In humble leadership, the leader admits his or her own flaws, emphasizes the talents and duties of his or her followers, and demonstrates the capacity to learn (Owens & Hekman, 2012). They are also open and honest in their communication, and they strive to learn and grow while keeping tabs on the success of their subordinates (Ladkin & Taylor, 2010).

Most spiritual traditions emphasize the need of humility since individual vanity may place oneself above others. In this way, humility arises from a spiritual recognition that one is a part of a much larger cosmic community, resulting in a sense of awe (Pruzan, 2008). In the words of Owens and Hekman (2015), humility has to do with a willingness to see oneself clearly, a passion for the traits and commitments of others, an ability to teach, or an openness to new ideas and criticism. Humility helps leaders to view themselves and others more clearly in terms of their own strengths and weaknesses (Owens, Rowatt, & Wilkins, 2011). As a result, humble

leaders do not see themselves in a self-deprecating light. Overall, they have a reasonable idea of what they are and what they lack in terms of their abilities (Nielsen *et al.*, 2010). According to Bharanitharan, Chen, Bahmannia, and Lowe (2018), leaders who have a high level of humility are better at listening, motivating their teams, and keeping everyone (including themselves) focused on the organization's objectives.

The word humility originated from Latin word called humus or humi which means earth indicating modesty (Owens & Hekman, 2012). Consequently, leaders with humility usually take the initiative to lower their status, do things down-to-earth, and view themselves and others in a bottom-up approach. To achieve a desired self-characteristic, one must become aware of one's strengths and shortcomings, as well as their own identities (Nielsen *et al.*, 2010). Having a good sense of one's own strengths and weaknesses is considered humility by Van Dierendonck & Nuijten (2011). Because it is centered on the ability to not see oneself as greater or worse than others, leaders can recognize their flaws and overcome them. Sincerity, humility, fairness, integrity, unpretentiousness, and genuineness are all associated with it. When leaders are humble, they are honest with themselves and their superiors about their shortcomings, which includes admitting to their own errors and failings. Throughout many faiths, humility is a fundamental virtue because it requires acknowledging and appreciating knowledge and direction that is outside of one's own experience (Owens & Hekman, 2012). However, humility has become a strength for leaders, rather than a weakness and an unfitting attribute (Tangney, 2000). The virtue of humility is one of the virtuous characteristics of a spiritual leader that drives an effective leadership, according to Van Dierendonck and Patterson (2015). Thus, according to Argandona (2015), humility is a vital characteristic of a successful manager and leader. A humble leader realizes that he or she does not have to be the most intelligent member of their team, nor does it really make sense for them to do so. In this way, humble leaders encourage workers to let their voices to be heard, accept individual viewpoints, and advocate the greatest ideas, regardless of whether they come from a top executive or a departmental-line employee.

Humble leaders are those who are willing to confess their own shortcomings and the contributions of their subordinates, as well as those who demonstrate an openness to learning from others. Accurate self-perception, the capacity to recognize faults, an openness to absorbing criticism, guidance and learning as well as the acknowledgment of employees whose efforts have profoundly affected their achievement, low self-focus and high emphasis on others, astonishment and appreciation for the value given are all qualities of a spiritual leader (Hill & Sandage, 2016; Davis, 2015). Leaders' workplace spirituality is seen in the humility of their leaders. It is a worth or virtue that burdens not having pride over others. As a result, humility is an important spiritual quality in a leader.

### **Workers Productive Behaviour**

Workers productive behaviour are emotional characters related with business-related attitudes (Luthans, 2011) which reflects how and the attitude a worker display regarding the productivity of the organization (Robbins, 2003). Employees productive behaviour is the activity or conduct

that is relevant to the realization of organizations missions (Kuvaas, 2006). It is a display of characters displayed by workers needed for the organization's productivity. It is an impression of the wide qualities held by the employee. Worker productive behaviour involves the different potential and positive ways a worker is most likely going to turn out in a workplace or in an organization. It clarifies the different commitments a worker is saddled with the responsibility to work towards the accomplishment of the organizational goals. Workers productive behaviour is one main exploration issues in modern organization as it is exceptionally critical in each organization for sustaining effectiveness. Most organizations have realized that the disposition of their subordinates lies in their work result which is extremely crucial in deciding the accomplishment of the organization (Zheng, Sharan & Wei, 2010); bearing this in mind, managers should realize how to get the best productive conduct from their employees. This study focused on four measures of workers productive behaviour which includes employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999).

