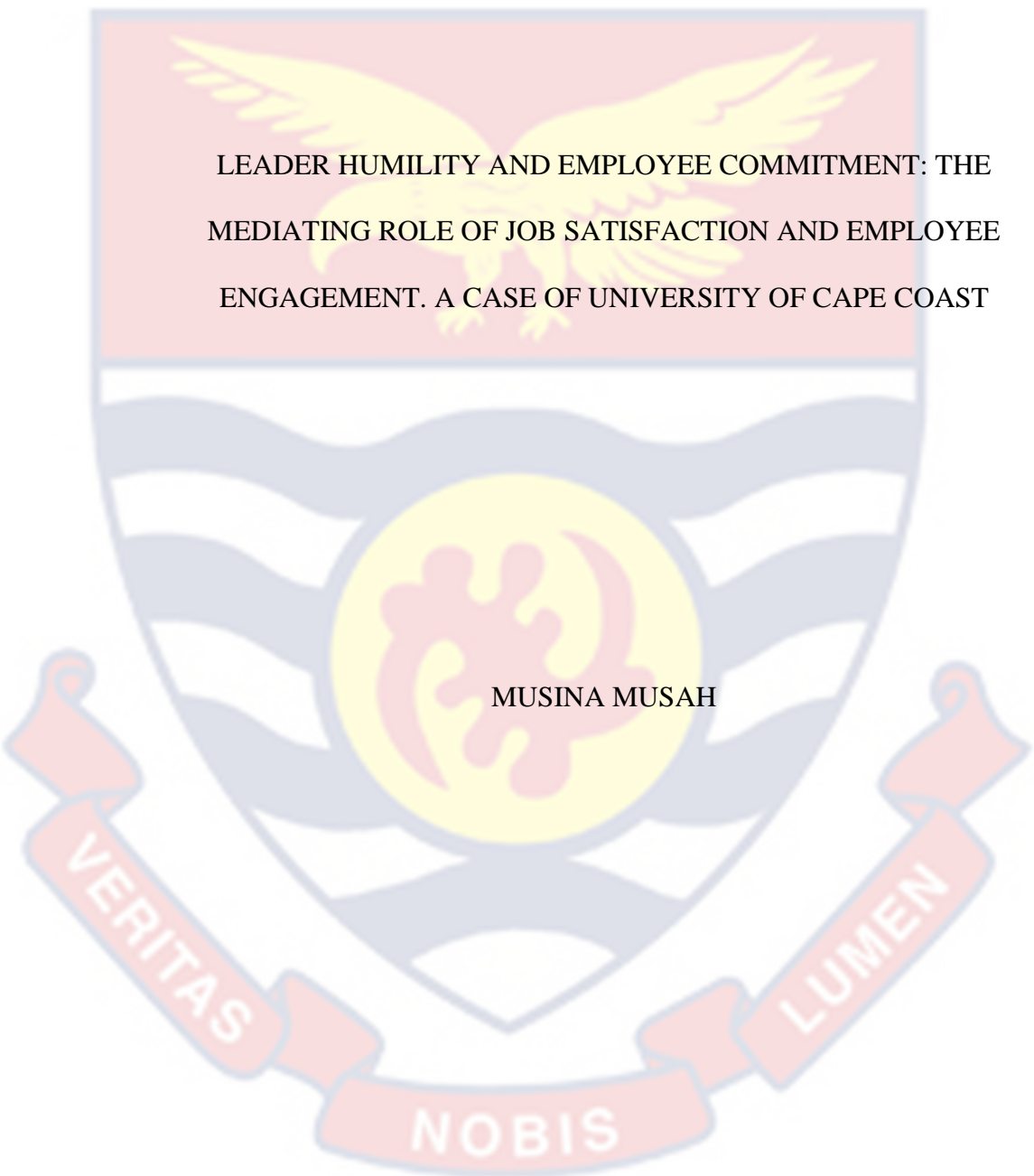


UNIVERSITY OF CAPE COAST



LEADER HUMILITY AND EMPLOYEE COMMITMENT: THE
MEDIATING ROLE OF JOB SATISFACTION AND EMPLOYEE
ENGAGEMENT. A CASE OF UNIVERSITY OF CAPE COAST

MUSINA MUSAH

2023

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BY

MUSINA MUSAH

Dissertation Submitted to the Department of Management of the School
Business, College of Humanities and Legal Studies, University of Cape Coast
in Partial Fulfilment of the Requirement for the award of Master of Business
Administration degree in Management

DECEMBER, 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date.....

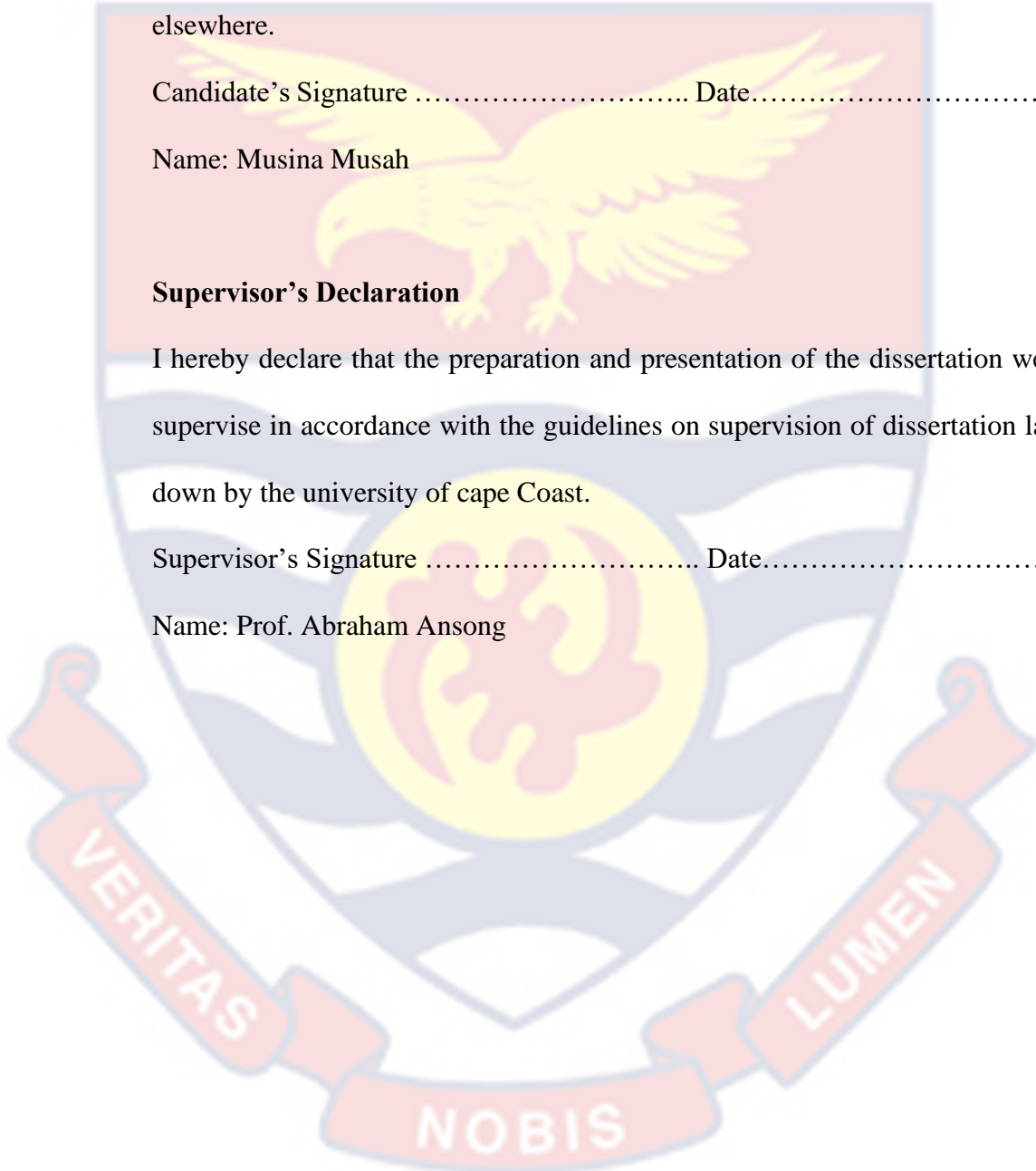
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervise in accordance with the guidelines on supervision of dissertation laid down by the university of cape Coast.

Supervisor's Signature Date.....

Name: Prof. Abraham Ansong



ABSTRACT

The purpose of this research work is to determine the extent to which job satisfaction and employee engagement mediate the impact of leader humility on employee commitment, a case of University of Cape Coast. This research used simple random sampling in selecting 240 respondents who were administrative staff of the University of Cape Coast. Research data and information were gathered with structured questionnaires and, process and analysed using a descriptive and inferential methods. The study establishes a positive correlation between employee's commitment on one hand, and leader humility behaviour, employee engagement, job satisfaction, Relational Transparency and Relational Capital on the other hand. The research found a significant positive impact of leader humility on employee commitment, and also both relational transparency and relational capital impact positively on employees' commitment. Further, the study found a positive significant impact of leader humility on employee engagement and job satisfaction of staff at the university. Through SEM the study found that even though job satisfaction and employee engagement partially mediate the impact of leader humility on employee commitment, however, staff job satisfaction had higher impact. The research recommends that administrators of University of Cape Coast must continue to improve their interpersonal relationship with staff in order to promote industrial harmony and employee commitment at the university. The study recommends that there should be a special policy consideration for raising the awareness among university management on the need to demonstrate leader humility in their day-to-day management in order to improve employee decision variables like job satisfaction, employee engagement and commitment.

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I wish to express my sincere and heartfelt gratitude to my ever-hardworking supervisor, Prof. Abraham Ansong “for the professional manner in which he guided me through this study. Without his patience, useful suggestions, this research would not have been completed.

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Last but not the least, I would like to also thank my family and friend for their encouragement, support and love, especially my sister Wasila Musah, who kept encouraging me to completing the work.



DEDICATION

To my dear husband Mr. Mohammed Abdel Raouf Nosir.



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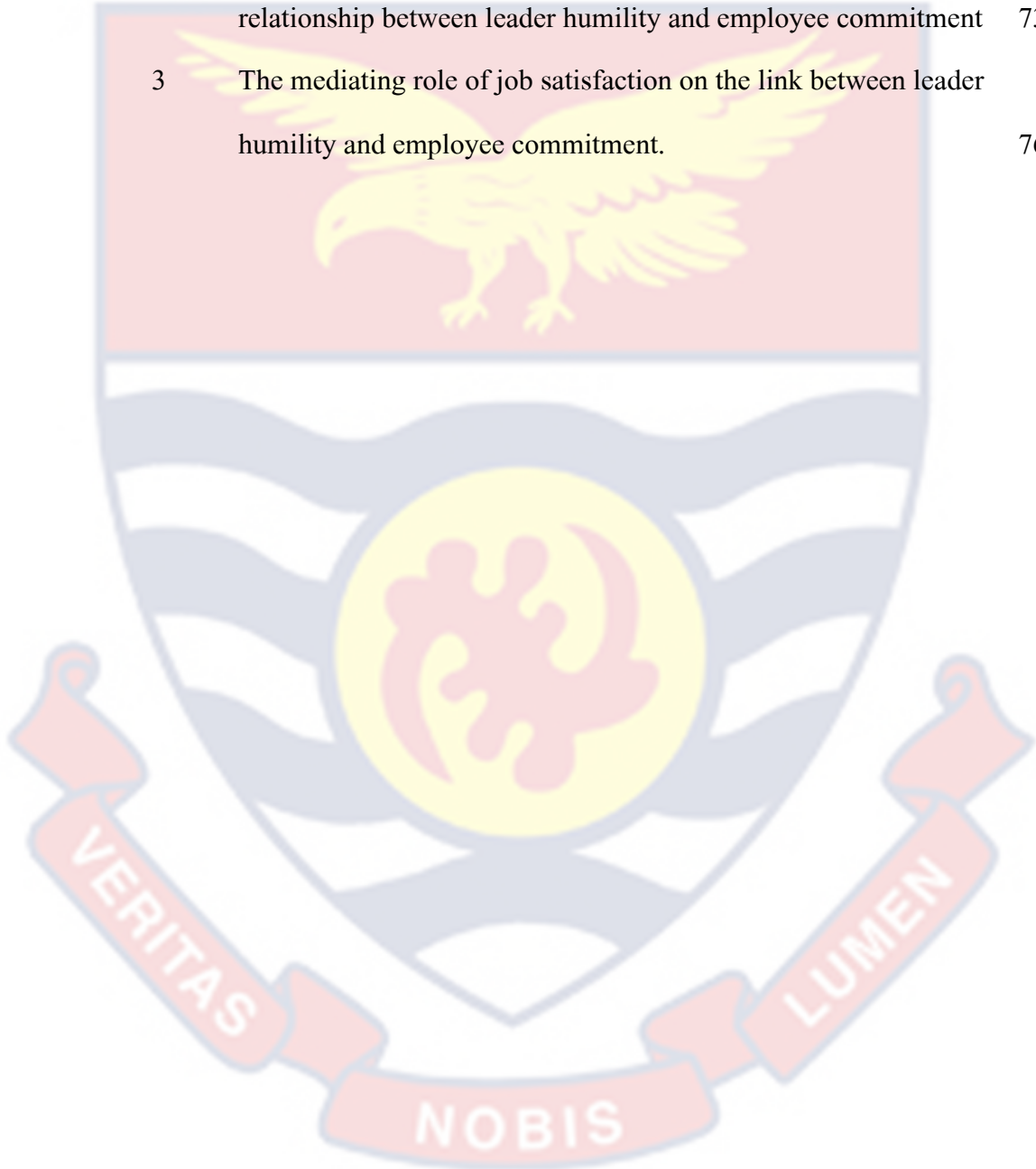


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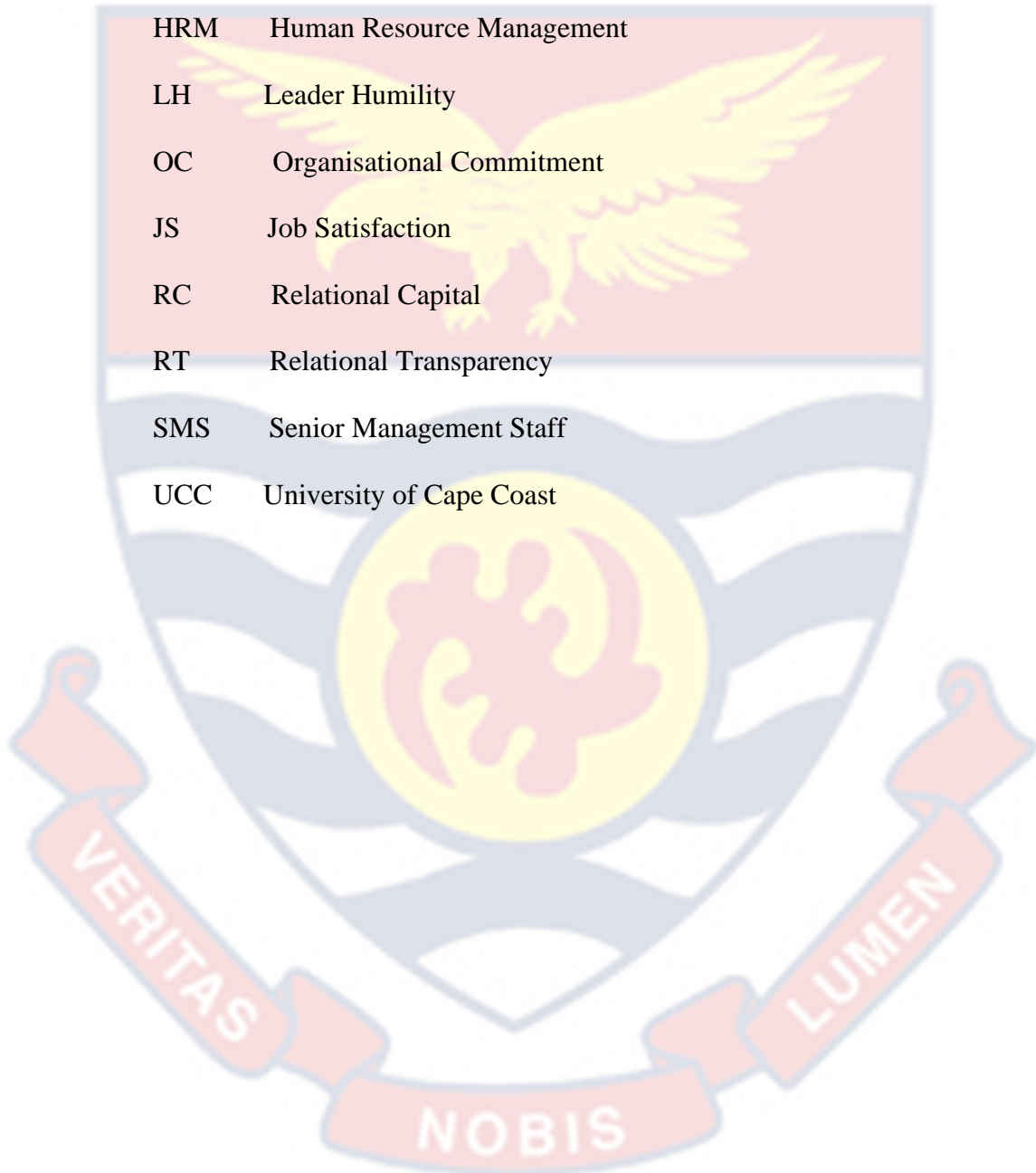
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LIST OF ACRONYMS

CEO	Chief Executive Officer
EC	Employee Commitment
EE	Employee Engagement
HRM	Human Resource Management
LH	Leader Humility
OC	Organisational Commitment
JS	Job Satisfaction
RC	Relational Capital
RT	Relational Transparency
SMS	Senior Management Staff
UCC	University of Cape Coast



CHAPTER ONE

INTRODUCTION

Introduction

Employee commitment is considered significantly beneficial to employers in financial and non-financial organisations. Leader humility is a significant contributor in promoting employee commitment. Studies have established that leader humility can have several beneficial outcomes or results on an employee such as work engagement and job satisfaction, and these outcomes turn to influence employee commitment which is relevant to institutional performance. This research seeks to investigate how leader humility influence employee commitment to an organisation and examining the mediating role of employee engagement and job satisfaction. This research will contribute to organisational literature by widening leadership theory and validating the extent to which job satisfaction and engagement mediate the relationship between leader humility employee commitment.

