

# The Impact of Humble Leadership on Workplace Well-being: The Role of Pride as a Mediator and Proactive Personality as a Moderator

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## Abstract

*The positive effects of humble leadership on employees have been examined through numerous studies. Conversely, its influence on the well-being of newcomers has been explored infrequently. Based on positive emotions theory, i.e., broaden and build theory and affective event theory, the current paper anticipated mediation moderated mechanism to discover the impact of humble leaders on the well-being of newcomers. It identified the pride of the newcomer as mediation and the newcomer's proactive personality as moderation. Data was collected in two waves through a self-administered questionnaire from 316 newcomers working in the educational sector. The theorized model was checked via confirmatory factor analysis. Humble leadership was positively related to newcomers' well-being, and the pride of newcomers mediated this association. Moreover, the proactive personality of the newcomer moderated the relationship between humble leadership and the newcomer's pride. Although it is advantaged from two-wave data, a significant limitation of this research is its cross-sectional data nature, making it hard to draw cause-effect relationships. Moreover, data collected from newcomers' self-reports may raise standard method variance. This study attempts to inspect the humble leadership role in advancing the pride and well-being of newcomers.*

**Keywords:** Humble Leadership, Proactive Personality, Pride, Workplace Well-being.

## Introduction

To violently face a viable marketplace, organizations necessitate using extra physical and human resources to employ and train newcomers. Recently, the importance of employees, well-being has been increasing, so enterprises promote and create well-being effectiveness (Cameron & Spreitzer, 2012; Fisher, 2010). In this effort, advancing newcomers' well-being, helping newcomers reform their mindset, adjusting to change from university grounds to organization, and decreasing intention to give up are critical concerns for organizations. Workplace well-being is the sign of well-being in the work area, which includes employees' perception, assessment, emotions, and motivation regarding particular work (Cameron & Spreitzer, 2012). It articulates the evaluation of JS, the significance of work, and employee job completion (Zheng et al., 2015). Workplace happiness is considered to develop the job performance of employees (Hauff et al., 2020), shrink the intention to leave (Li et al., 2016), and, at the organizational level, add value to operational efficiency (Owens & Hekman, 2016). Well-being in the workplace is a vibrant practice that needs organization individuals' continued hard work and speculation (Zheng et al., 2015). To assign duties and evaluate employee performance by appraisal, organizational leadership is an essential aspect of influencing the

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well-being of newcomers. Research demonstrated that different styles of leadership could certainly affect newcomer's well-being, including SL (Servant Leadership) (Coetzer et al., 2017), TL (Transformational Leadership) (Arnold, 2017), EL (Ethical Leadership) (Rivers et al., 2018) and HL (Humble Leadership) (Zhong et al., 2019).

In these leadership styles, from the intellectual and practical community perspective, humble leadership pays kindness (Oc et al., 2015; Owens & Hekman, 2012; Owens et al., 2013). HL is a leadership style with a bottom-up approach that indicates "(a) visible motivation to analyze oneself correctly, (b) a display admiration of other contribution and potency, and (c) directness to feedback & new thoughts" (Owens et al., 2013). Presently more studies established that humble leadership can progress employee attitude and behavior, including self-efficacy (Anseel et al., 2015), OI (Organizational Identification) (Li et al., 2016), and inspiration (Wang et al., 2018). However, little empirical research examines the effect of HL on new arrivals' workplace well-being.

The study explores humble leadership impact with the help of affective events theory, which was established by (Weiss & Cropanzano, 1996). This theory conceives that an event affects individuals' emotions, provoking related attitudes and behavior reactions. This paper observes the supervisor's HL behavior like a work event that brings newcomers emotional responses and finally shapes the workplace happiness of new arrivals. The current paper argues that humble leadership may boost newcomers' pride. Sense of pride is an activist individual emotional practice that happens when specific traits, success, and helpful events result in individual effort or ability (Tracy et al., 2007), it is connected to the workplace well-being of newcomers and the mediating influence of HL on newcomer workplace well-being. Present research creates significant theoretical inputs to HL and workplace happiness literature. On the grounds of affective events theory and the "broaden-and-build" theory of constructive emotion, this research highlighted humble leadership positively connected to newcomer happiness, and the self-importance of newcomer mediates this link. The moderating function of the newcomer character as a "proactive personality" between the associations mentioned above is also inspected. In addition, this study might give organizations ideas for improving newcomers' well-being, decreasing turnover intention, and advancing organizational progress.

