

Follower Perceptions of Leader Humility: Implications for Workplace Well-Being

Organizational Problem

As the popular saying goes, "People leave managers, not jobs."

Leader behaviors influence how their team members feel about the work environment Workplace well-being influences overall engagement, performance, and turnover intention • No research has examined the relationship between perceptions of leader humility and workplace well-being



The goal of this research was to examine the effect of follower perceptions of their leader's humility on their own well-being in the workplace.

Methods



Surveyed 1,130 individuals in a large tech organization; 357 individuals responded

Participants were asked about:

- Perceptions of their leader's humility
- Overall relationship with their leader
- Their current well-being in the workplace
- Perceptions of organizational support

Key Findings

Leader Humility had a significant effect on Leader-Member Exchange (1.33***)

Perceived Organizational Support had a strong significant effect on Follower Well-Being (0.96***)

Leader Humility had a strong significant indirect effect on Follower Well-Being (1.26***). This relationship was fully mediated by Perceived Organizational Support and Leader-Member Exchange.

unstandardized regressions coefficients *** p < .00

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Lisa Dalgliesh, Master of Arts Candidate

Human Dimensions of Organizations, The University of Texas at Austin

What is Humility? Appreciation for followers' strengths and successes What is Well-Being? Happiness (pleasure attainment and pain avoidance) Results Perceived Organizational Support sample items: The organization shows very little concern for me. The organization really cares about my well-being. The organization cares about my general satisfaction at work. Leader Humility sample items: Perceived My manager is open to the advice of others. My manager actively seeks feedback, even if it is critical. My manager often compliments others on their strengths. Organizational Support Leader strong significant indirect effect Humility Shiring Cr Leader-Member Exchange

Leader-Member Exchange sample items:

I like my manager very much as a person. I admire my manager's professional skills. I do not mind working my hardest for my manager.

Mediation model was tested using multiple regression analysis

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Teachability, learns from others, considers alternative views

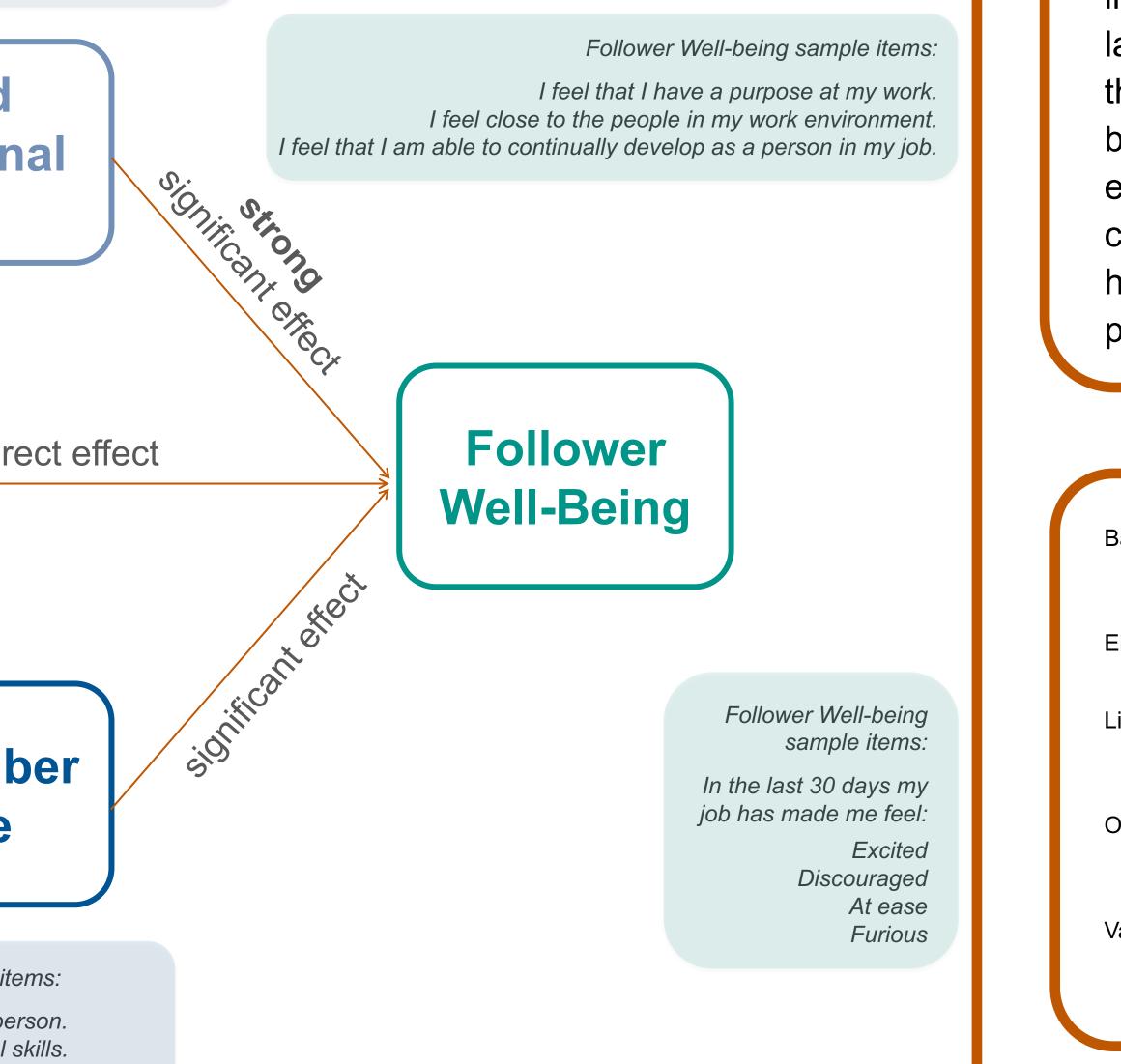


Heightened selfawareness and acknowledgement of one's limitations

Sense of meaning, value, and purpose (self-actualization)



Satisfying interpersonal relationships



Recommendations

Managers should be trained to exhibit humility and foster follower well-being in the following ways:

- Celebrate the strengths and accomplishments of team members
- Ask questions and seek feedback from team members
- Be open to the advice and ideas of others
- Admit mistakes and opportunities for self-growth
- Provide opportunities for team members to connect with others
- Help team members find meaning in their work
- Provide opportunities for team members to develop

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Questions? Please contact me at lisa.dalgliesh@utexas.edu or connect with me on LinkedIn.