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How Humble Leadership Shapes Organizational Citizenship and Withdrawal Behaviors through the Mediating Role of Team Climate

Hiroshi Nakamura^{1*}, Keiko Tanabe¹

1. Department of Management and Leadership, Graduate School of Economics, Osaka University, Osaka, Japan.

Abstract

This research explores the impact of humble leadership on organizational citizenship behavior (OCB) and withdrawal behavior (WB) among employees in BPR banks experiencing mergers. Team climate serves as a critical mediator in strengthening this dynamic. Drawing from a population of 652, a sample of 227 was selected using the Isaac and Michael table. Stratified random sampling was applied to allocate participants across subgroups based on specific characteristics. Data were analyzed with SmartPLS 4 software. The findings show that humble leadership promotes OCB while diminishing WB. These effects are amplified during organizational transitions like mergers, where leadership plays a vital role in stabilizing workforce morale. By cultivating a collaborative atmosphere, humble leadership encourages extra-role contributions like OCB, mitigates employee stress and discontent, and lowers withdrawal tendencies. Furthermore, this approach mediates the link between leadership practices and workforce outcomes, enhancing commitment, curbing undesirable actions, and fostering a resilient and adaptable organizational environment. Generalizability is constrained by the study's focus on merged BPR institutions in the CIAYUMAJAKUNING area under the West Java Provincial Government, where regional cultural and leadership norms may differ elsewhere. Questionnaire administration was hampered by a limited surveyor team, leading to extended response times and potential inconsistencies in participant comprehension, which could introduce response bias and compromise data reliability. The analysis also lacks incorporation of Islamic principles into humble leadership frameworks, overlooking how spiritual values might influence workplace ethics and curb misconduct. The findings highlight challenges in applying humility without sufficient decisiveness, particularly amid internal and external pressures. While effective for building positive workplace dynamics and boosting participation, an imbalance favoring humility over firmness may undermine outcomes in merger scenarios. Leadership development programs should emphasize empathy and receptivity alongside skills for firm, timely choices to sustain workforce steadiness and favorable conduct. Amid merger-induced uncertainty and unease, humble leadership builds confidence and assurance, easing opposition to transformation. Successful integrations enhance organizational flexibility through increased OCB. Reduced WB lowers staff attrition, avoiding service interruptions that affect community financial access. Thus, humble leadership, supported by team climate mediation, benefits employees, institutions, and regional socioeconomic steadiness during restructuring in BPR banks. This work advances insight into humble leadership by resolving debates on its potential as an asset or liability in organizations. It provides fresh insights suited to Indonesian contexts, illustrating how humility narrows hierarchical gaps via transparent dialogue and technology adoption. The study further elucidates the mediating function of humble leadership in promoting OCB and curbing WB, especially in group processes amid BPR consolidations.

Keywords: Humble leadership, Team climate, Organizational citizenship behavior, Withdrawal behavior

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Corresponding author: Hiroshi Nakamura

E-mail ✉ hiroshi.nakamura@gmail.com

Introduction

Discussions persist on whether humble leadership represents a strength or liability for organizational advancement [1]. Characterized by receptiveness, altruism, and empathy [2], this style has been linked to improved teamwork, creativity, and



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employee fulfillment [3]. Yet, in select contexts, overemphasis on humility may appear as insufficient decisiveness or assurance, notably during emergencies or fierce rivalry [4]. Achieving equilibrium between these advantages and drawbacks is essential for progress.

Cultural factors, especially power distance—the societal acceptance of unequal authority distribution [5]—shape views of humble leadership. In low power distance Western societies, humility is often valued as promoting inclusivity, collaboration, and equality [6]. There, humble leaders are seen as enablers who appreciate input from others, admit errors, and embrace feedback [7]. In contrast, high power distance Eastern settings emphasize structure, control, and status. Humility may resonate with norms of courtesy and deference but risks being viewed as diminished command or resolve [8]. Such variations underscore how power distance influences the reception and efficacy of humble leadership [9]. In Western contexts, it bolsters confidence and involvement; in Eastern ones, success hinges on pairing it with resolute and forward-thinking direction [10]. Behaviors beyond formal duties, like helping peers, are increasingly vital for firms competing domestically and globally. Effective leadership is key to nurturing an encouraging workplace [11]. Leaders recognize that promoting a cooperative setting with elevated OCB and minimal disengagement drives companies to develop dedicated contributors [12].

Humble leadership attracts growing interest for its ability to foster constructive and efficient settings. Through demonstrating receptivity, valuing others' inputs, and acknowledging personal constraints, it supports creativity, cooperation, and group welfare [2]. Challenges remain, however, as many firms prioritize directive and controlling approaches, undervaluing humility in team-building efforts [13]. Moreover, the mediating influence of team climate—encompassing confidence, assistance, and synergy—on links between humble leadership and group outcomes requires deeper exploration [14].

A supportive atmosphere marked by mutual reliance, teamwork, and encouragement amplifies positive outcomes, promoting welcoming experiences. Still, humility is not universally welcomed. If viewed as disingenuous or opportunistic, it may provoke doubt, opposition, or adverse reactions. In unsupportive settings, it might be interpreted as hesitation or weakness, impeding leadership impact and group efficacy.

Bank consolidations over recent years have emerged as a tactic to bolster funding, streamline operations, and heighten rivalry [15]. These initiatives frequently spark disputes and opposition due to differing norms, ambiguity, and adaptation fears [16]. Inadequate leadership in resolving disputes and aligning goals intensifies pushback, damaging drive and efficiency [16]. Conversely, approachable, encompassing, and compassionate leaders foster reliance, bridge divides, and expedite successful post-merger blending [17]. Visionary leaders grasp emotional aspects of significant shifts [18]. Clear dialogue, inclusive choices, and unified strategies can reduce opposition, yielding synergies that fortify merger achievements [19]. Aligning with this, research by [20] indicates Spanish banks showed restrained disclosure of non-tangible resources, like personnel expertise and cultural elements, amid economic downturns, averaging just 26.98%. This suggests reluctance in transparently communicating intangible assets, even though openness aids in cultivating staff reliance, dedication, and cultural harmony post-merger.

This investigation seeks to analyze how humble leadership affects the promotion of organizational citizenship behavior (OCB) and the mitigation of withdrawal behavior (WB), with team climate acting as a mediator, in the setting of mergers among Bank Perkreditan Rakyat (BPR) institutions in Indonesia over the 2023-2024 timeframe. The work targets a conceptual void in persistent discussions about whether leadership humility serves as an organizational asset or is seen as a vulnerability or potential leader insincerity [21, 22]. The research also examines the alignment of humble leadership with Indonesian cultural norms and the banking industry, where efforts to foster transparent dialogue and technological advancements may challenge established hierarchical patterns. Existing literature largely overlooks the functioning of humility amid the distinctive constraints and demands of the banking field, including rigid frameworks, compliance requirements, and the push for digital transformation. Supporting evidence indicates that banking leadership approaches should correspond with industry-specific adaptive capacities and client interaction needs [23].

