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**Impact of Leader-Expressed
Humility on Employee Creativity
with Mediating Role of Job
Engagement and Moderating
Role of Psychological Capital**

by

Madiha Arooj Kausar

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Dedicated to the people I love and admire...My Parents.



CERTIFICATE OF APPROVAL

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Then which of the Blessings of your Lord will you deny.

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Abstract

The study examines the relationship between leader-expressed humility and employee creativity. The mediating role of job engagement was also tested between leader-expressed humility and employee creativity in addition to moderating role of psychological capital. Psychological capital among leader and employees is also posited to hypothesized links as a moderator. Data were gathered from 250 respondents the data were collected from various hospitality (hotels) sector businesses across Pakistan using a questionnaire. The results delineate that leader-expressed humility and job engagement has significant and positive influence on employee creativity. Lastly, we suggest and investigate moderated mediation model. We conclude with practical and theoretical implications as well as future research directions. Findings confirm all the hypotheses relationships. So In this hypothesis 1 the value of t is 17.04 which indicate statistically significant relation of leader-expressed humility with employee creativity. The B coefficient value is .155 a leader-expressed humility is then there is a possibility that employee creativity in hotels it would be increased by 79%. Next these entire hypotheses are accepted. In addition, psychological capital moderates the relationship, and the results revealed significant impact of interaction effect provides evidence for moderation. Lastly, we suggest and investigate moderated mediation model. We conclude with practical and theoretical implications as well as future research directions.

Keywords: Leader-Expressed Humility, Job Engagement, Employee Creativity and Psychological Capital

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Abbreviations

DV	Dependent Variable
E CRE	Employee Creativity
IV	Independent Variable
JE	Job Engagement
LEH	Leader-Expressed Humility
PC	Psychological Capital
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
UWES	Utrecht Work Engagement Scale

Chapter 1

Introduction

1.1 Background of the Study

The leadership literature over a period of time has made many definitions of leadership which state that leaders motivate people to achieve goals (Anseel, Beatty et al. 2015) through various forms of leadership styles.

The most popular among leadership types are transformational, charismatic and servant leadership. Burns (1978) defined these types in detail, however (1985, 1990) suggested that transformational leaders are one who transform organizations by individualized consideration and intellectual stimulation. This type of leadership is focused on employees than tasks (Larsson and Lundholm 2010). Transformational leadership is generally divided into the four major mechanisms: (1) intellectual stimulation (2) perfect influence; (3) inspirational motivation (4) personalized encouraging motivation involves the power to speak effectively whereas stimulating employees to realize necessary structure goals (Dubinsky, Yammarino et al. 1995).

However in later years especially in the new century, the focus shifted on more follower centric approaches and among them servant leadership got the most attention. “The servant-leader is servant first This type of leader provides a way forward to employees with full support as facilitator (Gregory Stone, Russell et al. 2004). Similarly another popular leadership style that emerged in current century

is ethical leadership. Ethical leaders are different than other types in way that they act only for those goals which are ethical in nature. Thus they don't focus on outcome rather, how the outcome is achieved (Mayer, Kuenzi et al. 2009).

Ethical leader is characterized by character, fairness, integrity, social responsibility (Wang and Rode 2010). While ethical leadership has been found to cause ethical context, self-efficacy, ethical behaviour and a number of other desirable outcomes number of studies suggest that ethical leadership can play an important role to address organizational malpractice (Derue, Nahrgang et al. 2011).

These dimensions got a new life with introduction of a new type of leadership characteristic which is leadership humility (Hannah, Sumanth et al. 2014). Which has shown a number of positive outcomes in the organizational context (Oc, Bashshur et al. 2015). This can be found common in any type of leadership but leaders having humility tend to be more inclined in acknowledging others than themselves (Rego and Simpson 2018). Consequently, humility has been often been seen as an important factor that can yield extra ordinary outcomes for any organization. (Wang, Zhang et al. 2017).

Over the last years, however, such negative views of humility are ever-changing. The importance of humble leadership has fascinated a lot of interest in current years, principally within the wake of company scandals attributed to the lordliness, self-centeredness and vanity of company executives (Rego and Simpson 2018). However extant literature seems not fully describe the concept of leadership humility. (Johnson 2008). (Owens and Hekman 2016) suggest that its definition has three parts (Owens and Hekman 2016). Finally, concerning leadership they establish that leaders who scored high on expressed humility fostered learning-oriented member and had subordinates with higher job engagement, psychological capital and employee creativity.

Creativity is the essential part of the management theory, however despite frequent calls, we are still not clear what actually is creativity in the organizational context (Garcia, Bordia et al. 2018). Creativity is measured as the invention of the unique idea and if the leader show humility to the employee and they engage with their job and will show more creativity (Liu, Liao et al. 2012). Therefore, studies

question the essential motivational approach for having more creative thinking in the organizations through leadership. This furthers the debate that if leadership is having humility, we can expect more creativity from employees. (Liu, Chen et al. 2011).

There have been a number of studies which provide foundation and also call to relate humility expressed by leader with creativity, (Frostenson 2016). In addition there have been frequent calls to work on explanatory mechanisms which provide answer that why humility fosters creativity. (Choi, Tran et al. 2015). It is also important to link humility with various psychological mechanism like a psychological capital and his dimensions like resilience, expectation, efficacy and optimism (Luthans, Youssef et al. 2015).

Scholars consider psychologically competent persons are high in their psychological capital that to invest their energy with such demands manage into their work role although concurrently enhancing their job engagement and increasing their psychological capital (Luthans, Youssef et al. 2013). This involves use of emotions at workplace (Christian, Garza et al. 2011). which ultimately enhances job engagement (Bakker and Xanthopoulou 2013) which ultimately leads to creative performance (Shalley and Gilson 2017).

1.2 Gap Analysis

Leaders expressed humility needs to be explored in much detail (Rosing et al. 2011), we recommend that leaders humility should be tested with employee creativity in future studies (Cai et al., 2018). These recommendations lead us to first important gap which this study is going to address i.e. examining relationship between leaders expressed humility and employee creativity. As per our limited knowledge this relationship needs further elaboration to answer many calls in recent studies.

Apart from the fact that there is scarcity of studies on humility and creativity (Castillo-Vergara, Galleguillos et al. 2018) another area of concern is that we are still not clear how and when humility fosters creativity This is the second gap

which this research is the going to address by examining the mediating a role of job engagements so to elaborate the explanatory mechanism in this relationship. Another gap which this study tends to focus is the role of psychological capital as moderator. This is necessary to tests as the extant literature on positive organizational behaviour extensively recommends to use psychological capital in multiple setting(Rego, Owens et al. 2017)., so as to assess how much it contributes in positive outcomes like employee creativity.

1.3 Problem Statement

There is plethora of literature in recent past which has highlighted the role of leader's humility and favourable organizational outcomes. However, limited evidence is available how and when leader's humility can result such outcomes. This study addresses these problems by following ways:

Studying direct linkage between leader-expressed humility and employee creativity. Studying the mediating role of job engagement. Studying the moderating role of psychological capital. Another problem in extant literature is that most of leadership studies are conducted in contexts which have limited implications for underdeveloped countries like Pakistan. This study by collecting the data from Pakistan makes a unique contribution in literature of leader's humility.

1.4 Research Questions

Preceding the sources of a problem statement, where the current research is intended to a find answer some question, brief summary of the questions is show blow.

Research Question: 1

Whether and how leader humility related to employee creativity?

Research Question: 2

Whether and how job engagement influence employee creativity?

Research Question: 3

Whether and how job engagement mediates the relationship between leader humility and employee creativity?

Research Question: 4

Whether and how psychological capital moderates the relationship between leader humility and job engagement?

1.5 Research Objectives

The inclusive objectives of the learning are to establish and test the anticipated model to explore the relationship between leader-expressed humility, employee creativity, job engagement and psychological capital.

Additionally the psychological capital is added the possible moderator for the relationships of mentioned variables in the research model (a leader-expressed humility, creativity and the job engagement).

It is the particular objectives of the study are identified below;

Research Objective: 1

To examine the relationship between leader-expressed humility and employee creativity.

Research Objective: 2

To examine the relationship between job engagement and employee creativity.

Research Objective: 3

To examine the mediating role of job engagement between leader-expressed humility and employee creativity.

Research Objective: 4

To examine the moderating role of psychological capital between a leader-expressed humility and job engagement.

1.6 Significance of the Study

The study on the leader-expressed humility impact on employee creativity is a new area to be discussed with mediation role of a job engagement and moderation

role of a psychological capital. Therefore developing of a model which includes determinants and outcomes of leader humility and related variables will show great significance in theoretical literature. It will add new dimensions in existing literature.

There are many understudied topics in the organizational field. Business facing many changes in these days. These changes demand more research in this area all over the world. However, some practices have practically followed but they want empirical evidence. Human resource is the necessary and complicated resource for any business. They can lift and aggravate the business performance. Leader supervises the employees in the organization and leads toward the particular goal. The study holds great significance for the business to develop such leadership style for productive outcomes. This study is very significant because employee and leader relations are the backbone of the business (Howell & Merenda, 1999) and in this study one aspect of relation is been discussed. Due to the positive relation trust in leader is developed. In country like Pakistan leaders prefer to have demanding behaviour over subordinate, so this will be a very interesting study. Supervisors' behaviour and employees reaction has a strong relationship, positive behaviour of supervisor leads to positive behaviour of employees but in high intrinsic countries like Pakistan, this culture reduces this tendency. It helps to develop psychological capital in employees easily for more productive and innovative results.

This research will observe the connection between humble leader and employee creativity. We can emphasis on the relationship, because both leader-expressed humility and employee creativity are important for business particularly in the turbulent environment (Binyamin and Carmeli, 2010; Owens and Hekman, 2012), and recognizing factors that motivate employee creativity has become a significant research matter in the business field (Mumford, 2011).

This study provides a clear explanation to sort out the employee creativity problem. If the results would show any impact this study provides a clear head up that the leader humility of the leader should be dismiss in order to get the positive results required. We would have both empirical and practical evidence required for the successful completion of the business goals. So it would also add on to

theoretical aspect. There is many hospitality or organizations in overall world including Pakistan so it is very much important to know that how these facts can keep in mind for better performance of the employees. As the significance of this study is particularly to know about the antecedents of employee creativity so another factor which is point out is the role of engaged in job. This will help together knowledge and build policies and interventions to decline the pervasiveness of employee creativity.

This study will also identify the role of culture dimension on the leader humility and the creative in employee creativity. Therefore, by this we would come to know that which type of individuals should be hire for business. It will add on to the theoretical literature and will help in practical application as well.

1.7 Supporting Theory

Many theoretical point of view have been presented by different researchers which are used worldwide to underpin the studies of leader expressed humility and job engagement like organizational justice theory, Psychological capital and Affective events theory, but social exchange theory can cover all the variables of the present research.

1.7.1 Social Exchange Theory

The Social exchange theory has essential principle to the reciprocity. In reciprocity according to social exchange theory both parties think to gain benefit with exchange relationship. For the interpersonal relationships social exchange theory is an important perspective. According to this theory, interpersonal contact is a process. In the process, numerous parties a perform their activities and exchange valued possessions between each other (Li, 2015).

Social exchange theory was presented by Homans, (1958) which states that a Social behaviour is the result of certain exchange of rewarding actions, which include recognition and prestige, and the individual who is engage in it must expect the

same things from the other person and this exchange continues in order to balance the contributions from both persons who involved in the social exchange process. The behaviour of the employees in workplace depends on the exchange relationship with their supervisor or colleagues. When supervisor is showing supportive behaviour toward employees in difficult situation in exchange employee shows more positive behaviour i.e. shows more involvement in their job. Social exchange theory also explains that employees show more extra role behaviour in the workplace (Settoon, Bennett, & Liden, 1996).

