

TEAM PROMOTION FOCUS AND SUBORDINATE DEVIANCE: A PREDICTION USING
LEADER HUMILITY, FOLLOWER ATTACHMENT STYLE, AND ORGANIZATION
CENTRALIZATION

by

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Liberty University

A Dissertation Presented in Partial Fulfillment

Of the Requirements for the Degree

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ABSTRACT

The purpose of this study is to assess how accurately leader humility, organizational centralization, and follower attachment styles (secure, anxious, avoidant) predict positive and negative team performance. Quantitative research on leader humility has only been in existence for 20 years. The research design is a non-experimental, quantitative, predictive correlational design to determine the relationship, strength, and direction of the relationship between the predictor variables and the criterion variables (team promotion focus and subordinate deviance). The sample includes 93 followers in a one-year old leader-follower dyad employed in the United States. A 9-item scale was used to measure leader humility, a 4-item scale was used to measure team promotion focus, a self-report questionnaire was used to measure attachment style, a 10-item scale was used to measure subordinate deviance, and a 5-item scale was used to measure centralization. Data were collected through a survey emailed to participants. A multiple regression analysis was conducted. The combination of the predictor variables accurately predicted team promotion focus and subordinate deviance, and the results were statistically significant. The conclusion is that leader humility and organizational provides the most signal predicting team promotion focus, and anxious attachment style provides the most signal predicting subordinate deviance. Recommendations for future research include researching other team performance outcomes, tighter geographic boundaries, and use a different attachment style instrument.

Keywords: Leader humility, centralization, follower attachment styles, subordinate deviance, team promotion focus

Table of Contents

ABSTRACT	3
List of Tables	7
List of Figures	8
List of Abbreviations	9
CHAPTER ONE: INTRODUCTION.....	10
Overview.....	10
Background.....	10
Problem Statement.....	15
Purpose Statement.....	17
Significance of the Study.....	18
Research Questions.....	19
Definitions.....	19
CHAPTER TWO: LITERATURE REVIEW.....	21
Overview.....	21
Theoretical Framework.....	21
Related Literature.....	27
Summary.....	51
CHAPTER THREE: METHODS.....	53
Overview.....	53
Design.....	53
Research Questions.....	55

Null Hypotheses.....	56
Participants and Setting.....	56
Instrumentation	57
Procedures.....	62
Data Analysis	64
CHAPTER FOUR: FINDINGS.....	66
Overview.....	66
Research Questions.....	66
Null Hypotheses.....	66
Data Screening.....	66
Descriptive Statistics.....	71
Research Question One.....	72
Research Question Two	76
CHAPTER FIVE: CONCLUSIONS	81
Overview.....	81
Discussion.....	81
Implications.....	90
Limitations	95
Recommendations for Future Research	97
REFERENCES	98
APPENDIX A: INSTRUMENTS.....	111
Leader Humility	111
Team Promotion Focus.....	111

Attachment Styles	111
Subordinate Deviance	112
Leadership Structure	112
APPENDIX B: LEADER HUMILITY PERMISSION TO USE INSTRUMENT	113
APPENDIX C: TEAM PROMOTION FOCUS PERMISSION TO USE INSTRUMENT	114
APPENDIX D: TABLE OF CRONBACH ALPHA RELIABILITY SCORE FOR INSTRUMENT	115
APPENDIX E: INSTITUTIONAL REVIEW BOARD APPROVAL LETTER	116
APPENDIX F: EMAIL RECRUITMENT COVER LETTER, SOCIAL MEDIA RECRUITMENT POST, PARTICIPANT CONSENT FORM & ACKNOWLEDGEMENT ..	118

List of Tables

Table 1	72
Table 2	76
Table 3	76
Table 4	76
Table 5	80
Table 6	80
Table 7	80

List of Figures

Figure 1	67
Figure 2	68
Figure 3	68
Figure 4	69
Figure 5	69
Figure 6	70
Figure 7	70
Figure 8	71
Figure 9	73
Figure 10	74
Figure 11	77
Figure 12	78

List of Abbreviations

American Marketing Association (AMA)

Comparative Fit Index (CFI)

Confirmatory Factor Analysis (CFA)

Counterproductive Work Behavior (CWB)

Counterproductive Work Behavior Checklist (CWB-C)

Earnings Before Interest Taxes Depreciation Amortization (EBITDA)

Honesty-humility Trait (H-H)

Institutional Review Board (IRB)

Leader-member Exchange (LMX)

Organizational Citizenship Behavior (OCB)

Psychological Capital (PsyCap)

Variance Inflation Factor

Vertical Dyad Linkage (VDL)

Worthiness to be Followed (WBF)

CHAPTER ONE: INTRODUCTION

Overview

Leader humility does not guarantee that a team will perform better. Recent research suggests that leader humility can result in unethical leader behavior and follower deviance (Ju, 2020). The focus of this research is to investigate how organizational structures and attachment styles of leader-follower dyads influence the indirect relationship between leader humility and team performance. This chapter will introduce background on the recent research, the problem, purpose, the significance of the research, a list of research questions, and key definitions.