### Objectives

As per the scope of the study and identified problems, the following objectives are derived.

- To determine the relationship between humble leadership and workplace well-being.
- To investigate the mediating role of pride between humble leadership and workplace well-being.
- To examine the moderating effect of proactive personality on the relationship between humble leadership and pride.

### Literature Review

Various research studies support the role of management in employee happiness (Kim & Beehr, 2018; Nielsen & Munir, 2009; Perko et al., 2014). Empowering leadership and TL have gained the most interest in various leadership styles. Arnold (2017) carries out a literature review how TL change worker happiness and set up that TL could manipulate comfort of employee by the range of mediating means that includes self-efficacy (Liu et al., 2010; Nielsen & Munir, 2009; Perko et al., 2014), need satisfaction (Stenling & Tafvelin, 2014), sense of meaningfulness at work (Nielsen & Daniels, 2012; Perko et al., 2014), independent inspiration (Fernet et al., 2015) and psychosocial resource (Schmidt et al., 2014). New research by (Klaic et al., 2018) and (Djourova et al., 2020) maintains the significance of transformational leadership in encouraging the well-being of employees.

Empower leadership assures employee need for independence through empowerment that will encourage work engagement (Gagné, 2003; Mayer et al., 2008), hence contributing to the well-being of employees (Rahmadani et al., 2019). Numerous modern studies hold up the above relationship e.g., (Park et al., 2017) argue that EL might considerably boost employee happiness via psychological capital. Kim et al. (2018) verified that empowering leadership would support the comfort of employees by forming employee feelings regarding a high sense of organizational support. Adding up, empowering leadership has been found to promote employee happiness by improving employees' organization-based self-respect (Kim et al., 2018) or motivating job craft behavior (Kim et al., 2018).

Additionally, research also found that other styles of leadership include SL (Coetzer et al., 2017; Rivers et al., 2018), engaging leadership (Guest, 2017; Rahmadani et al., 2019), BL (Benevolent Leadership) (Luu, 2019), AL (Authentic Leadership) (Salleh et al., 2020), supportive leadership (Hauff et al., 2020), and identity leadership (Krug et al., 2020) can add to employee well-being. Notably, a few leadership styles hold damaging results on the well-being of employees, such as AL (Mackey et al., 2017), passive leadership (Barling & Frone, 2017), and narcissistic leadership (Bernerth, 2020).

In the current age, a new leadership style, i.e., humble leadership, has gained great concentration (Oc et al., 2015; Owens & Hekman, 2012; Owens et al., 2013). Owens and Hekman (2016) advanced and classify HL as a "bottom-up" method that modifies concentration from self to others and is inspired by self-transcendence. In comparison to other styles of leadership, humble leaders consider all persons equality and identify their weaknesses (Oc et al., 2015; Owens & Hekman, 2012) and ready to display admiration to subordinates and colleagues (Oc et al., 2015; Ou et al., 2018). The humble leader has a well-built wish to seek self-awareness, keenly searches for other's feedback, and is open to excellent and bad responses and innovative approaches (Owens et al., 2013).

Together, humble leaders can tackle, receive, and accurately correct errors constructively, are eager to learn, and hold delicate grace (Oc et al., 2015). Previous experimental research established that HL could successfully endorse employee's OI (Li et al., 2016), inspire innovative attitudes (Zhou & Wu, 2018), improve employee's self-efficacy (Anseel et al., 2015) and develop presentation and inspiration of team (Rego et al., 2019). However, very few studies have examined the effect of HL on newcomers' workplace happiness. Based on affective events theory, our study attempts to initiate 'pride' as a helpful personal demonstrative experience as mediating and newcomer PP (Proactive personality) as a moderating variable to discover how and when HL impacts a newcomer's workplace happiness.