The study addresses two key scholarly deficiencies: (1) insufficient empirical examination of the cultivation and application of humble leadership at the team level, and (2) limited insight into its simultaneous effects on desirable (OCB) and undesirable (WB) employee actions, particularly in post-merger banking contexts within emerging economies such as Indonesia.

Theoretical framework and hypotheses

While Social Information Processing (SIP) theory primarily posits that people draw on environmental cues to inform their conduct toward others, its scope has room for expansion. In relation to humble leadership, followers continually interpret these cues to shape their actions. Applying SIP theory here offers deeper clarity on how leaders' actions are perceived and processed by followers, influencing group interactions [24]. SIP theory further maintains that workers assess workplace occurrences, forming their thoughts, perspectives, choices, and responses [25]. Evidence demonstrates that followers' views of leader humility affect actions like organizational citizenship behavior and withdrawal behavior, underscoring SIP's function in molding personal reactions in workplace settings, especially under humble leadership [14].

Humble leadership arose amid discussions on humility's role in bolstering leadership effectiveness. Contrasting with psychological interpretations that link it to diminished self-worth, perspectives from theology, sociology, and philosophy

regard it as an appropriate equilibrium between capabilities and shortcomings, recognizing human boundaries and common principles [26]. Within leadership realms, this style highlights traits like compassion, involvement, and subordinate empowerment [27]. Leaders exhibiting humility actively engage in listening and growth while promoting follower autonomy, establishing settings conducive to joint effort and development [2]. Transformational leadership differs from humble leadership in terms of authenticity and attributes shown. Not all transformational leaders demonstrate genuineness, as some fall into pseudo-transformational categories that clash with humility's essence [28]. Humble leadership stresses accurate self-assessment, balanced recognition of assets and limitations, and a focus on forgiveness and altruism over self-centeredness. This contrasts with overconfidence or self-absorption in counterfeit transformational styles. Humility counters hubris, cultivating environments that are welcoming, inventive, and flexible, where novel concepts thrive and teamwork is prioritized, aiding achievement and advancement [27-29].

Team climate represents the collective viewpoint among members about their working surroundings, encompassing principles, standards, and mutual assistance. Favorable climates have been shown to directly shape workplace conduct, especially regarding innovation, commitment, and information handling. Supportive atmospheres stimulate inventive actions by offering secure spaces for idea exchange and experimentation [30]. Innovative climates bolster learning focus and group-based resolution, boosting personal creativity and output [31]. Positive climates enhance collaborative involvement, improving knowledge handling in expertise-driven entities [32]. Both leaders and members supply cues that mold team climate [24, 33]. Humble leadership significantly contributes to developing constructive team climates, as such leaders appreciate inputs, welcome suggestions, and promote egalitarian and cooperative settings [1]. Through SIP, supportive team climates enhance group outcomes. Numerous investigations confirm climate's influence on conduct, viewed across layers like enterprises, divisions, sections, and groups [22]. Distinctions emerge between organizational climate and culture concepts. Team climate, aimed at fostering beneficial psychological conditions, crucially affects member conduct, mindsets, and efforts, thereby determining overall efficacy [34].

OCB refers to voluntary actions by individuals that, though not formally compensated, support smooth and effective organizational functioning [14]. A core issue is motivating followers to engage in OCB, given its detachment from direct incentives and non-material drivers [35]. OCB encompasses unrewarded yet beneficial efforts, including aiding peers, showing initiative, and organizational dedication [36]. External elements, such as organizational and leadership influences, drive OCB by providing reciprocal gains or positive encounters [14]. Psychological studies indicate that upbeat emotions boost OCB, with individuals in good spirits more prone to prosocial and citizenship acts. Satisfaction at work, signaling positive affect, correlates with heightened OCB. Such moods diminish perceived interpersonal gaps and extend to broader social cues, including colleague relations, further promoting helpful conduct [37].

Withdrawal behavior involves negative employee responses to dissatisfying conditions, manifesting as absences, delays, reduced effort, or departures [13]. It detrimentally affects organizational vitality. Research links withdrawal to discontent with work aspects, including absences, lateness, or minimal enthusiasm [38]. Experts describe it as intentional avoidance of unappealing tasks, often forming interconnected patterns [39].

Studies reveal a strong inverse link between OCB and withdrawal actions like absences and tardiness, implying greater OCB corresponds to lesser withdrawal [40]. This is reinforced by comprehensive reviews finding OCB tied to reduced exit intentions, absences, and turnover [41]. Specific OCB aspects, like civic engagement and resilience, robustly forecast departure desires, suggesting varied OCB elements differ in curbing withdrawal [42].

Humble leadership features leaders who readily admit constraints, seek input, and prioritize group over self [43]. Departing from traditional psychology tying humility to poor self-view [26], modern views frame it as a beneficial trait promoting awareness, compassion, and relational openness [44]. In workplaces, it markedly shapes staff conduct by boosting OCB and curbing WB, through direct and mediated paths. Directly, such leaders inspire extra-role prosocial acts (OCB), like peer support and positive contributions, while diminishing avoidance tendencies (WB). Indirectly, they build inclusive team climates that enhance safety, openness, and teamwork as mediating factors [45].

Moreover, humility in leadership counters ego-driven barriers to progress and creativity. By establishing safe, encompassing atmospheres, these leaders enable bold idea-sharing, feedback acceptance, and learning from setbacks—vital during transformative events like BPR mergers, demanding flexibility, unity, and novelty for effective blending and growth [43, 46]. Thus, robust humble leadership directly stimulates proactive loyalty (OCB), curbs disengagement (WB), and cultivates supportive team climates as primary mediators. This framework offers a thorough, applicable lens for grasping leadership interplay in consolidated BPRs, while paving ways for novel, enduring leadership approaches.

Humble leadership positively affects organizational citizenship behavior (OCB)

Social Information Processing (SIP) theory provides a lens for understanding how affiliation with social entities shapes individual conduct. Within leadership dynamics, followers' connection to their leader significantly molds their perspectives and responses [10]. Leader humility acts as a powerful cue that alters employees' views of the workplace, impacting results like organizational citizenship behavior (OCB) and withdrawal tendencies. In particular, leaders displaying humility—by

recognizing personal boundaries, embracing learning and input, valuing others' efforts, engaging in attentive listening, trusting delegation, and candidly owning errors—cultivate an atmosphere of reciprocal regard and emotional security. This fosters a constructive setting that prompts staff to adopt these principles internally, boosting inherent drive and affiliation, which in turn spurs discretionary, beyond-duty actions typical of elevated OCB [47].