Background

Leader humility has been perceived as a positive virtue espoused by both religious and secular communities (Akhtar, 2018). Cowan et al. (2019) noticed that humility, as a virtue and admired trait, has been in existence for well over 2000 years through a variety of ancient texts and religious manuscripts. The ancient literature they surveyed states that leaders and followers are to act humbly because it will produce positive results as opposed to arrogance which should be avoided. Society-at-large is opinionated about the value of humility. Toscano et al. (2018) noticed that leader humility is regularly discussed in news outlets and every day discussions. Humility is described as the desired trait and arrogance being the negative trait. The descriptions of leader humility and arrogance are mostly discussed in a subjective or qualitative manner (Owens & Hekman, 2016). However, over the past 20 years, quantitative research has emerged on the topic (Chiu et al., 2016; Ju, 2020; Owens & Hekman, 2016).

Historical Background

The research for the first 10 to 15 years primarily projected leader humility as resulting in positive team performance (Owens et al., 2013). Initial research sought to confirm that leader

humility resulted in positive team performance outcomes. Researchers then evolved their work to address the components of team performance that were influenced by leader humility (i.e. job satisfaction, self-efficacy). Researchers extrapolated leader humility to understand the components of leader humility and the contexts whereby leader humility resulted in improved team performance (Owens & Hekman, 2016).

Within the past five years, researchers stopped assuming that leader humility always resulted in improved team performance outcomes and explored negative team performance outcomes (Ju, 2020). They first sought to understand instances of a significant relationship between leader humility and negative team performance outcomes (i.e. subordinate deviance). Research findings suggest that leader humility is related to negative team performance outcomes (Bharanitharan et al., 2019; Owens & Hekman, 2016). The most recent research examined the mediators and moderators to understand what influences the relationship (Bharanitharan et al., 2019; Ju, 2020). Researchers sought to address the nature of the relationship between leader humility and team performance; more specifically, when the relationship results in an effect on team performance (Owens & Hekman, 2016). With the first 15 years of research dominated by the perspective that leader humility results in improved team performance outcomes, there is minimal research pertaining to how leader humility can result in negative team performance outcomes (Ju, 2020; Owens & Hekman, 2016). Additionally, the majority of research has been conducted with participants in the Eastern hemisphere which is believed to be more open to leader humility (Chiu et al., 2016).

Theoretical Background

Leadership styles have dramatically evolved over the past 20 years and research has focused on the different leadership styles, the antecedents to the various styles, and their

outcomes (Zhang & Liu, 2019). Leader humility, as an antecedent for effective team performance outcomes, has gained momentum recently especially with the progressive advocacy for servant leadership or shared leadership models (Chiu et al., 2016). Leader humility has been defined as an accurate perception of one's strengths and weaknesses, an accurate perception of others' strengths and weaknesses, and the receptivity to feedback (Church & Barrett, 2016). It has been well documented that leader humility can improve team performance and increase organizational effectiveness (Chiu et al., 2016; Ou et al., 2015; Owens et al., 2015; Owens & Hekman, 2016; Rego et al., 2019). Research has also demonstrated that positive outcomes are not a guarantee of leader humility (Bharanitharan et al., 2019; Chen et al., 2018). The followers' interactions with leader humility affects the positive or negative nature of the outcomes.

Recent research addressed the influential variables in the relationship between leader humility and team performance. The outcome is typically determined by the follower's response to humility (Ju, 2020). The follower responds in at least two ways to a leader's humility: through his or her perception and performance (Rego et al., 2019). Leader humility can create follower perceptions of psychological empowerment, self-expansion, and self-efficacy as examples (Bharanitharan et al., 2019). The perceptions can then influence follower performance such as increased team learning orientation, employee engagement, and creativity (Pletzer et al., 2019). Leader humility is not a guarantee of positive follower outcomes because followers can react both positively and negatively to humility (Lee et al., 2019). The majority of recent research has studied the positive outcomes of leader humility; however, there has been little research on the negative outcomes. The minimal research on negative outcomes produced from leader humility has shown that context matters (Chen et al., 2018). The context in which leader humility is deployed and the context surrounding the leader-follower dyad influences how the follower

responds and ultimately whether a positive or negative outcome is produced. As such, this research is designed to examine two contexts that could create different outcomes from leader humility: organizational centralization and follower attachment styles.