Previously research has been conducted on organizational behavior, results exposed that reciprocity exist in workplace within the exchange relationship in between employees and leader through the psychological contract i.e. mutual beliefs, and informal obligations, perceptions (Shiau & Luo, 2012).

Social exchange refers to an intended actions of the individuals that are to inspired by the proceeds they can likely to bring and characteristically do in fact of convey from others (Cook et al. 2013). Social exchange theory forecasts that in response to optimistic starting activities, goals will incline to in kind by engaging in additional optimistic responses and or fewer adverse reciprocating responses (Cropanzano et al. 2017). Speaking slackly, these responses can be largely planned into two categories relational responses and behavioural responses sequence of affective mutual interactions may convert an economic exchange connection into a superior social exchange relationship (Cropanzano et al. 2017). Social exchange theory explains the social relation exist between individuals, corporations, tasks and programs and how social exchange theory works in laboratory in contrast with the existence of social exchange of goods and materials in real life. According to this theory leader humility is consistently associated with job engagement of employees due to positive humility environment which result as creativity. If an employee's perceives his organizations is leading by leader humility then employees feels easy to share his problem as well as new ideas without any wavering.

Chapter 2

Literature Review

2.1 Leader-Expressed Humility

“A leader’s expressed humility refers to a individual characteristics shown in interpersonal interfaces that connote his or her willingness to obtain self-knowledge, appreciation of others’ strengths or contributions and teaching ability” (Owens et al., 2013).

2.2 Employee Creativity

Employee Creativity has been distinct as a judgment of the novelty and usefulness (or value) of rather Creativity. “It can be defined as the ability to determine new relationships, observe subjects from a new viewpoint, and procedure new ideas from an existing info (Forgionne and Newman, 2007). In general, employee creativity in the intervention is defined as the development of a novel and useful ideas or images (Zhou & George, 2001).

2.3 Job Engagement

Job engagement discusses to “a positive work-related state of mind characterized by devotion, vigour, dedication, concentration, endorsement and absorption”

(Schaufeli, Salanova, Gonzalez & Bakker, 2008). Constructed on interaction procedural and social infection theories, we hypothesise that the types of an interfaces employees have with others would expected impact on employee job engagement. Kahn (1990) it proposed that social interfaces patent by dignity, respect, and obligation from others in a work environment can raise job engagement, but he did not allocate the specific devices that explain this relationship.

2.4 Psychological Capital

Therefore, the psychological capital a higher order concept signifying hope, efficacy, resilience, and optimism signifies to the applicable set of an own resources to a temporary positive results at the work (Luthans, Youssef et al. 2007). Different a separate difference maintained equally an analyst of a work performance, such as the abilities and personality traits; psychological capital dimensions represent human authorities expressed in the states that benefit required work consequences. So supporting this, preceding research has can show that psychological capital estimates work performance (Avey, Reichard et al. 2011) over and elsewhere its individual differences such as conscientiousness, extraversion, and neuroticism adding so value for understanding performance in organizations.

2.5 Leader-Expressed Humility and Employee Creativity

The leadership scholars have an essential place in a social science literature and the large numbers of a Study are directed towards describe the collaboration of a leader and their subordinates. Therefore, within the precedent two decades' investigators have contributed an assortment to the literature of that dark lateral of a leadership. Leader behaviour is quite a bit of an art as leaders have significant effect on persons, groups, organizations, and communities. As the objective of better understanding is how a leader becomes fascinating as he impacts people,

groups, and organizations it is essential to consider the procedure by which leader deals with various time spans, coordinate commitments and organize work so due dates are meeting (Lord and Dinh 2014).

A Past investigation on the connection between leadership and employee creativity has been recognized a few components by which leader make impact on creativity, such as, giving structure, resources, for accomplishing task which shows more creativity (Carmeli, Reiter-Palmon, & Ziv, 2010). The manager urges the subordinate to focus on creativity by seeing how others deal with intense circumstance in the workplace (Deci, Connell, & Ryan, 1989). Research on representative's creativity has gotten expanding consideration. A logical factor that makes large effect on creativity is the existence of imaginative role models (e.g. inventive collaborators).

In reality, different proposed structures one of which is the challenge interference stressor structure proposes that time related pressure is an optimistic stressor which persuades people to participate in activities that can defeat restraints to performance; still this quantity of work is not clarifies when time pressures have positive verses negative consequences for execution (LePine & Podsakoff, 2005). In revolve, researchers frequently tell a leader to remain more humble, and they are discovery an imperative need to be built a sustainable model of the leader-expressed humility (Morris et al., 2005; Vera & Rodriguez-Lopez, 2004).

When the Humility may be distinct at an interpersonal progression to facilitate detentions the three primary proportions of the humility as a behavioural interactions forms to admitting faults and restrictions and presence open toward a new ideas advice with response (Owens and Hekman 2016). A Study can shape the concept of a leader-expressed humility and a highlight its behaviours, appliances, possibilities, and the outcomes. They can maintain that leader-expressed humility has the three dimensions: recognizing personal restrictions, faults, and a errors; spotlighting admirer the strengths and assistances; and modelling teach ability (Owens and Hekman 2012).

The occurrence of these creative thoughts enhances the probability that different

representatives will apply these new thoughts in their work, and after which exchange them with different people in the workplace. In particular, complex work upgrade people energy for their work and their enthusiasm for finishing these actions and this forever encourages them for creative doings (Shalley, Zhou, & Oldham, 2004). Creativity objective is an expressed standard that ought to be creative in their work (Shalley, 1991). With the end goal for creative performance to happen, leadership needs to assume a functioning job in cultivating, empowering, and supporting creativity (Shelly & Gilson, 2004).

In examination of research result that a leaders can encouragement employee creativity, many researches investigate that how to produce an innovative ideas however abandon beneficial ideas, which is similarly an essential measurement of the employee creativity (Grant & Berry, 2011). Creativity essentially involves elevated level of the challenges, reservations and risk, since new ideas are not a definite to distribute the preferred consequence. In adding together, the new ideas created via followers could not be essentially optimistic or accepted by their leaders (Zhang and Bartol 2010).

In revolve, the behaviour may inspire employees to an participate more in a creative, critical-thinking methods; task usual ideas and they engaged in undecided accomplishments without possibility, all of which are the essential fundamentals for employee creativity (Amabile, Conti, Coon, Lazenby, & Herron, 1996). As such, a humble leaders possibly will create an encouraging environment for particular culture and a development which might persuade employees to appoint in criticism seeking.(Eldor and Harpaz 2016). Although the personality and humility are viewed as a functionally team humility is differs commencing individual humility within it more entirely captures the self-motivated, complementary and co-occurring of humility in the social circumstance. A leader's expressed humility encompasses a legitimate approval of a others' strengths or talents (Owens and Hekman 2016). Leaders who acquire elevated expressed humility be likely to furnish credit to employees' further efforts. They are supplementary possible to perceive and support the positive behaviours and proposal of their subordinates. Role of a leadership in employee creativity was almost ignored in most of previous

research (Owens, Johnson et al. 2013).

This investigation claimed that an employee individuality as well as supervisor appearances linked with an employee inventive performance but also a relationship between employees and supervisors is essential factor of the creativity in an association. But there is certainly a relationship between leader-expressed humility and employee creativity, afterward the subsequently question is a how leader-expressed humility inspires that employee creativity. While an early experimental investigate provides a credible suggestion that inherent inspiration mediates the relationship between leadership and employee creativity presently explore finds with the intention of fundamental motivation may capitulate incompatible results. Accordingly, studies problem the essential–motivational move toward to employee creativity and call for enhanced explanations of how a leadership connects to employee creativity (Liu, Chen et al. 2011).

There is the definitely a relationship between leader-expressed humility and employee creativity, subsequently the next question is a how leader-expressed humility stimulates that employee creativity. While an early experiential study can provides believable suggestion that intrinsic inspiration mediates the relationship between leader-expressed humility and employee creativity presently research finds to facilitate intrinsic inspiration possibly will capitulate incompatible results. Therefore, research question the inherent–motivational move toward to creativity and describe for superior clarifications of how leader humility connects to a employee creativity (Liu, Chen et al. 2011).

Moreover, leader-expressed humility is a moreover based on a submitting on the way to incredible greater than oneself, following little self-focused and high a self-transcendent actions, and manufacture life searches extra regarding the larger district than regarding oneself Consequently, we anticipate humble leaders to centre of consideration and their attention on others, situate themselves in others' positions, and some support ideas to be eventually useful to others. Below that community influence of leader-expressed humility, employees are furthermore more suitable to propose useful ideas (Ou, Tsui et al. 2014).

These societal signs motivate employees to increase various imaginative changes

before selecting a practicable, creative solution. In a line with this, recommend that employees in these situation will be imitate humble leaders and then form a joint humility, which reinforces a employees' scholarship orientation (Owens, Johnson et al. 2013) and by an extension employee creativity (Gong, Huang et al. 2009). Employees of a humble leader think okay existence "in process" and legitimize appropriate improbability.

In a short, we conceive that leader-expressed humility as expected to provide the occasion, motivation, and capability for an employee creativity to appear. Leaders with a high expressed humility are measured to have high trained ability. They have a durable intensity to learn from others so that they are more open and available to their employees' ideas, intelligence, or information (Rego, Owens et al. 2017).

One who dictates employee's behaviour and the reason is that employees are the followers of their supervisor's behaviour (Neubert et al. 2008). The Literature proposes that in a business manager is a frequently engaged as a faithful basis of the supervision for the behaviour, he has the power to implement the standards and rules, and he can force employees to behave in accordance with his own behaviour (Trevino & Brown, 2005; Mayer, Kuenzi, & Greenbaum, 2010). Certainly, the administrator takes a main character in the determining the employee's behaviour and they expresses his behaviour to an employee certainly as of his part modelling characteristic.

Therefore Social Exchange Theory (SET) is the most significant theoretical standards in office. Social exchange has been used to clarify why employees committed to their managers to perform their jobs in an effective manner (Cropanzano & Mitchell, 2005). Thus, social exchange connections are particularly signiffcant, when they exist, employees show more successful work practices when their relationship is value based (Settoon, Bennett, & Liden, 1996).

H1: Leader humility is positively associated with employee creativity.

2.6 Leader-Expressed Humility and Job Engagement

Employee engagement is widely studied phenomena in current literature. Several scholars recognized that employee engagement has favourable effects on employees' outcomes, organizational achievement, and performance of an organization such as entire shareholder goes back (Saks 2006).

Prior studies found that job engagement produced positive outcomes such as high efficiency organizational obligation (Chalofsky and Krishna 2009) and organizational citizenship behaviours. Meanwhile Kahn (1990) to be defined as job engagement as the involvement of a physical, cognitive, emotional, and intellectual dynamism in the process of an accomplishment his or her duties, many researches have been accompanied. On the dissimilar, job engagement has a high level of the energy, participation, and efficacy (Maslach and Leiter 1997). However, a defined job engagement as an independent concept comprising of dynamism, commitment, and absorption (Schaufeli et al.2002).

With further job engagement, employees develop into more content, are more flexible, and succeed at work Engagement is regarding the step to which employees achieve their role in a practical and positive method (Onajin-Obembe 2013). Structure off of this study, we hypothesize with the intention of leader humility can stimulate important strengths in the appearance of job engagement within an individual when the individual is on the acceptance end of humility enacted by a leader in the workplace. Exclusively, we recommend that as leaders acknowledge mistakes, be good at the spotlight on others' strengths, and seek to be taught by others, they provide away power, producing a corresponding "empowered" followership who feels a further level of job engagement. Given these connections, humble leadership should positively predict job engagement. Indeed, an empirical study by supported this intention. Therefore, it is expected that this finding will be replicated in the present study.