Evidence indicates that leader humility directly informs how employees construct their organizational identity. Such leaders serve as exemplars, guiding followers toward humility-oriented conduct and nurturing an encompassing, cooperative culture [48]. Additionally, this leadership approach has demonstrated efficacy in elevating OCB, reflected in employees' readiness to assist peers and offer voluntary inputs [49].

H1: Humble leadership positively affects OCB.

Humble leadership contributes to lowering withdrawal behaviors

People typically align their actions with norms, yet adverse leadership signals may provoke impulsive or counterproductive responses to cope with discomfort. Thus, institutions should support equilibrium in employee emotions and conduct to avert detrimental effects [13]. Humble leadership is instrumental in establishing secure, nurturing surroundings. Leaders who appreciate staff, admit flaws, and promote experimentation heighten feelings of worth and psychological comfort, diminishing adverse actions while enriching Leader-Member Exchange bonds [43, 50].

The impact of humility hinges on its perceived authenticity, which political acumen—such as adeptly reading and swaying others—can amplify. This enhances leader trustworthiness and genuineness, minimizing suspicions of ulterior motives and amplifying beneficial effects on staff mindsets and conduct [50]. By pinpointing political skill as a moderator, this research informs practice by advocating training that blends humility with interpersonal adeptness, ensuring humility is viewed as sincere and effective. Institutions should address leader-employee misalignments to curb misconduct, as robust workplace ties promote citizenship actions and foster cohesive cultures [14].

Humble leadership markedly decreases withdrawal tendencies, including turnover intent. By admitting constraints, honoring contributions, and welcoming suggestions, such leaders build cooperative, backing environments that lessen departure urges. Furthermore, combining humility with demonstrated competence reinforces retention; staff are more inclined to remain under leaders seen as both modest and skilled. These insights underscore developing leadership that merges humility and proficiency to bolster staff continuity in sectors like healthcare [51].

H2: Humble leadership contributes to reducing withdrawal behaviors.

Humble leadership positively shapes team climate

SIP theory underscores leader humility's role in forging constructive team atmospheres. Through compassion and power-sharing, humble leaders build reliance, admiration, and dedication, spurring member participation in collective leadership and elevating group outcomes [24, 52]. Such leadership promotes teamwork by affirming capabilities, assigning suitable duties, and aiding personal advancement, while inviting involvement in resolutions and modeling professionalism to instill confidence and synergy [43].

This style dismantles obstacles via modesty, error admission, success distribution, and team recognition, yielding harmonious relations, lessened disputes, and vibrant, inclusive cultures [27]. Prioritizing collective objectives over self-interest, humble leaders inspire similar priorities in staff, enabling peak contributions aligned with institutional aims in supportive, development-focused settings [2].

H3: Humble leadership positively impacts team climate.

Team climate positively affects OCB

Humble leadership bolsters group resilience against challenges in pursuing success. Leaders' modest demeanor inspires members to realize full capabilities, forming settings adept at handling hurdles en route to common objectives [39]. Supportive climates driven by humility drive OCB via recognition and esteem, while interpersonal trust promotes collaboration and extra efforts like information exchange or initiative backing, aiding overall efficacy [53].

Distributed leadership enhances group productivity, output, and involvement. Nurturing environments spur greater contributions, including OCB elements like proactivity and dedication [54]. Embedding societal concerns, such as environmental and communal responsibility, cultivates norms encouraging voluntary benevolence, reinforcing positive behavioral cultures [54].

OCB significantly bridges workplace spirituality—encompassing purposeful tasks, community bonds, and uplifting goals—and lowered turnover intent. Environments upholding spiritual elements and favorable climates, featuring trust, teamwork, and connection, prompt altruistic and enduring commitments. Thus, fostering spirituality and robust team climates markedly elevates OCB while curbing exits [55].

H4: Team climate positively impacts OCB.

Team climate contributes to lowering withdrawal behavior

Humble team leaders mold collective views of the surroundings, direct interactions, and promote group conduct. Per SIP theory, consistent humility enables shared leadership via mutual claiming and granting of influence, bolstering grassroots structures and fluid role dynamics. Factors like member variety, communication patterns, and engagement can moderate ties between humble leadership, information processing, and outcomes, illustrating contextual influences on OCB and withdrawal [24].

Inclusive climates rooted in humility—where leaders accept boundaries, seek input, and honor inputs—diminish withdrawal like job-seeking or resignation. Feeling appreciated, involved, and respected heightens contentment and loyalty, encouraging persistence. Studies confirm such climates curb absences, delays, and disengaged effort by elevating fulfillment and attachment [14, 50].

H5: Team climate contributes to reducing withdrawal behavior.

Team climate mediates the relationship between humble leadership and organizational citizenship behavior (OCB)

In theory, humble leadership cultivates an atmosphere of openness, inclusivity, and cooperation within teams, resulting in a favorable team climate. This supportive climate significantly drives the display of organizational citizenship behavior (OCB), as members feel appreciated, backed, and inspired to go beyond their required duties [43]. Thus, team climate serves as a conduit explaining both the direct pathway from leader humility to personal conduct and the amplification of constructive group actions, ultimately increasing voluntary contributions among staff. It functions as a psychological and relational bridge that aligns common principles, standards, and mutual anticipations inside the team [2, 48].

Humble leadership builds a team environment marked by receptivity, mutual regard, and inclusiveness, which boosts employee well-being and fulfillment by fostering psychological security, confidence, and strong relational ties. Meeting these fundamental needs stimulates prosocial actions, lowers tension and emotional detachment, and promotes greater involvement along with discretionary activities like peer assistance and organizational stewardship [56]. Here, team climate channels the beneficial practices of humble leaders—such as expressing gratitude, attentive listening, and embracing suggestions—into heightened extra-role contributions and citizenship conduct [57].

Prior studies confirm that humble leadership positively affects OCB [13, 14, 50], elevates team outcomes via shared humility and psychological resources [22], and generates a climate encouraging voice and creativity [1]. To boost OCB, institutions should prioritize selecting and training modest leaders, recognizing staff capabilities, and granting autonomy [36]. Leaders who model learning-oriented environments promote teamwork, flexibility, and novelty, facilitating mutual accomplishments [58]. By exemplifying constructive approaches, humble leaders inspire personal development, empowerment, participation, innovation, and collective success, establishing productive and unified workplaces that enhance multiple performance dimensions [13].