Organizational centralization is the structure of decision-making in an organization and the degree to which it is consolidated (Joseph et al., 2016). Organizational centralization has evolved to two distinct constructs: shared and vertical leadership. Shared leadership is a distributed style of leadership that creates leader dependency across the organization, relies heavily of social interactions, and is constantly optimizing leadership responsibilities based on strengths, weaknesses, and experiences of the team (Conger & Pearce, 2003). Shared leadership has been found to have a positive relationship with team performance (Daspit et al., 2014; Singh et al., 2019). The alternative to shared leadership is vertical leadership in which the emphasis is on a single and/or small majority of decision makers (centralization) that facilitate the organization and rely on the team to buy-in to the decisions (Conger & Pearce, 2003). It has been observed that leader humility produces a positive relationship with shared leadership (Chiu et al., 2016). This makes practical sense as the leader discovers his or her strengths and weakness and that of others, he or she works to organize leadership decisioning around those strengths and weaknesses (Wang et al., 2017). Although independent studies have discovered that leader humility produces a positive relationship with shared leadership, and shared leadership has resulted in improved team performance; there is limited research pertaining to additional variables that influence the strength and nature of the relationship including follower attachment theory. Additionally, there exists minimal research pertaining to how the alternative leadership structure, vertical leadership, influences the relationship between leader humility and team performance (Chiu et al., 2016).

Another variable which has received minimal attention to determine influence on the leader humility-team performance relationship is follower attachment theory. Attachment theory is the construct that seeks to explain an individual's pattern of expectations, needs, emotions, and social behavior that result from past experiences (Fraley et al., 2000). There are three common attachment styles: secure, anxious, and avoidant (Thompson et al., 2016). Research suggests that attachment styles influence the relationship between the leader and follower (Thompson et al., 2016). That relationship influences follower perceptions and how they respond to the leader. It can be presumed that it will ultimately influence the relationship between leader humility and team performance, but research has not been conducted to determine if there exists a relationship and the level of influence.

Each variable has been applied in previous literature on the topic of leader humility, but there is not a single research that has synthesized the variables, their definitions, determined their relationship with one another which is a primary objective of this research. Leader humility is an accurate perception of self, an accurate perception of others' strengths and weaknesses, and the coachability to feedback (Owens & Hekman, 2016). Organizational centralization is defined by where the authority and decision-making occurs in an organization; whether it is maintained within a single authority or dispersed throughout the organization (Joseph et al., 2016). Follower attachment style is based on attachment theory which is described as a person's ability to relate to another and attach to him or her especially in times of stress (Harms et al., 2016). The criterion variables are continuous. Team promotion focus, also known as collective promotion focus, is the teams' ability to concentrate on a shared outcome and the collective concentration motivates the team to achieve the outcome (Beersma et al., 2013; Owens & Hekman, 2016).

Subordinate deviance is the negative behaviors targeting the organization or organizational members as a natural response to unmet needs (Ju, 2020).

Society-at-Large Background

The implication for society-at-large is that it is not clear when leader humility results in positive or negative team performance (Rego et al., 2019). As a result, leaders and organizations often assume that leader humility only results in positive team performance which can be problematic for the organization if they do not see the possibility of negative team performance (Bharanitharan et al., 2019). This could result in teams under-performing without correct diagnoses of the actual problems causing issues (Bharanitharan et al., 2021). Organizations that are able to properly contextualize the impact of leader humility on teams could design teams for better performance and diagnose performance problems faster to prevent long term organizational damage (Ju, 2020). Otherwise, teams could be negatively impacted without understanding the root cause of the problem.

Problem Statement

Rego et al., (2019) provided research on the relationship between leader humility, shared leadership, and team performance finding that leader humility positively influences shared leadership ultimately producing a positive relationship with team performance. Their research considered shared leadership as a single, continuous variable distinct from vertical leadership. They did not explore whether the alternative, vertical leadership structures, produces a positive or negative relationship with team performance (Rego et al., 2019). Bharanitharan et al., (2019) provided research on leadership humility and attachment theory and observed that follower attachment style influences the relationship between leader humility and followers' voice behavior. Follower voice behavior is a key response of a follower to a leader's style which can

ultimately influence team performance (Yang et al., 2021). Rego et al., (2019) identified three gaps in their research. First, they only considered positive team performance outcomes in their study. Second, they researched leader humility's relationship with shared leadership, but did not consider vertical leadership or the relationship between leader humility. Lastly, they performed their research in an Eastern context (China) which, due to culture, is considered more accepting of leader humility than Western cultures.