Background to the Study

The global environment has become increasingly dynamic and complex, with ever rapidly changing economic, market, political, and technological situations, which has made new approaches and thinking very essential for institutions to survive and create growth and sustainable development (Cameron & Spreitzer 2012; Darcy & Kleiner, 1991). Clapp-Smith *et al.* (2009) asserted that to achieve and maintain this healthy development agenda, organisations, especially public tertiary institutions need to have a good leader who can foster subordinates' positive commitment, motivation, and guidance to exhibit positive workplace behaviours and reduce negative attitude to work.

According to Runhaar *et al.* (2013), studies on organisational leadership in recent times have laid solid concentrations on leader humility. Owens (2009) posited that the concept of humility is broadly stress on self-awareness; appreciating others' contributions and strength; and openness to new concepts, ideas, and feedback concerning one's performance. He considered these indicators as the core reflective components of leader humility and regard them as closely interrelated. Various theories have proposed that leader humility is becoming a critical tool for managers who direct the affairs of their institutions in these unpredictable and turbulent economic times (Owens & Hekman, 2015). In presenting leader humility in the context of institutional settings, Cropanzano and Mitchell (2005) used the theory of social exchange, which postulates that individual behaviour is the result of social behavioural processes that is contingent on the behaviour of other individuals (Hu & Liden, 2011). Owen (2009) opened that the doctrine of reciprocity underpins this theory and postulate that the action of one worker is reciprocated by the action and inaction in response to the previous action of another worker.

Researchers have proposed that the consequence of leader humility is that employee derive benefits from leaders who understands and appreciates their efforts and hard works to the success of the organisation. Under this situation, workers are morally obliged to repay with positive actions that are beneficial to their leader, thereby making the employee committed to the course of the institution. Thus, the consequence of this exchange affiliation and relationship for positive or beneficial actions will lead to another favourable actions that will result in another positive action that will eventually strengthen the exchange process (Owens & Hekman, 2015).

As an African country, the culture of humility is highly valued in all Ghanaian institutions by both management and staff, more so, than those in the western world (Essuman-Mensah, 2019). Owens et al (2013) opined that this is so because the concept of humility is regarded as a traditional virtue of the Ghanaian people: as the old proverb goes ‘humility earns benefits while conceited reaps failures’. They illustrated that the phrase ‘be humble’ has been repeated continuously and praised by all generations thus making humility an integral part of Ghanaian culture and has been adopted by all institutions.

According to Albert *et al.* (2014), many administrators of public tertiary institutions in Ghana have indicated severally that humility is an essential quality for successful institutional management. This is so because, with the ever-changing and deepening institutional reforms in Ghana as a prerequisite for rapid development of the national economy, scholars believe that humble leaders would be able to provide workers with opportunities to develop their capabilities and strengths thereby promoting employee commitment at the workplace (Essuman-Mensah, 2019). Hence leader humility is becoming increasingly essential within the Ghanaian institutional framework that emphasises the need for employee commitment in enhancing institutional performance.

Yang *et al.* (2018) pointed out that ever since the development of leader humility validated constructs, several studies have discovered that leader humility is contingent on some positive employees’ consequences including job satisfaction, employee engagement, retention, performance improvement, relational capital, relational transparency etc. Many studies discovered a positive impact of leadership humility on workers commitment, staff

engagement and satisfaction (Miao *et al.*, 2014; Ramli & Desa, 2014; Malik *et al.*, 2010), while other studies found a direct effect of workers job satisfaction and engagement (Cerit, 2010). The issue of interest to many researchers arises whether the relationship between leader humility and employee commitment can be mediated by employee engagement and job satisfaction (Yang & Min, 2013). Surprisingly, this research area – the mediating role staff engagement and job satisfaction on the effect of leadership humility on staff commitment is not adequately examined in organisational literature among public universities in Ghana (Albert *et al.*, 2014).

The Public Universities are designed to continually provide quality of skills and technical human resources for other sectors as a basis for advancing the development of Ghanaian economy (Dankwa, 2013). In fact, Public Universities have a great potential to promote economic growth and development in Ghana (Dartey-Baahm, 2016). However, educational researchers like Nasiru and Aboagye (2018) have pointed out that this mission will continue to be a mirage base on continue sluggish in competitiveness associated with low quality of public universities which intend is pulling down human resource development and economic growth in Ghana. Amankwaa and Anku-Tsede (2015) have also pointed out that the abysmal performance of these public universities is attributable to managerial ineptitude due to ineffective and ineffective leadership behaviour spearheading the organisational governance of these universities. Effa (2014) opined that the vision and mission of these public universities would have been achieved if humility leaders with inspiring and motivational skills were appointed to manage them.

Therefore, the need to analyse the impact of leader humility on employee commitment has become relevant or germane now than over as studies on this subject within the Ghanaian educational sector are lacking. The absence of a comprehensive assessment of this relationship has led to ad-hoc managerial display base on whims and caprices of administrators at the universities (Zame *et al.*, 2008). This study included job satisfaction and staff engagement as a mediating variable on the relationship. Further, the study also added that both relational capital and relational transparency affect staff commitment as a result of psychological attachment of staff on humility leaders at the workplace. Hence the purpose of this study is to investigate the mediating role of job satisfaction and staff engagement on the effect of leader humility on employee commitment.

Data and information were collected from the staff from University of Cape Coast administrative category for analysis and presentation. As a public university, the University of Cape Coast is unique because it does not only provide training to graduates for direct entry into industries as done by sister universities in the country but also train graduate professional teachers who continue to provide leadership and enlightenment to Ghanaian schools and colleges to meet the required manpower for the future generation. Further, the university's human resource manual specifically admonishes management of the university to exhibit servant leadership (humility traits) towards their staff to improve staff commitment and satisfaction in delivering quality teaching and research to students. This makes the university an ideal institution for this assessment.

Problem Statement

Various researchers like Tang et al have established that leader humility helps to ensure staff commitment among selected educational institutions in Indonesia. However, contrary studies like Van-Dierendock (2014) discovered that leader humility component of organisational leadership behaviour impact employees commitment. Their findings were criticised due to small sample size (150) relative to the targeted population (5321). These and many revelations offer contradictory results which demand that an investigation be done to assess the Ghanaian situation.

Again, researchers like Prasetio *et al.* (2017) have stated that leader humility as a form of progressive organisational leadership behaviour influence employees' commitment through job satisfaction and staff engagement. This has prompted researchers to speculate the extent to which job satisfaction and staff engagement mediate the impact of leadership humility on employees' commitment (Zhong *et al.*, 2020).

Therefore, the issue of interest to many researchers in Ghana is to find out whether job satisfaction and staff engagement mediate the relationship leader humility and employees' commitment in the tertiary educational sector in Ghana like University of Ghana, Cape Coast University etc. Cape Coast University is regarded as one of the prime public universities that has a comprehensive and well-documented progressive, transformational and humility leadership framework which are spelled out clearly in the Management Policy (2020) of the University. This policy aims to assist and support the development of the University as well as workers thereby enhancing the university's effectiveness through staff commitment.

However, there have been growing concerns that management are not properly demonstrating humility leadership behaviour at the university as prescribed under the Management Policy (2020) of the university. This is because researchers on Ghana Educational drive (especially on Public Universities) have identified several obstacles affecting humility leadership adoption and usage which adversely affect staff commitment particularly among lecturers and head of departments of the University (Dankwa, 2013). These challenges include: lack of institutional focus, favouritism, undue political pressures, lack of managerial commitment and ineptitudes, lagging behind technology, poor reward system, poor performance appraisal system etc.

The effect of these negative attitudes is unabated continue fall of educational performance which has far reaching consequences for the country in terms of making skilled human resources available for sustainable growth and development. Educational experts fear that Ghana may not be able to train the needed human resources for her development in the wake of current leadership challenges (Dartey-Baahm, 2016). Dankwa (2013) indicated that management and other stakeholders of University of Cape Coast have over the years made conscious efforts to promote progressive leadership style (with special emphasis on humility leadership practices), but have not reap the desired benefits in terms of staff commitment as a result of these challenges. Essuman-Mensah (2019) blamed it on lack of comprehensive studies to identify and address these challenges seemingly affecting the organisational activities of University as have been done by several studies in developed world (Yuan *et al.*, 2018) and other sector (Owens *et al.*, 2013).

In other words, Effa (2014) pointed out that, the lack of empirical investigations done on the effect of leader humility on employees' commitment in the academia especially those operating in the public Universities in Ghana have been the bane for lack of adoption and implementation of appropriate leadership behaviour to promote the practices at Cape Coast University. Therefore, this study is designed to fill the research vacuum by assessing the extent to which job satisfaction and staff engagement mediate the impact of leadership humility on employees' commitment at Cape Coast University.

Purpose of the Study

The main aim of this study is to analyse the relationship between leader humility and employee commitment: the mediating role of employee engagement and job satisfaction - by accessing data from University of Cape Coast.

Study specifically sought to:

- i. Assess the effect of leader humility behaviour on employee commitment at University of Cape Coast.
- ii. Analyse the impact of leader humility behaviour on employee engagement at University of Cape.
- iii. Examine the impact of leader humility on job satisfaction at University of Cape Coast.
- iv. Determine the extent to which employee engagement mediates the nexus between leader humility and employee commitment at University of Cape Coast.
- v. Analyse the extent to which job satisfaction mediates the link between leader humility and employee commitment at University of Cape Coast.

- vi. Assess the effect of relational capital on employees' commitment at University of Cape Coast.
- vii. Examine the effect of relational transparency on employees' commitment at University of Cape Coast.

Hypothesis

H₁: Leader humility positively affects employee commitment

H₂: Leader humility is positively related to employee engagement

H₃: Leader humility is positively related to job satisfaction

H₄: Employee engagement mediates the nexus between leader humility and employee commitment

H₅: Job satisfaction mediates the link between leader humility and employee commitment.

H₆: Relational capital positively affect employees' commitment

H₇: Relational transparency positively influence employees' commitment

Significance of this Study

Studies have documented that leader humility facilitative employees' commitment through the employee engagement and job satisfaction (Essuman-Mensah, 2019). Many institutions are constantly reviewing their managerial leadership style as a result of constant appraisal of the managerial programmes. However, a study done by Ramli and Desa (2014) indicate that most Tertiary Institutions (TI) in Ghana especially those in public education have not revised their managerial policy directions since no substantive studies have been done to warrant it. This study is therefore designed to address this vacuum.

This research purposefully sought to offer evidence-based recommendations to educational stakeholders and policy-makers on effective

humility leadership behaviour that can be employed to realize optimum labour commitment and organisational performance in educational institutions in Ghana. This is because failure to establish this performance assessment study of humility leadership on staff commitment in higher educational institutions in Ghana may result to the implementation of ad-hoc leadership style. This research offers an insight to practitioners, stakeholders, and academicians alike to appreciate the importance of humility leadership behaviour and to understand the need to utilise it holistically with the supreme interest of promoting employee commitment.

The novelty of this research work is the addition of staff engagement and job satisfaction of employee and staff commitment since there has not been any similar studies in the educational sector. This research works among its relevance adds to the existing knowledge on humility leadership including research and working papers done by Zhong *et al.* (2020), Owens *et al.* (2013) and Albert *et al.* (2014). Additionally, this research work provides an excellent source of references not only in identifying various qualities of leader humility instituted by public Universities in Ghana but also evaluate the mediating role of job satisfaction and workers engagement on the relationship between leader humility and employee commitment that are unknown in the literature. Further, this study enables administrators of Cape Coast to improve their workers commitment through proactive managerial practices like humility leadership in order to address inherent obstacles or challenges affecting the smooth administration of public universities in Ghana.

The Human Resource Department of University of Cape Coast would be interested in finding out if the organisational leadership style has any impact

on the workers commitment. The findings of this research work are useful not only to University of Cape Coast in meeting the long-term aspiration but also to all public Universities in Ghana who intend to adopt humility leadership style in order to improve commitment of their employees.

Delimitation of the Study

The main purpose of this research work is to analyse the relationship between leader humility and employee commitment: examine the mediating role of employee engagement and job satisfaction in all public universities in Ghana; nevertheless, this study will principally focus on both qualitative and quantitative data from management and administrator of Cape Coast University.

This study mainly revealed the impact of leadership humility behaviour on employee commitment; using workers engagement and job satisfaction in the developing countries context more specifically in Ghanaian universities. Secondly, the present study will analyse the suitability of leader humility for the administrators of tertiary institutions in Ghana to increase staff commitment. This study will reveal whether the influence of leader humility on employee commitment can be mediated by employee engagement and job satisfaction, which has not been tested elsewhere by any researcher at least within the Ghanaian context.

As a public university, the University of Cape Coast is unique because it does not only provide training to graduate for direct entry into industries as done by sister universities in the country but also train graduate professional teachers who continue to provide leadership and enlightenment in Ghanaian schools and colleges for future leaders. Lastly, this research will be undertaken from January to August 2022.

Limitations of the Study

The researcher intended to include all public tertiary institutions in Ghana; nonetheless, because of time and resource challenges, this work was limited to staff and Management of the organisation. Relevant data and information were gathered from May 8th to May 31, 2022. The study is limited to the use of quantitative research method.

The role of contextual variations (institution, country, or respondents) and time variation cannot be underestimated in influencing the results of this research. Further, the scope of this study; ethics, values, and competencies of the respondents may present a bias for this research work. As a result of this, the respondents were assured of maximum confidentiality to enhance the response rate and truthfulness in answering the questionnaires. Moreover, expenditure on the activities of this study like printing of research materials, browsing, and transportation poses significant challenges. It is assumed that the above indicated seeming challenge and shortfalls will not affect the data and information contained in this study.

Organisation of the Research

This research is organised in five chapters with chapter one presenting introduction, background to the study, problem statement, hypothesis and significance of the research. Moreover, the research also presented the delimitation as well as limitation of the study. Chapter Two (2) takes an extensive look at existing literature of the topic under study. Here, both theoretical and empirical literature were reviewed. Chapter Three (3) takes on the methodology of this study. This segment provides the sampling technique and the reasons for choosing this one technique against the other.

Further, this chapter gives the profile of the selected area studied. Chapter Four (4) reports and documents the research results. These results emanate from the empirical data resulting from the data instrument administered to respondents of the study. In other words, chapter four presents analysis and discussion of data retrieved from the field. Finally, Chapter Five (5) looks at the summary of findings, conclusions and policy recommendations to various stakeholders on various actions that can be taken to improve leadership behaviour among management of public universities in Ghana.

Definition of Key Terms

This section presents information regarding key terms.

Leader humility: Leader humility is broadly defined to comprise: self-awareness; appreciating others' contributions and strength; and openness to new concepts, ideas, and feedback concerning one's performance.