H6: Team climate mediates the positive relationship between humble leadership and OCB.

Team climate mediates the relationship between humble leadership and withdrawal behavior

Humble leadership holds substantial capacity to develop constructive workplace atmospheres that subsequently diminish withdrawal tendencies. Leaders who exhibit humility—by accepting personal constraints, recognizing others' inputs, and remaining receptive to feedback and critique—establish secure, encouraging, and synergistic settings [2, 13]. These conditions enable staff to feel respected, driven, and bonded emotionally to their groups, aiding in managing stressors and curbing impulses to disengage from duties [59]. Team climate operates as a vital psychosocial pathway linking leadership effects to personal responses. Favorable climates reinforce shared views of core elements like reliance, assistance, and affiliation, directly supporting welfare while restraining deviant or evasive patterns [14]. Examining the connection between humble leadership and counterproductive conduct thus requires emphasizing team climate's bridging function, illustrating how leadership approaches are interpreted and enacted in routine group dynamics [1].

Findings suggest that institutions should incorporate humility evaluations into leader recruitment and growth initiatives, while nurturing cultures of openness, support, and esteem. Committing resources to cultivating humble leadership improves team connections and acts as a safeguard against harmful actions that undermine organizational efficacy [2].

H7: Team climate mediates the negative relationship between humble leadership and withdrawal behavior.

The conceptual framework derived from the preceding analysis is illustrated in **Figure 1**.

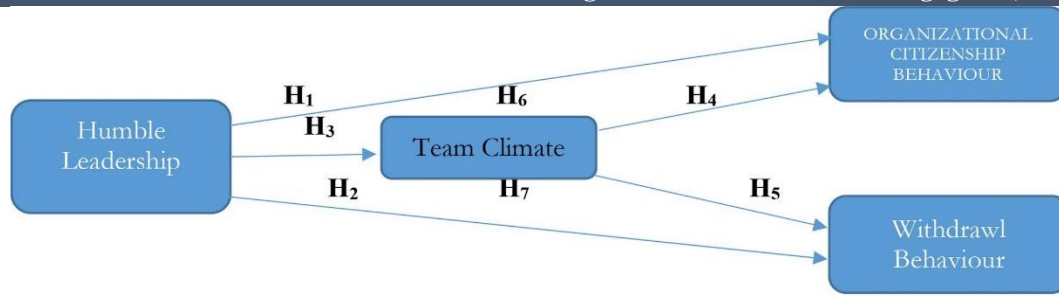


Figure 1. Empirical Model

Materials and Methods

Respondents and setting

The present study adopts a quantitative approach to impartially assess the associations among various variables through the examination of numeric data, thereby improving the dependability and generalizability of the findings [60]. Additionally, a descriptive approach is utilized, rooted in the positivist perspective, to methodically explore and address real-world issues via the gathering, evaluation, and explanation of data pertinent to particular organizational environments. The investigation centers on Bank Perkreditan Rakyat (BPR) entities that experienced mergers supported by the West Java Provincial Government, specifically BPR Bank Cirebon JABAR (BCJ), BPR Bank Cirebon (BKC), BPR Bank Kuningan, and BPR Majalengka JABAR (BMJ). The overall population comprises 652 staff members, with the sample size calculated based on the Isaac and Michael (1971) table as cited in Hair *et al.* [61], applying a 5% error margin, yielding a minimum of 227 participants, equivalent to about 34.8% of the population, to guarantee sufficient statistical robustness. Proportionate stratified random sampling was implemented to accurately mirror the employee distribution among the four BPRs. This strategy improves the sample's representativeness, encompassing both management and frontline positions within different departments, thus providing thorough perspectives on the internal organizational processes.

Table 1. Population and Sample

Name of BPR	Sample Size	Number of Employees
BPR BKC Cirebon	111	320
BPR BCJ Cirebon	56	162
BPR Bank Kuningan	37	105
BPR BMJ	23	65
Total	227	652

The choice of participants in this study enables a thorough exploration of employee perceptions concerning the four primary variables, grounded in a well-established theoretical foundation. Humble leadership, as defined by Owens and Hekman [43], involves a leadership approach marked by the readiness to recognize personal shortcomings, value the efforts of others, and show receptiveness to ongoing development. This variable is increasingly acknowledged for its role in promoting a supportive and flexible leadership environment. Team climate, drawing from the work of Xue *et al.* [62], captures the collective employee views on innovation support, participatory safety, and interpersonal trust within the team, elements essential for group effectiveness. Additionally, organizational citizenship behavior (OCB), according to Ocampo *et al.* [63], encompasses discretionary and non-mandatory actions by employees that enhance organizational functioning, including assisting colleagues or advancing company objectives. In contrast, withdrawal behavior (WB), as outlined by Shapira-Lishchinsky and Tsemach [64], includes various types of mental or physical detachment from job responsibilities, such as tardiness, absences, diminished exertion, or turnover intentions. Employing a quantitative design is essential in this context, as it facilitates rigorous hypothesis testing, illustrates the influence of leadership styles on staff responses, and provides empirical evidence for theoretical models in an under-researched domain—namely, post-merger Bank Perkreditan Rakyat (BPR) organizations in Indonesia.

Measures

The study employs measurement scales derived from dimensions and indicators recommended by established scholars, as detailed below:

The operationalization framework outlines the variables, their dimensions, and corresponding indicators, drawn from previously validated empirical tools. Humble leadership [2] is assessed via three key dimensions: balanced self-awareness, recognition of others' strengths, and openness to learning, making it suitable for evaluating humble leadership within team settings. Team climate [62] incorporates dimensions of affiliation, trust, and innovation, capturing the team's psychological environment that fosters cooperation and receptivity. Organizational Citizenship Behavior [63] is evaluated across five

dimensions of discretionary behaviors that bolster organizational performance. Withdrawal behavior [64], on the other hand, is operationalized through indicators like tardiness, absenteeism, and turnover intentions, reflecting employees' propensity to disengage from their roles. Instrument selection was guided by theoretical soundness and suitability to the context, with validity and reliability re-examined during the preliminary phase of the study.