The concept of employee ambidexterity refers to directing workers to participate in double-dealing and investigation-related activities within a predetermined time limit (Caniels & Veld, 2016). An ambidextrous employee is able to investigate and use his or her own liberties to explore opportunities that will favours the company according to Mom, Van Den Bosch and Volberda (2007). In this approach, it involves engaging in activities that enhance one's ability in exploring opportunities in one's surroundings. Making use of current activities and exploring new ones is an employee's capacity to help the organization better achieve its goals (Raisch & Birkinshaw, 2008). Work happiness is a sense of excitement and inspiration about one's job that is essential to employee performance in the workplace. To say that one is "happy" suggests that one has reached a higher stage of satisfaction than one may expect. To ensure that employees are happy in the workplace is essential, since happy people are more likely to be productive (Diener & Biswas-Diener, 2008). Furthermore, emotional moods and positive outlooks about work and the workplace are linked to job satisfaction (Basaran, 2000). Worker feelings of whether or not their work is enjoyable constitute job satisfaction, according to Simamora (2005). Work satisfaction has a significant impact on staff productivity and is connected to employee turnover, self-actualization needs of employee contentment through organizational work (Qazi & Kaur, 2017). More so, employee commitment is a viable response to the whole administration and the degree of connectedness or steadfastness employee feels towards his or her organization. It is an employee's inspiring viewpoint of connection to their employer. In addition, it shows a worker's attachment to the company and its policies, hence, it is crucial because it leads to higher levels of work satisfaction and improved job performance.

### **Methodology**

The study was carried out in DMBs operating in the South-South States of Nigeria that included Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367

respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. The questionnaire was a five-point Likert structured questionnaire which consist of four questions and 5 respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and 5- strongly disagree for each of the variables covered in the study. Leaders' humility (dimension of leaders' workplace spirituality: Bouzari & Karatepe, 2017; Youssef & Luthans, 2007) was used as a one-dimensional variable as the predictor variable while workers productive behavior was operationalized using employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999). The validity of the research instrument was further tested using face and content validity as well as factor analysis. More so, Cronbach's Alpha was used in testing the reliability of the research instrument showing a Cronbach's Alpha greater than 0.7; leaders humility has 0.880, employee ambidexterity has 0.914, work happiness has 0.922, job satisfaction has 0.974, and employee commitment has 0.927 Cronbach's Alpha value. Furthermore, a total of 319 retrieved questionnaire were useful which were used for data analysis using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%.

### Data Analysis and Result

#### Relationship between Humility and Employee Ambidexterity

The relationship between humility and employee ambidexterity of DMBs in South-South Region of Nigeria is analyzed below:

**Table 1: Relationship between Humility and Employee Ambidexterity of DMBs in South-South Region of Nigeria**

variables	n	r	df	crit.r	p-value	Remarks
Humility	319	0.914	317	.1045	0.001	Significant

#### Employee Amb

*P < 0.05; significant at 0.05 level of significance*

**Source: Field Survey Data, 2021.**

Table 1 revealed the relationship between humility and employee ambidexterity of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between humility and employee ambidexterity:  $r(317) = 0.914$ ,  $\text{crit.}r = .1045$ ,  $p = 0.001$ , ( $p < 0.05$ ). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high humility also reported high employee ambidexterity, hence, the hypothesis is rejected. Consequently, humility significantly affects employee ambidexterity. Attached is the scattered graph.