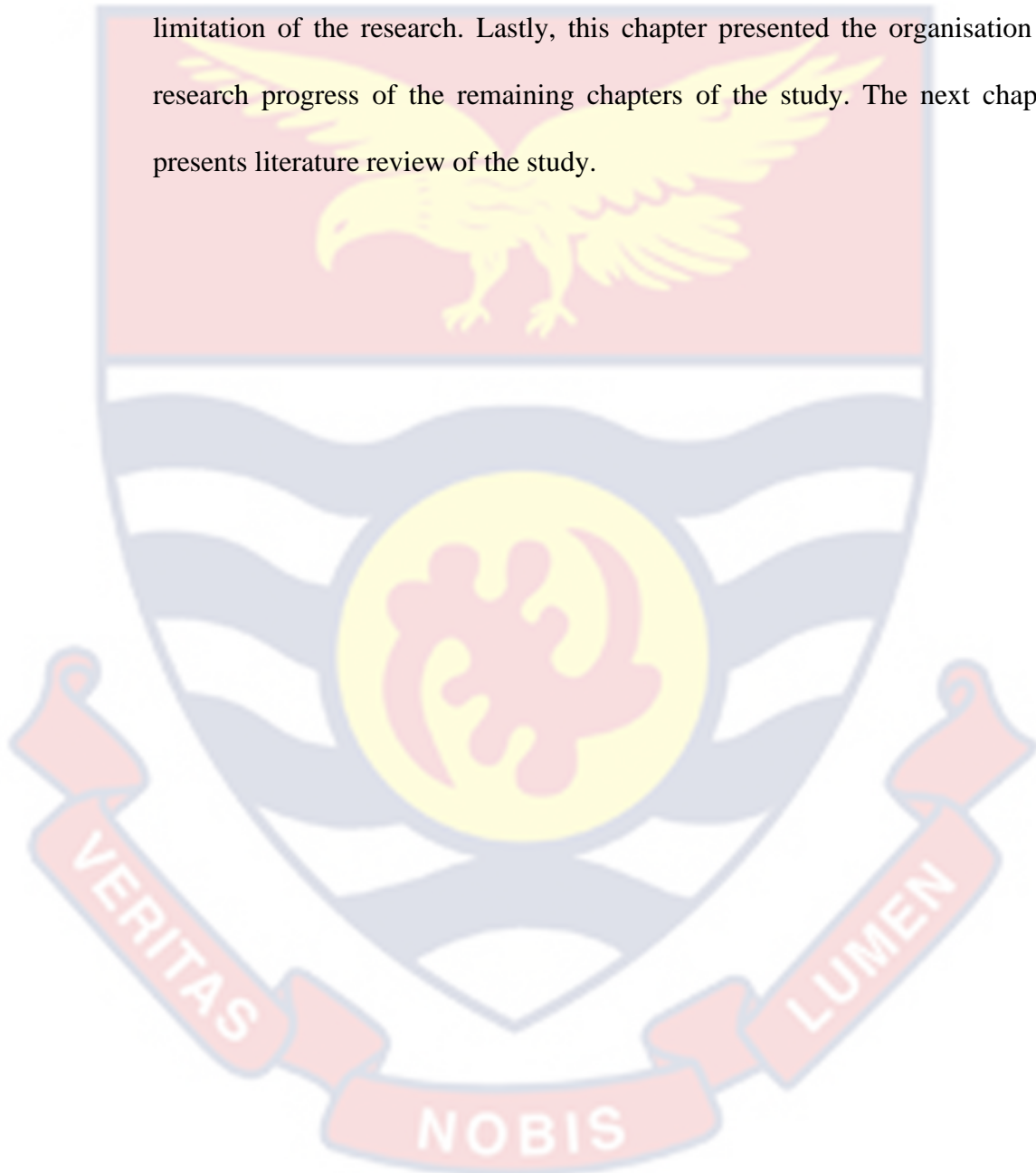
Employee's commitment: Employees commitment) indicated that employee's commitment to work is defined as the level of enthusiasm a worker has towards his or her job assigned at a workplace.

Job Satisfaction: Job satisfaction considers the extent of contentedness of workers concerning how they feel about their work at the occupational environment. This extent beyond their responsibilities to cover their satisfaction in respect team or organizational members, policies and the effect of their job activities on workers personal lives.

Employee engagement: Employee engagement is a positive feeling that workers have towards their work in addition to motivation and effort they put into it.

Chapter Summary

This Chapter starts with general introduction, background to the study, problem statement identified and the purpose and specific objectives of the study. The Chapter also include research hypothesis, delimitation and the limitation of the research. Lastly, this chapter presented the organisation or research progress of the remaining chapters of the study. The next chapter presents literature review of the study.



CHAPTER TWO

THE LITERATURE REVIEW

Introduction

The previous chapter presented an introduction, background to the study, problem statement identified and the purpose and specific objectives of the study. The Chapter also include research hypothesis, delimitation and the limitation of the research. This chapter presents the theoretical and empirical perspective which indicates various theories and related empirical studies that support relationship between leader humility and employees' commitment, - role of employee engagement and job satisfaction. The chapter also offers conceptual framework stating the relationship between the main research variables (dependent variables - employees' commitment, independent variables - leader humility and mediation variables employee engagement and job satisfaction). The concept of leader humility has generated lively and interesting debates among academicians, researchers, policy makers and stakeholders in the educational sector and these thoughts have evolved in the last two decades.

Theoretical Foundation

The research dwells on wealthy theories underpinning the idea behind this research work - leader humility and employees' commitment. This review is needed to derive the relation and linkage between these theories, independent variables and dependent variables. These theories are presented and discussed below.

Social Exchange Theory

The idea of social exchange theory was propounded by an American sociologist called George C. Homans in 1958. He wrote this theory in his book

title 'social behaviour as exchange'. The social exchange theory is a psychological and sociological theory that essentially examines the social behaviour in the interaction of main two parties in their daily activities whether in commercial or business arrangement.

Cohen-Charash *et al.* (2001) asserted that social exchange theory is considered as the most vital theory advanced to explain and clarify the behaviour and conduct of employees at the workplace. The brain behind social exchange theory dwell on the four main pillars and these include:

- i. "The exchange interactions among people (employers and employees) result in social and economic outcomes;"
- ii. "The outcomes or results are compared and contrasted over a certain period of time to exchange alternatives in analysing the dependence on the exchange relationship among the actors;"
- iii. "A positive outcome or results over time improves employees trust in their organisation and their commitment to the entity in advancing the course of the exchange relationship;" and
- iv. "A positive or a favourable exchange interactions over times yield relational exchange norms that regulate the employer and employees exchange relationship"

This implies that socio-emotional and economic resources are the man kind of resources that could exist in exchange relationship in an organisation. Many theories have suggested that humility leadership is becoming a critical tool for managers who direct the affairs of their institutions in these unpredictable and turbulent economic times (Van-Dierendock *et al.*, 2014). In presenting humility leadership in the context of institutional settings, Ramli ans

Desa (2014) use the doctrine of social exchange process which emphasised that people behaviour is consequence of social exchange process contingent on the good behaviour of others

Various studies have advocated that the outcome of humility leadership is that employees benefit from a leader who is not only innovative and dynamic, but also understands and appreciates their hard work and contributions to the organisation (Centin *et al.*, 2015). In such a circumstance, workers are expected to repay this kind gesture with improved performance which will be beneficial to the leader and the organisation at large.

Implications of Social Exchange Theory to the Study

Although one significant setback of social exchange theory is the fact that the theory makes employees seem selfish and individualistic, notwithstanding the theory is significant to this research due to the fact that in achieving employees' outcome through higher job satisfaction, staff engagement commitment, the social exchange theory discussed is important in building a cordial relationship between employees and their management at the occupational environment. This theory is important to the study on grounds that it has become an important tool for explaining administrators and staff relationship at the workplace. Employees have a natural tendency to build or form a close relationship between administrator who demonstrate humility leadership behaviour at the occupational environment towards staff as these relationships are crucial in shaping the behaviour of staff and their personality. That is, social exchange theory is used to explain why many workers adapt more easily at the workplace when their managers demonstrate humility in their day-to-day management.

The Attachment Theory

The attachment theory was first propounded by John Bowlby in 1969. This is evolutionary, psychological and ethological theory that provides an exploratory and a descriptive analysis framework for understanding interpersonal relationship between individual human beings (Goodall & Pogrebna, 2014)

In citing the work of Cameron and Spreitzer (2012), Gopinath (2020) suggested that attachment theory postulate that human is motivated by innate needs for support, protection and closeness. Attachment theory refers to people inclination to form emotional bonds with others of significant influence.

People developing a secure attachment style show confidence and trust in availability of attachment personalities and comfort with mutuality and interdependence, whereas people developing insecure attachment may experience fear of rejection, abandonment, anxiety or discomfort with closeness and intimacy (Gopinath, 2020). Hence people with a secured attachment style are expected to be in the position to meet needs for protection, support and closeness to others. Eslami and Gharakhani (2012) asserted that attachment theory is a lifespan developmental theory vital for appreciating the extent to which certain affectional experience affect physical and emotional state and well-being in the infancy and adulthood, as well as their work life.

Ding *et al.* (2020) asserted that the relationship between workers and their institution indicate attachment dynamics, and that such a relationship must compose of some kind of affectional bond (for instance workers commitment). Their indications support previous studies, this theory is employed to described organisational behaviour of workers in several aspect as expressed by Darcy

and Kleiner (2013) in attachment theory. In explaining the attachment theory, they further explained that as a result of a strong relationship displayed by humble leaders and their employees at workplace, it is anticipated that humility leadership behaviour will produce a favourable and positive significant to employee commitment, job satisfaction and employee engagement since their workers attachment lead to such employees' outcomes

The attachment theory implies that employees will have the ability to build an affectionate and physical relationship with their employer or management consequence to demonstration of humility leadership towards them, and this led to job satisfaction and employee engagement. These job satisfaction and employee engagement are what is needed to improve employees' commitment to the organisation.

Implications of the Attachment Theory to the Study

Even though attachment theory has several weakness prominent among them include the fact that the theory lays much emphasis on the connection or association between workers and leaders which unfortunately result in blame being put on the leader, and also as a social relationship the theory lack rigorous scientific tests, the application of attachment theory helps to explain why employees thrive at the occupation environment through job satisfaction, staff engagement and commitment at the university. For tertiary educational institutions to accomplish its organisational objectives and have competitiveness in the wake of challenging global educational environment, they must have humility leaders since this leader behaviour has become useful and relevant framework for understanding professional human behaviour in the sense that staff becomes attached to the organisational environment, tend to be

more cooperative, trusting, and emotionally stable with their administrators. Leader humility is therefore vital in attracting, maintaining and developing employees who are competent in spearheading organisational goals and objective. The attachment theory is relevant in this direction.

The concept of Leader Humility

According to *Qu et al.* (2013) leader humility is an interpersonal feature or characteristic that appear in social contexts that indicate: a general willingness to consider oneself accurately, understanding and appreciation of others with regard to their contributions and strength, and teachability or openness to new discoveries or ideas and feedback.

Goodall and Pogrebna (2014) opined that leaders who are humble have a better grasp of institutional needs and make informed decisions about human resource commitment and performance. They suggested that since the development of a validated measurement of leader humility, many scholars and experts have discovered that leader humility is related to a wide range of positive followers and organisational outcomes, such as improvement in trust, increase promotion focus, job satisfaction, engagement, commitment, relational capital and transparency, retention and workers' productivity.

Clapp-Smith *et al.* (2009) indicated that humble leaders are considered more approachable, willing to acknowledge other performance, mistakes forgiving and are ready to motivate employees to work hard and share ideas. They indicated that humble leader makes their workers feel included, and this make them feel more comfortable in providing innovations and helping others. In addition to this, Ding *et al.* (2020) indicated that humble leaders understand that necessity for subordinate to be successful and constantly endeavouring

ways to develop and improve the leadership opportunities of subordinates that work for them. They indicated that humble leader always promotes skills, hard work, talent etc. among followers.

For operational purpose, this study defined leader humility as people who are more willing to acknowledge their strength, faults, mistakes, and that of their subordinates by inspiring, encouraging and motivating followers or workers to create and innovate changes that would help shape and grow a successful and sustainable future for his or her followers and organisations in general.

Employees Commitment

According to Maria and Efststhiios (2018) in general, the concept of commitment is defined as the psychological attachment of employee to their workplace. Shane (2014) indicated that employee's commitment to work is defined as the level of enthusiasm a worker has towards his or her job assigned at a workplace. They considered employees commitment as a feeling of responsibility that an individual has towards the mission, goal and vision of the institution they are associated with.

To Centin *et al.* (2015), workers commitment can be described as the extent to which the worker feels devoted and dedicated to their institution. Collins (2005) described workers commitment as affectation response to the whole institution and the degree of loyalty or attachment workers feel towards the institution. Cropanzano and Mitchell (2005) described workers commitment as general workers attitude towards organization. This description of workers commitment is broad in its orientation because of the fact that workers' attitude includes various components.

Collins (2005) asserted that workers who are committed to their institution generally feel a better relationship with their institution, perceived that they fit in and, feel these workers appreciate the goals of the institution. The worker is regarded when he or she remains at the workplace for a considerable period of time and wish to remain in the same institution. The workers ability and willingness to help their organisations succeeds largely depends on the provision of discretionary effort on a sustainable basis. Yang and Min (2013) suggested that employee commitment can also be viewed from the degree to which worker feel devoted to the course of their organisations. Further, Cropanzano and Mitchell (2005) described employee commitment as the affective response to the whole institution and the extent of loyalty or attachment employees feel towards the institution.

To Cropanzano and Mitchell (2005) employee commitment simply looks at worker's attitude to the institutions. They further explained that employee commitment is the bonding between employee and organisation or employer and that stronger levels of employee commitment increases the staying period or duration of worker within the institution, and their effectiveness is also evaluated by commitment. Yang *et al.* (2019) indicated that workers commitment is relative to the employees' participation in of attachment to the institution in which they are employed. They pointed out that employee commitment is essential since it determine whether workers are likely to improve their performance or leave their jobs.

Employee Engagement

According to Chat-Uthai (2013) employee engagement play an important role in influencing employees' commitment and performance.

Employee's engagement concentrates on the issue of job satisfaction and employee commitment. Damodar (2015) explain and cited a work that published and used the terms employee engagement by Truss, Shantz, Soane, Alfes and Delbridge (2013) who described it as different from other employee functional construct like such as job involvement, intrinsic motivation or commitment, stating that it concentrate on how psychological experiences of work shape the process of individual presenting themselves during work execution.

Shepherd and Mathews (2000) indicated that employee engagement is a positive feeling that workers have towards their work in addition to motivation and effort they put into it. Alarcon and Edwards (2011) asserted that the issue of engagement goes beyond satisfaction and commitment. They indicated that to fully engage is to be fully involved in and be enthusiastic about individuals work. Albdour and Altarawneh (2014) sees employee engagement is a fulfilling, positive, work related state of mind that is characterised by dedication, vigor and absorption. Damodar (2015) stated that employee engagement refers to workers involvement and satisfaction in addition to enthusiastic for work. They explained that engaged workers are emotionally and mentally invested in their job and in contributing to their quota to the organisational performance.

Job satisfaction

Koys (2001) defined job satisfaction as 'any combination of physiological and environmental circumstances that influence an individual to say, I am okay or satisfied with my job.' Anitha (2014) indicated that job satisfaction concept is component that is associated with favourable or positive feelings that are connected to workers' job duties.

Kornhanuser and Sharp (2016) also stated that job satisfaction is a form of emotional or affectional reaction to job experience. In supporting this opinion,

Koys (2001) described job satisfaction ‘the feelings an employee has about his or her job which are connected with perceive difference between what is expected as a reasonable or fair return and what is experience, in connection to the alternatives available in any given situation. Consistent to this notion, Hassan *et al.* (2011) mentioned that job satisfaction as ‘the general feel about the task or related constellation or designation of attitude about various aspects of the job.

This study postulate that job satisfaction is the feeling that emerges due to the fulfilment of a worker’s need (both intrinsic and extrinsic needs) and its strength depends on the extent of meeting organisational expectations. This feeling drives and controls the worker’s behaviour and work attitude, which in tend may influence the general functioning of the organisation. Adopting measure to approach employee engagement and satisfaction as an organisational strategy yield more organic results such as employee commitment.

Empirical Reviews

This segment presents empirical studies that have been carried out both local and internationally to establish the relationships among the researched variables identified specifically under the research objective.

Leader Humility and Employee Commitment

Several organisational leadership scholars and practitioners like Yuan *et al.* (2018), and Yang and Min (2013) have established that demonstration of leader humility is significantly associated with employee commitment. The

practices and principles of leader humility can bring a renewed sense of community, ownership and focus to institutions. Zhong *et al.* (2020) suggested that a leader who serve the needs and desires of his workers in developing their talents in order to bring out the best in them also promote a sense of ownership and community in addition to a sense of togetherness and belongingness to their institution.

A study conducted by Zhong *et al.* (2020) discovered that humble leadership practice by school principals in primary schools in Turkey has significant positive relationship with teacher's commitment to duties. Moreover, Qin *et al.* (2020) revealed a significant positive relationship between administrators demonstrate humility leadership and the academic staff commitment in the University of Ibadan, Nigeria.