Table 2. Dimensions and Indicators of Research Variables

Variable Name	Dimensions	Indicators
Humble Leadership [2]	1. Manifested Willingness to View the Self Accurately	1. Modesty 2. Absence of Narcissism 3. Honesty-Humility
	2. Appreciation of Others' Strengths and Contributions	4. Learning Goal Orientation 5. Core Self-Evaluation
	3. Teachability	6. Openness to Experience
Team Climate [62]	1. Affiliation/Cohesion	1. Affiliation Sentiment
	2. Trust	2. Competence 3. Integrity 4. Benevolence
	3. Innovation	5. Learning About Change and Creativity 6. Openness of Information Flow 7. Reasonable Risk Taking
Organizational Citizenship Behavior [63]	1. Altruism	1. Helping with Absence 2. Assisting with Work Overload 3. Self-Reflection 4. Providing Support
	2. Conscientiousness	5. Working Extra Hours 6. Performing Work Meticulously
	3. Courtesy	7. Respect 8. Civil Behavior 9. Politeness
	4. Civic Virtue	10. Involvement 11. Strategic Thinking 12. Achievement of Goals
	5. Sportsmanship	13. Handling Challenging Work Environment 14. Tolerance
Withdrawal Behavior [64]	1. Lateness	1. Chronic Lateness 2. Avoidable Lateness 3. Unavoidable Lateness
	2. Absenteeism	4. Voluntary Absences 5. Involuntary Absences
	3. Intention to Leave Work	6. Contemplating Leaving the Workplace 7. Desire to Leave the Workplace 8. Likelihood of Leaving the Workplace

Data analysis method

Partial Least Squares (PLS) serves as the chosen analytical technique for this study due to its effectiveness in handling limited sample sizes and non-normally distributed data. It also offers versatility in evaluating structural models that incorporate causal relationships with various indicator types [61]. Unlike traditional methods, PLS does not impose rigid assumptions such as multivariate normality, rendering it particularly advantageous for studies in social and organizational fields where data frequently violate these conditions [65]. The PLS procedure involves three primary phases: initially, the Outer Model evaluation assesses measurement quality through convergent validity, discriminant validity, and composite reliability to confirm that indicators and constructs adhere to robust standards. Next, the assessment of model fit examines overall adequacy and predictive capability via indicators like SRMR and Q^2 . Finally, the Inner Model analysis interprets R^2 and f^2 statistics to determine the explanatory power of exogenous variables on endogenous ones and to detect potential mediation effects. These attributes enable PLS to deliver robust and precise parameter estimates, thereby strengthening the validation of the proposed theoretical framework, particularly when investigating intricate causal linkages within the constraints of the collected data.

Results and Discussion

Measurement model results

Table 3 presents the outcomes of reliability and validity assessments for the four constructs: Humble Leadership, Organizational Citizenship Behavior, Team Climate, and Withdrawal Behavior. These evaluations rely on three key criteria: Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). Across all constructs, both CA and CR values exceed 0.93, demonstrating exceptional internal consistency in the measurement instruments. Values surpassing the 0.70 threshold for CA and CR confirm strong inter-item correlations within each construct, affirming their reliability in capturing the targeted concepts. Overall, the elevated CA and CR figures (all above 0.93) underscore the high degree of consistency and dependability of the scales employed.

Table 3. Measurement Result

Construct	AVE	CR	CA
Humble Leadership	0.790	0.980	0.977
OCB	0.709	0.969	0.965
Team Climate	0.811	0.955	0.941
Withdrawal Behavior	0.606	0.944	0.935

Notes: CA= Cronbach Alpha; CR= Composite Reliability; AVE= Average Variance Extracted

Regarding convergent validity, which is evaluated using Average Variance Extracted (AVE), every construct demonstrates adequate performance as all AVE values surpass the recommended cutoff of 0.50. The team climate construct records the highest AVE at 0.811, meaning that over 81% of the variance in its indicators is accounted for by the latent variable. Humble leadership and organizational citizenship behavior (OCB) similarly exhibit robust convergent validity with AVE scores of 0.790 and 0.709, respectively. Withdrawal behavior registers the lowest AVE among the constructs at 0.606, yet this figure remains above the acceptable threshold. In summary, the results presented in the table confirm that all four constructs satisfy the standards for strong reliability and convergent validity, thereby establishing a solid foundation for proceeding with subsequent structural model evaluations.

Convergent validity

The outcomes of the convergent validity assessment are illustrated in **Figure 2**.

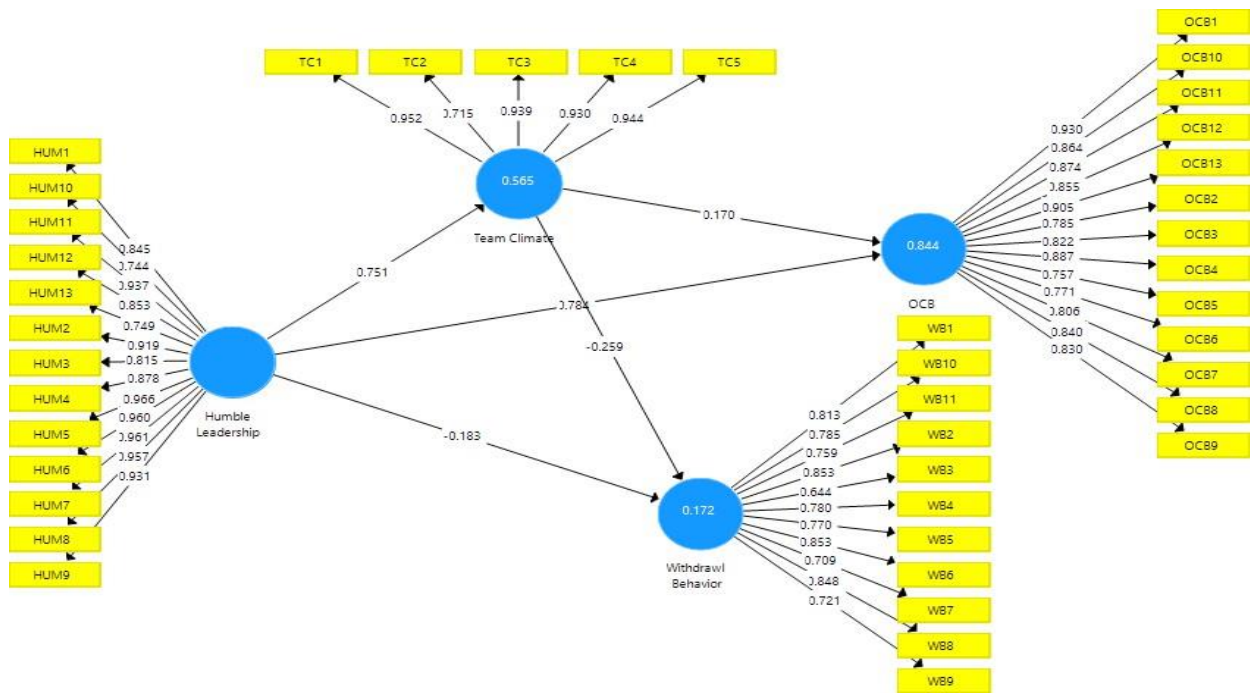


Figure 2. Convergent Validity

The evaluation reveals that all correlation coefficients exceed 0.5, confirming strong convergent validity for each indicator. This indicates that the indicators consistently reflect the underlying construct they are designed to measure, thereby supporting the overall reliability and validity of the measurement model.