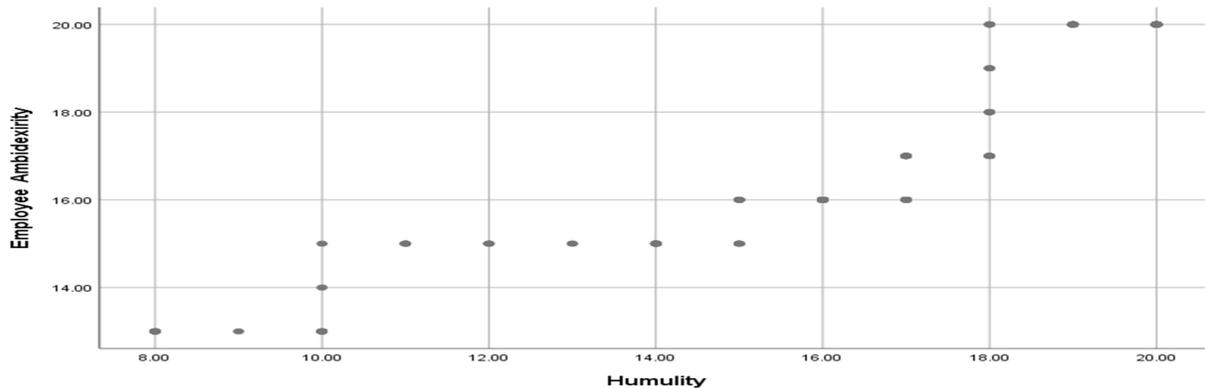


Figure 1: Scattered graph on the relationship between leaders' humility and employee ambidexterity.

### Relationship between Humility and Work Happiness

The relationship between humility and work happiness of DMBs in South-South Region of Nigeria is analyzed below:

**Table 2: Relationship between Humility and Work Happiness of DMBs in South-South Region of Nigeria**

variables	n	r	df	crit.r	p-value	Remarks
Humility	319	0.973	317	.1045	0.001	Significant

### Work Happiness

*P < 0.05; significant at 0.05 level of significance*

Source: Field Survey Data, 2021.

Table 2 revealed the relationship between humility and work happiness of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between humility and work happiness:  $r(317) = 0.973$ ,  $\text{crit.}r = .1045$ ,  $p = 0.001$ , ( $p < 0.05$ ). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high humility also reported high employee work happiness, hence, the hypothesis is rejected. Consequently, humility significantly affects employee work happiness. Attached is the scattered graph.

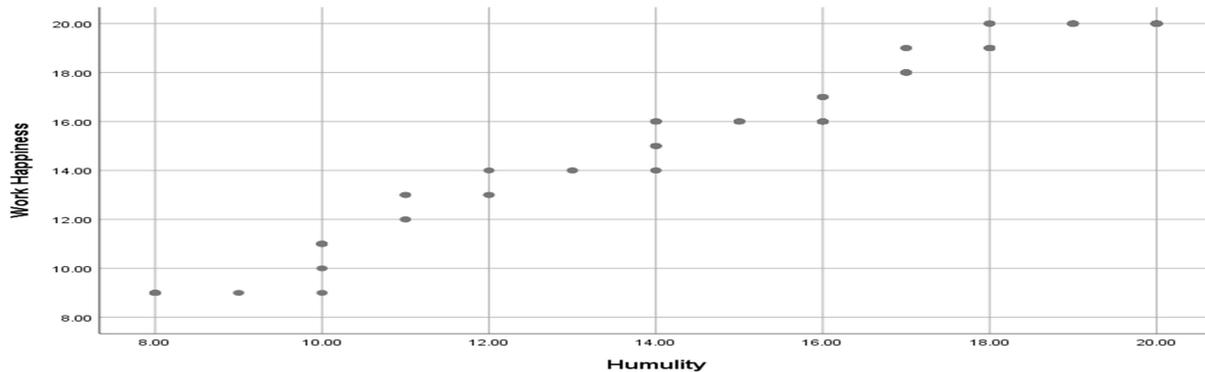


Figure 2: Scattered graph on leaders’ humility and employee work happiness.