Shane (2014) also shows that leaders who exhibit humility leadership attitude with good self-insight, act as credible role models are rewarded and recognised with service-minded and committed employees. This was a conclusion reached by Qu *et al.* (2013) in a study that was conducted among 1500 managers and their workers in Shanghai, China when they examined the influence leader humility on employees' commitment. Tang *et al.* (2015) investigated the impact of humility leadership practice on employee commitment of Para-Statal institutions in China using correlation and co-integration analysis. It was found that both humility leadership practices and employee commitment are inseparable as humble leadership practices influence workers' commitment and improves institutional performance.

Vera and Rodriguz-Lopez (2014) determined the effect of humility leadership behaviour and institutional or organisational justice on workers

commitment. The study collected primary data from 320 technicians in Hamburg, Germany. The researcher employed several statistical methods including multiple regressions, exploration factor analysis, and path analysis to test hypothesis of their study. The results from their empirical analysis indicated that humility leadership behaviour had a direct effect on workers commitment. Further, the result indicate that humility attitude of management improves the level of employees' trust and keep them committed to their duties and responsibilities.

In a research conducted by Morris, Brotheridge and Urhanski (2005) in Thailand construction industry discovered that leaders who show humility in their management practices lead to higher workers commitment when they used multiple regression methods. Again, with person coefficient of correlation, it was also found that leader humility constructs correlate positively with employee commitment. In the simple terms, it implies that the higher demonstration of humility leadership behaviours by management, the more commitment workers become to the course of the organisation. Base on the forgoing studies reviewed, this study hypothesised that:

H1: There is a positive significant relationship between leader humility and employee commitment.

Leader Humility and Employee Engagement

Many recent studies have used attachment theory to explain employees' behavioural practices and the effect of these practices on workplace engagement of staff (Qin *et al.*, 2020). According to attachment theory, leaders who demonstrate humility attitude towards their employees create bond that establishes the basis upon which all other relationships are formed. Hence, this

theory act as a theoretical lens for offering insight into how leader humility influence employee engagement.

Empirical evidence from similar studies confirmed that leaders who demonstrate humility offer more opportunities to their employees and are able to improve and develop their expertise and skills, by supporting them to accomplish organisational objectives through the utilisation of their intellectual skills and talents (Centin *et al.*, 2015), and when workers receive such supports and resources, they are more likely to engage themselves in productive activities (Nielsen & Morrone, 2018).

The relationship between humility leadership behaviour and workers engagement is supported by several studies. For example, in their study, Owens and Hekman (2015) researched and investigated into humility leadership behaviour of administrators from public tertiary institution in Malaysia and found that most of the leader humility constructs demonstrated by administrators influenced employee's engagement. Their research concluded that it is essential for public universalities to emphasise more on the demonstration of humility leadership behaviour since they impact positively and strongly on staff engagement.

Conclusions from a similar work done by earlier studies like Runhaar *et al.* (2013) where it was identifies that leader humility characteristics influenced positively on worker engagement and organisational effectiveness in Germany. Eslami and Gharakhani (2012) discovered a high or significant relationship between teachers' engagement and productivity and leader humility style of their principals. Goodall and Pogrebna (2014) investigated the relationship between leader humility style of Polytechnic principals, and lecturers'

engagement and performance in Republic of China. The study concluded that the leader humility behaviour of the principals had a higher positive significant on lecturers' engagement and performance. It is important to conclude from the reviewed literature that the relationship between leader humility and employee engagement is scarcely known (Yang *et al.*, 2019; Goodall & Pogrebna, 2014).

Therefore, the following hypothesis is postulated:

H2: There is a positive significant relationship between leader humility and employee engagement.

Leader Humility behaviour and Job Satisfaction

Several studies in organisational and management literature on job satisfaction and leader humility practices within educational context primarily concentrate on the job satisfaction of academic staff as they relate to the organisational leader attitude of their principals. Owens, Johnson and Mitchell (2013) asserted that this relationship has been investigated and analysed in several studies. These studies are summarised in the following research publications. Qian *et al* (2018) investigated the effect of humility behaviours of principals on teacher's job satisfaction by using both structural questionnaires and interview guide, they discovered that the leader humility constructs such as principals who were supportive of the concerns of teachers, had concerns for schools success, gave positive encouragement and feedback, had visibility, demonstrate consistency, involvement of teachers in decision making process, and were considerate; all these contributed to overall teachers' job satisfaction constructs. On the contrary, principals who were visibly unsupportive to teachers, did not listen to teachers concerns and inputs in decision making

process, and had lack of enthusiasm and communication were added to the teachers' dissatisfaction.

Ramli and Desa (2014) investigated and researched into leader humility attitudes of school principals and teachers job satisfaction in randomly selected public colleges in Lagos. They revealed that leader humility of the principal influenced job satisfaction of teachers on such constructs like, teachers having good rapport with the principals, principal's rapport with the teachers, curriculum issues, community facilities and support. The study concluded that leader humility practices impact strongly on job satisfaction among teachers.

Conclusions from a similar work done earlier studies by Clapp-Smith *et al.* (2009) where it was identified that leader humility that was 'indicative of mutual trust, friendship, respect and warm; as having a higher levels of job satisfaction among teachers. Van-Dierendock *et al.* (2014) discovered a high or significant relationship between teachers' job satisfaction and leader humility of their principals. These results have further supported the existence of positive connection between leader humility and work satisfaction between nurse managers and staff nurse.

H3: There is positive relationship between leader humility behaviour and employee job satisfaction

Mediating Effect of Employee Engagement on the Relationship between Leader Humility and Employee Commitment

This study used the combined effect of social exchange and attachment theory to explain the idea behind why both leader humility and employee engagement influence employee commitment at the workplace environment. For example, Eslami and Gharakhani (2012) used social exchange theory to

explain why employees reciprocate to humility attitudes of their managers by demonstrating greater commitment on their duties in the organisation.

Several studies like Qu *et al.* (2013) have established that workers engagement mediate the relationship that exist between leader humility and staff commitment. As indicated earlier, in situation where employees experience humble leaders, they would feel more safe and secure at the occupational environment as they would have increased level of engagement with the organisation thereby committing themselves to the course of the organization.

In analysing this relationship, studies like Cropanzano and Mitchell (2015) and Cerit (2010) have established that employee engagement mediate between the relationship between leader humility and employee commitment. A study carried out by Cropanzano and Mitchell (2005) on 150 university teachers from 10 public universities in Nigeria in examination of the relationship between organisational leaderships parameters on employee commitment, using workers engagement as mediating variable. The results found that leader humility constructs significantly influence employees' engagement and commitment to their work on their respective universities.

Ding *et al.* (2020) also discovered that workers engagement mediates the effect of leader humility constructs and organisational citizenship of workers commitment among staff of Ethiopian immigration service. In his study Collins (2005) established that perceive demonstration of leader humility by administrators of selected Cycle schools in Pakistan significantly impact on workers commitment; with employee engagement significantly mediating the relationship. Owens and Hekman (2015) also did a survey among workers of 20 manufacturing companies in Tanzania and the results showed that workers

engagement mediates between the relationship between leader humility behaviour of management and workers commitment to duties. Their results were not surprised because it found a strong significant relationship between leader humility and employee engagement, and also between employee engagement and their commitment in diligently executing their job.

H4: Employee engagement mediates the nexus between leader humility and employee commitment.

Mediating Effect of Job Satisfaction on the Relationship between Leader Humility and Employee Commitment

Liden et al (2008) asserted that empirical studies in the area of workers job satisfaction, staff commitment and leader humility explained by the used of social exchange and attachment theory gave attention to find out the mediating role on the relationship between leader humility and employee commitment (Butler *et al.*, 2011) and the influence of job satisfaction on employee commitment (Greer, 2013).

Several studies have empirically revealed that leader humility has a positive influence on job satisfaction and employee commitment. Limited studies have discovered the influence of workers job satisfaction as a mediating variable in staff commitment and leader humility relationship.

In their study, Gucel and Begec (2012) used quantitative approach to investigate the mediation mediating role of job satisfaction on the influence of leader humility behaviour on staff commitment in using a sample of 402 in China and India by considering private universities. Their findings indicate that there was a positive significant impact of leader humility on job satisfaction and

employee commitment, and that job satisfaction mediate between leader humility on employee commitment.

Jacob (2006) investigated the effect of leader humility of administrators on academic staff of polytechnic institutions in Kenya. The researcher collected data from 240 academic staff of the institution. Additionally, the study utilised questionnaires to collect primary data. They employed a Pearson correlation coefficient, chi-square, Anova and multiple linear regression model to establish the direction, magnitude and significance levels of various constructs in relation to the variables understudy. Even though the study found that leader humility constructs insignificantly influence employees job satisfaction, but it was discovered that job satisfaction significantly mediate between leader humility and employee commitment.

A similar work conducted by Hu and Liden (2011) examined mediating effect of staff motivation and job satisfaction on the leader humility behaviour and staff commitment at university level in Iran. The research discovered that both motivation and job satisfaction significant and positively mediate the relationship between leader humility and employee commitment. The research findings imply that higher demonstration of leader humility improves both motivation and job satisfaction, which intends results workers commitment to duties. Also, leader humility significantly influence motivation, job satisfaction and employee commitment on individual basis.

Based on the reviewed studies, this study formulates the hypothesis below:

H5: Job satisfaction mediate the relationship between leader humility and employee commitment.

The Role of Relational Capital on Employees Commitment

According to Posner (2015), relational capital is a sociological concept derived from social capital theory and has become the focus of both theoretical and empirical investigations in sociology and organisational management.

Horimiga *et al.* (2011) indicated that relational capital is a cooperation relational of mutual benefits, trust and emotional identity that are useful at the occupational environment.

Marcurio (2015) added that the creation of relational capital is an indispensable characteristic of any organisational because it is essential in facilitating employee's outcomes such as commitment and performance. Wang (2014) asserted that employee experiencing higher levels of relational capital become satisfied with their work duties thereby becoming more willing to give off their best to the course of the organisation. Several other studies like Bratley and Shanthakumary (2017) and Welbourne and Pardodel (2018) also established empirically the existence of a positive significant relationship between relational capital and employee commitment. Frank and Davis (2017) to analyse the relationship between relational capital and employee commitment in green supply chain integration in India. After employing regression analysis, they found that relational capital constructs were significant in influencing employee commitment in the supply chain. Posner (2015) also investigated the role of relational capital in promoting job satisfaction and commitment. They found a positive result among these variables.

H6: Relational capital positively affect employees' commitment

The Role of Relational Transparency on Employees Commitment

Baheshtifar and Heart (2013) wrote that relational transparency comprises a leader being straightforward and direct in managing employees at the occupational environment. They explained that this demands organisational leaders to be very consistent in their qualities and also communicating same behaviours to workers: as this include open sharing of information about managers' emotions and contemplations.

Plaisance (2007) in their study on the importance of relational transparency in influencing employee commitment and organisational performance, discovered that through leader humility relational transparency significantly influence or fostering higher employee commitment and performance. Further the study found that leader humility conduct like honesty is identified with devoted employee's commitment.

Ginsberg (2012) also carried out a study on the impact of relational transparency on workers commitment in University of Jeffna Sri Lanka, the researcher used exploratory technique in collecting primary data through structural questionnaire from 241 workers selected through random sampling method from the university staff. A regression results found that all the elements of relational transparency impact significantly on employee commitment at the university. More recent studies like Maxwell (2017) and Bratley and Shanthakumary (2017) also found similar results.

H7: Relational transparency positively influence employees' commitment

Conceptual Framework

According to Imenda (2014) a research framework is a summary of the processes under study supported with a visual or graphical description and

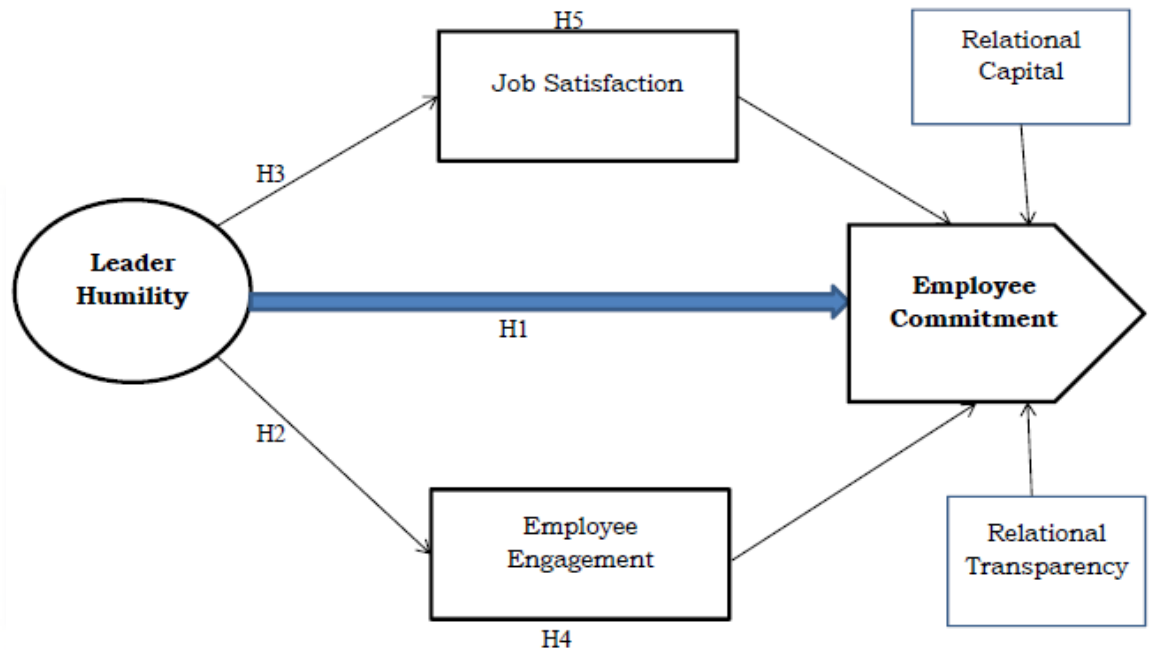
linkages of varied variables included in the study. A search framework is utilised to outline certain course of action by presenting a desirable approach to the subject under investigation.

The research framework used in this work derived from several studies that have researched into the effect of organisational leadership style (with emphasis on humility leadership) on employee commitment (Yuan *et al.*, 2018) and (Zhong *et al.*, 2020). The researcher adopted a configurationally method as offered by Yuan *et al.* (2018) to conceptualise and explains how leader humility influence employee commitment. The theoretical as well as empirical reviewed above have shown that humility leadership style has positive influence on employees' engagement and job satisfaction (Tang *et al.*, 2015; Owens & Hekman, 2015). Therefore, this study can conceptualise that employee engagement and job satisfaction mediate the relationship between leader humility and employee commitment in an organisation.

This is a research conceptual model including two mediating variables as identified by Morris *et al.* (2005). This research conceptual framework provides a linkage among research variable. Firstly, it established a direct link between leader humility and employee commitment. Secondly, the study provided indirect relationship among between leader humility and employee commitment where: leader humility lead to employee engagement, and this leads to employee commitment; and leader humility lead to job satisfaction, and this result to employee commitment.

As indicated earlier, this relationship is meditated by two variables: job satisfaction and employee engagement, the model is constructed in such a way that one of the mediating variables is indicated above (job satisfaction) and other

is mediating below (employee engagement).



Source: Author's construction, (2023)

Fig. 1. The Conceptual Framework

Further this research added relational capital and relational transparency in this model since they influence employee commitment as a result of leader humility.