The authors a found that leader-expressed humility was absolutely correlated to a

host of outcomes on the employee- and individual namely job engagement, job satisfaction, preservation, individual learning orientation, and member engagement. Their conclusion propose with the aim of the receptivity to feedback, sincerity to learn, and the reasonable view of oneself, which characterizes humble leaders, tends to generate a positive work environment where followers feel engaged, satisfied, and open to persistently learn and adjust (Dionne, Chun et al. 2012). Job engagement is unclear for both theoretical researchers and consultants, and is used at dissimilar times to a refer to psychological capital, personality, or activities.

Job engagement is frequently called when an individual happening however also occurs at the individual and group levels. He defines job engagement when a positive, sentimental, and relatively constant a state of accomplishment particular concluded three dimensions: force that implies energy, strength, and mental patients; commitment that implies strong engagement and participation; and incorporation that deals with individual occupied in the task in a way that makes 'time fly' (Schaufeli and Bakker 2010).

The person is extremely involved and is absorbed in the task, forgets regarding time and place, and will not permit them to be unfocused. This situation has habitually been described as 'flow'. Job engagement reflects the individual energy that the individual brings to the job. An engaged employee exhibits keenness and energy. The humble leaders' impact on job engagement in creative practices to depends on the inspiration, opportunities, and abilities formed by their humility (Sendjaya, Sarros et al. 2008). Contrary, job engagement has negative effect on turnover intentions, and be exhausted (Schaufeli, Bakker et al. 2009) Before going into much detail, it is obvious to a deffned employee engagement as a motivational state of an individual (Mayer, Kuenzi et al. 2009). Engaged employees are mainly portrayed by putting their fullest efforts in their work role Earlier studies found that job engagement produced positive outcomes such as high of a Productivity (Rich, Lepine et al. 2010) business assurance and a business residency behaviours.

H2: Job engagement is positively associated with employee creativity.

2.7 Job Engagement and Employee Creativity

Creativity contains establishment of a novel and important ideas nearly the products and a services, methods and a processes (Shalley and Gilson 2017). Surprisingly, partial studies contain explored the conscientiousness of job engagement within influencing employees' creativity (Caligiuri, Mencia et al. 2013). Respect to the idea of job engagement while an exceptional development that requirements further examination. As indicated by (Kahn 1990) an engaged face to face is one who goes interested in an undertaking because a type of self-speculation, vitality, and enthusiasm to make possible will consequence in a more elevated amount of errand/job conduct and additional job behaviour. This rule should likewise positively affect change-related behaviours through more job engagement; employees happen to progressively fulfilled, are stronger, and flourish on work (Berg, Dutton et al. 2013).

The Research suggest to facilitate it is a significant to differentiate individual score undertaking performance with creativity as dissimilar outcome variables, since processes with the purpose of favours a interior task performance could negatively influence its capability to be inventive, and vice versa (Madjar, Greenberg et al. 2011). Past scholars like have divergent view about employees' engagement and called it as trait. For instance, (Kahn 1990) viewed employees' engagement as an individual temporal quality of being self-motivated and energetic treated it as long lasting affective state of an individual.

Employee engagement remained extensively used terminology in organizational studies. Basically, they thought of employee engagement have based on practical aspects as compared to theoretical justifications. Noted that despite of its significance, it is topic of the employee engagement is still need empirical attention. Often, to employee engagement is an defined as "attachment to the association" which is emotional and intellectual (Shaw and Bastock 2005) and also known as the discretionary efforts of an individual in his/her job. The Several definitions contain found in scholastic literature. defined delicate engagement because "they sustain of the organization members' self to their work roles; in engagement, During role performance employees are busy in doing the tasks given to them, moreover they

convey themselves emotionally, physically, and cognitively as performing particular job.”

It is the thoughts of creativity moreover modernism are used interchangeably in the writing and the dissimilarity among the two perceptions could be more one of importance than matter. However, they are not the exclusively equal. Creativity, which to be centre of learn, it's the capability to create narrative ideas that can be help full in the solving troubles (idea generation), while modernization involves realizing or converting a new thoughts to execute (Hughes, Anderson et al. 2018). They establish that an employee engagement remained definitely connected to an employee inventive conduct. Additional assist for the relationship between job engagement and employee creativity is anticipated through who concluded their investigation in the hospitality business. They recommended with the purpose of administrators must estimate the engagement of their staff since commitment is a important driver of inspired conduct (Eldor 2017). To engage in employees are a gradually useful and they attempt to convey inventive strategies to surpass the required results. This suggests drew in employee make the most of their work, obligations and undertakings, which indications them to consider creatively and to a push forward, even in a uncertain circumstances (Ahmetoglu, Harding et al. 2015).

Engaged employees used their full selves through their personal energy, and psychological, mental, and touching efforts in performing to their job roles. Engaged employees are psychologically active, thoughtful, and more focused for their role performance. Engaged employees are closely related to their work and others (Kahn 1990). Job Engagement encompasses the behavioural venture of personal energies such as cognitive, emotional and physical in their work. Engaged individuals are emotionally linked to their tasks, and to others. Merely, engagement entails “heart, hands and head to perform the work roles to their fullest potential (Gregory Stone, Russell et al. 2004). ***H3: Job engagement will mediate the relationship between leader humility and employee creativity.***

2.8 Job Engagement Mediates the relationship between Leader-Expressed Humility and Employee Creativity

Social exchange creates connections between two parties. According to Social Exchange Theory, these exchange process focus on equal commitment between two parties (Blau, 1964). More job engagement enhances employee performance according to social exchange theory strong job engagement and feeling of common help between the employees and leaders energize successful work conduct, which includes, higher job performance (Cropanzano & Rupp, 2008).

As per the social exchange theory the two primary ways in which social exchange conceptualized in the organization research that is exchange connection between workers and the organization. Earlier research has purposed that a representative is engaged with something like two social exchange connections at work one with his or her prompt manager, and one with his or her business (Masterson, et al. 2000). SET additionally stresses that the above mention exchanges create fantastic connections, and these exchanges happens in specific situations (Cropanzano & Mitchell, 2005).

Accordingly, the key component of social exchange theory beneficial and successful exchange relationship occur over the period of time with the other party. Workers pick their activities, in vast measure, depend on the connection they have toward another social identity. It is noticed that interexchange is quite imperative towards social exchange process. Reciprocity positively guarantees reimbursing, however it goes further to helps the executing people for maintaining the social relationship that is portrayed by shared devotion and high engagement (Walumbwa, et al. 2009).

Employee engagement is widely studied phenomena in current literature. Several Scholars recognized that employee engagement has favourable effects on employees' outcomes, organizational achievement, and performance of an organization such as total shareholder return despite of this, employee's engagement is the biggest challenge nowadays for organization. Thus, job engagement becomes a

topical organizational issue for academics and practitioners in organizational sciences. Supporters with high individual identification with their leader, improve their feeling of self-esteem by adopting their leader's morals and views. In this manner, employees accumulate acclaim, acknowledgment, and enhanced job obligations, and this outcome in an excessive nature of social exchange with their leaders (Wang et al. 2005).

Several scholars identify the positive effects of supportive leadership and negative effects of monitoring leadership on employee creativity respectively (Amabile et al., 2004; Madjar et al., 2002; Oldham & Cummings, 2004). Scholars have found contradictory results regarding the effects of transformational leadership on employee creativity.

Job engagement, defined as the asset of an individual's emotional, cognitive, and physical drives into creative performance (Kahn 1990). The Job engagement produced positive results such as a high productivity business commitment and organizational citizenship behaviours. Job engagement has negative influence on a turnover intentions, and burnout. Thus, job engagement becomes a topical organizational issue for academics and practitioners in organizational sciences (Rich, Lepine et al. 2010). Prior studies found that job engagement produced positive consequences such as high Productivity, managerial commitment (Chalofsky and Krishna 2009) and organizational citizenship behaviours. Divergent, job engagement has negative consequence on proceeds intentions, and burnout (Schaufeli, Bakker et al. 2009). Prior to going addicted to much detail, it is noticeable to define employee engagement as motivational circumstances of individual Engaged employees are primarily portrayed by putting their fullest efforts in their work role (Kahn 1990).

On the intellectual lateral, here is an upward level of concentration in job engagement as a significant psychological construct. Although here is some extend beyond in the definitions of engagement since the academic and business sides, here are dissimilar differences in the definitions and particularly with how they are used and promoted (Schaufeli, Bakker et al. 2009).

Engagement absorbed the emotional, cognitive and behavioural facets to perform

the job roles. May et al. (2004, p. 12) also suggested that an engagement is considered as antecedents of job involvement that enable them to identify with their job roles. Several definitions have been found in an academic literature. defined personal engagement as “the support of a business members’ selves to their work roles; in engagement, During role performance employees are busy in doing the tasks given to them, moreover they precise themselves physically, cognitively, and emotionally while performing particular job.” Personal separation refers to “the uncoupling of selves from work roles; in disengagement, people with draw and defend themselves physically, cognitively, or emotionally during role performances”. Consequently, in accordance to a Kahn (1990, 1992), engaged people psychologically present while performing their job role.

Whereas Attention defined as “cognitive availability and the time to spends on thinking about one’s own role” whereas absorption refers to “being concerned about the role which intensity of one’s focus on a role. Which suggests that on-going membership, is associated to job engagement because it supports individuals manage with their internal fluctuations about their job roles (Hernandez, 2018). The enhanced psychological capital entailed in relational energy will likely be connected with increased job engagement. Constructed on interaction formal and social contagion theories, we theorize that the kinds of interactions employees have with others would likely impact employee job engagement (Rich, 2010).

H4: Psychological capital will moderate the relationship between leader humility and job engagement such that it will stronger the relationship.

2.9 Moderating Role of Psychological Capital

Since past few decades, the positive psychology introduced the concept of psychological capital (Baron, Franklin et al. 2016). Nevertheless, positive concepts such as self efficacy and transformational leadership were emerged as distinct domain. distinguished that scholars only emphasized the dark face of individual psychology and overlooked the specific individual deference’s that might be led to alarming

consequences (Broad and Luthans 2017). Also, advised to investigate the other areas such while development, growth, optimism, and self-actualization of employees. So, scholarly work would be stabilized. Seligman and originally initiated the help of positive psychology by introducing notions for example hope, and optimism.

Several scholars made notable contribution in the positive organizational behaviours. In this way, they release unique ways to explore the idea of positive psychology in work settings (Rich, Lepine et al. 2010). By definition, POB refers to the study and make practice of positive individual capabilities as well as cognitive facets that might be operationalized, advanced, and administer successfully to boost organizational performance (Luthans 2002). Later on his co-authors introduced the concept of positive psychology and also pioneered the notion of psychological capital. Fundamentally, psychological capital involves of four positive notions such as the Hope, self efficacy, optimism, and resilience.

Together, all these four features or personality states are coined as psychological capital. Psychological capital mentions to the positive cognitive and emotional state of employees' development an involves four distinctiveness such as; 1) have condense over their abilities that assist them in pursuing the difficult tasks and insert their fullest potential (Self efficacy), 2) have optimistic eyes on the workplace events, and spot positivity in each condition and are optimistic about future (Optimism). 3) Have muscular will power, board vision, pursue challenging task, way power to achieve settled goals; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Luthans, Youssef et al. 2013).

The literature recommends to a facilitate Psychological Capital predicts an extensive scope of significant dispositions also practices, for example, responsibility, prosperity, turnover aims, imagination, and execution (audits and amalgamations in Psychological Capital is identified with expanded endeavours and better execution through empowering the inspirational potential rising up out of the people's attitudes and wants (i.e., objectives) .Without Psychological Capital, that potential stays undiscovered. Also, Psychological Capital supports the setting of

aspiring wants and testing objectives and makes people more and more centred on creating abilities to contact them (Stajkovic 2006).