Discriminant validity

Discriminant validity assesses whether the indicators of a particular latent construct exhibit higher loadings on their own construct compared to loadings on other constructs. This evaluation is performed by examining cross-loading values. The cross-loading matrix demonstrates that indicators associated with one construct are distinctly separate from those of other constructs and appropriately group with their designated latent variable. The specific cross-loading values for each indicator are presented below.

Table 4. Cross Loadings

Item Indicators	OCB	HL	WB	TC
Modesty: Avoiding drawing attention to oneself	0.749	0.845	-0.318	0.624
Learning Goal Orientation: Focus on personal growth	0.614	0.744	-0.223	0.540
Core Self-Evaluation: Motivation	0.877	0.937	-0.361	0.711
Core Self-Evaluation: Perseverance	0.773	0.853	-0.288	0.625
Openness to Experience: Strong drive to learn new skills	0.699	0.749	-0.264	0.544
Modesty: Speaking little	0.829	0.919	-0.312	0.701
Modesty: Lack of arrogance	0.770	0.815	-0.362	0.640
Narcissism: Avoiding excessive self-praise	0.811	0.878	-0.376	0.690
Narcissism: Remaining calm when receiving criticism	0.880	0.966	-0.379	0.725
Honesty-Humility: Receptiveness to feedback and ideas from others	0.895	0.960	-0.382	0.728
Honesty-Humility: Willingness to accept self-evaluation information	0.876	0.961	-0.373	0.717
Learning Goal Orientation: Accurate self-awareness	0.878	0.957	-0.376	0.711

Learning Goal Orientation: Recognition of others' strengths	0.828	0.931	-0.315	0.686
Assisting a colleague who is absent	0.930	0.886	-0.320	0.720
Strategic Thinking	0.864	0.834	-0.350	0.679
Achievement of Organizational Goals	0.874	0.864	-0.314	0.702
Handling a Challenging Work Environment	0.855	0.848	-0.313	0.732
Tolerance	0.905	0.801	-0.347	0.642
Assisting a colleague with heavy workload	0.785	0.759	-0.336	0.586
Self-Reflection	0.822	0.714	-0.262	0.611
Providing Support	0.887	0.750	-0.311	0.632
Working Extra Hours and Diligently	0.757	0.626	-0.185	0.609
Respect	0.771	0.667	-0.226	0.561
Civil Behavior	0.806	0.657	-0.273	0.545
Politeness	0.840	0.741	-0.311	0.596
Involvement	0.830	0.759	-0.264	0.652
Affiliation: Belief that helping and sharing knowledge is vital	0.594	0.559	-0.345	0.952
Competence, Integrity, and Benevolence	0.875	0.934	-0.373	0.715
Learning About Change and Creativity	0.589	0.558	-0.346	0.939
Openness of Information Flow	0.583	0.560	-0.330	0.930
Taking Reasonable Risks	0.590	0.553	-0.338	0.944
Chronic Lateness	-0.237	-0.261	0.813	-0.282
Desire to Leave the Workplace	-0.359	-0.400	0.785	-0.365
Likelihood of Leaving the Workplace	-0.252	-0.319	0.759	-0.389
Avoidable Lateness	-0.331	-0.298	0.853	-0.323
Delay Due to Severe Weather Conditions	-0.130	-0.171	0.644	-0.219
Delay Due to Transportation Accident	-0.332	-0.323	0.780	-0.355
Voluntary Absences	-0.309	-0.350	0.770	-0.309
Absence During Mourning Period	-0.332	-0.328	0.853	-0.336
Absence Due to Approved Leave	-0.218	-0.226	0.709	-0.268
Absence Due to Illness	-0.220	-0.254	0.848	-0.237
Contemplating Leaving the Workplace	-0.144	-0.158	0.721	-0.188

Notes: HL = Humble Leadership; OCB = Organizational Citizenship Behavior; TC = Team Climate; WB = Withdrawal Behavior

Table 4 indicates that the loadings of each indicator on its corresponding construct are substantially higher than its cross-loadings on other constructs, with indicators clearly grouping under their intended latent variables. This pattern confirms strong discriminant validity for the measurement model.

A further evaluation of discriminant validity involves assessing whether the indicators have precisely captured their respective constructs. In the present study, discriminant validity is examined through two primary approaches, with the Fornell-Larcker criterion being one of them. This criterion requires computing the square root of the Average Variance Extracted (AVE) for each construct. Discriminant validity is established when these square root values are greater than the inter-construct correlations, demonstrating that each construct shares more variance with its own indicators than with other constructs in the model.

Table 5. Fornel Lacker Creation

Construct	OCB	HL	WB	TC
HL		0.889		
OCB	0.842	0.912		
TC	0.759	0.751		0.901
WB	-0.351	-0.378	0.778	-0.397

Notes: Humble Leadership= HL; Organizational Citizenship Behavior= OCB; Team Climate= TC; Withdrawal Behavior= WB

Table 5 displays the Fornell-Larcker criterion results employed to evaluate discriminant validity. The findings indicate that the square root of AVE for each construct exceeds its correlations with all other constructs. Consequently, the measurement model satisfies the requirements for discriminant validity.

Inner model testing

Table 6 summarizes the outcomes of the path coefficient analysis conducted to examine the hypothesized relationships among the variables in the structural model. The reported statistics include Original Sample estimates (β), T-statistics, P-values, and corresponding interpretations pertaining to hypothesis testing.

Table 6. Direct Effect and Mediation Effect

	Original Sample	TStatistics	PValues	Description
Humble Leadership -> OCB	0.784	19.690	0.000***	H ₁ Proven

Nakamura and Tanabe		Ann Organ Cult Leadersh Extern Engagem J, 2020, 1:127-142			
Humble Leadership -> Withdrawal Behavior	-0.183	2.282	0.011**	H ₂ Proven	
Humble Leadership -> Team Climate	0.751	38.671	0.000***	H ₃ Proven	
Team Climate -> OCB	0.170	4.233	0.000***	H ₄ Proven	
Team Climate -> Withdrawal Behavior	-0.259	3.385	0.000***	H ₅ Proven	
Humble Leadership -> Team Climate -> OCB	0.128	4.143	0.000***	H ₆ Proven	
Humble Leadership -> Team Climate -> Withdrawal Behavior	-0.195	3.360	0.000***	H ₇ Proven	

Here is the explanation of direct effect and moderation effect.