### **Humble Leadership and Newcomer Pride**

Pride has a motivational role and notably influences employee behavior as it is one in self-conscious emotions (Tracy & Robins, 2004). Weiner (1985) consider pride an uncomfortable feeling when individuals engage in societal accountability and constructive results. *Pride* is a helpful personal emotional practice in which individuals identify the consequences of their behavior and meet internal goals that directly encourage self-evaluation (Shorr & McClelland, 1998). Research specified that employees experience pride when they understand that their abilities and efforts may create positive outcomes (Leary, 2007; Martens & Tracy, 2013). As per affective events theory, a work event generates a sole emotional answer that further manipulates attitude and behavior (Weiss & Cropanzano, 1996). Based on this theory, it is argued that the impact of HL on newcomer's pride be clarified in three ways. Firstly, a humble leader is open regarding an individual's mistakes and deficiencies (Owens & Hekman, 2012; Owens et al., 2013). Such leaders permit newcomers to be more honest and feel the supervisor's concern, so newcomers make it convenient to recognize the supervisor's authority. Such good behavior assists in splitting obstacles among staff and supervisors and provides helpful

feedback and communication. It would help to build quality relations among newcomers and supervisors (Qin et al., 2020), develop organizational identification of newcomers (Li et al., 2016), psychological safety and job satisfaction (Wang et al., 2018). All these favor enhancing newcomers' psychological rights regarding the organization and hence support the emotional experience of pride.

Secondly, humble leadership values the assets of employees and gives gratitude for their exclusive contribution to the workplace (Owens et al., 2013). Pride being helpful emotive practice occurs as individual trait success event to their energies (Tracy & Robins, 2004; Weiner, 1985). Honor received from humble leaders will produce definite psychological motivation for staff, inspiring staff keenness and direction for success (Caesens et al., 2019), enhancing the newcomer's pride. We can say that as new joiners connect to an organization/team, a humble leader gives them positive responses regarding their progress, making it easy for newcomers to practice a feeling of pride.

Thirdly, a humble leader supports the task of subordinates and is open to innovative ideas and feedback (Owens & Hekman, 2012). All the behavior mentioned above positively indicates to the newcomer that they are important and their work is also significant, giving them pride. Additionally, in humble leadership, an environment of mutual assistance is created in teams, which contributes to the feeling of pride in the newcomer (Anseel et al., 2015). As a result, the subsequent hypothesis may conclude:

**H1:** HL will be absolutely connected to newcomers' feelings of pride.

### **Role of Pride as Mediator**

In recent years, the growth of organizational behavior well-being at the workplace has been a significant factor in occupational mental health, and organizational behavior is rising (Vander et al., 2012). Warr (1992) the idea of workplace well-being originated, which is considered a sign of well-being in the field of work and is a helpful employee assessment on work-related aspects. Fisher (2010) identifies workplace well-being that holds a variety of factors and specifies it as 'judgment of desire at work (i.e., positive attitude) or enjoyable experiences (i.e., optimistic feeling, attitudes and state of mind flow).' In the Chinese situation, (Zheng et al., 2015) define *workplace happiness* as employee satisfaction, work implication, and task success. Affective events theory spotlights individual emotional reaction formation, encouragement, and results (Weiss & Cropanzano, 1996). With the base of affective events theory, our study argues that humble leaders being an outer event eventually promote newcomer well-being by drawing positive feeling of pride. The method that describes how pride shapes the workplace well-being of newcomers can be clarified in two ways.

At first, the practice of pride gives individual delight and boosts self-worth/self-satisfaction feelings. As positive emotion broadens and builds theory, activist sentiment may form individuals' relationships with social surroundings, widen individual attention capacity, and assemble personal resources (Fredrickson, 1998, 2001). With positive emotion, employees ultimately respond and behave in a constructive manner that outlines a sense of societal obligation and a hopeful view (Carlson et al., 2013). Workplace well-being refers to employees' personal feelings as their work is admired and valued, which escorts practicing positive emotion and creates extra work satisfaction (Zheng et al., 2015). Thus, the optimistic demonstrative occurrence of pride is linked to newcomer workplace well-being.