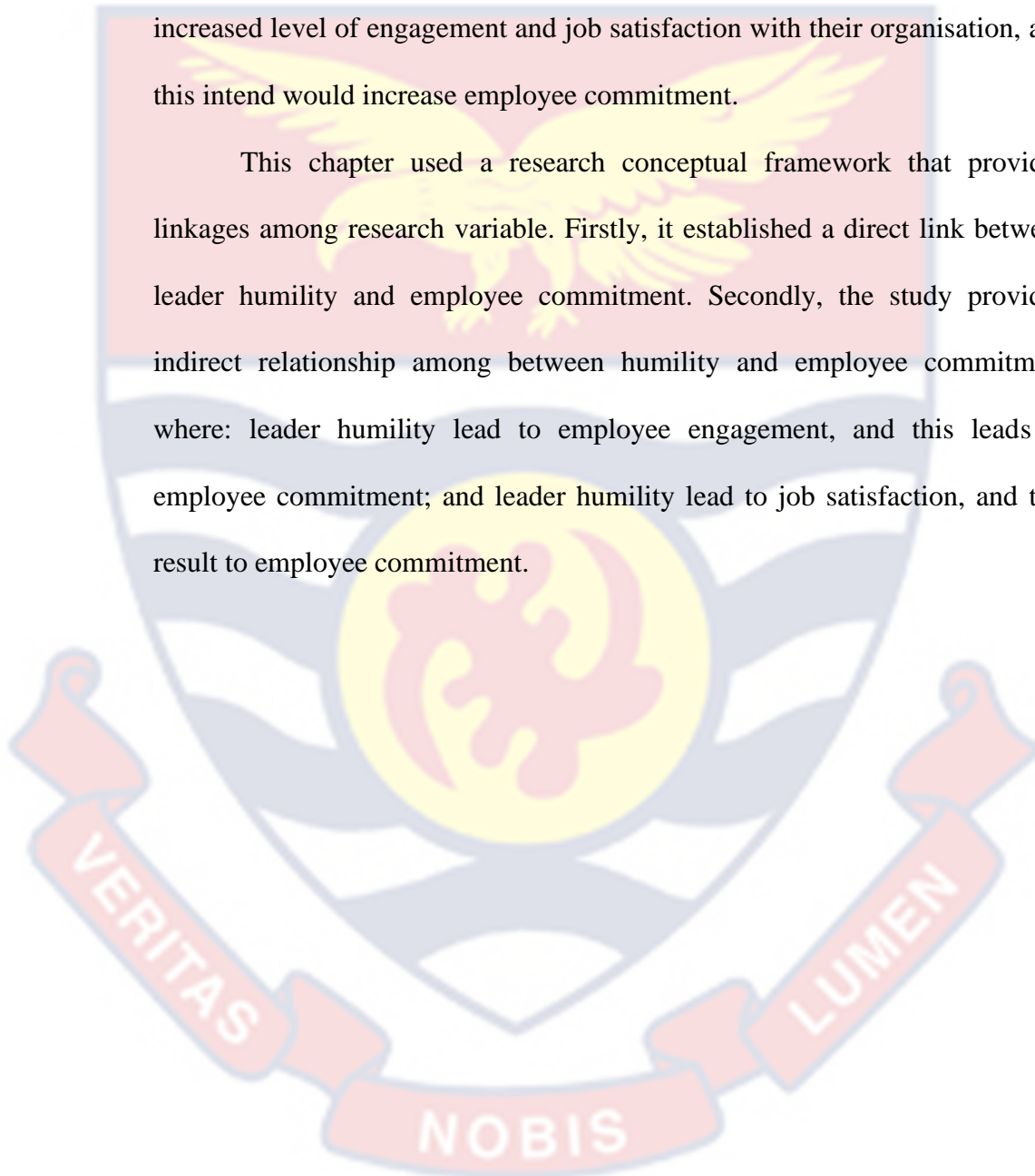
Summary of the Literature

In undertaking this literature review, this study defined leader humility as people who are more willing to acknowledge their strength, faults, mistakes, and that of their subordinates by inspiring, encouraging and motivating workers to create and innovate changes that would help shape and grow a successful and sustainable future for his or her followers and organisations in general.

This study used both social exchange and attachment theory as the most appropriate theories to explain leader humility and employee commitment relationship. The literature review found that leader humility has a positive relationship with employee commitment. Studies have documented that

employee engagement and job satisfaction mediate the relationship between leadership humility and employee commitment. The literature found that in situation where employees experience humbled leadership style, they would feel more safe and secure at the occupational environment as they would have increased level of engagement and job satisfaction with their organisation, and this intend would increase employee commitment.

This chapter used a research conceptual framework that provided linkages among research variable. Firstly, it established a direct link between leader humility and employee commitment. Secondly, the study provided indirect relationship among between humility and employee commitment where: leader humility lead to employee engagement, and this leads to employee commitment; and leader humility lead to job satisfaction, and this result to employee commitment.



CHAPTER THREE

RESEARCH METHOD

Introduction

This chapter presents the research methodology used in the study. Here, the research design, sources of data, targeted population and sampling technique are dealt with extensively. Furthermore, this chapter explains clearly data collection instruments, sampling technique and sample size, method of data analysis and validity and reliability of data collection instruments are described here. Finally, the profile of the study area is presented under this chapter.

Research Approach

According to Crowe et al (2011), emphasised that there are three accepted research approaches namely, qualitative, quantitative, and mixed-method. This research used quantitative approach. This approach enabled the study to objectively and systematically investigate and examine the cause, relationship and effect among identified research variables. Gaille (2018) asserted that this approach must be used when a researcher seeks to perform deductive and objective reasoning. Further, in adding to this, Hakansson (2013) indicated that this type of approach offers precise and objective description that are essential in practical life situation.

Research Design

The research design refers to various procedural framework researchers used for the purpose of deriving achieving a meaningful conclusion from a study; it also includes the relevance and propriety of data collection procedures (Ross and Morrison, 2004). This study used exploratory research design. In citing the work of Kerlinger and Rint (1986), Creswell and Plano (2011)

asserted that this method is a means of gathering or collecting information and data concerning the characteristics, opinions, observation, awareness, behaviours and attitudes of a group of individuals considered as research population.

This study used an exploratory research because it is considered most suitable for investigating, analysing situations, attitude, phenomenon, issues or problems by considering a targeted population of interest at a given point in time. Further, the study used structural equation model (SEM) to investigate the effect one variable has on the other with mediating variables. These variables are leader humility and staff commitment with job satisfaction and employee engagement (mediating variables).

Study Unit

Cape Coast University as a public tertiary institution of higher learning was established in 1962 as university college. It was initially affiliated to University of Ghana in 1971. The university achieve autonomous status mandated or tasked with the responsibility to offer its own diplomas, degrees and certificates through an Act of Parliament establishing the University of Cape Coast, Act 390. This was subsequently replaced by PNDL Law 278 which served as University of Cape Coast Law. The PNDL Law 278 has been in force for more than 25 years.

University of Cape Coast was originally set up with the responsibility to train professional teachers purposely for second cycle institutions under Ministry of Education. In 1990s, this mandate and authority was reviewed and as a result led to the expansion of the programmes run by the university in response to the growing needs. The expansion and reorganization of the

management and programmes of the university led to the creation of new faculties, colleges and schools and departments such as faculty of law, Social Science Education, Faculty of Humanity, Social Science Education, School of Professional Development, school of Nursing and Midwifery, School of Medical Science, etc.

Also, in 2014 as part of the University's expansion and transformational drive, it established an institutional advancement office with the purpose to collaborate with international community, and further to raise funds to support the mission of the university. In pursuance of this international objective of the University, it established linkages and collaboration with other higher learning institutions at home and abroad with the goal of improving research, teaching and capacity building for faculty members.

Research population

Slevitech (2011) described a research population as a totality or an aggregate of all the subject, members, or objects that conform to a set of common characteristics or specifications. William (2007) stated that a research population considers the collecting or gathering of a specific group of humans (like workers, students, teachers, traders, etc) or non-human like variables, elements or objects (such as time units, institutions, geographical areas, employment status, salaries, prices). This study elicited information from mainly staff of the university. The researcher considered cross section of staff, and by job position at the Cape Coast University, the senior staff of the institution is made up of Administrative Assistant, Senior Administrative Assistant, Principal Administrative Assistant, Chief Administrative Assistant. These compositions of administrative senior staff occupy administrative

positions in various sections, units and departments across the University community. Information retrieved from Human Resource Directorate of the University revealed that there are Six hundred and forty (640) administrative senior staff of the university.

Out of this number, there are: Forty-six (46) Chief Administrative Assistant, Two Hundred and Thirty-Three (233) Principal Administrative Assistant, One Hundred and Eighty-Four (184) Senior Administrative assistant and One Hundred and Seventy-Seven (177) Administrative Assistant. Hence total population considered for this study is 640 Administrative senior staff of the University as presented in table 1 below. These staff were considered due to accessibility of data and cost effectiveness with due regard to the duration of the study.

Table 1. Targeted Research Population

Categorises	Total Number of Staff
Chief Administrative Assistant	46
Principal Administrative Assistant	233
Senior Administrative assistant	184
Administrative Assistant	177
Total	640

Source: Human Resource Directorate of the University, (2022).

Sampling Procedure and Sample Size

Punch (2013) stated that sampling is a procedure use in selecting variables such as organizations, individuals, people, objects, etc. from the entire population of interest so that by analysing and presenting the sample, fairly generalization of findings can be made about the entire population from which the sample was selected. Sampling methods are important component of any research investigation and comprise several thoughts. The main considerations

of most investigations are to obtain information and data about a population to achieve the objectives of their studies. Therefore, a sample of the entire population is taken for research analysis. A larger sample size improves precision and variation (Noor, 2008).

This researcher used simple random sampling methods to select respondents for this study. The study chose Administrative senior staff of the University Cape Coast. Slevitech (2011) indicated that purposively, researchers are able to intentionally select people or individual and case studies in order to carry out an investigation. The university was purposively chosen because it was deemed as suitable place to get intellectuals who have deep understanding of the subject matter under investigation (Jennifer, 2002). Hunter and Brewer (2015) also opined that purposively researchers hand-pick various cases to be selected on the basis of their value judgement and typicality. Lastly the university was chosen because the researcher is a renowned alumni and this made it easy to access data and information relevant to the study.

However, with regard to sample size, the researcher used simple probability random sampling technique in choosing the respondents for the study. In estimating the sample size, the study relied on Yamane (1967) simplified sample size formula which have been adopted by several studies. Taking into account, a 5% error level (95% confidence), the formula is presented as:

$$n = \frac{N}{[1 + N(0.05)^2]}$$

Where

n = sample size

N = The population size

e = error level or level of precision

In applying the formula to the targeted population of 640 Administrative Senior Staff of the University, the sample size is

$$\begin{aligned}n &= N/[1 + N(0.05)^2] \\ &= 640 / 2.6 \\ &= 246.1538 \\ &= 246\end{aligned}$$

Hence, a total number of 246 respondents were presented with questionnaires. John (2014) indicated that sample size is needed to impact two statistical properties namely: a) precision of estimate and b) the power of the research to make and draw conclusions for the entire population.

Sources and Types of Data

This section considers the type and sources of information and data for this study. The study used both primary and secondary data and information for analysis discussion and presentation. Russell and Gregory (2003) asserted that primary source of data refers to the gathering of firsthand information by the researcher. Through a case study approach, a primary source of data however dominated this research. Hence, this study was based mainly on primary sources of information. This study was organised at an organisational level to get the relevant information. Secondary sources of information were obtained from different local and international published articles, websites, book chapters, etc. The secondary sources of information were mainly needed in undertaking the literature review exercise for this research.

Data Collection Instrument

As stated earlier, this study mainly sourced primary data and information for this study. Under this, the researcher collected primary data from the respondents who are administrative staff and lecturers at the university in both

Faculty of Science and School of Business. Methods of gathering primary data was structured questionnaires.

Creswell and Plano (2011) argue that questionnaires are more efficient and effective ways of collecting information in that they demand less time to organise, are less costly, and allow the gathering of information from a large population. The research employed the structured questionnaires in gathering data and information because they allowed wider coverage of the population for a short duration, and also improved privacy and confidentiality of data collected. Moser and Korstjens (2018) added that questionnaires are also convenient as most respondents can fill them at their convenience and free time. Considering this, the researcher specifically used structured questionnaires to gather information in relation to this research domain: the mediation role of job satisfaction and work engagement on the leader humility and employees' commitment.

This study gathered primary data using both open and close-ended questions in the questionnaire designation procedure. By the use of closed-ended questions, the researcher was able to generate quantitative data while open-ended questions helped the researcher gather qualitative information relevant for this study. The researcher used a 7-point Likert scale in designing the structured questions because it helped the researcher to generate numerical data for both descriptive and inferential analysis.

The questionnaire comprised a series of questions that were presented to respondents in a written format and in a manner the respondents were expected to answer in writing. The researcher developed a set of questionnaires based on the study's research questions and were reviewed by the research

supervisor to determine the propriety in meeting the objectives of this research. Under this, the respondents were presented with a list of written items to which the respondents had to choose the one they consider most correct. The researcher conducted a pilot test of the questionnaires to identify and remove possible ambiguity within the questionnaires.

Description of Variables used in the Questionnaire

This segment detailed how the variables used in the questionnaire were set and employed in the data processing and analysis. The questionnaires set comprises four main sections (A – D). A contains the demographic indicators associated with gender, age, education, years of experience, Section B, C and D Comprises Leader Humility; Employee Commitment, Job Satisfaction and Employee Engagement; Relational Transparency and Relational Capital scales respectively.

Demographic Indicators

Respondents were asked to indicate by ticking their gender status, age, education, and years of experience at School Business.

Measurement of Variables

Leader Humility

Leader Humility perception of employees was measured by humility scale. On this, the study developed 14 items based on earlier studies done by Punch (2013), Owens et al (2013) and William (2007) which relate to administrators demonstrating humility towards their subordinates in the day-to-day management at their department. Items were scored using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Employee Commitment

Employee commitment was evaluated by developing a 12 items with 7-point Likert scale where respondents were asked to indicate the extent of their agreement based on employee commitment scale developed by Mowday *et al.* (1979) and Meyer and Allen (1997) as cited by Brown (2003). Under this, respondents were required to indicate the extent of their agreement from certain identified employees' commitment constructs depicting their level of commitment in their respective department using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Job Satisfaction.

Base on job satisfaction scale developed by Shabbir (2014) and Lester (1987), the study offered 12 items on Job Satisfaction that was developed using 7-point Licker scale. On this, targeted respondents were asked to state their level of agreement on their job satisfaction level using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Employee Engagement

The study developed 9 items constructs to assess the level of staff involvement in carrying out their day-to-day activities at the university using 7-point Licker scale. This measurement is based on the scale developed by Mani and Mishra (2021) on model of work engagement. Under this, targeted respondents were asked to state their level of agreement on their job satisfaction level using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Relational Capital

The study presented 5 items constructs on relational capital using 7-point Likert scale based on similar work done by Fitzpatrick (2009) and Okafor (2012). Here, targeted respondents were asked to state their level of agreement on their job satisfaction level using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Relational Transparency

Based on the transparency scale developed by Hochwarter *et al.* (2003), the study presented 7 items constructs on relational transparency using 7-point Likert scale. Under this, targeted respondents were asked to state their level of agreement on their job satisfaction level using Seven – point Likert scale consisting of 7 (highest agreement) to 1(Least Agreement).

Fieldwork

Moser and Korstjens (2018) indicated that data collection refers to the gathering method and tools that researchers use during the information and data gathering process. This research sought to collect data from 246 respondents who are Administrative Staff of the university where the researcher administered the questionnaires during working hours to get all respondents at their respective School and departments. In administering the questionnaires, this study used the drop and pick technique to administer the questionnaire to allow respondents adequate time to fill in the questionnaires that were submitted to them.

Field Challenges

Some of the challenges encountered during fieldwork include limited funding for printing, transportation, etc., clear suspicion on the part of

respondents as to the real motive and intention of the researcher, issue of confidentiality and anonymity of respondents, dealing with inaccurate information and data from respondents and so on. However, these challenges did not affect the quality and credibility of the study to any remarkable degree.

Method of Data Analysis and Processing

Data and information processing and analysis is described as the procedure and process of collecting, gathering and processing and analysing research data with the intention to extract insights that facilitate decision making process (Russell & Gregory, 2003). According to Ross and Morrison (2004) data analysis is usually considered the most interesting and challenging aspect of any research exercise. They opined that data analysis refers to a procedure for deriving meaning from the information that had been retrieved from respondents during a study. In research, data analysis assumes several procedures.

This research is a quantitative one in which descriptive statistics was conducted using SPSS version 16.0. The use of quantitative research comprises the employment of statistical techniques to gather, categorize, assess, analyse and summarize the information to derive understanding. Both Descriptive and Structural Equation Models were used for the data analysis.

Descriptive Statistics

The descriptive statistics comprise information on demographic data of respondents such as age, gender, educational level and other responses relating to research interest. In analysing the descriptive part, the researcher employed the use of frequencies, percentages, central tendencies (mean values), dispersion of the dependent and independent variable, graph, table to present the

respondents' socio-demographic features. This research utilised mean and standard deviation because they are most appropriate indicators of both central tendency and dispersion due to the fact that interval scales are employed as the basis of measurement for the dependent and independent variables. Additionally, the researcher used Pearson correlation coefficient to measure the degree of relationship between leader humility, employee commitment, job satisfaction and employee engagement. Correlation is a statistical term that is employed to measure the strength of a linear association between two quantitative variables. Cepni (2001) asserted that Pearson correlation coefficient is used when the data is ordinal like Likert scale (strongly disagree to strongly agree).

Structural Equation Modelling

Since this study is exploratory in nature where causal effect among research variables are involved, a log-linear regression model was employed to examine the effect of leader humility, staff engagement, job satisfaction, relational capital and relational transparency on employee commitment. Log-linear regression model was used because it reduces the presence of multicollinearity and provide direct estimate of elasticity.

To achieve the objective of analysing the mediation role of employee engagement and job satisfaction on the relationship between leader humility and employee commitment, the researcher used bootstrapping technique.