Humble leader express more than a few uniqueness and behaviours that give to developing an individual Psychological Capital. This association, normally talking, is appropriate as humility facilitates as well as reinforces constant positive growth and development and Psychological capital is measured to be a “positive psychological condition of development” (Luthans, Youssef et al. 2015). Concerning the affiliation between leader humility and Psychological Capital, based resting on its postulates that leader humility plays a role of cooperative interface, collective leaders can examine the internal and external in sequence received and distribute this information through the group (Walumbwa, Mayer et al. 2011).

Researchers contended to the Psychological Capital of hotel salespersons and might specialists were ejected by the idea of hireling administration. (Sweetman, Luthans et al. 2011) At the point while a gathering bolsters the thoughts of its individuals, the individuals sense that their capacities and thoughts are valued. This produces extended confidence and self-efficacy. Our suggestion is that extent of a psychological capital bring to bear different exclusive involvement to a clarify talent, adaptive, and practical behaviour at a work (Judge and Kammeyer-Mueller 2012).

A proposed advantage of consolidating these comparable, yet particular limits is that they likely offer a basic segment or psychological resource that considers people that have more elevated amounts of these asset abilities to perform at reliably more elevated amounts than would be conceivable with more elevated amounts of only one of these segments alone (Luthans, Avolio et al. 2007). Psychological capital is one of the important factors that can be trigger intrinsic motivation of employees. Those employees who obligate high Psychological capital are a more self efficacious, have strong will and they are well determined. High Psychological capital individuals are recipient, they are not much effected by failures, and they have bouncing back ability. High Psychological capital individuals are optimistic about their wok more than their formal job requirements.

Such employees are also hopeful having strong willpower, way power and desired

goals. All these characteristics of employees enhance job engagement increasing their energy level, their dedication and they also contribute with their full capacity. High Psychological capital along with humble leadership will enhance the level of job engagement of employees because both contextual and dispositional factors further enhance the job engagement of employees. There is emergent substantiation that Psychological Capital is circumstances like in scenery and has the impending to be developed (Luthans 2012). construction on preceding work to facilitate has dyed how contact to contextual possessions in the appearance of social support and a sympathetic organizational climate they may play a decisive role in the maturity of an individual's personal psychological resources, we quarrel that admittance to social support in the work province will enhance immigrant employees' Psychological Capital (Chalofsky and Krishna 2009).

H5: Psychological capital will moderate the indirect effect of leader humility on employee creativity through employee job engagement; the mediated relationship will be stronger when psychological capital is high as opposed to low.

2.10 Research Model

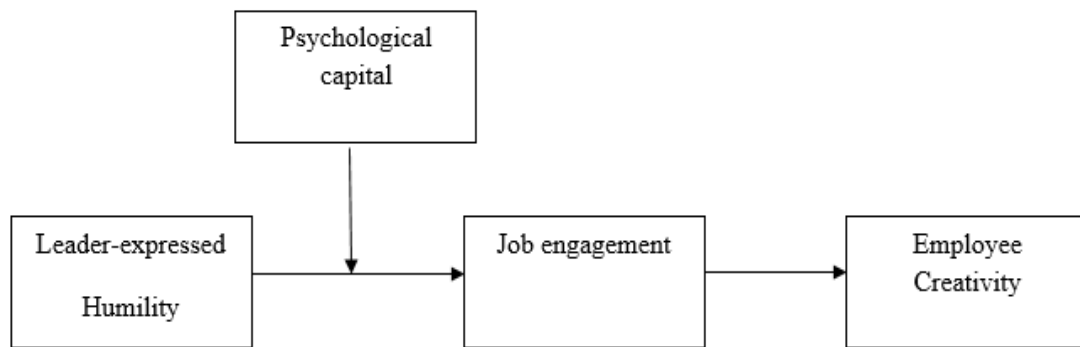


FIGURE 2.1: Impact of Leader-Expressed Humility on Employee Creativity with Mediating Role of Job Engagement And Moderating Role of Psychological Capital

2.11 Research Hypotheses

H₁: Leader humility is positively associated with employee creativity.

H₂: Job engagement is positively associated with employee creativity.

H₃: Job engagement will mediate the relationship between leader humility and employee creativity.

H₄: Psychological capital will moderate the relationship between leader humility and job engagement such that it will stronger the relationship.

H₅: Psychological capital will moderate the indirect effect of leader humility on employee creativity through employee job engagement; the mediated relationship will be stronger when psychological capital is high as opposed to low.

Chapter 3

Research Methodology

It is a very important to differentiate between a research methods and research methodology because these two are very different from each other. Research method involves each techniques/methods that has utilized for adaptation of research. Research methods or techniques refer to the ways researcher utilizes in conducting research options. In other words, all those techniques, which has utilized by the researcher while studying research problem, known as research methods.

In contrast, research methodology is a source to resolve study problem systematically. The consideration of research methodology is broader than that of research methods. therefore, when we speak of methodology it doesn't mean only the methods but also the logic behind the methods develop in the context of that study and explain the utilization of one technique or method over another, so that research results are capable of being assessed also by other or researcher himself. This chapter specifically designate the methodology to examine the influence of Leader-expressed humility on the employee creativity with the mediating role of a job engagement and the moderating role of a psychological capital. The conversations in this chapter are interrelated to research design, population and the sampling techniques, features of the model and an instrument of all the variables and the items present in each variable.

3.1 Research Design

Research design assists the scholars near get outstanding a result; in addition it helps in escalating usefulness of the research. Predominantly, in social sciences two research design approaches are there known as “quantitative method” and “qualitative approach”. Researchers can secure authenticated and trustworthy results with the assistance of a quantitative study design (Chase, Flynn et al. 2016). Research design is a defined the exhibition of condition for data collection and analysis in the way that objective is to blend pertinence to the research aim with economy in practice (Al 1960). For the present study, we are getting support of quantitative research design by utilizing standardized techniques and tools. As it precipitates reliable data by transforming observable fact into numbers, which further analysed to determine associations, relationships, causes and effects. It is imperative to note that by measurable and observable means that people indicate their level of acceptance with statement, which fulfil their personality/behaviour and disagree which not.

Furthermore, survey method was executed to collect data that involves the exploitation of questionnaire comprising of demographics such as age, gender, qualification and experience. According to (Cavana et al., 2001; Bowling, 2005), questionnaire usage is appreciated in relations of time and cost and it is easy to punch and analyse data. Furthermore, for management the process of the research, it is a detailed process and included the study details with respect to type of study, study settings, unit analysis and time horizon explained in detail below.

3.1.1 Type of the Study

It is the current study is an ‘explanatory research. According to (Baxter and Jack 2008). Researchers used this term when they explore answer to question and the objective is to discuss the causal relation between the interventions. This is an underlying/relational the study in which is the influence of a Leader-expressed humility on the employee creativity has assessed created on respondent a self-reported

awareness about these variables. The Survey is a technique of a gathering quantitative data in the pre-defined and formulated setup to make easier data. A data is gathering from a sample and judgment made on whole population (Kerlinger, Lee et al. 2000). Even though sample should be with accordance to scientific research methodology. A survey has two types; a relational and a imaginative (Rungtusanatham, Salvador et al. 2003). The Relational assessments are utilized to a study empirically the links among independent variable and dependent variable while descriptive surveys utilized to study present state of affairs. For current study, relational survey design was utilized; the reason is the investigator plan is to ascertain the link among Leader-expressed humility and employee creativity. In this respect, Pakistani hospitality has targeted to acquire the needed data to obtain the genuine results. In the first phase, the target was to obtain 350 questionnaires but 250 authentic responses were gathered. The samples selected for this study has reckoned to constitute the overall population of Pakistan few cities. This will aid to generalize the results obtain from sample on whole population.

3.1.2 Research Philosophy

Different forms of philosophical approaches are there termed as “standard for social sciences that strengthen and maintenance scientific inquiry. Researcher’s defined it as the fundamental world views or that steer exploration. The researcher choice towards adopting any particular philosophy possibly influence the choice concerning to data collection instrument and the collecting data interpretation (Bazeley, 2003). Hypothetical deductive research method is backing the current research, in which remaining theories and previous research were utilized to support and manifest our hypothesis, which will then be empirically tested for proposed hypothesis frication. The hypothetical deductive method or model is an anticipated illustration of scientific method. According to this method, scientific examination begins by formulating hypothesis in such a way that could interestingly falsified by test on a visible data.

Most appropriate method to positivist research philosophy in social sciences is

quantitative research method. As according to researchers, this philosophy involves reliable measures for hypothesis testing and analysis. Therefore, current research embraced positivist philosophy, as it assists to deduce logic so to pinpoint and substantiate proposed links. Now the scholars disengage themselves from the occurrence which is going to be observed and to endure as “objective” as thinkable and tries best to circumvent partiality that may affect the findings of the study. Furthermore, after reviewing theory hypothesis are developed and data is collected as well as analysed and interpreted. According to all these increases the data collected reliability.

3.1.3 Study Setting

The present research is a field of study because applicants, i.e. employees and their supervisors of hospitality based were approached on their job and they can filled the questionnaire in their ordinary work environment. (Brennan et al., 2002). Variables included in this study were neither operated nor measured, and no artificial situation has produced for a study.

3.1.4 Unit of Analysis

In any investigation domain, the most vital feature is the unit of an analysis. The part of an analysis means an individual or objects whose characteristics and features are to be analysing in the study. It may be individual, dyad, group, industry, country, organization or a culture from where the researcher collects the data. The present study is designed to see the influence of a Leader-expressed humility on employee creativity therefore, the unit of analysis were individual because we are studying the supervisors of different hotels and as the hypothesized variable indicate i.e. LEH.

3.1.5 Time Horizon

The method adopted for a data collection for this study was cross sectional. The data collection took approximately 2 months. The reason for adopting cross sectional method is due to time shortage because in thesis, the time is short and one must have to complete the thesis in required time.

3.2 Population and Sample

3.2.1 Population

The population utilized in this research comprises managers/leaders and employee working under them in different hotels of Pakistan. All sectors have their own importance in achieving the competitive advantage of Pakistan that's why we choose multiple hotels of Pakistan to investigate how the supervisor humility effect on employee creativity. In our targeted population the manufacturing as well as services both sectors are included. Likewise, it creates sense to target different hotels rather than the few specific hotels because it will generalize our findings. Data were collected from hotel employees working in Rawalpindi, Islamabad and Lahore.

3.2.2 Sample

To collect data from the whole population is relatively unthinkable because of the time and resource limitations of this research. As a result of this issue the least demanding and ordinarily utilized way is testing for quantitative research. The reason is in sampling fewer resources, money, and time is utilized, and possibility of data reliability is high. In contrast, it is demanding, expensive, time ingesting and exhausted to include entire a population. The Sampling has two types. Individual is the probability sampling then another is a non-probability sampling. In a probability sampling, all opinion has an equal possibility to be picked as

a sample and in non-probability sampling it is pre-decided, which observation/-case would represent as sample of population. A Probability sampling is effective and suitable once researcher has full information about the population otherwise non-probability sampling should be utilized for sampling. Both types have some advantages and disadvantages but the selection wholly hinge on research objectives, study type and type of data. Therefore, a sample should be sufficient to characterize whole population.

For the current research, convenience sampling was used and it comes under non probability sampling. As there are different arguments about the population of hotels in Pakistan but the exact population is still unknown as it is in initiating phase. Similarly, researchers suggested that when exact population is not known it is feasible to use non-probability sampling techniques. That is why convenience sampling of non-probability techniques were utilized for this research. It is also easy to collect data by using convenience sampling when time is short and do not have so much resources.