**Relationship between Humility and Job Satisfaction**

The relationship between humility and job satisfaction of DMBs in South-South Region of Nigeria is analyzed below:

**Table 3: Relationship between Humility and Job Satisfaction of DMBs in South-South Region of Nigeria**

variables	n	r	df	crit.r	p-value	Remarks
Humility	319	0.968	317	.1045	0.001	Significant

**Job satisfaction**

*P < 0.05; significant at 0.05 level of significance*

**Source: Field Survey Data, 2021.**

Table 3 revealed the relationship between humility and job satisfaction of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between humility and job satisfaction:  $r(317) = 0.968$ ,  $crit.r = .1045$ ,  $p = 0.001$ , ( $p < 0.05$ ). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high humility also reported high job satisfaction, hence, the hypothesis is rejected. Consequently, humility significantly affects job satisfaction. Attached is the scattered graph.

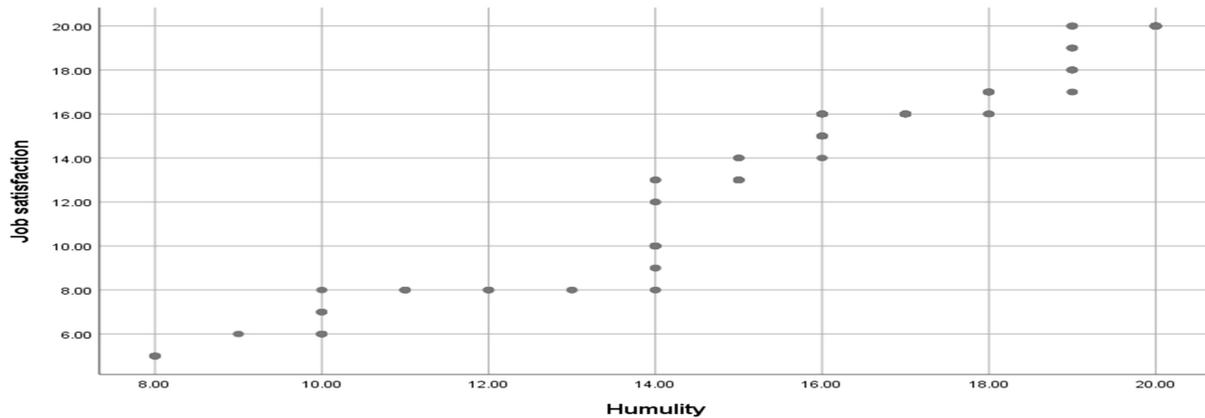


Figure 3: Scattered graph on leaders' humility and job satisfaction.

### Relationship between Humility and Employee Commitment

The relationship between humility and employee commitment of DMBs in South-South Region of Nigeria is analyzed below:

**Table 4: Relationship between Humility and Employee Commitment of DMBs in South-South Region of Nigeria**

variables	n	r	df	crit.r	p-value	Remarks
Humility	319	0.971	317	.1045	0.001	Significant

### employee commitment

*P < 0.05; significant at 0.05 level of significance*

**Source: Field Survey Data, 2021.**

Table 4 revealed the relationship between humility and employee commitment of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between humility and employee commitment:  $r(317) = 0.971$ ,  $\text{crit.}r = .1045$ ,  $p = 0.001$ , ( $p < 0.05$ ). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high humility also reported high employee commitment, hence, the hypothesis is rejected. Consequently, humility significantly affects employee commitment. Attached is the scattered graph.