Data reliability

The researcher conducted a pilot test of the questionnaires so as to identify and remove possible ambiguity within the questionnaires in order to make sure that respondents did not encountered any difficulties in responding

to the questions. This was done to enhance the reliabilities and validity within the set of questionnaires. Finally, the researcher used a Cronbach test to conduct a composite reliability test of the various constructs.

Table 2 below presents the results of the reliability analysis of all the research variables. As stated by Wellek (2010) the closer the Cronbach's Alpha coefficient approaches 1.0, the higher the dependability of the variable concern. As pointed out Van Zyl *et al.* (2000) Cronbach's α qualities must be 0.7 or above to be regarded as a very good indicator of reliability. From the table, all the coefficients are greater than 0.8 showing excellent dependability of various constructs for the research variables.

As the key variable of this research, Cronbach's Alpha coefficient of the 14 composite items of Leader Humility is 0.899, Employee Engagement has 9 items with an alpha of 0.829, Job Satisfaction has 12 items with an alpha of 0.901, and Employee Commitment has 12 items with an alpha of 0.941. Finally, Relational Transparency has 7 items with an alpha of 0.817 and Relational Capital has 7 items with an alpha of 0.807. The high figures indicate the dependability of these constructs.

Table 2. Reliability of the Instrument

Variables	Number of items	Cronbach's Alpha
Leader Humility	14	0.899
Employee Engagement	9	0.829
Job Satisfaction	12	0.901
Employee Commitment	12	0.941
Relational Transparency	7	0.817
Relational Capital	5	0.807

Source: Field Study, (2023).

Ethical Concern of the Study

The researcher put all the necessary steps in place to make sure that the data and information contained in the study did not contravene the moral and ethical concerns. Therefore, the following measures and procedures were taken:

Firstly, the study questionnaires were set in a way that would not bring inconveniences and embarrassment to the targeted respondents and participants of the study.

Secondly, the administrative staff of University were assured of their confidentiality in respect of the information they would provide for this study. Information and data that was obtained from respondents were treated with a great level of confidentiality. The researcher only sought the consent of the respondents who were contacted for this study and that these respondents were coerced but did so willingly in contributing to the data for this study. The permission of the research respondents was obtained in writing before they participated in this study. As much as possible, the researcher exercised a high degree of objectivity and circumspection throughout this study period.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents analysis and discussions of data collected from the field. In this chapter, analysis is done in two parts: Descriptive and Inferential Statistics. The descriptive analysis was based on self-report data retrieved from 240 respondents who are staff of University Cape Coast.

The researcher sent 246 questionnaires to respondents and with zealousness as well as diligence; 240 of the questionnaires representing of 97.56% were retrieved indicating a response rate highly acceptable for research analysis and generalisation as stated by Neuman (2006). Babbie (2002) stated that, any response rate from data collection that is 50% and above is satisfactory for analysis and discussion, and therefore the response rate of 97.56% is considered excellent for this study.

In the regression part, this study used log-linear regression and Structural Equation Modelling (SEM) to investigate the between leader humility and employee commitment as well as analysing the mediating role of employee engagement and job satisfaction on leader humility and employee commitment relationship.

Descriptive Statistical Analysis

In this segment, information is presented on the respondents' characteristics as well as their responses on the leader humility, employee commitment, employee engagement and job satisfaction using tables, frequencies, mean and standard deviation.

Demographic Characteristics of Respondents

This section presents the demographic characteristics of respondents in terms of age, gender, years of active service, and educational levels of respondents who were considered for this research work.

Table 3. The Demographic Characteristics of Respondents

Item	N	%
Sex		
Male	175	72.92
Female	65	27.08
Age		
Less than 30	11	4.59
31 – 39	51	21.25
40 – 49	142	59.16
50 – 60	36	15.00
Education		
Professor	0	0.00
Doctorate (PhD)	7	2.92
Master Degree	186	77.50
Bachelor Degree	47	19.58
Diploma	0	0.00
Years of Service		
Less than 5	23	9.58
6 – 10	44	18.34
11 – 15	119	49.58
16+	54	22.50

Source: Field Study, (2023)

Gender of Respondents

Information on the table shows that most of the staff of University of Cape Coast who took part in this research are males (175 representing 72.92%) while the remaining 65 respondents forming 27.08% were females.

Ages of Respondents

In respect of ages, as many as 142 representing 59.16% of respondents indicated that they were within the 40 - 49 years group and additionally, 51 representing 31.25% of the respondents had their ages between 31 - 39 years. Further 35 representing 15.00% of respondents indicated that they were within the 50 - 60 years group. From the table, only 4.59% of respondents indicated that they were less than 30 years. The minimum age of the respondents was 27 and the maximum age captured by the survey was 58 years. The average age of respondents was 44 years. This indicates that the administrative staff of the university is mature in terms of age.

Educational Level of Respondents

Information obtained from the respondents interviewed indicated that almost all of them are highly educated as none of them had educational qualifications below the bachelor degree. These higher educational levels of respondents conform with the educational requirements of staff recruited into the tertiary institutions in Ghana as proposed by Ampomah-Minta (2017).

As many as 77.50% of respondents are having master's degrees and 19.58% of the respondents had a bachelor degree as an educational qualification. Additionally, only 2.92% of the respondents had Doctorate degrees as their level of education at the university. From the Table, there was no record of respondents indicating professors and diploma as their levels of education.

Number of Years Respondents Have been Working with The University

Respondents were asked to indicate the number of years they have been working with the technical university, and their responses are contained in table

2 below. 49.58% of respondents state that they have been working with the university between 11 – 15 years, 54 representing 22.50% have been working with the university 16+years and 44 representing 18.34% have been working with the university between 6 - 10 years. It is important to note that only 9.58 percent of them have been working with the university less than 5 years.

The table shows that respondents interviewed have had a considerable length of years and experiences on hand to give an account of leader humility behaviour of management at the university.

Descriptive Statistics on the Research Variables

The study then run a descriptive analysis on leader humility, employee engagement, job satisfaction, relational capital and relational transparency to determine which independent variable has highest response with employee commitment.

In this analysis, employee commitment which is the response variable is an index constructed from principal components analysis. Similarly, the five independent variables: leader humility, employee engagement, job satisfaction, relational capital and relational transparency are all indices generated using PCA. For detailed information on descriptive analysis of each of these variables, please refer to Table 4.

In Table 4, the study presented the results of composite descriptive statistics of the variables used for the correlation and regression analysis. From the table, the highest mean score is Job Satisfaction (Mean= 17.2133, SD=3.91254). The reason is that the fundamental objective of demonstrating leader humility behaviour at the workplace is to ensure workers' job satisfaction so that they will actively engage and commit to the course of the organisation

in order to ensure higher productivity and performance as proposed by Swanirbhar and Slaurabh (2016). However, the variable with the lowest mean score is relational transparency (mean = 2.2131, SD = 1.0815). This means respondents place lower impact of relational transparency on employees' commitment as a results of leader humility.

Table 4: The Descriptive Statistics

Variables	Mean Values	Stan. Deviation	N
Employee Commitment	15.1617	3.0922	240
Leader Humility	9.1233	3.9125	240
Job Satisfaction	17.2193	3.4312	240
Employee Engagement	5.1063	1.6041	240
Relational Transparency	2.2131	1.0815	240
Relational Capital	8.7358	3.1172	240

Source: Field survey, (2023).

Principal Components Analysis of Leader Humility and Employees Commitment

Under this section, as have been identified in the literature, 14 constructs of Leader Humility were developed in order to analysis the composite effect of it on employee commitment. To perform these for each research variable, a series of close ended constructs were generated on a 7-point Likert scale for respondents to indicate the extent to which they agree on various constructs relating to leader humility, employee commitment, employee engagement, job satisfaction, relational capital and relational transparency at the occupational environment of the University. The researcher used scale ranging from 7 (highest agreement) to 1(Least Agreement).

Before performing correlation and linear regression analysis to estimate the influence of leader humility, staff engagement, job satisfaction, relational capital and relational transparency on employee commitment, the study performed composite descriptive analysis using principal component analysis.

Consistent with extant literature, a composite index was constructed for each of the six research variables under study using Principal Components Analysis (PCA) (Mattes et al., 2016).

Table 5. Principal Components Analysis

Leader Humility

Component	Eigenvalue	Difference	Proportion	Cumulative
LH1	4.2691	3.6204	0.3447	0.3447
LH2	2.0492	.9743	0.2087	0.5534
LH3	.7749	.7792	0.1753	0.7287
LH4	.6636	.6841	0.0756	0.7847
LH5	.5022	.4072	0.0563	0.8410
LH6	.3127	.3335	0.0421	0.8831
LH7	.2196	.2037	0.0387	0.8218
LH8	.1125	.1872	0.0243	0.9461
LH9	.0881	.1321	0.0137	0.9598
LH10	.0642	.1167	0.0131	0.9729
LH11	.0587	.0893	0.0119	0.9848
LH12	.0408	.0673	0.0087	0.9935
LH13	.0284	.0437	0.0058	0.9993
LH14	.0176		0.0007	1.0000
N	240			
KMO overall	0.623			
Employee Engagement				
EE1	4.5163	3.0842	0.5650	0.5650
EE2	1.4321	.5531	0.1791	0.7441
EE3	.8792	.3657	0.1102	0.8533
EE4	.5145	.2348	0.0646	0.9189
EE5	.2804	.1303	0.0562	0.9751
EE6	.2671	.1146	0.0221	0.9972
EE7	.2505	.1071	0.0017	0.9989
EE8	.0897	.0739	0.0008	0.9997
EE9	.0395	.	0.0003	1.0000
N	240			

KMO overall	0.843			
Job Satisfaction				
JS1	3.4843	2.4089	0.4978	0.4978
JS2	1.0754	.2516	0.1536	0.6514
JS3	.8237	.1548	0.1124	0.7638
JS4	.6689	.1131	0.0956	0.8594
JS5	.4557	.1002	0.0491	0.9136
JS6	.3415	.0914	0.0209	0.9345
JS7	.1501	.0752	0.0165	0.9510
JS8	.1175	.0456	0.0151	0.9661
JS9	.0567	.0208	0.0148	0.9809
JS10	.0458	.0117	0.0139	0.9948
JS11	.0207	.0056	0.0048	0.9996
JS12	.0072		0.0004	1.0000
N	240			
KMO overall	0.820			
Employee Commitment				
EC1	7.231	8423	0.6075	0.6075
EC2	4.8494	.7474	0.1702	0.7777
EC3	1.3746	.4179	0.0752	0.8529
EC4	.7963	.3484	0.0497	0.9026
EC5	.5127	.3207	0.0219	0.9245
EC6	.879	.3165	0.0207	0.9452
EC7	.514	.2534	0.0184	0.9636
EC8	.280	.0730	0.0152	0.9788
EC9	.250	.0561	0.0112	0.9900
EC10	.089	.0149	0.0067	0.9967
EC11	.039	.0126	0.0021	0.9988
EC12	018		0.0012	1.0000
N	240			
KMO overall	0.820			
Relational Transparency				
RT1	1.1992	3.0842	0.4854	0.4854
RT2	1.0895	.5537	0.2957	0.7811
RT3	.9066	.3653	0.1635	0.9446
RT4	.8072	.2345	0.0351	0.9797
RT5	.5786	.	0.0203	1.0000
N	240			
KMO overall	0.596			

Relational Capital				
RC1	1.5612	.8444	0.6451	0.6451
RC2	1.1015	.7908	0.1401	0.7852
RC3	.9994	.3757	0.1256	0.9108
RC4	.7231	.1879	0.0531	0.9639
RC5	.3397		0.0361	1.0000
N	240			
KMO overall	0.538			

Source: Field Survey, (2023)

Pearson Correlations Analysis on the Relationship between Leader Humility and Employee Commitment

Pearson correlation analysis was used to test both the significant and extent of relationship of the identified variables and also help to offer prediction on the level of changes and variations related to employees commitment caused by the independent variables such as: Leader Humility, Employee Engagement, Job Satisfaction, Relational Transparency and Relational Capital at 95% confidence level.

Table 6. Correlation Matrix

		lnY	LnX1	LnX2	LnX3	LnX4	LnX5
lnY	Coeff.	1					
	Sig:						
	N	240					
LnX1		0.762	1				
		0.000					
		240	240				
LnX2		0.877	0.975	1			
		0.000	0.00				
		240	240	240			
LnX3		0.804	0.747	0.894	1		
		0.000	0.00	0.000			
		240	240	240	240		
LnX4		0.816	0.799	0.892	0.629	1	
		0.000	0.000	0.000	0.000		
		240	240	240	240	240	
LnX5		0.793	0.631	0.760	0.803	0.709	1
		0.000	0.000	0.000	0.00	0.000	
		240	240	240	240	240	240

Note: Employee Commitment (lnY), Leader Humility (lnX1), Employee Engagement (lnX2), Job Satisfaction (lnX3), Relational Capital (lnX4) and Relational Transparency (lnX5)

Source: Field Study, (2023)

One: The researcher performed a correlation to determine the connection between leader humility and workers commitment, the coefficient Pearson correlation was done and tested at 5% significance level. The result indicates that there was a positive correlation between Employee Commitment and Leader Humility ($r=0.762$). Moreover, the results revealed that this relationship is statistically significance at 5% error level ($p=0.000, <0.05$). This means that Leader Humility and Employee Commitment move in the same direction in that an increase in one variable (Leader Humility) lead to an increase in the Employee Commitment and vice versa. Several organisational leadership scholars and practitioners like Yuan, Zhang and Tu (2018), and Yang and Min (2013) have established that demonstration of leader humility is significantly associated with employee commitment. Further, Moreover, Qin et al (2020) revealed a significant positive relationship between administrators' demonstrate humility leadership and the academic staff commitment in the University of Ibadan, Nigeria.

Two: The study carried out a correlation to examine the connection that exist between employee commitment and job satisfaction, the coefficient of Pearson correlation was done and tested at 5% significance level. The result indicates that, there was a positive correlation between Job Satisfaction and Employee Commitment ($r=0.877$) at the University. Further, the study found that this relationship is statistically significance at 5% error level ($p=0.000, <0.05$). This means that Job Satisfaction and Employee Commitment move in the same direction in that an increase in one variable (Job Satisfaction) lead to an increase in the Employee Commitment and vice versa. Shane (2014) supported these findings when they performed Pearson correlation to

established the relationship that exist between Job Satisfaction and Employee Commitment of electricity company of Zanzibar and discovered a strong positive significant relationship between them. Again, in analysing the connection between job satisfaction and employee performance of Faculty members in Technology University in Malaysia, Darcy and Kleiner (2013) found a positive significant connection between the research variables.

Three: The result indicates that there was a positive correlation between Employee engagement and Commitment ($r=0.804$) at the University. Further, the study found that this relationship is statistically significance at 5% error level ($p=0.000$, <0.05). This means that Employee engagement and Commitment move in the same direction in that an increase in one variable (Employee engagement) lead to an increase in the Employee Commitment and vice versa. Mohammad and Sahidur (2021) also found similar result when a study was carried out on the connection that exist between employee commitment and engagement by considering 10 selected schools in Sri Lanka, they discovered a positive connection exist between employee commitment and engagement of teachers. Cerit (2010) also found similar results in Ethiopia public health sector.

Four: The researcher performed a correlation to examine the relationship between Relational Transparency and employee commitment, coefficient of Pearson correlation was done and tested at 5% significance level. The result indicates positive connection exist between employee commitment and relational transparency ($r=0.816$) at the University. Further, the study found that this relationship is statistically significance at 5% error level ($p=0.000$, <0.05). This means that Relational Transparency and Employee Commitment

move in the same direction in that an increase in Relational Transparency lead to an increase in Employee Commitment and vice versa. Gucl and Begec (2012) researched and investigated into Social Capital and Relational Transparency, and Employee Commitment of 3 public Universities in Yugoslavia and found that Relational Transparency and Employee Commitment had significant and positive relationship.

Five: The researcher performed a correlation to examine the relationship between employee commitment and Relational Capital, coefficient of Pearson correlation was done and tested at 5% significance level. The result indicates that a connection exist between employee commitment and relational capital ($r=0.793$) at the University. Further, the study found that this relationship is statistically significance at 5% error level ($p=0.000, <0.05$). This means that Relational Capital and Employee Commitment move in the same direction in that an increase in Relational Capital result to an increase in the Employee Commitment and vice versa. Kruse, Chancellor and Lyubomirsky (2017) carried out a research on the association between Relational Capital components of social capital, job satisfaction, staff commitment and workers performance of ministry of foreign affairs, in Egypt and more importantly found a positive Pearson correlation of 0.717 between Relational Capital and staff commitment variables.

Therefore, it is evidenced that all the identifiable research variables could explain the variation or changes in employees' commitment at the University on the basis of Pearson correlation analysis as contained in table 6.