3.2.3 Data Collection Procedure

Data were gathering from the different hotels on the reference by teachers, relatives and friends. Specially, in Pakistan without connection data collection is very difficult. Therefore, every possible effort was used to approach maximum respondents. The respondents were requested to support and deliver approval in data gathering. For ensuring confidentiality of data provided by respondents cover letter were involved in the questionnaire. Cover letter with no uncertainty displayed that the study is being carried out for scholarly purposes. Respondents were guaranteed of the privacy of their names and responses in order that the respondents do not feel hesitation to filled the questionnaire determinedly.

Data were gathered just from different hotels for all variables. Data on independent variable (i.e. Leader-expressed humility), dependant variable (i.e. employee creativity), mediating variable (i.e. job engagement) and a moderating variable (i.e. psychological capital), remained reported by the employees and leaders of different Hotels. Similarly, the questions included in this specific variable is for

subordinates to rate their supervisors. For data collection approximately, 40 hotels supervisors and subordinates were approached. Subsequent to data consolidation, the eventual sample accommodated 250 workable responses.

3.2.4 Handling of Received Questionnaires

Received questionnaires were carefully examined for missing data. The questionnaires received were having problem of missing values means that there are some questions in a questionnaire that were not answered by the respondents. In quantitative study, an important aspect is to handle missing data, because it generates some serious difficulties. One it constitutes to statistical authority of the data. Statistical power means statistical technique analytical ability to discover any significant impact in practical data set (Roth and Switzer, 1995). Secondly, missing data also influence the accuracy of estimated variables.

The primary methods for a missing data handling, study by a (Roth & Switzer, 1995) are mean exchange, list wise deletion and regression imputation. In mean substitution, mean value is put for missing answer. In regression assertion, regression equation is developed based on associated variables for assigning and estimating missing values. In list wise deletion, if there is any missing information, all the data are removed about that respondent. All the approaches have their own pros and cons. If talk about list wise deletion approach it takes into attention only respondents innovative responses and scholar doesn't put anything in data set however if there are slight missing values, then this method creates harm at huge level of data and impact sample size as well. Mean substitution data and influence sample size as a well. Mean substitution technique supports saving enormous amount of data but the drawback is that it might intrude original associations that have been presented by respondents. While, this matter can be criticized if complete section in questionnaire is missed or missing values are very small.

For the existing study, based on the questionnaires established from the respondent and after punching of the data it was recognized that there are missing values.

To handle missing values, mean substitution method was utilized because in every questionnaire less than five items were missing.

3.3 Sample Characteristics

There are various demographics we inquired from our respondents. The demographic consist in our study are employees age, gender, qualification, and experience. Two different questioners were made because it was dyadic relationship in leader and employee, some to be a filled by leader and some to be a filled by the workers. Sample characteristic's details are following:

3.3.1 Gender

Gender is a constituent, which rest in spot aiming to hold gender equality. Consequently, it is also anticipated as dynamic part of demographics. The reason is it differentiates between male and female in a specified sample. In present study, it has been tried to make sure gender equivalence but still it has been seen that male employee's ratio is much greater than female employees are.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent
Male	140	56
Female	110	44
Total	250	100

This Chart shows that a gender frequency then the ratio of male and female respondents. Out of 250 respondents 140 are male respondents that are 56.0% per cent, whereas 110 are female respondents that are 44.0% per cent of total sample.

3.3.2 Age

For current study, first demographic is employee age and respondents sometimes feel hesitation to reveal their ages, so for their patience and relaxation range was given.

The **Table: 3.1**, delineates that maximum respondents were age “between” 26-33 as it constituted for about 56.4%, 28.4% were those respondents having age range “between” 18-25, furthermore, 10.8% of the respondents had an age between 34-41, .2.4% were the respondents having age range among 42-49 and 2.0% of the respondents were having age between 50 and above.

3.3.3 Qualification

Qualification has a great effects on the attitude of human beings. Qualification is the significant component which contributes towards the prosperity of the entire nation and it is likewise the essential need of great importance to contend comprehensively. Thus, after gender, qualification is another imperative component of the demographics. Qualification opens up numerous new and special ways for progress and creativity so as to increase employee performance among the various nations around the world. Presumably qualification plays an essential role in enhancing employee’s creativity and gave innovativeness.

TABLE 3.2: Frequency by Age

Age	Frequency	Percent
18-25	71	28.4
26-33	141	56.4
34-41	27	10.8
42-49	6	2.4
50 and above	5	2
Total	250	100

The **Table: 3.1**, delineates that maximum respondents were age “between” 26-33 as it constituted for about 56.4%, 28.4% were those respondents having age range “between” 18-25, furthermore, 10.8% of the respondents had an age between 34-41,. 2.4% were the respondents having age range among 42-49 and 2.0% of the respondents were having age between 50 and above.

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TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percent
Metric	5	2
Inter	35	14
Bachelor	116	46.4
Masters	92	36.8
MS/MPhil	2	0.8
PhD	0	0
Total	250	100

As we choose convenient sampling technique, therefore it covers the respondents of different qualification level the table shows that there are 5 and 2.0% respondents qualification are metric, 35 and 14.0% having intermediate qualification, 116 and 46.4% are bachelors, 92 and 36.8% are masters, 2 and .8% are MS/MPhil while only and 0 are doctorate that is only of the entire sample.

3.3.5 Experience

Again to the collect material regarding the experience of the respondents, different ranges of an experience time period were developed so that every respondent can easily sport out the specific term of their experience in the relevant field of organization.

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
0-5	138	55.2
10-May	102	40.8
16-Nov	7	2.8
17-22	1	0.4
23-28	2	0.8
Total	250	100

The above given table shows the detail of respondents working with their leader. There are 138 and 55.2% employees who are work with their current leader from 0-5 years, 102 and 40.8% employees who work with their current leader from 5-10 years, 7 and 2.8% employees who are work with their current leader from 11-16 years. 1 and .4% employees who are work with their current leader from 17-22 years, 2 and .8% employees who are work with their current leader from 23-28 years.

3.4 Instrumentation

3.4.1 Measures

The questioner is produced by receiving approved measures from various genuine sources. So as to check the reasonableness furthermore, legitimacy of scale in our way of life Cronbach alpha measured. At that point two separate surveys were conducted. The survey was in English since this language is encouraged, nonetheless, studies interpreted and carried by researchers so as to give an unmistakable feeling of inquiries where required by and by connecting with every respondent. All feedbacks gathered through a paper-pencil practice by physically visiting the organizations. No online overviews dispersed since information has gathered from more than one dimension so it was not extremely convenient to online assemble responses and match the information of representatives with their supervisors. So, the entire data was accumulated by physically visiting the various sectors furthermore, organizations.

All the items creativity has to be filled by the leader and other three variables job engagement, leader-expressed humility and psychological capital by employees/subordinated. All the items of the questionnaire are to be filled on 5-points Likert-scale where 1 denotes (strongly disagree), 2 represents (disagree), 3 denotes (Neutral), 4 denotes (Agree) and 5 denotes (strongly agree). All these scales were approved by passing them through reliability test. 350 questionnaires were distributed in total but only 250 were collected. But the actual numbers of questionnaires used for the examination of data for demonstrating the results were 250. There are 50 Leaders and 250 employee's means in an organization 1:5 ration is taken 5 subordinates is under 1 Leader. Leader evaluate employee in questionnaire of employee creativity and employee filled variables of job engagement, leader-expressed humility and psychological capital. The discarded questionnaires out of 250 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. There were 50 questionnaires filled by Leaders and 250 questionnaires from the subordinates of hospitality sector. So, we had a total response of 71.42.

Leader-Expressed Humility

To measure the leader-expressed humility between humble leader and employees the scale is adopted of Owens et.al (2013). The responses will be can obtained concluded a 5 point Likert scale alternating from 1= strongly disagree and 5= Strongly Agree. The items of the measure are "this person acknowledges when others have more knowledge and skills than him- or herself". The dimensions of leader-expressed humility are willingness to see the self accurately, appreciation of others' strengths, and teach ability (Owens, Johnson et al. 2013).

Creativity

We developed a 4-item scale to measure creativity from (Farmer, Tierney et al. 2003). The responses will be an obtained concluded 5 point Likert scale alternating from 1= strongly disagree and 5= Strongly Agree, "leader who were familiar with the employees' work behaviour indicated how characteristic each of the 4

behaviours was of the employee they were rating. One leader fills the four subordinate's questionnaire. Novelty, meaningfulness and emotions are the dimension of the employee creativity.

Job Engagement

An 17 items scale was used to measure engagement by UWES; (Schaufeli and Bakker 2003) .they have three dimensions physical, cognitive, and emotional energies.17 Item of job engagement are "I work with intensity on my job", "I feel energetic at my job", "At work, my mind is focused on my job". Responses were made according to five point liker scale which ranges from 1 as "strongly disagree" to 5 as "strongly agree". The scale was found reliable with Cronbach alpha.

Psychological Capital

Psychological capital has measured 12 items scale were adapted from Luthans et al.'s (2007) study, where psychological capital included hope (2 items), optimism (4 items), resilience (3 items), and self-efficacy (3 items). A sample item was: efficacy- "I feel confident helping to set targets/goals in my work area;" hope- "If I should find myself in a jam at work, I could think of many ways to get out of it;" resilience. "When things are uncertain for me at work, I usually expect the best." The scale was found reliable with cronbach alpha.

TABLE 3.5: Add caption

Variables	Source	Items
Leader-expressed humility (IV)	Owens et.al (2013)	9
Psychological capital (Moderator)	Luthans et al.'s (2007)	12
Job engagement (Mediator)	UWES Schaufeli and Bakker (2003)	17
Employee creativity (DV)	Farmer, Tierney, and Kung-McIntyre (2003)	4

3.5 Pilot Testing

A trial test composed before going to perform key tests, identified as pilot testing.

According to (Van Teijlingen, Rennie et al. 2001). it primarily directed to check the research instrument viability. It revenue that prior to directing to a pilot study the investigator must be understand about investigation question, the topic and research techniques and implements to re-examine them to look how they will be essentially execute and if required it can be adjusted accordingly. Pilot testing is dynamic to examine the effectiveness of a questionnaire as this gives valuable information about considerable irregularities in questionnaire design. ((Welman and Kruger 1999). also released the significance of pilot testing as it supports in demonstrating ambiguous questionnaire items and supports in disclosing inadequacies in measurement procedures. It fortifies unsuitability and appropriateness of proposed instruments, method and procedure and provides advance attention to modify them as needed. It aids in circumventing excessive amount of time, money and effort, which can be dissipated by using such questionnaire that fabricates deprived and unclear results and responses.

In order to test the scale reliability in our context we did reliability test through Cronbach alpha. Reliability is the consistency of instrument at multiple times with the intended variable. It checks the internal reliability of items that all the items are measuring the same variable or not. The standard value of a Cronbach alpha is the greater than 0.7 and if that value of Cronbach is a less than 0.7 then scale considered as non-reliable. In this study the Cronbach alpha of all variables is more than 0.7 which assets that the measures are reliable in our study.

3.6 Data Analysis

For making statistical results, different statistical methods and practises have been use in social sciences. To check the relations between variables researchers used correlation, to examine the effect of independent variables on dependent variables regression is use and process macros or structural equation modelling to check the associations among a multiple independent, dependent. Moderating and mediating variables by applying SPSS. These methods and tools have some merits and demerits, but the choice of precise tests and tools is powerfully association with

investigation of purpose, a research model, research type and environment of data. For existing research, analysis of the data was completed in three steps. Firstly, the demographic variables descriptive, such as an age, gender, qualification and experience such as Leader-expressed humility, employee creativity, job engagement and psychological capital. According to scholars in a social sciences items reliability should be the greater than 0.70. In the current study Cronbach alpha of all variables were greater than 0.70. Furthermore, links between all the variables was tested by performing Pearson correlation. Descriptive statistics, Cronbach alpha and correlation were calculated by utilizing SPSS.