Second, pride is vital because pride is a self-conscious emotion that motivates individual attitude, behavior, and performance (Tracy & Robins, 2007). Research indicates that pride motivates people to pursue social status and attainment, significantly resulting in individual behaviors (Tracy & Robins, 2007). For example, individual cooperative behavior is improved by pride (Dorfman et al., 2014) and enhances insight into one's capability (Martens & Tracy, 2013). *Happiness* in the workplace is defined as the satisfaction level that individuals receive

through the accomplishment of duties and rewarded for their skills and hard work (Van et al., 2004), which encloses job fulfillment and job satisfaction (Zheng et al., 2015). Hence, pride motivates a series of activist institution attitudes in newcomers, motivating a considerable scale of workplace well-being. On exceeding opinions, the second hypothesis is:

**H2:** Pride of newcomers as a mediator between humble leadership and newcomers' workplace well-being.

### Proactive Personality as Moderator

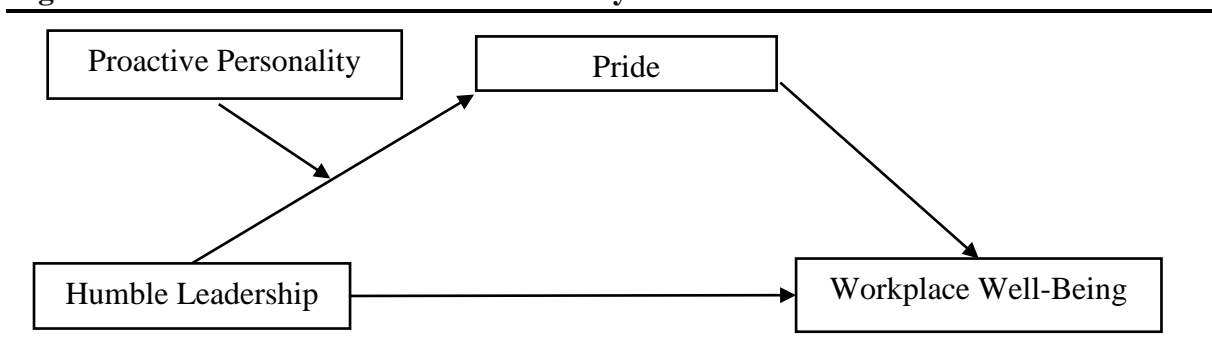
PP is the most vital ancestor of individual proactive behavior (Parker et al., 2006). Bateman and Crant (1993) explored that initially, the notion of proactive personality was defined as the tendency of the individual to control their atmosphere and carry modification from many perspectives and times. It differs from the big five personality traits as the comparatively constant tendency of a person's traits and behavior. A proactive personality is illustrated as open to limitations and changing the environment proactively (Fuller et al., 2009). Proactive employees initiate to see problems and grab chances in the work area, give solutions and action meaningfully (Bateman & Crant, 1993). Studies demonstrated PP as a predictor of career success (Seibert et al., 1999), job performance (Thompson, 2005), innovation and creativity (Kim et al., 2009), and OCB (Organizational Citizenship Behavior) (Li et al., 2010). This study attempts to show that a newcomer's proactive personality would moderate a modest leader's influence on a newcomer's pride.

Primarily, proactive personality employees hold powerful personal ideas and high learning goal-oriented (Parker & Sprigg, 1999). They unexpectedly search for ways to alter and improve organizational settings (Fuller et al., 2009; Seibert et al., 2001). Proactive personality-holder employees can solve problems and give satisfactory performance and creativity in the enterprise, which directs career achievement (Thomas et al., 2010). HL honors and values positive efforts by their employees and offers them a helpful work atmosphere (Owens & Hekman, 2012; Owens et al., 2013). So, once we come across humble leadership, newcomers with proactive personalities tend to enhance job performance and get inspiration and honor from superiors, motivating newcomers' pride.

Second, a newcomer with a solid, proactive personality can speak vigorously to managers and compose beneficial collective connections in the organization (Thompson, 2005). Humble leaders eagerly set up communication and response in two ways. A newcomer with a highly proactive personality has added the ability to split hierarchical hurdles between employer and employee and build quality relations. High-quality affiliation allows newcomers further support (Lu et al., 2014). As a result, when they meet with problems, they can resolve them quickly. By doing this, they speedily get recognition of leaders, work performance, and advance feelings of pride. Adding up, the following hypothesis is projected:

**H3:** PP as a moderator between humble leadership and newcomer pride.

**Figure 1 Framework of Proactive Personality as Moderator**



## Methodology

### Participants and Procedural

The present study population was visiting faculty of public and private sector universities in Lahore, Pakistan. Data collection was made in two stages to minimize the CMB (Common Method Bias) with an interval of one month. In the first stage of the study, demographic variables, HL and PP, are investigated. In stage two, the study investigates newcomers' pride and workplace well-being. Questionnaires were subsequently coded identically. The personal data of respondents were kept confidential and used only for study. In the first stage, 372 questionnaires were distributed among respondents, and in the second stage, questionnaires were distributed to the same 372 respondents. After matching questionnaires of these two rounds, 316 valid responses were accurate in all respects, which were used for data analysis with a response rate of 85%. The total number of respondents was 316, of which 287 (89%) were male and 36 female (11%). Respondents 221 (70 %) were married, and 95 (30 %) were unmarried. The majority of respondents, 210 (67 %), have qualification MPhil/MS, 89 (28%) respondents have qualification MA/MSc, 11 (4%) respondents have PhD, and only 6 (2%) respondents had qualification BA/BSc. The majority of respondents, 132 (42 %), had one and half years of experience, 83 (26%) respondents had two or more years of experience, 59 (19%) respondents had one year of experience, and 42 (13%) respondents had six months experience.

### Measurement

#### Humble Leadership

HL adopted a scale that was advanced by (Owens et al., 2013). It comprises nine items, and a sample item was "This person/leader is willing to learn from others." The reliability was .962.

#### Proactive Personality

PP scale was developed with five items (Bateman et al., 1993). "I excel at identifying opportunities" was a sample item. Internal consistency was .910.

#### Pride Newcomers

The pride scale was developed by (Martens & Tracy, 2013), comprising seven items, but five items were used in the present study. Pride has two dimensions. An example item from authentic was "I helped the man," and from hubristic, "I am perfect." The reliability was .812.

#### Workplace Well-being

Different authors widely used the workplace well-being scale, and in the present study, a six-item scale was used, which was developed by (Zheng et al., 2015). "I find real enjoyment in my work" was a sample item. The reliability was .937.

#### Control Variables

Control variables comprised gender, marital status, experience, and qualification. Data on these variables were collected with study variables. Gender and experience played a crucial role in newcomer respondents.

### Data Analysis Approaches

In the present study, construct validity and reliability were examined. Mean, standard deviation, and inter-correlations between variables were computed using SPSS 26. The demographic features of the sample were determined using frequency analysis, the study and control variables were described using descriptive statistics, the scale reliabilities were calculated, and a correlation matrix was also generated. The hypothesis was tested to evaluate

moderated mediation and the model's validity, while CFA was applied to assess the measurement model's construct validity.

## Results

Results in Table 1 presented mean, SD, and inter-correlations between constructs. The findings showed that all constructs were significantly and positively associated with a normal distribution for mean and standard deviations. HL is positively to pride ( $r=.891$ ,  $p < .001$ ) and workplace well-being ( $r=.901$ ,  $p = 0.001$ ). Pride is positively associated with workplace well-being ( $r=.902$ ,  $p < .001$ ). Proactive personality is positively associated with pride ( $r=.882$ ,  $p < .001$ ). HL mean value is 3.582 (SD=1.203), which confirms the favorable attitude of employee toward their leader. The mean value of workplace well-being is 3.796 (SD= 1.359), which indicates employees have more workplace well-being. PP's mean value is 3.838 (SD=1.348), the highest of any variable. This score reflects how much employees feel themselves to be proactive and who is more hostile to a positive reaction.

**Table 1 Mean SD and Correlations**

Variables	Mean	S. D	1	2	3	4	5	6	7	8
1. Gender	1.114	0.318	1							
2. Qualification	2.715	0.559	-0.013	1						
3. Experience	2.810	0.974	0.039	-0.030	1					
4. Marital Stats	1.301	0.459	.373**	-0.024	0.036	1				
5. HL	3.582	1.203	-0.064	0.056	-0.028	0.090	1			
6. PP	3.443	1.095	-0.089	0.050	-0.046	0.099	.911**	1		
7. PR	3.838	1.348	-0.102	0.076	-0.048	0.078	.891**	.882**	1	
8.WW	3.796	1.359	-0.075	0.097	-0.038	0.071	.901**	.897**	.902**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