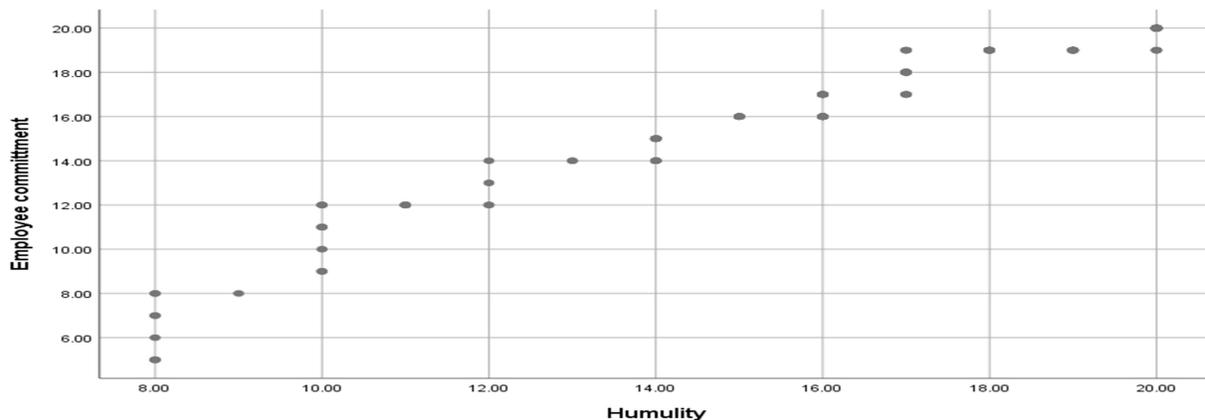


Figure 4: Scattered graph on leaders' humility and employee commitment.

### Discussions of Findings

Leaders' humility has significant, positive, and direct impact on the ambidexterity, work happiness, satisfaction, and commitment of employees of DMBs in the South-South, Nigeria, according to the results of the data analyzed. In today's complicated and dynamic work situations, leaders with humility provide fresh insights into collaborative behaviors, exchange knowledge, and allow shared decision making that are essential for exploitative and exploratory behaviors (Ou, Tsui, Kinicki, Waldman, Xiao & Song, 2014). As a result of leaders' pro-social behavior, such as humility, employees are motivated to increase their productivity by increasing their creativity and ambidextrous behavior. Consequently, humble leaders may establish an organizational atmosphere that allows for discourse, debate, and communication, through which workers can rethink existing patterns, suggest new ideas, and become more creative, which boosts their ability to be more ambidextrous. It is important for leaders to recognize that they aren't flawless, so they are willing to accept advice from others, even if it contradicts their own (Owens & Heckman, 2012). As a result, humble leaders have a strong desire to improve themselves and others in the workplace, which has a significant impact on the ambidexterity of their employees. Humble leaders may accept complete responsibility for their team's or organization's errors and failures, which creates a sense of safety for their employees and encourages them to be more ambidextrous in their work (Owens & Heckman, 2012). Humble leaders perceive themselves objectively, admiringly, and freely spread new ideas that emphasize their followers' (worker's) progress, which gives them psychological flexibility to effectively utilize observed chances emerging from environmental changes, as indicated by Exline and Geyer (2004). It is also important to note that humble leaders offer their subordinates flexibility to make choices and concentrate on work-related activities, which encourages the development of new and inventive ideas. Even more importantly, the humility of humble leaders allows them to create ambidexterity in their employees since they are open to new ideas and responsive to input from their employees.

Additionally, in the workplace, leaders who exhibit humility by acknowledging the potential advantages and abilities of their subordinates are more likely to make their employees happy.

As a result, leaders who exhibit openness listen and absorb the views of their followers, even if they are at odds with their own. Consequently, Mitchell, Holtom, Lee, and Graske (2001) said that employees' feelings of workplace excitement are increased when they participate in organizational decision-making. A spiritual leader is a humble leader who cultivates a public-attention culture. When leaders are more reserved and unpretentious, they create an atmosphere that fosters a sense of togetherness and trust, which in turn helps to produce a more effective leader. That which is needed for a company's success may be achieved by humble executives who evaluate themselves unpretentiously. It is predicted that the subordinates of humble leaders would be the happiest at work since they place a high value on the growth and development of their subordinates. Because of their egos, two-thirds of companies failed, or stayed in the middle of the pack, according to Collins (2010). Collins (2010) further articulated that leaders who are most effective were not the stereotypical high-profile personalities, but leaders that exhibit modesty, restraint and humility.