In the second phase, the links among theoretical variables i.e. leader-expressed humility, job engagement and employee creativity were tested by running linear regression using SPSS. In the third stage, mediating and moderating impacts were examined. The Mediating role of a job engagement between leader humility and employee creativity and the moderating role of psychological capital between leader humility and job engagement were checked by utilizing Preacher and Hayes process macros in SPSS.

3.7 Research Ethics

During directing this research thesis, required ethics and principles were followed and more typically while gathering data. Firstly, the purpose of the research was transferred to the respondents and after receiving concurrence of the respondent; their response was taught and combined for data analysis. The respondents were given guarantee about the confidentiality of the responses as the subordinate's filled employee creativity questionnaire and it might create problems for subordinates if supervisor get to know that they rate him/her negatively it creates conflict in the organization.

Moreover, data collection was complete in normal setting and the respondents were not forced for prompt feedback. For the convenience, respondents were not forced for some advisable response and proper time was given. Despite of the fact that the researcher handled some inappropriate behaviour in most case such as

some respondents misplaced questionnaires, few of them did not return the questionnaires, but still they all were answered with suitable behaviour without any depraved words.

Chapter 4

Results

This section contains the results of a descriptive statistics (Mean & Standard deviation), analysis of correlation, regression analysis along with moderation and mediation analysis. The results of analysis are depicting if the hypotheses of study are accepted or not. In order to conduct analysis Statistical Set for Social Sciences (SPSS) is used.

4.1 Descriptive Statistics

A Descriptive statistics of the all variables such as leader-expressed humility, job engagement, employee creativity and psychological capital are show in the table below. The means and standard deviations of all the variables are depicted in the table 4.1. The mean values show the response of respondents towards agreements and disagreements with the questions. Higher mean values display respondent's propensity toward agreement side and lower value depicts tendency of respondents towards disagreement.

According to table sample size was 250. In first column, variable names are mention. Column two represents total sample size. In columns range statistic are calculated of the entire variables minimum, maximum, mean, standard deviation are representing respectively. Leader-expressed humility minimum value is 2.11 and 5.00 is the maximum value. Job engagement minimum value is 2.29 and 5.00

TABLE 4.1: Descriptive Statistics

Variables	Sample	Minimum	Maximum	Mean	Std Deviation
Leader-expressed humility	250	2.11	5	0.6271	0.5834
Job engagement	250	2.29	5	0.7515	0.485
Psychological capital	250	2.29	5	0.6455	0.4658
Employee creativity	250	2	4.77	0.4898	0.5662

is the maximum value. Psychological capital minimum value is 2.29 and 5.00 is the maximum value. Employee creativity minimum value is 2.00 and 4.77 is the maximum value. In table mean and standard values are also mention thus mean value of LEH is 3.62 and a standard deviation is 0.58. Mean of JE is 3.75 and a standard deviation is 0.48, mean value of PC is 3.63 and a standard deviation is 0.46 while the mean value of employee creativity is 3.48 and a standard deviation is 0.56.

4.2 Control Variables

In present research, one-way ANOVA test was run in SPSS for control variables. The key reason of conducting one-way ANOVA is to see that whether the demographic variables have any influence on dependent variable, which is employee creativity. Therefore, our key purpose is to understand the relationships, which were estimated in the model and their impact. Similarly, different studies revealed the significance of demographic variables as they probably influence propose relationships (Allworth & Hesketh, 1999; Hunter & Hunter, 1984; McDaniel, Schmidt, & Hunter, 1988). If any demographic variables effects the dependent variable, its influence will be control then. Gender and qualification we can control it in the analysis.

Control variables as result exhibits insignificant difference in employee creativity regarding age ($F=1.52$, $p < 0.05$), experience ($F=0.540$, $p < 0.05$), it means that

TABLE 4.2: Control Variables

Control Variables	F-values	Significance
Gender	13.96	0
Age	1.52	0.195
Qualification	2.66	0.033
Experience	0.54	0.7

there is no need of controlling these demographic variable because no demographic effect the dependent variable. However, gender ($F=13.96$, $p<0.05$), qualification ($F=2.66$, $p< 0.05$) exhibits significant difference in employee creativity. Hence, it means that there is need of controlling these demographic variables. And it is evident in literature like (Montgomery, Kane, & Vance, 2004).

4.3 Reliability Analysis

In psychometrics, stability of scale is called reliability. According to (D. S. Carlson, Grzywacz, & Zivnuska, 2009), a scale that provides similar outcomes in different circumstances is known as reliable scale. Scale internal consistency reliability analysis was directed for anticipation. As discussed in previous research Value of Cronbach alpha is between 0 and 1. High value of a Cronbach alpha signifies worthy reliability and low value of a Cronbach value signifies deprived reliability and poor scale. According to the suitable value of Cronbach alpha is a greater than 0.7.

TABLE 4.3: Scale Reliability

Variables	Cronbach Alpha	Items
Leader-Expressed Humility	0.763	9
Job engagement	0.777	17
Psychological Capital	0.818	12
Employee Creativity	0.712	4

Table: 4.3, depicts information regarding reliability of the scales. The results revealed that the reliability of LEH was 0.763, which is greater than threshold value. Moreover, the reliability of job engagement was 0.777, which is also greater

than threshold value, the reliability of psychological capital was 0.818, and moreover the reliability of employee creativity was 0.712.

4.4 Correlation Analysis

Correlation analyses showed the relationship among variables. In this research the main aim to conduct correlation analyses is to explore the relationship between Leader-expressed humility and Employee creativity the mediating role of Job engagement and moderating role of Psychological capital. To understand the nature of variance among two variables correlation analysis was passed out to know that the variables are fluctuating together or not. Pearson correlation analysis conclude the strength and nature of association via correlation range that is from -0.1-0.1. Positive sign exhibits that that variables are moving in similar direction and negative variable shows that variables are moving in opposite direction. Furthermore, “r” value displays the strength of the association. If the value of Pearson coefficient is among the range of .1-.3 it means weak correlation, the value between .3-.5 signifies moderate correlation and the value greater than . 5 means high correlation. The table below indicates the correlation between hypothesized variables.

TABLE 4.4: Correlation Analysis

Sr. No	Variables	1	2	3	4
1	Leader-Expressed Humility	1			
2	Job Engagement	0.162*	1		
3	Psychological Capital	0.143*	0.146*	1	
4	Employee Creativity	0.207**	0.201**	0.245**	1

N=280. *P<0.05, **P<0.01, ***P<0.001 (LEH= Leader-expressed humility, JE= Job engagement, PC =Psychological capital, Employ CRE= Employee creativity). Table shows the moderate level correlation and high-level correlation among variables. Result shows that there is significant positive correlation exist in between leader-expressed humility and employee creativity r=0.207** and p< 0. 01.

There is a positive significant relation exist between a leader-expressed humility

and job engagement $r = 0.162^*$ and $p < 0.01$. Moreover, there is positive significant relation exist in between job engagement and employee creativity $r = 0.201^*$ and $p < 0.01$. Results suggest that there is significant correlation exist in between leader-expressed humility and psychological capital (moderator) $r = 0.143^*$ and $p < 0.01$. Results relived that there is positive association between dependent variable (employee creativity) mediator (job engagement) and in dependent variable (leader-expressed humility).

4.5 Regression Analysis

For analysing the reality of relations among a variables correlation analysis were passed out but it can only concludes the existence of an association among the variables through an insufficient support and provides no confirmation about the fundamental relationships among variables.

Consequently, to explore the fundamental association of regression analysis has directed to be validating the dependency of one variable on another variable. Regression analysis has two forms, one is a simple regression and the other is a multiple regression. Simple regression or linear regression has directed, once there are two variables and the reason is to create underlying relationship. The various regressions have examined when there are more than two variables are involved like in the case of mediation and moderation. Below two tables presented simple regression analysis.

4.5.1 Simple Regression

Control variables: gender and qualification

$N = 250$, $***p < 0.001$, $**p < 0.01$, $*p < 0.05$.

Hypothesis 1 enunciates that leader-expressed humility positively influence employee creativity. For this a hypothesis, the results provided into the table provided a strong justification. In primary step we control the two demographic (gender, qualification) known through one-way ANOVA then regress employee creativity

TABLE 4.5: Simple Regression

	Employee Creativity		
		R2	R2 change
Step1			
Control variables			
Gender	-0.21	0.053	0.053
Qualification	0.01	0.054	0.001
Step 2			
Leader-expressed humility	.155*	0.079	0.024

on leader-expressed humility. A result shows that leader-expressed humility has positive and significant link with employee creativity. The $R^2 = .079$ and $\beta = 0.155$ with the significant $p < 0.000$ where R^2 is the coefficient establishment clarifies that model is significant while the β value is the rate of change demonstrates that 1 unit change in leader-expressed humility leads to 79% change in employee creativity. Hence, H1 is accepted.

TABLE 4.6: Add caption

	Job Engagement		
		R2	R2 change
Step1			
Control variables			
Gender	-0.001	0.001	0.001
Qualification	-0.015	0.002	0
Step 2			
LEH	.136*	0.027	0.025

Control variables: gender and qualification

N=250, *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

Hypothesis 2 situations that LEH is positively influence on job engagement. For the mentioned hypothesis the results in above table gives strong justification. Since control variables such as (gender, qualification) has significant impact on job engagement. So we control gender and qualification in step 1 and in step 2 regress LEH on job engagement. The results are meeting threshold values ($\beta = 0.136$, $p < 0.00$, $R^2 = 0.027$) that demonstrates one unit change in LEH leads to approx. 27% change in job engagement. Hence, H2 is also accepted.

TABLE 4.7: Simple Regression

	Employee Creativity		
		R2	R2 change
Step1			
Control variables			
Gender	-0.252	0.053	0.053
Qualification	0.027	0.054	0.001
Step 2			
Job engagement	.225**	0.092	0.037

Control variables: gender and qualification

N=250, ***p<0.001, **p<0.01, *p<0.05

H3 the job engagement is a positively associated with the employee creativity and table realizes the results of this hypothesis as well. We follow the same steps as done for H1 and H2 where we controlled gender and qualification then regress DV on IV. Results are supporting the hypothesis that job engagement directs to the employee creativity because $B = 0.225$, $p < 0.001$ and $R^2 = .092$ are the significant values which clarifies the significance of model and demonstrates that one unit change in job engagement leads to the 92% change in employee creativity. Hence, first 3 hypotheses are accepted.

4.6 Multiple Regressions

For present research, a mediation and moderation analysis were directed by implementing (Hayes, 2013) process macros. Mediation analysis was to be conducted to investigate job engagement as a mediator between leader-expressed humility and employee creativity. For that, determination process macros were used and model 4 was too utilized for a mediation regression analysis. Moreover, moderation analysis was conducted to examine psychological capital as a moderator between leader-expressed humility and job engagement. For this model 1, was utilized. In addition, as our model is moderated mediation model so for that purpose model 7 was utilized.

4.6.1 Mediation Analysis Results

TABLE 4.8: Mediation Analysis

IV	Effect of IV on M (path a)	Effect of M on DV (b path)	Direct effect IV on DV (c path)	Total effect IV on DV (d path)	Bootstrapping result of indirect effect	
					LL95%	UL 95%
LEH	.1349*	.2008**	.1737**	.2008**	0.0036	0.0705

Control variables: gender and qualification

N=250, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, No of bootstrapping resample= 5000 *IV= leader-expressed humility, M= Job engagement, DV= employee creativity.