HL (Humble Leadership), PP (Proactive Personality), PR (Pride) and WW (Workplace Well-Being)

## Hypothesis Testing

**Table 2 Moderated Mediation Regression Analysis**

Pride (Outcome Variables)	$\beta$	SE.	t-value	p-value
Constant	4.073	0.047	87.292	0.000
Humble Leadership	0.563	0.061	9.216	0.000
Proactive Personality	0.547	0.063	8.634	0.000
HL*PP	-1.197	0.025	-7.836	0.000
Workplace Well-Being (Outcome Variables)				
Constant	1.934	0.166	11.679	0.000
Humble Leadership	0.534	0.048	11.079	0.000
Pride	0.485	0.042	11.469	0.000
Proactive Personality	Effect	Boot SE	Boot LLCI	Boot ULCI
Conditional Indirect effect (s) X on Y				
-SD (-1.095)	0.378			
M (0.000)	0.273			
+SD (1.095)	0.168			
Mediator	Index	SE	LL 95 CI	UL 95 CI
Index of Moderated Mediation				
Pride	-0.96	0.015	-0.126	-0.067

N=316.  $\beta$  =Unstandardized regression coefficients, SE= Standard error, LL= Lower Limit, CI= Confident Interval, UP=Upper Limit

Humble leadership positively and significantly impacts pride, as results showed ( $\beta=.999$ ,  $t=34.814$ ,  $p=.000$ ,  $LLCI=.942$ ,  $ULCI=1.055$ ), H1 is supported. Pride positively and significantly impacts workplace well-being as the result presented ( $\beta=.485$ ,  $t=10.312$ ,  $p=.000$ ,  $LLCI=.392$ ,  $ULCI=.578$ ), H2 is supported. Pride mediates between humble leadership and workplace well-being. The results showed an indirect effect ( $\beta=.484$ ,  $SE=.043$ ,  $LLCI=.396$ ,  $ULCI=.566$ ). Therefore, H3 is supported.

To test moderation, model 7 was run by Process by Hayes. Proactive personality positively impacts pride ( $\beta=.547$ ,  $t=8.634$ ,  $p=.000$ ,  $LLCI=.423$ ,  $ULCI=.672$ ). Humble leadership positively impacts pride ( $\beta=.563$ ,  $t=9.216$ ,  $p=.000$ ,  $LLCI=.443$ ,  $ULCI=.683$ ). Conditional indirect effect x on y (PR= -1.095, SE= .044, LLCI= .298, ULCI=.472), (PR= .000, SE= .036, LLCI= .209, ULCI=.350) and (PR= 1.095, SE= .034, LLCI= .105, ULCI=.236). Index o moderated mediation ( $\beta= -.096$ , SE = .015, LLCI= -.126, ULCI=-.067).

**Table 3 Construct Validity and AVE**

Scale	Items	Factor Loading	Cronbach's	CR	AVE
Humble Leadership	HL1.1	0.765	0.930	0.930	0.598
	HL1.2	0.752			
	HL1.3	0.782			
	HL1.4	0.785			
	HL1.5	0.768			
	HL1.6	0.788			
	HL1.7	0.763			
	HL1.8	0.763			
	HL1.9	0.79			
Proactive Personality	PP2.1	0.787	0.930	0.934	0.586
	PP2.2	0.785			
	PP2.3	0.761			
	PP2.4	0.754			
	PP2.5	0.796			
	PP2.6	0.746			
	PP2.7	0.746			
	PP2.8	0.775			
	PP2.9	0.738			
	PP2.10	0.767			
Pride	PR3.1	0.785	0.922	0.923	0.631
	PR3.2	0.771			
	PR3.3	0.816			
	PR3.4	0.798			
	PR3.5	0.834			
	PR3.6	0.800			
	PR3.7	0.756			
Workplace Well-Being	WW4.1	0.757	0.923	0.924	0.670
	WW4.2	0.789			



WW4.3	0.774
WW4.4	0.861
WW4.5	0.857
WW4.6	0.865

### Reliability and Validity of Construct

Study constructs CR lie within the range of 0.923 to 0.934 (Humble Leadership =0.930, Proactive Personality =0.934, Pride =0.923, & Workplace Well-being =0.924) and AVE values are bigger than 0.586 (Humble Leadership =0.598, Proactive Personality =0.586, pride =0.631, & workplace Well-being =0.670). As a result, convergent validity was discovered to be fulfilled. Furthermore, discriminant validity criteria established by Fornell and Larcker (1981) were met, as AVE values for each construct in the study were shown to be greater than their corresponding squared correlation.