Statistically Analysis on the effect of Leader Humility, job satisfaction, employee engagement, relational transparency, relational capital on employee commitment

A log-linear regression model was employed to determine the effect of Leader Humility, job satisfaction, employee engagement, relational transparency, relational capital on employee commitment. Log-linear regression model was used because it reduces the presence of multicollinearity and provide direct estimate of elasticity. The following tests were done before presenting the regression results for the study.

Multicollinearity Test

Multicollinearity test was performed using variance inflation factor (VIF). According to Gaille (2018) when the variance inflation factor is greater than 10 and tolerance value is less than 0.1, then there is an indication of multicollinearity. The results on the table indicates that multicollinearity was not present. The table shows that the values of variance inflation factor for all independent variables are less than 10 and that of the tolerance values are greater than 0.1. Therefore, the results imply that there were no symptoms of multicollinearity among the variables as shown on table 7.

Table 7. Test for Multicollinearity

Models	Tolerance	VIP
Leader Humility (lnX1)	.816	1.925
Employee Engagement (lnX2)	.693	1.044
Job Satisfaction (lnX3)	.786	1.072
Relational Capital (lnX4)	.453	1.238
Relational Transparency (lnX5)	.578	1.426

Source: Field survey, (2023)

Autocorrelation Test

Autocorrelation test was carried out using Durbin-Watson and the results of $D-W = 1.673$ indicates that there is no significant problem of autocorrelation as contained in table 8. It can therefore be concluded that the significant statistics of the regression estimate are valid. The Durbin-Watson values should be between 1.5 and 2.5 as indicated by Hox and Boeije (2005).

Regression Summary and Results

As illustrated in Table 8, leader humility as well as Job Satisfaction, Employee Engagement, Relational Transparency and Relational Capital collectively explained 72.5% (adjusted R squared = 0.725) of the variation or changes in employee commitment. The finding indicate that regression model is a good predictor of employee commitment. Again, the overall structural equation model is fit for purpose as expressed by the F - statistics of 81.713 which is significant at 5 percent error level (0.000).

Table 8. Regression Model summary

Model	R	R Square	Adjusted Square	R	Std. Error	D-W
	.831 ^a	.814	.725		.1234	1.673

- Predictors: (Constant), Leader Humility (lnX1), Employee Engagement (lnX2), Job Satisfaction (lnX3), Relational Capital (lnX4) and Relational Transparency (lnX5)
- Employee Commitment (lnY)

The data on ANOVA table 8 below shows analysis of the variance of one variable compared to another represented by Fisher's Test or F - statistics of 81.713 which is important at 5 percent error level (0.000). The fisher's test of 81.713 its significance level (0.000).

Table 9. ANOVA Analysis

Model	Sum of Squares	Mean Square	F	Sig
Regression	15.621	1.764	81.713	.000
Residual	13.567	1.132		
Total	29.188			

Source: Field Survey, (2023)

Table 10 below present the regression estimate among the variable establishing the impact of leader humility (lnX1) on employee commitment (lnY). The table revealed interesting results as Leader Humility (lnX1) impact significant positive on employee commitment (lnY). Further, both Employee Engagement (lnX2), Job Satisfaction (lnX3), Relational Capital (lnX4) and Relational Transparency (lnX5) impact positively on employee commitment (lnY) as shown in table four below.

Table 10: Regression Summary and Results

Variables	Beta	T-Stats	Sig.
Constant		-21.100	.272
lnX1	0.503	12.095	.000
lnX2	0.426	6.276	.117
lnX3	0.314	2.974	.002
lnX4	0.193	2.918	.004
lnX5	0.113	2.076	.031

a. Predictors: (Constant), Leader Humility (lnX1), Employee Engagement (lnX2), Job Satisfaction (lnX3), Relational Capital (lnX4) and Relational Transparency (lnX5)

b. Dependent Variable: Employee Commitment (lnY)

Source: Field Study, (2023)

Research Objective 1: Analyse the impact of leader humility on employee commitment

The results from Table 10 above indicate that there is a positive effect of Leader Humility (lnX1) on Employee commitment (lnY) and this is statistically significant (B = 0.503 and Sig= 0.000). Under this, the study accepts

the H1 hypothesis which states that Leader humility positively affects employee commitment. This means that if Leader humility behaviour increases by 1%, employee commitment will increase by 0.503%, holding all other factors in the model constant. What this finding suggests is that leader humility positively influence employee commitment. Organisational practitioners agree that leader humility promote employee integration into organisation citizenship arena. The social exchange theory suggests that individual employees can have higher commitment behavioural pattern by observing the attitude and leadership behaviour of management and its consequence in organisation. It is therefore not surprising to see leader humility positively and significantly affecting employee commitment since leaders are the first point of reference.

Various studies that support this result are Durrani *et al.* (2021), and Prasetio *et al.* (2017). Durrani *et al.* (2021) examined the impact of leader humility on employee commitment and performance from selected public sector institutions in Kenya by targeting population comprised 178 workers who were surveyed by administering a structured questionnaire that were self-administered to all the employees considered as respondents. Through linear regression analysis they found that employee commitment is greatly or significantly influenced by leaders who exhibit humility. The practical implication is that the practice of leader humility in the public sector must be promoted and supported from the top of administrative hierarchy.

Again, Prasetio *et al.* (2017) did a research of leader humility behaviour on staff commitment among officers of Canadian armed Forces. After sampling the views of 468 officers of Canadian Armed Forces personnel with questionnaires, the study found that humility on administrators' daily

interaction was discovered to directly and positively influence employee commitment.

Effect of Employee Engagement on Employee Commitment

However, the results from table 10 discovered insignificant effect of employee engagement and employee commitment and this is shown by ($B=0.426$, sig: 0.117). This means that if employee engagement increases by 1%, Employee Commitment will increase by 0.426% even though the results is not significant. Contrary results include Yang and Min (2013) who found that workers engagement constructs such as workers enthusiasm and dedication towards their job are important variables that influence significantly employee commitment to the organisation. Sarier and Uysal (2013) also analysed the impact of workers engagement on their commitment and performance by considering local government staff in Chile. They found that employee engagement constructs impact significantly on staff commitment ($B=0.562$, Sig=0.000) and performance ($B=0.741$, Sig=0.000).

Effect of Job Satisfaction on Employee Commitment

Information from table 10 shows positive significant impact of Job Satisfaction (lnJS) on employee commitment (lnY) and this is shown by ($B=0.314$, sig: 0.002). This means that if Job Satisfaction increases by 1%, Employee Commitment will increase by 0.314%. This implies that job satisfaction improves or result to higher form of employee commitment to their work and the organisation through dedication and commitment to duties.

A similar work conducted by Hu and Liden (2011) examined the effect of job satisfaction on employee commitment at university level in Iran discovered that job satisfaction significant and positively influence employee

commitment. Others studies done by Babbio *et al.* (2012) also found similar results.

Research Objective 2: Analyse the influence of leader humility on employee engagement

Table 11 below present the log-linear regression results regarding the influence of leader humility (lnLH) on employee engagement (lnEE).

Table 11: Effect of Leader humility on Employee Engagement

Variables	Beta	T-Stats	Sig.
Constant		9.321	.328
lnX2	.756	11.183	.001
R = 0.685			
F = 87.991 Sig: 0.000			

Source: Field Survey, (2023)

Table 11 below shows the regression results on the effect of Leader humility on Employee Engagement. From the table the coefficient of determination of $R^2 = 0.685$ implies that leader humility alone explains 68.5 percent variation in employee engagement. The F- Statistics of (87.991) is also significant at 5 percent error level.

The results from table 11 above indicate a positive the impact of leader humility (lnX1) on Employee Engagement (lnX2) and this is statistically significant ($B = 0.756$ and $Sig = 0.001$). Under this, the study accepts the H2 hypothesis which states that Leader humility positively affects Employee Engagement. This means that if Leader humility behaviour increases by 1%, Employee Engagement will increase by 0.756%, holding all other factors in the model constant. What this finding suggests is that Leader humility positively influence Employee Engagement.

Empirical evidence from earlier studies confirmed that leaders who demonstrate humility offer more opportunities to their employees and are able to improve and develop their expertise and skills, by supporting them to accomplish organizational objectives through the utilisation of their intellectual skills and talents (Centin *et al.*, 2015), and when workers receive such supports and resources, they are more likely to engage themselves in organisational productive activities (Nielsen & Morrone, 2018).

In a similar study carried out by Cerit (2010) on the effect of leader humility on staff engagement and institutional effectiveness in Police institution in Manchester. The study revealed that staff were found to gain a high sense of confidence and became more engaged in performing their duties especially in crowd control exercises. Further, through regression analysis the study found that leader humility is significant in influencing staff engagement and institutional effectiveness in police organisation in Manchester.

Lastly, Tang *et al.* (2015) in their study carried out on leader humility constructs on workers engagement and staff productivity Technology institute in China using Ordinary Least Square (OLS) methods discovered that leadership humility constructs significantly impact on employees' engagement at the institute.

Research Objective 3: Examine the impact of leader humility on Job Satisfaction

Table 12 below shows the regression results on the effect of Leader humility on Job Satisfaction. From the table the coefficient of determination of $R^2 = 0.712$ implies that leader humility explains 71.2 percent variation in job

satisfaction. The F- Statistics of (231.391) is also significant at 5 percent error level.

Table 12. Effect of Leader humility on Job Satisfaction

Variables	Beta	T-Stats	Sig.
Constant		15.7132	.114
lnX3	.821	16.376	.000
R = 0.712			
F = 231.391 Sig: 0.000			

Source: Field Survey, (2023)

The finding shows a positive impact of leader humility on job satisfaction and this is statistically significant (B = 0.821 and Sig= 0.000). Under this, the study accepts the H3 hypothesis which states that Leader humility positively affects Job Satisfaction. This means that if Leader humility behaviour increases by 1%, Job Satisfaction will increase by 0.821%, holding all other factors in the model constant. What this finding suggests is that, among all the research variables, leader humility has the highest impact on job satisfaction of employees. The reason is that satisfaction of workers at the occupational environment yields favourably other decision variables such as engagement, commitment and performance.

Ramli and Desa (2014) researched and investigated leader humility attitudes of school principals and the job satisfaction of teachers chosen from selected public colleges in Nigeria found that leader humility of the principals influenced job satisfaction of teachers on such constructs like, teachers having good rapport with the principals, principals rapport with the teachers, curriculum issues, schools' facilities and support. The study concluded that leader humility practices impact strongly on job satisfaction of teachers.

Conclusions from a more recent work done by Gopinath (2020) where it was identified that leader humility which emphasises on 'indicative of mutual trust, friendship, respect and warm reception; as having a higher level of job satisfaction among teachers. Goodall and Pogrebna (2014) in a similar research of Montana State University where they investigated the effect of leader humility on workers' job satisfaction found that leader humility impacts significantly on staff job satisfaction at the organisation level.

Mediation Analysis Using SEM-PLS

This study used the research model developed by Baron and Kenny (1986) as cited by Punch (2013) to test the role of employee engagement and job satisfaction on the relationship between leader humility and employee commitment using Structural equation model of partial least square method (SEM-PLS).

To perform the mediation analysis, this study used SEM - PLS to estimate the equation specified in model 2. Under this, the researcher took the following activities: One: Direct effect, where the study estimated the direct impact of the independent research variable and dependent variable. Second: Indirect effect, where the study estimated the effect of the mediating variable on the dependent variable; and also estimating the impact of the mediating variable on the dependent variable. The mediation results are presented in the following tables.

Research Objective 4: Examine the mediating role of employee engagement on the relationship between leader humility and employee commitment.

Table 13 below shows the results of staff employee engagement the relationship that exist between leader humility behaviour and employee commitment.

From table 13, it can be seen that the indirect effect of leader humility on employee engagement ($a= 0.338$) is significant with $P\text{-Value}=0.000$, and also the indirect effect of employee engagement on employee commitment ($b= 0.527$) is significant with $P\text{-Value} = 0.012$ and the direct effect of leader humility on employee commitment ($c= 0.242$) is significant with $P\text{-Value} = 0.000$.

Table 13: Examine the mediating role of employee engagement on the relationship between leader humility and employee commitment

Regions	Beta	SE	C.R.	P-Value
$\ln EE \leftarrow \ln HL$	0.338	0.070	5.551	0.000
$\ln Y \leftarrow \ln EE$	0.527	0.115	4.570	0.012
$\ln Y \leftarrow \ln LH$	0.242	0.078	3.104	0.000

Where: Employee Commitment ($\ln Y$), Leader Humility ($\ln LH$) and Employee Engagement ($\ln EE$)

Source: Source: Field Study, (2023)

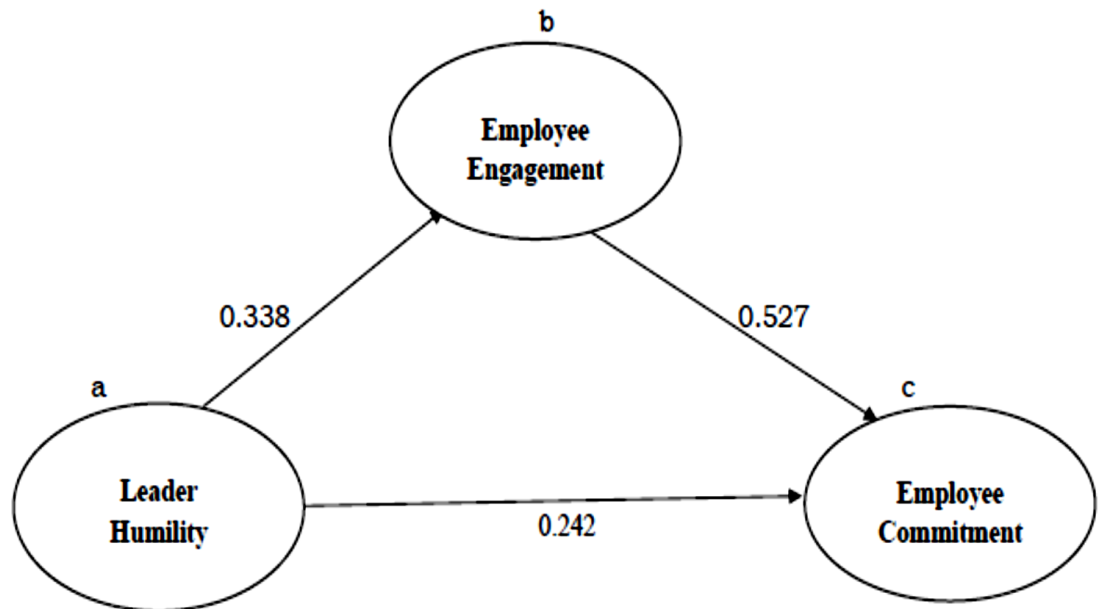


Figure 2. Examine the mediating role of employee engagement on the relationship between leader humility and employee commitment

Source: Field Study, (2023)

These results indicate that mediation has occurred since both ‘a’ and ‘b’ are significant. This type of mediation is partial mediation since the direct effect ‘c’ is also significant. The study concludes that employee engagement partially mediates the impact of leader humility on staff commitment. The study therefore accepts the hypothesis H4 which states that employee engagement mediates the nexus between leader humility and employee commitment. These results are not surprised because data revealed a strong significant relationship between leader humility and employee commitment, and also between leader humility and employee engagement and their commitment. Studies that support this finding include the following.

Qu *et al.* (2013) have established where employees experience humility leadership at the occupational environment, they would feel more safe and secure at the occupational environment as they would have increased level of

engagement with the organisation thereby committing themselves to the course of the organization.

A study carried out by Cropanzano and Mitchell (2005) on 150 university teachers from 12 public universities in Nigeria in examining the mediating role of employee engagement in the relationship between organisational leaderships parameters and employee commitment, found that employee engagement mediates the connection between leader humility component of organisational leadership and employee commitment.

Owens and Hekman (2015) also did a survey among workers three of public corporations (Electricity, Technology and Transport) in Tanzania on the impact of leadership humility behaviour of management on workers' engagement; their results showed that workers engagement mediates the relationship between leader humility behaviour of management and workers commitment to duties.

Research Objective 5: Examine whether job satisfaction mediate the relationship between Leader Humility and Employee Commitment

From table 14, it can be seen that the indirect effect of leader humility on job satisfaction ($a = 0.279$) is significant with $P\text{-Value} = 0.001$, and also the indirect effect of job satisfaction on employee commitment ($b = 0.131$) is significant with $P\text{-Value} = 0.000$ and the direct impact of leader humility on employee commitment ($c = 0.242$) is significant with $P\text{-Value} = 0.000$.