The Hypothesis 4 articulates that a job engagement will be mediate the relation between leader-expressed humility and employee creativity. The results can show in the table 4.8, they provide a strong justification. The Table 4.7 depicts that indirect effect of leader-expressed humility on employee creativity takes the lower level confidence interval and the upper level confidence interval of a .036 and .0705. Both the ULCI and LLCI has a same sign positive and nearby was no zero present between these two. Hence, we can accomplish from now that mediation is the happening. Later, hypothesis 4, was supported, that job engagement mediates the relationship between leader-expressed humility and employee creativity.

4.6.2 Moderation Analysis Results

TABLE 4.9: Moderation Analysis

Variables	β	SE	T	P	LL 95% CI	UL 95% CI
Constant	-0.02	1.4041	-0.0143	0.9886	-2.7856	2.7456
Int-term	-0.2253	0.1084	-2.0785	0.0387	-0.4388	-0.0118

Control variables: gender and qualification

N=250, *p<0.05, **p<0.01, ***p<0.001, No of bootstrapping resample= 5000

*LEH= leader-expressed humility, JE= Job engagement, PSY CAP= psychological capital.

For moderation hypothesis was given. It is states that psychological capital can moderates the link among leader humility and job engagement such that leader-expressed humility will have stronger positive relationship with job engagement for employees who have psychological capital than those who have low psychological capital. The Table 4.9, results can provide justification for a hypothesis 5. The reason is a interaction duration of “leader humility and psychological capital” can moderates on the relationship of “leader humility and job engagement” has the lower level and upper level confidence of interval of -.4388 and -.0118 together they have the same sign and no zero is a present. Likewise, the interaction term specified positive and a significant regression coefficient (B= -0.2253, p<.05) means that a psychological capital moderates the relationship of leader humility and job engagement such that leader humility have a stronger positive relationship with the job engagement for employees who have psychological capital than those who have low. Hence, we can conclude that hypothesis 5 was a supported for moderation.

Psychological capital is low. Job engagement has less impact on employee creativity, however when psychological capital is high the relationship between leader-expressed humility and job engagement is strengthen. The findings revealed that a employee creativity was highest for employee who had high job engagement while also experiences the high level of psychological capital.

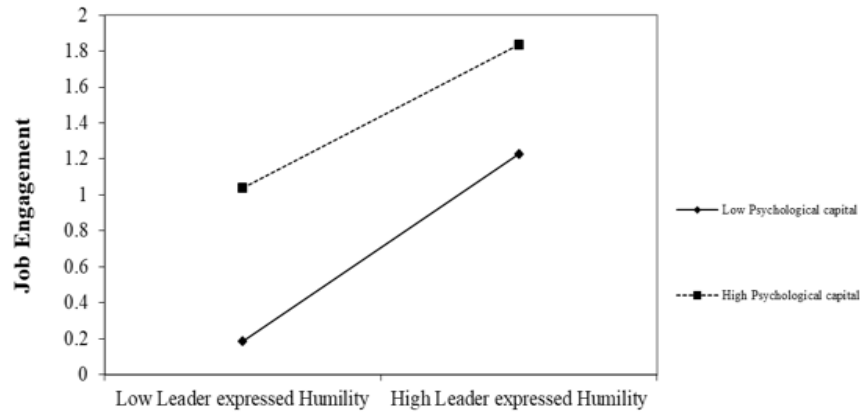


FIGURE 4.1: Interaction Graph

4.7 Summary of Accepted and Rejected Hypotheses

This table can given under is providing the summary of a accepted and rejected hypotheses and indicating that all hypotheses are accepted excluding H5.

TABLE 4.10: Summary of Accepted and Rejected Hypotheses

Hypotheses	Statements	Results
H1	Leader humility is positively associated with employee creativity.	Accepted
H2	Job engagement is positively associated with employee creativity.	Accepted
H3	Job engagement will mediate the relationship between leader humility and employee creativity.	Accepted
H4	Psychological capital will moderate the relationship between leader humility and job engagement such that it will stronger the relationship.	Accepted
H5	Psychological capital will moderate the indirect effect of leader humility on employee creativity through employee job engagement; the mediated relationship will be stronger when psychological capital is high as opposed to low.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

This study aimed to be explore and evaluate the different unknown facts such as social factors that can influence the human behaviour and can reshape their behaviour, specifically those factors which can effect ethical and moral behaviour of the individual. The specific objective of this research is to attend to few unanswered questions concerning too the relationship between leader-expressed humility and employee creativity in the context of Pakistan. To recognize the different variables that are able to generate the link between leader-expressed humility and employee creativity it is the primary objective of this study, job engagement mediates the relationship between leader-expressed humility and employee creativity. Furthermore, this research investigates the moderating role of psychological capital on the relationship between leader-expressed humility and job engagement. The figures for these understudied proposed hypotheses are composed from the few cities of Pakistan.

The details conversation of each hypothesis is following.

5.1.1 Question 1: Whether and how Leader-Expressed Humility Influence Employee Creativity?

The B co-efficient value is .155 which shows that if there is a one-unit change in leader-expressed humility are then there is a possibility that employee creativity in hotels it would be increased by 79%. The relationship between leader-expressed humility and employee creativity also has associations to the past study as well. The Leader humility is still exceptional, and the authority of leader humility on employee creativity is normally unfamiliar. Our study also answers to a call for the empirically investigative the benefits of expressed humility in the circumstance of a leadership (Owens et al., 2013).

Leader plays important role in meeting tasks on time and encouraging employees for creativity. Leader humility with his presence and his task related behaviour will inevitably increase the moral of the employees to work more effectively to lead towards success by promoting creative ideas of employees. Hence, the first research objective is achieved which it can explores the relationship between leader-expressed humility and employee creativity. The first hypothesis got strong support from the calculated data for this study. We empirically tested and on the bases of calculating results we claimed that leader humility promotes creativity in employee in the context of Pakistan. Novel and valuable thoughts are the backbone of business creativity and the signs of creative thoughts.

It is likewise vital to take note of that novel consequences can result from an assortment of techniques for consolidating ideas (Ward et al. 2004). Therefore, in an organization where leader has humility act as role model for employees motivate and encourage employees in order to grow creativity in the ideas and tasks of employees, employee creativity is generated in business. So, presence of leader humility increases creativity in organization through inculcating supportive role for increasing creativity in employee's tasks. However the findings of this learning propose that gender and qualification has a great impact in employee creativity since with the way of a time employee involves in the social features on a himself. Then, we tested this relationship by controlling the confounded effect of gender

and qualification these demographics control the DV employee creativity in this study.

5.1.2 Question 2: Whether and how Leader-Expressed Humility Influence Job Engagement?

So this relationship is reliable with a preceding search finding on the settlement of leader humility to a business and employees on the individual influence; our results display that leaders can be increase the engagement of an employees in establishment by expressing more humility. This relationship is reliable with prior search outcomes on the benefits of leader humility to a business and employees (Walters and Diab, 2016; Owens et al., 2013). In the hotel businesses managerial tools requires this study suggests that achieving engaged employees that encourage employees creativity. In this link, leader humility is established to be an explanation leadership style for hospitality managers, specified its strong and positive authority on a customer-contact staff. Employees who recognize their managers as employing a leader humility approach are more likely to feel occupied in job at work. These results strengthen those of the past research (Albrecht & Andretta, 2011; Tuckey et al., 2012).

Whereas the supervisor who is consistent with ethical standards the propensity of his employees toward the job engagement is high. They end thoughts that it can be wrong to a inflate the endorsement or offended to others. These studies support that leader humility is one cause of the job engagement of employees. We offer a first experimental test of the relationship of leader-expressed humility and job engagement.

5.1.3 Question 3: Whether and how Job Engagement is a positively Associated with Employee Creativity?

So the Job engagement is a positive condition of intelligence that is considered by force, commitment, and incorporation. The Engagement defined as an expressive and logical obligation to the business (Baumruk, 2004; Richman, 2006; Shaw,

2005) and also creates a positive effect on individual in jobs (Frank et al., 2004). They defines engagement as the connecting of business members, people work and they express themselves physically, cognitively, and an emotionally through role performances.

Furthermore, our learning exposed that there is the positive significant relationship between job engagement and employee creativity. Examine studies on the relationship between job engagement and employee creativity is study there. Yet, out of the partial studies, our conclusion can be compared with (Slatten and Mehmetoglu's 2011) study, which also showed that employee engagement is linked with employee creativity at work. Our study adds further to the limited body of information on the significant relationship between job engagement and employee creativity. Once employees are satisfied with their skill at their work, they are liable not only to feel enthusiastic, satisfied and proud, but also be liable to exhibit creativity at work. Employee's creativity is more likely to immerse themselves in their work and display interest while performing their task which leads to job engagement (Hon 2012). We give an empirical test of the relationship of job engagement and employee creativity. So these findings can support that job engagement is one reason of employee's creativity.

5.1.4 Question 4: Whether and how Job Engagement can Mediates the relationship between Leader Humility and a Employee Creativity?

The reason of this study was to observe the method between leader humility and employee creativity. So following to analysing the data results exposed that job engagement turns as a mediator between both a variables. By getting these findings we also achieved one of our research objective that does the job engagement mediates the relationship between leader-expressed humility and employee creativity.

(Chalofsky & Krishna, 2009,) states that when employee's job engagement is high then it has a direct effects on their performance, it increases their productivity and

creativity. These employees are highly commitment toward organization. These employees have low intentions towards turnover. When employee's job engagement is high then they put putting their fullest efforts in performing their role and duties (Kahn, 1990). The main reason of job engagement is that these employees are highly motivated individuals. On the indicator, our values show that a leader can be increase the job engagement of an employee in creativity by articulating more humility. So this relationship is dependable through a prior research results on the clearance of leader-expressed humility to the employees (Walters and Diab, 2016; Owens et al., 2013).

So this purpose of why a people effortlessly include in a such kind of immoral observes. So the employees who are high in job engagement they pay more attention and time about thinking how to perform their role and occupied their self while performing their duties. Job engagement makes a positive impact on the success of the business. Specifically, employee's job engagement leads to improved individual job performance. In addition, engaged employees generate more creativity and loyalty in their job. The employee shows interest in their job they are more creative to perform best in their job.

5.1.5 Question 5: Psychological capital will moderate the indirect effect of leader humility on employee creativity through employee job engagement; the mediated relationship will be stronger when psychological capital is high as opposed to low

For examining answer for question 5, hypothesis 5 articulated based on literature. Hypothesis 5 states that psychological capital moderate the relationship between leader humility and job engagement; such that leader humility will have stronger positive relationship with job engagement for the business employees who have highly psychological capital than those who are low in psychological capital. According to the outcomes of the study, psychological capital moderates the association between leader humility and job engagement such that leader humility

will have stronger positive relationship for business employees who have highly psychological capital.

Hence, the results are meeting the standards, statistically this relationship is significant and the hypothesis is accepted. According to the results of the hypothesis, psychological capital does moderate the relationship between leader humility and job engagement.

In this study, we explored the moderating effect of psychological capital on the relationship of leader humility and job engagement. More specifically, the study was intended to prove that psychological capital enhances job engagement capabilities of leader humility of hotels manager. The results of the hypothesis are significant and in our sample of study moderator of psychological capital significantly affect the relationship of leader humility and job engagement.

In conclusion, psychological capital influences job engagement. In the contextual settings of Pakistan, it is important to put light on these individual actualities. The data suggests that team culture of hotels mostly have psychological capital for the members sharing different values and beliefs, therefore positively affecting the psychological capital altogether which in return affects flexible capabilities of individual under leader humility of hotels manager positively. In mission based organizations of Pakistan, as the results of the hypothesis suggests that patterns of job engagement prevails when it comes to psychological capital.