**Table 4 Measurement**

Models	X <sup>2</sup>	df	X <sup>2</sup> /df	GFI	TLI	CFI	RMR	RMSEA
Measurement Model	905.800	458	1.978	0.850	0.943	0.948	0.068	0.056
Model-1 HL PP (PR+WW)	916.784	461	1.989	0.849	0.943	0.947	0.069	0.056
Model-2 HL PR (PP+WW)	944.31	461	2.048	0.843	0.939	0.943	0.068	0.058
Model-3 HL WW (PP+PR)	956.229	461	2.074	0.841	0.938	0.942	0.069	0.058

N=316, X<sup>2</sup> = Chi-Square, df= Degree of Freedom, GFI=Goodness of Fit Index, TLI= Tucker Lewis Index, CFI= Comparative Fit Index  
 RMSEA= root-mean-square error of approximation, RMR= Root mean square residual.

Measurement Model (All the constructs are measured individually).  
 Model-1=Humble Leadership, Proactive Personality and merged Pride & Workplace Well-Being as one factor.  
 Model-2= Humble Leadership, Pride and merged Proactive Personality & Workplace Well-Being as one factor.  
 Model-3= Humble Leadership, Workplace Well-Being and merged Proactive Personality & Pride as one factor.

Using Fornell and Larcker's (1981) validity evaluation criterion, CFA was done to ascertain the instrument's validity. First, we looked at a comprehensive three-factor assessment model where the items were allowed to be significantly associated with each component. Then, in AMOS 26, an alternative combination of our items relating to our three research variables was examined. Results of our hypothesized full measurement model (Humble et al., Pride and Workplace Well-Being) represented a reasonably good fit, which can be seen in Table 3, as Chi-square = 905.800, X<sup>2</sup>/df= 1.978, GFI= 0.850, TLI = 0.943, CFI = 0.948, RMR= 0.068 and RMSEA = 0.056. All of these indices fall into the acceptable limits.

The whole measurement model was also equated to various factor models to determine the best match model for our data. Furthermore, the results showed that the whole measurement model is the best-fit model for our dataset, with other models failing to produce an adequate model fit at p 0.05. Results recommend that humble leadership, proactive personality, pride, and workplace well-being are distinctive constructs.

### Discussion

Preceding research shows the significant effects of leadership styles, such as empowering and transformational leadership, on subjective well-being (Arnold, 2017; Park et al., 2017). However, research highlights that newcomer is comparatively infrequent. This study recognizes humble leadership as a new ancestor of newcomer well-being. It extends workplace well-being research and offers extra details about how humble leaders shape the well-being of newcomers. This paper aims to discover when and how HL can add to the workplace well-

being of newcomers. Based on affective events theory, this research projected a model of mediation moderation to discover pride as mediation and the proactive personality of the newcomer as moderation. Findings supported the proposed model, demonstrating that HL positively associated with the feeling of newcomer pride has mediated the influence of humble leaders on the well-being of newcomers.

Moreover, the indirect effect was dependent on the PP of the newcomer. Notably, the significant mediating result indicates that other factors in the model that affect newcomer well-being are missed. Future research could investigate other leadership style functions (i.e., humble leadership) and support from subordinates on the well-being of newcomers for better results.

Pride, a helpful individual emotional skill, takes place when a person's trait and achievement or positive occurrence of personal effort is linked to the well-being of a newcomer and the mediation impact of a humble leader on well-being. Numerous research papers examine the impact of a leader's behavior on well-being, highlighting socio-mediation paths (i.e., psychological empowerment, self-efficacy), relational mediator (trust and leader-member exchange) and motivation allied mediator (autonomy need satisfaction and meaning at work) (in the analysis of (Arnold, 2017)). Hardly any paper discovers emotional paths. On the foundation of affective events theory, this study discovered the mediating role of pride in the connection between humble leadership and the well-being of newcomers.