Furthermore, workers are more likely to be satisfied with their jobs when their leaders have the humility to recognize their qualities, accept their own shortcomings, and focus on their personal development (Owens & Hekman, 2012). The development of good thoughts about one's work is aided by a humble leader who has a realistic perspective of oneself (that is, a knowledge of one's own shortcomings and failures), and who gives people fair credit for their accomplishments and abilities is very essential in enhancing job satisfaction. Worker dissatisfaction is increased by a leader's arrogance, insistence that they are more important than everyone else's ideas, or disregard for the opinions of their subordinates. Owens and Hekman (2012) found that recognizing the contributions and qualities of others significantly impacted work satisfaction for followers, but only if they thought that their leaders were delivering real compliments and not flattery or hollow praise. Thus, once workers have the perception that the leader's humility is unauthentic, the firm's employees become increasingly suspicious and unsatisfied. Consequently, humble leadership behavior has a substantial influence on worker behavior, such as promoting employee contentment (Carnevale, Huang & Paterson, 2019). Consequently, Wright (2016) asserted many positive characteristics of humble leadership, such as adherence to moral codes, recognition of and engagement with other points of view, a warm style and conscientious approach to leadership, an inclination toward forgiveness rather than avoidance of conflict and an unwillingness to take revenge contribute to making the firm a more conducive place where employees can thrive.

Humility helps leaders understand the value and worth beyond themselves, and by respecting their colleagues' abilities as well as their contributions, a leader who is humble encourages their people to be more engaged. Because they show a genuine interest in learning from and appreciating the abilities and contributions of others around them, workers may consider humble leadership as a key motivation for them to up their game in terms of productivity (Wang, Owens, Li, & Shi, 2018). As a result, Dirks and Ferrin (2001) said that subordinates would demonstrate behaviors that are positive of devotion to their task when they believe their superiors are humble. Employees who have a sense that their boss cares about them and

values them are more likely to behave productively at work, and this may be attributed to the humble leader's 'other person' attitude rather of a self-centered one. Workers are more committed and productive when they see a shift in the leader's focus from herself to others. For an organization to succeed, its executives must demonstrate humility to inspire its employees to follow suit. If humility is a trait of the spirituality of the leader in the organization, it is logical that it might have a good impact on employee dedication. (Hambrick & Quigley, 2014), It is important to ensure that leaders and followers have an effective emotional connection because humble leaders are known to build strong interpersonal relationships, exhibit empathy, gentleness, respect, gratitude, and an inclination to share credit, all of which play a vital role in enhancing employees' commitment (Owens & Hekman, 2015). The ability of humble leaders to relate successfully enables them to develop strong relationships with their colleagues, which in turn encourages them to perform at their best at work. Self-interested behavior is less likely to lead to trust between the leader and employees, better decision-making, and more employee loyalty to the organization.

### **Conclusion**

From our findings there is a positive and significance relationship between leaders' humility and workers productive behaviour of DMBs in the South-South, Nigeria. Thus, our study provides a positive and significant relationship between leaders' humility and ambidexterity, work happiness, satisfaction, and commitment of employees of DMBs in the South-South, Nigeria. The need to improve workers productive behaviour has become dire in today's fierce, uncertain, and complex business climate. This is because the way employees feel concerning their work will decide their degree of execution to a given task in the organization. Consequently, positive, or better workers productive behaviour makes tremendous outcomes for better employee contribution towards enhanced performance of the organization. Employees assume significant parts in the achievement of any organization, as their contributions are extremely important for the achievement of organizational objectives and goals. In other words, employee's productive behaviour is vital for accomplishing objectives that an organization has for itself. Likewise, due to the realities that most organizational issues are human and social rather than physical or technical, positive worker productive behaviour has become an important criterion for attaining organizational success. Leaders who are willing to admit their mistakes, acknowledge their limitations, and show their own fallibility while also appreciating the contributions of others which leads to building trust with their employees, which in turn encourages them to form strong social bonds with them, which influences their workers' productive behavior

### **Recommendations**

The following are our recommendations based on our findings:

1. DMBs' leaders should lead by example by demonstrating the virtues of integrity as it plays major roles in enhancing workers productive behaviour vis-à-vis ambidexterity, work happiness, satisfaction, and commitment of employees.