The impact of humble leadership on employee citizenship behavior

Hypothesis H1 is supported. The path coefficient (β) of 0.784 demonstrates a substantial positive effect of Humble Leadership on Organizational Citizenship Behavior (OCB). The results are statistically significant, as evidenced by a T-statistic of 19.690 (exceeding 1.96) and a P-value of 0.000 (below 0.05).

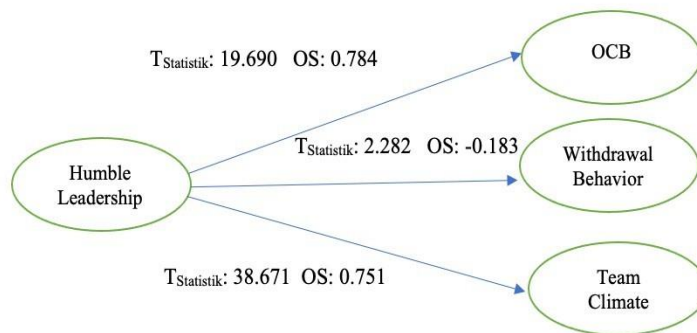
The impact of humble leadership on employee withdrawal behavior

Hypothesis H2 is supported. Humble Leadership exerts a modest yet significant negative effect on Withdrawal Behavior, reflected in a path coefficient of -0.183. Despite the smaller magnitude relative to other relationships, the finding is statistically robust, with a T-statistic of 2.282 (greater than 1.96) and a P-value of 0.011 (less than 0.05).

The impact of humble leadership on team climate

Hypothesis H3 is supported. Humble Leadership shows a strong positive influence on Team Climate, indicated by a path coefficient of 0.751. This relationship is highly significant, supported by a P-value of 0.000 (below 0.05) and a T-statistic of 38.671 (far exceeding 1.96).

Direct Effect Humble Leadership to Team Climate, OCB and Withdrawal Behavior



Direct Effect Team Climate to OCB and Withdrawal Behavior

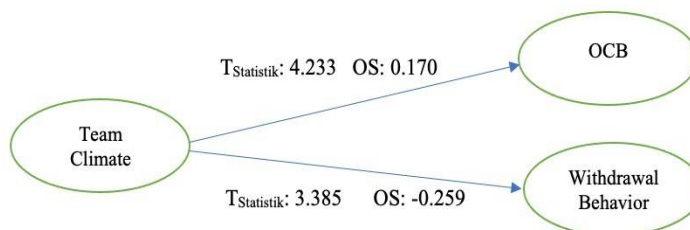
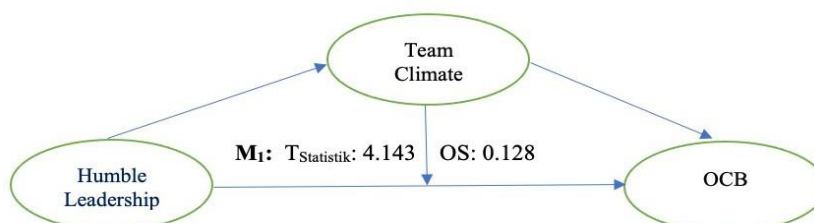
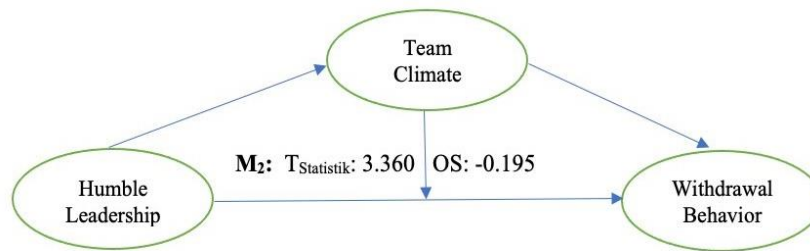


Figure 3. Direct Effect

Mediation Effect 1



Mediation Effect 2**Figure 4.** Mediating Effect*The influence of team climate on employee citizenship behavior*

Hypothesis H4 is supported. Team Climate exerts a positive effect on Organizational Citizenship Behavior (OCB), albeit with a moderate path coefficient of 0.170. The relationship achieves high statistical significance, as shown by a T-statistic of 4.233 (greater than 1.96) and a P-value of 0.000 (less than 0.05).

The influence of team climate on employee withdrawal behavior

Hypothesis H5 is supported. Team Climate demonstrates a significant negative effect on Withdrawal Behavior, with a path coefficient of -0.259. This finding is statistically robust, evidenced by a T-statistic of 3.385 (exceeding 1.96) and a P-value of 0.000 (below 0.05).

The mediating role of team climate on the influence of humble leadership on employee citizenship behavior

The indirect effect registers an original sample value of 0.128, accompanied by a T-statistic of 4.143 and a P-value of 0.000, providing strong evidence in favor of Hypothesis H6. This confirms that Team Climate serves as a mediator, amplifying the positive impact of Humble Leadership on OCB.

The mediating role of team climate on the influence of humble leadership on withdrawal behavior

Hypothesis H7 is also confirmed, with the mediation effect showing an original sample value of -0.195, a T-statistic of 3.360, and a P-value of 0.000. These results indicate that Team Climate acts as a mediator in the relationship between Humble Leadership and Withdrawal Behavior.

Humble leadership—characterized by receptiveness to feedback, recognition of personal limitations, and genuine appreciation of others' contributions—positively shapes organizational citizenship behavior (OCB) and team climate while mitigating withdrawal behavior. In the post-merger setting of Bank Perkreditan Rakyat (BPR) institutions in West Java, this approach promotes an inclusive atmosphere that enhances psychological safety, builds interpersonal trust, and alleviates uncertainties arising from structural and cultural shifts [2, 21, 66]. By fostering respect and empathy, humble leaders encourage discretionary prosocial actions, such as assisting colleagues (OCB), and curb disengagement indicators like absenteeism or turnover intentions (WB) [13, 39].

This style of leadership proves especially critical amid merger-related disruptions, including uncertainty, role confusion, and cultural conflicts. Leaders displaying humility help stabilize group dynamics and facilitate integration through openness and constructive dialogue, cultivating a supportive team climate marked by mutual assistance, trust, and effective communication [58, 67]. Team climate, in turn, emerges as a vital mediator, channeling the effects of leadership into employee outcomes. In environments perceived as psychologically safe, staff members are more inclined to exhibit OCB and less prone to withdrawal, feeling appreciated and emotionally supported [68, 69].