5.2 Theoretical Implication

Therefore Leader humility has expected an immense agreement of concentration in the leadership literature. Our study subsidises to the leadership, employee creativity in two ways. First, while a number of a researcher observe the relationships between a leadership style and employee creativity we can build and tested a theoretical model that exceptionally integrates theories about humble leadership with theories about creativity. leader humility has unpredictably been left unexplored. The current study findings advance the literature of employee creativity in various ways. As previously demonstrated, that majority of the research on employee

creativity concentrated on the consequences of the behaviours. Only currently, research on employee creativity started to evaluate the equation another side and inspect the origin of such creativity. Regardless of some advancement, literature on antecedents of employee creativity still deprived of a vigorous theoretical framework that answer and addresses the question of what primarily triggers subordinate's perception of creativity. Consequently, we tried to advance the research on employee creativity by exploring leader humility and proximal (job engagement) antecedents, and accordingly, demarcate that how certain job engagement and leadership may steer to the perceptions of employee creativity and more particularly in organizational environment.

Second, this study is the first effort to understand the nature of the relationship between leader humility and job engagement in creative procedures. Our consequences challenge the traditional direct impact of leader humility and support the perspective that leader humility has instead a reversed U-shaped relationship with job engagement in creativity. The present study has added psychological capital as moderator on the relationship of leader humility and employee creativity. Furthermore, investigations can add different contextual and depositional moderators like social support, to identify the possible enhancer of employee's engagement in task given to him and also innovative work behaviour.

5.3 Practical Implications

The present study has identifies the positive relationship between leader humility and employees creativity. By this way, the study brings important implications for organizational managers as leaders, employees and business as a whole. From leaders' perspective, their leader humility style plays an influential role in prompting the employees' creativity in the business. As it is well documented, leaders shape their employees' behaviours and mood. Findings recommend that leaders should take step to create positive environment in the form humility so that employees feel at ease to share new and creative ideas with them.

The research outcomes shows that a leader humility has a positive influence on a employee creativity, in other words, the more humble the leader is, the higher the employee creativity will be, which provides new ideas for managers to further stimulate employee creativity in the innovativeness. The results of this study display that the perceived business support, to a certain extent, moderated the relationship between humble leadership and employee creativity. Therefore, organizations should adopt a variety of management measures and management means to improve the perceived organizational support of employees and thus improve the employee creativity.

From employees' view point, their own positive state of mind such as job engagement creates a linking mechanism between leader humility and employees' creativity. Therefore, upper management should take actions to enhance the employees' job engagement through encouraging the leaders to act as humble while interacting with their subordinates. The employees own a psychological capital such as hope, positivity, resilience, and an efficacy influence their job engagement to further affect their employee creativity. So the Employees who are high in a Psychological capital they are having confidence, having a positive attribution and they are determined toward goals and if they fails they stand up with more and better plans and they have the bouncing back ability towards problems. In turns, those employees are likely to commit to their jobs that further influence their creativity. In this way, organizations can help employees' to boost their psychological capital and job engagement to foster the positive effects of leader humility on employees' creativity in long run.

5.4 Limitations of Research

There are always few limitations in this research as it is not possible to cover all aspects in one study. This research has a filled of few study gaps through accumulation familiar proofs in the literature. On the further affectionate, convenient are some a limitations linked with this research because of the time and resource restraints. The data is a composed from the hospitality sectors of Pakistan. The

last limitation of this learning is that the data collected from the two different stages: supervisors and their subordinates. The biases may be implicated in the reaction because employees had to rate about the behaviour of supervisors. Another limitation emerged because of the way that, since it was a dyadic survey, numerous challenges were looked amid the accumulation of data separately from both of leader and employee. Indeed, even a significant number of the workers were not keen on filling the questioner so convincing them was a troublesome mission.

The biases may be included in the answers because workers had to rate about the leader humility job engagement and psychological capital. Moreover, issue we looked in the data gathering from the leader because they are much busy in their work that is the reason they declined to collaborate and give information individually for every worker. It was difficult to persuade them and get data from leader. Another limitation in this exploration was the utilization of convenience sampling, as convenience sampling is utilized to gather data separately from a huge population it confines the generalizability. Consequently, the outcomes probably won't be broadly generalized. As, it is concluded after analyses that a few results are not equivalent to what was normally expected with the past inquiries. The results are different because of strong contextual and situational factors as well as Pakistani culture has strong impact and results cant applicable in other countries.

5.5 Future Research Directions

In this research we empirically test the effect of leader-expressed humility on the employee creativity, but for future research directions these variables can be studied with other dimensions of creativity along with enhancement in the leader, employee relationship through other factors like employee intrinsic, extrinsic inspiration and creative self-efficacy. For the future more concerted outcomes of leader humility preserve be study i.e. courage. Consequently, future scholars could be examining the impact of a leader-expressed humility on a more important work outcome over the psychological capital (psychological circumstances of followers,

such as a psychological well-being or psychological diminishes). Relations between humility and other features, such as honesty and courage, are also valuable of exploration, and demographic differences such as a gender and age may be impact on the how humble leader behaviours are understood.

There is always some space in everything, which gives future directions. There are some suggestions regarding existing research on which research should be directed in future. First as already mentioned that the current research foundation is SET. Surely, other theories may give substitute explanation to the links theorized. Future research would also get advantage from delineation of other well documented and credible theories in order to pledge further support to hypothesized model or unearth substitute mechanisms or explanation for apprehending the links between variables exhibited in the current study.

We propose additional research to be paying consideration on the data and data collection procedures since this training has some weaknesses. Researchers needed to pay more attention on leader-expressed humility and employee creativity. They can determine new findings by specifying the segment. Similarly the sample size can be expanding as this study is a just partial to easily reachable sample. Therefore, upcoming investigates possibly will integrate these procedures. They can arrange the training programs for the employee. Secondly, the current study utilized cross sectional method for data collection, future research should utilize different research designs like longitudinal designs that could bestow prognostic validity to the present study (Hobfoll, 1989).

Thirdly, as the subordinate-supervisor dyad studies in this study is on individual level. "Employees working in the same group are likely to be influenced by similar leadership behaviours, suggesting that leadership behaviours operate at the group level". Therefore, future research on leadership, involving research on employee creativity should investigate these links at group level for the generalizability across different level (Greenbaum, Maritz, & Eissa, 2012).

Furthermore, the current study explains the conviction that leader humility and job engagement may serve as likely the antecedents of employee creativity. A Future research can be built on our findings to fully explain the character of humble

leader behaviours, traits, and features in facilitating or an antecedent of employee creativity such as rude behaviour. One of the area that future research may enlarging the domain of moderators that influence the hypothesized model of employee creativity. Particularly, in current study cultural dimension psychological capital as a moderator for further research use other cultural dimensions such as individualism, collectivism.

5.6 Conclusion

Due to its universal nature and costly impact of employee creativity on individuals, it is necessary for the researchers to start research in order to completely examine and apprehend the causes that makes employee creative. The present research accords to emergent body of research investigating backgrounds of employee creativity by suggesting and testing moderated-mediation model based on social exchange theory SET in the different hospitality sectors of Pakistan. Questionnaire survey was adopted to see that whether leader humility and job engagement are the possible causes and antecedents of employee creativity. Approximately 350 questionnaires were distributed in the different hotels of Pakistan, out of which 250 questionnaires were utilized for the data analysis. Results of statistical analysis show that a reliability and validity of the model is suitable.

Furthermore, the result of the study indicated that leader humility and job engagement is a positively related to employee creativity. Moreover, the mediating role of job engagement, the results delineated that job engagement mediates the relationship between leader humility and employee creativity. In addition, the role of the psychological capital as a moderator is also tested. So the results exhibited that a psychological capital can moderate the relationship such that it strengthens the relationship of leader humility and employee creativity. In this research there are 5 hypotheses from which H1, H2, H3, and H4 are accepted and similar to the literature, whereas H5 the hypothesis of moderator is supported accord to our results. The acceptance of this hypothesis is also justified with the reasons given

in literature. By aligning with the context of Pakistan there are some situational and contextual factors that invalidate the effect of psychological capital.

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Appendix-A

Questionnaire

Dear Respondent

I am student of MS/M-Phil Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on impact of “Impact of Leader-Expressed Humility on Creativity: Mediating role of Job Engagement and Moderating role of Psychological Capital.”. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Madiha Arooj Kausar

MS (HR) Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25) 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Master), 5 (MS/M.Phil), 6 (PhD)
Experience(years)	1(5-10), 2(11-16), 3(17-22), 4(23-28), 5(29-35), 6(36 and above)

Section 2: Leader Expressed Humility

Please provide following information.

Please tick the relevant choices: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	This leader actively seeks feedback, even if it is critical.	1	2	3	4	5
2	This leader admits it when they don't know how to do something.	1	2	3	4	5
3	This leader acknowledges when others have more knowledge and skills than him or her.	1	2	3	4	5
4	This leader takes notice of others' strengths.	1	2	3	4	5
5	This leader often compliments others on their strengths.	1	2	3	4	5
6	This leader shows appreciation for the unique contributions of others.	1	2	3	4	5
7	This leader is willing to learn from others.	1	2	3	4	5
8	This leader is open to the ideas of others.	1	2	3	4	5
9	This leader is open to the advice of others.	1	2	3	4	5

Section 3: Job Engagement

Please provide following information.

Please tick the relevant choices: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	At my work, I feel bursting with energy.	1	2	3	4	5
2	I find the work that I do full of meaning and purpose.	1	2	3	4	5
3	Time flies when I am working.	1	2	3	4	5
4	At my job, I feel strong and vigorous.	1	2	3	4	5
5	I am enthusiastic about my job.	1	2	3	4	5
6	When I am working, I forget everything else around me.	1	2	3	4	5
7	My job inspires me.	1	2	3	4	5
8	When I get up in the morning, I feel like going to work.	1	2	3	4	5
9	I feel happy when I am working intensely.	1	2	3	4	5
10	I am proud of the work that I do.	1	2	3	4	5
11	I am immersed in my work.	1	2	3	4	5
12	I can continue working for very long periods at a time.	1	2	3	4	5
13	To me, my job is challenging.	1	2	3	4	5
14	I get carried away when I am working.	1	2	3	4	5
15	At my job, I am very resilient, mentally	1	2	3	4	5
16	It is difficult to detach myself from my job.	1	2	3	4	5
17	At my work, I always persevere, even when things do not go well.	1	2	3	4	5

Section 4: Psychological Capital

Please provide following information.

Please tick the relevant choices: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	If I should find myself in a jam, I could think of many ways to get out of it.	1	2	3	4	5
2	Right now I see myself as being pretty successful in training.	1	2	3	4	5
3	At this time, I am meeting the goals that I have set for myself.	1	2	3	4	5
4	I can think of many ways to reach my current aviation training goals.	1	2	3	4	5
5	I always look on the bright side of things regarding my job.	1	2	3	4	5
6	I'm optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
7	I can be "on my own" so to speak at work if I have to.	1	2	3	4	5
8	I usually take stressful things at work in stride.	1	2	3	4	5
9	I can get past difficult times at work because I've experienced difficulty before.	1	2	3	4	5
10	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
11	I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5
12	I feel confident presenting information to a group of colleagues.	1	2	3	4	5

Section 5: Employee Creativity

Please provide following information.

Please tick the relevant choices: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	This employee: Tries new ideas or methods first	1	2	3	4	5
2	Seeks new ideas and ways to solve problems.	1	2	3	4	5
3	Generates ground-breaking ideas related to the field.	1	2	3	4	5
4	Is a good role model for creativity	1	2	3	4	5