2. To prepare managerial leaders for dealing with typical ethical challenges and dilemmas, training programs should be developed aimed to instil and enhance spiritual virtues of integrity among leaders in the DMBs.
3. DMBs leaders should honor their commitments by keeping promises, understanding that it may be challenging to earn trust and veneration of followers if they know they are unreliable.

## **References**

- Allui, A. & Sahni, J. (2016). Strategic human resource management in higher education institutions: empirical evidence from Saudi. *Procedia-Social and Behavioral Sciences*, 235, 361-371.
- Argandona, A. (2015). Humility in management. *Journal of Business Ethics*, 132(1), 63-71.
- Badaracco, J. L. (2001). We don't need another hero. *Harvard Business Review*, 79(8), 120–126.
- Basaran, I.E. (2000). *Organizational behavior is human's productive power*. Ankara: Science Book Stationery.
- Bennis, W.G. (2004). *On becoming a leader*. Reading: Addison Wesley
- Bernerth, J.B. & Walker, H.J. (2009). Propensity to trust and the impact on social exchange. *Journal of Leadership and Organizational Studies*, 15(3), 217-226.
- Bharanitharan, K., Chen, Z.X., Bahmannia, S., & Lowe, K.B. (2018). Is leader humility a friend or foe, or both? An attachment theory lens on leader humility and its contradictory outcomes. *Journal of Business Ethics*, 5(3), 1-15.
- Caniels, M.C., & Veld, M. (2016). Employee ambidexterity, high performance work systems and innovative work behavior: how much balance do we need? *The International Journal of Human Resource Management*, 3(3), 1–21.
- 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.
- Cheng, C. & Yang, C. (2012). The impact of spiritual leadership on organizational citizenship behavior: a multi-sample analysis. *Journal of Business Ethics*, 105, 107–114.
- Collins, D. (2010). Designing ethical organizations for spiritual growth and superior performance: An organization systems approach. *Journal of Management, Spirituality and Religion*, 7(2), 95-117.
- Davis, D. (2015). Distinguishing intellectual humility and general humility. *The Journal of Positive Psychology*, 11(3), 215-224.
- Delbecq, A. (1999). Christian spirituality and contemporary business leadership. *Journal of Organizational Change Management*, 12, 345–349.
- Diener, E. & Biswas-Diener, R. (2008). *Happiness: unlocking the mysteries of psychological wealth*. Malden: Blackwell Publishing
- Dirks, K. T. & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organizational Science*, 12, 450–467.

- Exline, I., & Geyer, A. (2004). Perceptions of humility: A preliminary study. *Self and Identity*, 3, 95-115.
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *Leadership Quarterly*, 14, 693– 727.
- Fry, L. W., Hannah, S. T., Noel, M., & Walumbwa, F. O. (2011). Impact of spiritual leadership on unit performance. *The Leadership Quarterly*, 6(3), 259-270.
- Hambrick, D.C., & Quigley, T.J. (2014). Toward more accurate contextualization of the CEO effect on firm performance. *Strategic Management Journal*, 35(4), 473-491.
- Hill, P. C., & Sandage, S. J. (2016). The promising but challenging case of humility as a positive psychology virtue. *Journal of Moral Education*, 45(2), 132-146.
- Kang, S. & Snell, S. (2009). Intellectual capital architectures and ambidextrous learning. *Journal of Management Studies*, 46(1), 65-92.
- Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *International Journal of Human Resource Management*, 17(3), 504–522.
- Ladkin, D., & Taylor, S.S. (2010). Enacting the true self: towards a theory of embodied authentic leadership. *Leadership Quarterly*, 21, 64–74.
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach*. Boston: McGraw-Hill
- Mitchell, T. R., Holtom, B. C., Lee, T. W. & Graske, T. (2001). How to keep your best employee: developing an effective retention policy. *The Academy of Management Executive*, 15(4), 96-109.
- Mom, T.J., Van Den Bosch, F.A. & Volberda, H.W. (2007). Investigating managers' exploration and exploitation activities: the influence of top-down, bottom-up, and horizontal knowledge inflows. *Journal of Management Studies*, 44(6), 910–931.
- Nielsen, R., Marrone, J. A., & Slay, H. S. (2010). A new look at humility: exploring the humility concept and its role in socialized charismatic leadership. *Journal of Leadership & Organizational Studies*, 17(1), 33-43.
- Okoye, L.U., Omarkhanlen, A.E., Okoh, J.I., & Areghan, I.A. (2018). Technology-based financial services delivery and customer satisfaction: A study of the Nigerian banking sector. *International Journal of Civil Engineering and Technology*, 9(13), 214–223.
- Ou, A. Y., Tsui, A. S., Kinicki, A., Waldman, D. A., Xiao, Z. X., & Song, J. W. (2014). Humble chief executive officers' connections to top management team integration and middle managers' responses. *Administrative Science Quarterly*, 59, 34-72.
- 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. (2015). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy of Management Journal*, 6(1), 37-49.
- Pruzan, P. (2008). Spiritual-based leadership in business. *Journal of Human Values*, 14(2), 101-114.