Table 14: Examine whether job satisfaction mediate the relationship between Leader Humility and Employee Commitment

Regions	Beta	SE	C.R.	P-Value
$\ln JS \leftarrow \ln LH$	0.279	0.068	4.081	0.001
$\ln Y \leftarrow \ln JS$	0.131	0.073	1.787	0.000
$\ln Y \leftarrow \ln LH$	0.242	0.078	3.104	0.000

Where: Employee Commitment ($\ln Y$), Leader Humility ($\ln LH$) and Job Satisfaction ($\ln JS$)

Source: Source: Field Study, (2023)

These results also indicate that mediation has occurred since both 'a' and 'b' are significant. Hence, this type of mediation is partial mediation since the direct effect 'c' is also significant. It can be concluded that job satisfaction partially mediates the impact of leader humility on employee commitment. Therefore, the study accepts H5 hypothesis which states that Job satisfaction mediates the link between leader humility and employee commitment. This implies that demonstration of humility behaviour at the occupational environment of the University by management lead to employees' job satisfaction, which in turn lead to improve commitment of employee.

Jacob (2006) investigated the effect of leader humility of administrators on academic staff of polytechnic institutions in Kenya by considering purposively a sample size of 240 academic staff of the institution, it was discovered that job satisfaction significantly mediates between leader humility and employee commitment. In their study, Gucel and Begec (2012) used structural equation model to investigate the role of job satisfaction of staff on the impact of leader humility on employee commitment after using a sample of 402 in China and India by considering private universities, their findings indicate that job satisfaction partially mediate between leader humility and employee commitment.

Further, Babbio *et al.* (2012) on organisational leadership components (such as transformational leader, autocratic leader and leader humility) and workers commitment at Technology Corporation in Egypt using structural equation model, the study revealed that job satisfaction fully mediate the relationship between leader humility and workers commitment in the day-to-day running of the corporation.



Figure 3. The mediating role of job satisfaction on the link between leader humility and employee commitment.

Source: Field Study, (2023).

From the two mediation analyses, the study discovered that leader humility behaviour had a significant direct effect on employee engagement and job satisfaction which in turn influence employee's performance. Earlier studies acknowledged that humility behaviour of management act as an antecedence to workers engagement (Maria & Efststhiios, 2018) and job satisfaction (Darcy & Kleiner, 2013) at the workplace. Empirically, workers engagement and job

satisfaction have also been found to directly influence employee commitment (Eslami & Gharakhani, 2012).

This study has established that employee engagement and job satisfaction mediate between the relationship between leader humility and employee commitment. When managers demonstrate humility at the workplace, employees would feel more safe and secure working with their management, and this will increase their job satisfaction. The increase job satisfaction will enhance their engagement with the organisation thereby committing themselves to the course of the organization. The findings of this study imply that the practice of leader humility eventually brings about improvement in job satisfaction and engagement of workers, which in turn lead to increase commitment to duties.

Research Objective 6: Analyse the effect of relational capital on employees' commitment at the University of Cape Coast.

From table 10 discovered a significant positive impact of relational capital on staff commitment and this is shown by ($B= 0.193$, sig: 0.004). The study therefore accepts the H_6 hypothesis that relational capital positively affects employee's commitment. This means that if relational capital increases by 1%, employee commitment will increase by 0.193%. This implies that employees experiencing higher levels of relational capital tend to be more satisfied with their job and become more willing to commit themselves to the course of the organisation.

Frank and Davis (2017) analyse the impact of relational capital on employee commitment in green supply chain integration in India by employing regression analysis and found that relational capital constructs were significant

in influencing employee commitment in the supply chain. Posner (2015) also investigated the role of relational capital in promoting job satisfaction and commitment, they found a positive result among these variables.

Research Objective 7: Examine the effect relational transparency on employees' commitment at the University of Cape Coast.

Data from table 10 discovered a significant positive impact of relational transparency on staff commitment and this is shown by ($B= 0.113$, sig: 0.031). The study therefore accepts the H7 hypothesis that relational transparency positively affects employee's commitment. This means that if relational transparency increases by 1%, Employee Commitment will increase by 0.193%. Plaisance (2007) in their study on the importance of relational transparency in influencing employee commitment and organisational performance, discovered that relational transparency significantly influences or fostering higher employee commitment and performance. Studies like Maxwell (2017), and Bratley and Shanthakumary (2017) also found similar results.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter presents the summary of finding, conclusion and recommendations base on the results of the study. The research was conducted to analyse the extent to which job satisfaction and employee engagement mediate the relationship between leader humility and employee commitment. Specifically, the study assessed the impact of leader humility on employee commitment, analysed the influence of leader humility on employee engagement, and examined the effect of leader humility on job satisfaction. This researched used simple random sampling in selecting 240 respondents who are staff in administrative position at Cape Coast University. Data was analysed using mainly inferential statistics of Structural Equation Modelling (correlation and regression).

Summary of Key Findings

The main findings were summarised below:

On the demographic characteristics, 72.92% of respondents found were male and the rest were female. The study revealed that almost 75% of respondents were above 41 years of age. Information obtains from the respondents indicated that almost all of them are highly educated as none of them had educational qualifications below the bachelor degree. The study found the university has a high level of staff retention as more than 71% of respondents have been working with the university between for more than 11 years.

The study establishes a positive correlation between employee's commitment, Leader Humility, Employee Engagement, Job Satisfaction,

Relational Transparency and Relational Capital. These implies that employees commitment on one hand and that of Leader Humility, Employee Engagement, Job Satisfaction, Relational Transparency and Relational Capital move in the same direction indicating that an increase in one leads to an increase in the other.

The study found a significant positive impact of leader humility on employee commitment. This finding revealed that leader humility behaviour of management positively influences employee's commitment at the university.

The study found that both relational transparency and relational capital impact positively on employees' commitment. This means that relational transparency and relational capital formation as a results of leader humility help to promote employees' commitment at the university. The study also discovered a positively impact of employee engagement on employees' commitment, suggesting that leader humility behaviour of management at the university positively influence employees' engagement.

Regarding the impact of leader humility on job satisfaction, the research discovered that leader humility positively impacts on job satisfaction, revealing that leader humility behaviour of management at the university positively influence job satisfaction of workers.

In assessing the extent to which employee engagement mediate the impact of leader humility on employee commitment, the research found that employee engagement partially mediates the impact of leader humility on employee commitment.

Lastly, in examining the mediating role of employee engagement on the link between leader humility and employee commitment through structural equation model, the study discovered that Job Satisfaction plays a stronger

mediation role in partially mediating the impact of leader humility on employee commitment.

Conclusion from the Study

The following are major conclusions from the study:

- i. The study establishes a positive correlation between employee's commitment, Leader Humility, Employee Engagement, Job Satisfaction, Relational Transparency and Relational Capital.
- ii. The research discovered a significant positive impact of leader humility on employee commitment.
- iii. The study found that both relational transparency and relational capital impact positively on employees' commitment.
- iv. The study found a positive significant effect of Leader Humility on Employee Engagement.
- v. Study found a positive significant effect of leader humility on job satisfaction.
- vi. Through structural equation model, the study found that even though both employee engagement and job satisfaction partially mediate the impact of leader humility on employee commitment, job satisfaction has higher impact than employee engagement.

Policy Recommendations

The recommendation proposed by this study against the findings are the following.

The results from the study suggest that leader humility behaviour must be encouraged within organisational leadership process because it promotes employee engagement, job satisfaction and employee commitment.

The study found that both employee engagement and job satisfaction play an important role both as an influencer as well a mediating variable. This research recommends that administrators of the surveyed university must continue to demonstrate leader humility qualities in order to enhance employee engagement and job satisfaction as a mediator to increasing employee commitment.

The study found that both relational transparency and relational capital impact significantly positive on employee commitment. This research recommends that administrators of University of Cape Coast must continue to enhance their interpersonal relationship with employees in order to promote industrial harmony and employee commitment at the workplace.

The study also recommends that there should be a special policy consideration for raising the awareness among university management on the need to demonstrate leader humility in their day-to-day management in order to improve employee decision variables like job satisfaction, employee engagement and commitment.

Suggestions for Further Studies

This study assesses the mediating role of employee engagement and job satisfaction in the relationship between leader humility and employee commitment by considering staff of Cape coast University. A further study can be done comprehensively by considering all public universities in Ghana.

The study only used quantitative research method of research which limit respondents from expressing their views on issues of concerns. It would be advisable to adopt qualitative or mix-method of research of future studies of this nature. However, the study can be delimited further to include different kind of organisational leadership behaviour such as like transformational leadership as well as emerging sectors (like private sector) of the economy.

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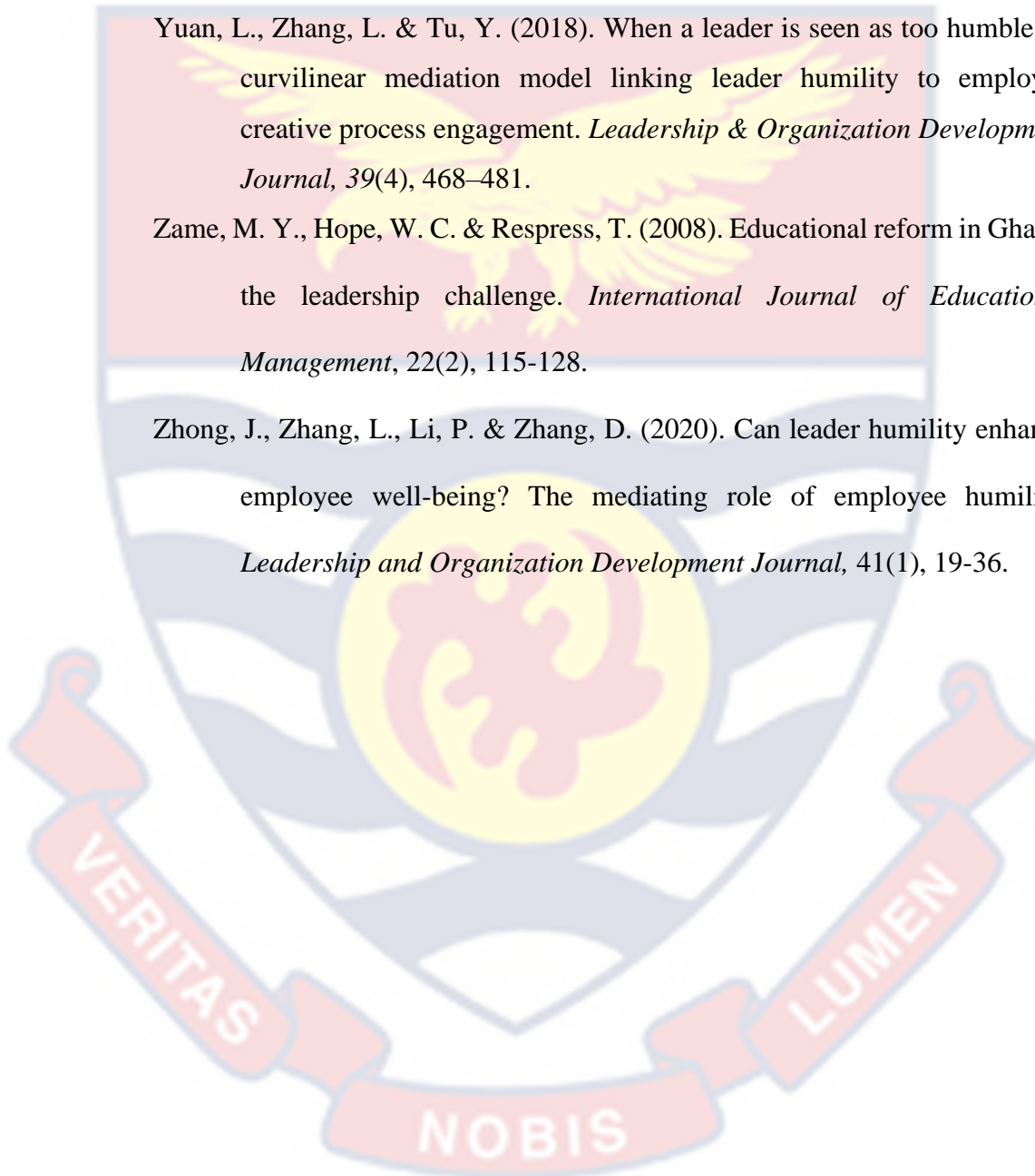
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QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
DEPARTMENT OF MANAGEMENT

This questionnaire seek to collect data for this study on assessing information on the topic: **LEADER HUMILITY AND EMPLOYEE COMMITMENT: THE MEDIATING ROLE OF JOB SATISFACTION AND EMPLOYEE ENGAGEMENT**. This study is solely for academic purpose and as such confidentiality and privacy of all information shall be observed. Therefore, I will be grateful if you may kindly answer these questions.

Instructions: Kindly read the following questions and answer them by filling or ticking where appropriate.

A. DEMOGRAPHIC INDICATORS

1. Please indicate your Gender Male Female
2. Please indicate your age in the following bracket:
 Less than 30 years 30– 39 years 40 – 49years 51 - 60 years
3. State your level of education
 a= Diploma b= Bachelor’s Degree c = Masters d = Doctorate Degree (PhD)
 e = Professor f = Other please specify
4. Please indicate the number of years you have been working with the institution.
 a = Less than 5 years b = 5years-10years c = 11years-15years d = 16years or more

B. Leader Humility

Using the scale below, please respond to each statement by ticking the appropriate alternative that best describes your perception. Please use the following indicators of liker scale: 1(Least Agreement) to 7(Highest Agreement). *Choose the appropriate number as applicable.*

Q	Statements	1	2	3	4	5	6	7
1	My head of department values integrity more than personal gain							
2	My head of department treats all staff with dignity and respect							
3	My head of department welcome all ideas and contributions from staff in decision making process							
4	My head of department values diversity and individual difference at the department							
5	My head of department promotes transparency							

	and honesty throughout the department								
6	My head of department refuses to use deceit in achieving departmental goal								
7	My head of department natures staff leadership potentials								
8	My head of department encourages a spirit of co-operation among all staff at the department								
9	My head of department places the interest of other over his/her personal interest								
10	My head of department freely admits his mistakes in day-to-day administration								
11	My head of department inspire departmental commitment								
12	My head of department encourages staff to take up their own initiatives								
13	My head of department invite constructive criticisms								
14	My head of department demonstrates very high standard of ethical conducts								

Employee commitment

For the following constructs, please indicate the extent of your agreement or disagreement with the following statement: Please use the following indicators of liker scale: 1(Least Agreement) to 7(Highest Agreement).

Q	Statements	1	2	3	4	5	6	7
1	What this organization stands for is important to me							
2	I talk up this university to my friends as a great organization to work for							
3	If the values of the university were different, I would not be as attached to this university.							
4	Since joining this university, my personal values and those of the university have become more similar.							
5	The reason I prefer this university to others is because of what it stands for, that is, its values.							
6	My attachment to this university is primarily based on the similarity of my values and those represented by the university.							
7	I am proud to tell others that I am part of this university.							
8	I feel a sense of “ownership” for this university rather than just being an employee.							
9	How hard I work for this university is directly linked to how much I am rewarded.							

10	In order for me to get rewarded around here, it is necessary to express the right attitude.								
11	My private views about this university are different from those I express publicly.								
12	I feel emotionally attached to my department and the university								

Job Satisfaction

Q	Statements	1	2	3	4	5	6	7
1	I feel valued and affirm at my department							
2	I am fairly compensated at my department							
3	My work at the department does not interfere with my personal life							
4	I always have good interaction with my co-workers at my department							
5	I would be very happy to spend the rest of my career working in my department							
6	I feel recognised and appreciated at my department							
7	I trust our leadership team at the department							
8	I am align with my department as well as institution's mission							
9	I respect the work of my co-workers at the department							
10	I have opportunity to receive requisite training and career development programmes at my department							
11	I feel like "part of the family" in this university							
12	I feel involved in the organisational decision making process							

Employee Engagement

Q	Statements	1	2	3	4	5	6	7
1	I know what is expected of me at the workplace							
2	I have the needed material and tools to do my work effectively							
3	I always have opportunity to do what I can do best for my department							
4	I receive recognition for good work at my department							
5	My head of department cares about staff activities at the department							
6	My head of department include me in training and career development programmes							
7	My opinion are considered at the department							
8	The purpose of my department and the							

	university in general makes me feel the importance of my job								
9	My co-workers are commitment to quality work at the department								

Relational Capital

Q	Statements	1	2	3	4	5	6	7
1	My head of department ensures that coaching and mentorship activities are organised at the department							
2	My head of department enhances the interpersonal relationship among workers at the department							
3	My head of department ensures that there is staff learning and knowledge transfer at the department							
4	My head of department improves employee motivational system at the department							
5	My head of department helps to build trust between employee and management at the department							

Relational Transparency

Q	Statements	1	2	3	4	5	6	7
1	My head of department provide easy access to information							
2	My head of department provides accurate information to staff at the department							
3	My head of department is always accountable for his/her actions and decisions							
4	My head of department discloses information both favourable and unfavourable to the staff							
5	My head of department observes fairness in relation to rules, procedures and resource allocation in his /her activities at the department							
6	My head of department values involving representatives of staff in the agenda setting, decision-making and policy formulation activities							
7	My head of department obtains feedback from staff concerning the quality of his/her management							

Thank you very much