Analysis of moderation indicated that the effect of a humble leader on pride is contingent on the PP of a newcomer. Humble leaders permit more critical influence to the newcomer with a high degree of proactive personality. These results present that newcomers take signals communicated by humble leaders differently, are proactive, seek change, and appear to get benefits of humble leadership constructive outcomes in a better way.

### **Theoretical Contribution**

Results added to the literature by connecting HL with newcomer well-being and discovering psychological devices. Numerous studies revealed leadership style's effect on the well-being of newcomers, results that transformational leadership (Arnold, 2017), SL (Coetzer et al., 2017), EL (Rivers et al., 2018), authentic leadership (Salleh et al., 2020) connected to newcomer well-being. This study attempts to anticipate humble leaders as new ancestors further. Mediation impact proposes pride relates to some level, for the influence of HL on newcomer well-being. Studies beyond pride and new emotional instruments such as gratitude and feelings of hope are essential potential directions. This study also added to pride literature. Findings advocate humble leadership as a significant relative sign for advancing newcomer pride.

Moreover, pride is undoubtedly linked to the well-being of newcomers. This outcome is reliable, too (Baer et al., 2015), as pride could enhance JP (Job performance) by minimizing emotional tiredness. Furthermore, it also aligned to broaden and build the theory statement that constructive feeling may form means of individual interaction to the social atmosphere, enlarge the range of individual thought, and assemble personal resources (Fredrickson, 1998, 2001), thus increasing the well-being of individuals.

Third, outcomes demonstrated that newcomer proactive personality notably showed a moderate association between HL and Pride. Newcomer holds high PP, and the HL effect on pride tends to be more prominent. Holders of high PP are liable to give more concentration to humble leaders' deeds, thus being confident in the humble leader style of management and shaping emotional practice. To express a person's trait, a proactive personality changes the capacity of a newcomer to control a leader's humble behavior. Newcomers with a great proactive personality can better control the vigor of humble leaders, resulting in acceptable performance, career success, and new prospects of pride.

### Practical Contribution

This research provides essential insight into implications for management practices. At the start, humble leadership and constructive influence increase the requirement to improve the ability of managers to be modest. Organizational efforts are required to select and develop the humble workforce. They can endorse newcomer well-being and satisfaction by determining psychological security, self-confidence, and a learning environment in the organization. Next, the proactive personality moderating effect showed that newcomer initiative is crucial to controlling humble leader benefits. There is a need for organizations to concentrate on the selection and expansion of newcomers who hold proactive personalities. Lastly, the mediating role of pride requires managers to be aware of their behavioral effect on newcomers' emotional state. Hence, the socialization plan must incorporate a policy that improves newcomer pride. For example, the supervisor can honor newcomers frequently for little contribution; thus, they can get more pride.

### Limitation and Future Research

This research holds some limitations. At first, the data collected is cross-sectional, which might not entail a correct cause-effect relationship. Future directions may use experimental or longitudinal design to check the causal effect of variables more accurately. Subsequently, data obtained from newcomers through a self-administered questionnaire could undergo standard method variance, so the relationship of variables may be spurious. However, it was revealed that the strategy for self-reported data collection is inflated despite standard method variance that is linked to it repeatedly (Spector, 2006). Additionally, well-being and pride are emotional factors that display a newcomer's psychological state, and they are complex to gauge from others, so they have to be self-reported. Future research can use objective data (i.e., physiological pointers such as blood pressure and heart rate) to check these findings further. Thirdly, data was collected on humble leaders via newcomer assessment. By this, the collection was not actual supervisor behavior relative to the perception of newcomers regarding supervisor behavior. Future research can discover data collection through other means, such as supervisor peers and newcomer subordinates, to beat this constraint. Besides, newcomers whose period in the organization is minor could not have adequate information to illustrate a leader's humility. However, this research attempt takes an average period of newcomer more than ten months, approximately enough to outline newcomer ideas about leader humility and therefore lighten exceeding concerns.

### Conclusion

To sustain and succeed in an organization, constantly attracting and retaining newcomers is crucial. Based on the considerable leadership effect on the newcomer, supervisors must be conscious regarding the behavior of leaders that form newcomer workplace well-being. This paper establishes that a humble leader could influence a newcomer's well-being via pride. Moreover, newcomers with proactive personalities positively moderate the connection between humble leadership and pride.

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