- Qazi, S. & Kaur, T. (2017). Impact of organizational culture on job satisfaction among the university faculty members- an empirical study. *International Journal of Business and Social Science*, 8(3), 171-178.
- Raisch, S. & Birkinshaw, J. (2008). Organizational ambidexterity: antecedents, outcomes, and moderators. *Journal of Management*, 34(3), 375–409.
- Robbins, S.P. (2003). *Organisational behaviour: global and Southern African perspectives*. Cape Town: Pearson Education South Africa.
- Rodriguez-Carvajal, R., de Rivas, S., Herrero, M., Moreno-Jimenez, B., and Van Dierendonck, D. (2014). Leading people positively: cross-cultural validation of the servant leadership survey. *The Spanish Journal of Psychology*, 17, 1-13.
- Silva, A. (2014). What do we really know about leadership. *Journal of Business Studies Quarterly* 5(4), 1-5.
- Simamora, H. (2005). *Human resource management*. Yogyakarta: STIE.YKPN.
- Sorcher, M., & Brant, J. (2002). Are you picking the right leaders? *Harvard Business Review*, 80(2), 78–85.
- Tangney, J.P. (2000). Humility: theoretical perspectives, empirical findings and directions for future research. *Journal of Social and Clinical Psychology*, 19(1), 70-82.
- Thompson, W.D. (2002). Restoring integrity to business: developing a spiritual center. *Vital Speeches of the Day*, 69, 12-15.
- Tyssen, A. K., Wald, A., & Spieth, P. (2014). The challenge of transactional and transformational leadership in projects. *International Journal of Project Management*, 32, 365–375.
- Van Dierendonck, D. & Nuijten, I. (2011). The servant leadership survey: development and validation of a multidimensional measure. *Journal of Business and Psychology*, 26(3), 249-267.
- Van Dierendonck, D. & Patterson, K. (2015). Compassionate love as a cornerstone of servant leadership: An integration of previous theorizing and research. *Journal of Business Ethics*, 128(1), 119-131.
- Wagner-Marsh, F., & Conley, J. (2019). The fourth wave: The spiritually-based firm. *Journal of Organisational Change Management*, 12, 292–301.
- Wang, L., Owens, B. P., Li, J., & Shi, L. (2018). Exploring the affective impact, boundary conditions, and antecedents of leader humility. *Journal of Applied Psychology*, 103, 1019–1038.
- Wright, J. C. (2016). The psychological significance of humility. *The Journal of Positive Psychology*, 7(3), 1-10.
- Youssef, C.M. & Luthans, F. (2007). Positive organizational behavior in the workplace: the impact of hope, optimism, and resilience. *Journal of Management*, 33, 774-800.
- Zheng W., Sharan K., & Wei, J. (2010). New development of organizational commitment: A critical review (1960-2009). *African Journal of Business Management*, 4(1), 12-20.