The mediating role of team climate is particularly evident in the indirect pathways. Humble leadership primarily influences OCB and WB through the supportive climate it generates. A climate rich in emotional and practical support heightens employees' sense of belonging and adaptability, promoting extra-role contributions while diminishing withdrawal impulses [13, 21]. Conversely, a climate plagued by mistrust or inadequate communication can undermine even strong leadership efforts. Thus, the synergy between leadership practices and climate cultivation is essential for optimizing behavioral results. Within the specific context of BPR mergers in West Java, these interconnections are highly relevant. Humble leaders reinforce collaboration and professionalism—values aligned with guidance from regulators such as the OJK—while bolstering team unity during consolidation and offering psychological stability amid change. Consequently, team climate not only transmits but also amplifies leadership influences on both citizenship and withdrawal behaviors, positioning it as a strategic priority for organizations pursuing long-term post-merger viability.

Conclusion

The study underscores the critical role of humble leadership in building a favorable team climate, particularly during periods of organizational transformation like mergers. Such a climate promotes open dialogue, mutual trust, and cooperative efforts, ultimately boosting organizational citizenship behavior (OCB) while curbing employee withdrawal tendencies. Team climate has further emerged as a key mediator, enhancing the linkage between leadership and behavioral outcomes. By establishing psychologically safe settings, embracing feedback, and recognizing individual inputs, organizations can heighten employee commitment and retention while lowering risks of discord and discontent during transitions. Thus, prioritizing inclusive leadership development alongside nurturing a healthy team environment represents essential approaches for ensuring sustained organizational performance.

Humble leadership significantly shapes positive workplace conduct, notably by elevating organizational citizenship behavior (OCB) and diminishing withdrawal behavior. In the evolving landscape of BPR mergers in West Java, team climate serves as an important mediating mechanism connecting humble leadership to employee behavioral responses. Leaders who embody humility—through admitting errors, soliciting input, and valuing team members' efforts—foster a collaborative and supportive team atmosphere. This constructive climate subsequently reinforces emotional attachment and perceived social backing, leading to greater OCB displays and reduced withdrawal actions or intentions. These insights highlight the necessity of integrating humble leadership with a strong team climate to navigate organizational change effectively, maintain employee well-being, and facilitate successful cultural integration post-merger [70].

Contributions

This study advances the literature on leadership, employee conduct, and group processes by illustrating how humble leadership fosters stronger interpersonal connections, enhances communication, and boosts workforce commitment, while simultaneously cultivating a constructive organizational atmosphere that diminishes undesirable actions like withdrawal. Moreover, the results bolster theoretical perspectives suggesting that humble leadership promotes organizational citizenship behavior (OCB) via supportive mechanisms and curbs withdrawal behavior by establishing a setting that mitigates stress and discontent, with team climate serving as a mediating link between leadership style and staff responses. Within merger scenarios, humble leaders effectively address employee anxiety and ambiguity, thereby enriching organizational change theories through the development of an affirming climate that facilitates adaptation and sustains engagement. As a practical outcome of these conceptual contributions, institutions should prioritize selecting or developing leaders who exhibit humility traits, including through targeted training programs designed to enhance such capabilities [36].

For managers in Bank Perkreditan Rakyat (BPR) entities navigating mergers in West Java, the study offers actionable insights. Firstly, cultivating humble leadership is essential for establishing a favorable team climate; supervisors should receive training to adopt attitudes like actively soliciting employee input and offering equitable acknowledgment. Secondly, prioritizing a collaborative workplace will amplify OCB, prompting leaders to nurture environments that promote teamwork and active participation. Thirdly, humble approaches can lower withdrawal tendencies by providing emotionally secure spaces that attend to staff well-being. Fourthly, during mergers, leaders must grasp team interactions and display authenticity to ease frictions among personnel from diverse origins. Lastly, implementing development initiatives focused on sustaining employee involvement is vital for encouraging positive conduct and ongoing growth, with humble leadership playing a reinforcing role in both personal and career advancement.

Implications

The adoption of humble leadership within banking operations, as observed in BPR institutions in Cirebon, West Java, carries substantial theoretical and practical significance for building a robust and effective organizational culture. From a theoretical standpoint, humble leadership functions as a key driver in elevating OCB and lowering withdrawal behavior, mediated by a cooperative and encouraging team climate. These observations align with prior research by Qian *et al.* [13], which highlights how humble leadership bolsters OCB and diminishes withdrawal by enhancing subordinates' psychological resources, including optimism and self-efficacy. Additionally, Qin *et al.* [14] note that congruence between leader humility and employee values fosters greater positive actions and fewer deviations, underscoring the role of shared organizational principles. However, Zapata and Hayes-Jones [39] warn that unbalanced humility—lacking assertiveness—may foster views of indecisiveness. In contrast, effective BPR leaders illustrate that humility complements decisiveness, enhancing credibility through modeling, transparency, and steadfastness.

On the practical front, humble leadership in BPR settings manifests via structured mechanisms like HR and credit committees, alongside routine activities such as daily briefings and inter-departmental forums. Leaders embody principles of self-awareness regarding limitations, receptivity to input, and recognition of group efforts, which have demonstrably built trust and loyalty among teams. This aligns with findings from Farghaly-Abdelallem *et al.* [51], emphasizing that humble leadership markedly lowers turnover intentions, particularly when moderated by leader expertise that bolsters subordinate confidence. Within the regulated banking sector, such humility preserves authority while improving efficiency through empathetic, flexible, and team-oriented practices. Ultimately, blending humility with rigorous governance establishes a durable foundation

for a resilient culture, positioning humble leadership as a core organizational tactic that directly influences productivity and retention.

Limitations

The research faces certain constraints. Primarily, its focus on a specific set of financial entities (BPRs) limits the broader applicability of results to diverse industries or geographic areas. Secondly, reliance on a quantitative approach with cross-sectional data, while robust for hypothesis testing, lacks the depth of qualitative insights or longitudinal tracking to capture evolving dynamics. Thirdly, potential response biases from participants in the merger context may not have been entirely mitigated.

Future investigations could address these by employing multi-site quantitative designs across various BPRs or regulated financial bodies under OJK oversight to rigorously examine causal links among humble leadership, team climate, OCB, and withdrawal behavior. Incorporating longitudinal elements would also provide deeper understanding of sustained effects on performance and retention. Furthermore, exploring moderators like organizational culture, hierarchical levels, or leader-employee value alignment would clarify the conditions under which humble leadership yields optimal results.

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