Bharanitharan et al. (2019) had two gaps in their research that will be addressed in this study. They did not include the effects of followers' attachment styles on the relationship between the leaders' behavior and team performance stopping at follower response to being challenged. Leader humility has a direct relationship with follower attachment style, but the relationship between follower attachment style and team performance as mediated through follower response was not surveyed. They also performed their research in an Eastern context which is known to be a culture with greater respect for leader humility. The Western Hemisphere is known for having less respect for leader humility (Rego et al., 2019).

Neither group of researchers pursued an understanding of how a combination of leader humility, organizational centralization, and follower attachment styles can produce positive and negative team performance. As such, this research will address gaps in literature called for by Hu et al., (2018) as they indicated that future studies should research correlated variables with leader humility to predict positive or negative team performance. Bharanitharan et al. (2019) called for research beyond the Eastern Context as their research was conducted in the Western Context. The positive team performance outcome that will be assessed is team promotion focus. The negative team performance outcome will be subordinate deviance. The problem is that literature has not fully addressed, in a Western Context, how a combination leader humility, organizational

centralization and follower attachment styles can predict positive or negative team performance, which has been called for by Rego et al. (2019).

Purpose Statement

The purpose of this study is to assess how a combination of leader humility, organizational centralization and follower attachment styles (secure, anxious, avoidant) influence the relationship with positive and negative team performance outcomes. The research design is a non-experimental, quantitative, predictive correlational design to determine the strength and direction of the relationship between the predictor variables (leader humility, organizational centralization, follower attachment styles) with the criterion variables (collection promotion focus and subordinate deviance). The research will be conducted in a Western context in the United States with participants who are followers in a professional setting as the instruments used in the study are all follower self-rate instruments.

Leader humility, organizational centralization, and follower attachment styles are continuous variables. Leader humility is an accurate perception of one's strengths and weaknesses, an accurate perception of others' strengths and weaknesses, and the receptivity to feedback (Church & Barrett, 2016). Organizational centralization is the structure of decision-making in an organization and the degree to which it is consolidated (Joseph et al., 2016). Attachment theory is the construct that seeks to explain an individual's pattern of expectations, needs, emotions, and social behavior that result from past experiences (Fraley et al., 2000). The two criterion variables are team promotion focus which indicates improved team performance, and subordinate deviance which indicates degraded team performance. Both variables are continuous. Team promotion focus is the combined vision of the team on a single goal or objective (Owens & Hekman, 2016). Subordinate deviance is the behavior of the subordinate to

act against the direction of leadership. The population includes 70 followers in the Southeast United States that have been a member of a leader-follower dyad for one or more years in a for-profit or non-for-profit organization.

Significance of the Study

The significance of the study is that it will increase contextual knowledge for how leader humility will lead to improved team performance or degraded team performance. It is a virtue admired by many, but that does not mean that it will always result in positive outcomes. There are multiple factors that can influence the positive and negative nature of the outcomes. Particularly, the context of the follower, how he or she perceives the humility, and the follower performance that follows (Owens & Hekman, 2016). This research will develop knowledge of the relationship between leader humility and team performance in a Western context, how organizational centralization influences the relationship, and whether follower attachment styles influence team performance outcomes as a result.

The study will examine team performance for United States leaders with varying combinations of leader humility, organizational centralization, and follower attachment styles of subordinates. Current research is limited to analyzing this information in an Eastern context with just a shared leadership structure perspective (Chiu et al., 2016). Additionally, an attachment theory lens will be applied to understand how follower attachment styles influences. Specifically, research has suggested that in an Eastern context leader humility produced a positive, indirect relationship with team performance, and that relationship is mediated through shared leadership (Owens & Hekman, 2016; Owens et al., 2013). It is unknown if follower attachment styles interact with that relationship (Thompson et al., 2016).

The relationship between team performance and leader humility is important because leader humility is often encouraged for organizational leaders and taught as a virtue without contextualizing the possibility of positive or negative outcomes for the team. If research findings suggest leader humility influence team performance, then leaders who blindly exercise humility without consideration for consequence could find themselves creating negative team performance outcomes. Leaders must understand how leader humility interacts with other team dynamics to ensure that the right outcomes are produced. This research will seek to add to literature an understanding if team performance can be predicted by a combination of leader humility, organizational centralization, and follower attachment styles.

Research Questions

RQ1: How accurately can team promotion focus be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

RQ2: How accurately can subordinate deviance be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

Definitions

1. *Anxious Attachment Style* - worried of rejection and not being loved (Thompson et al., 2016, p. 1).
2. *Attachment Style* - an individual's patterns of expectations, needs, emotions, and social behavior that result from a particular history of attachment experiences, usually beginning in relationships with parents (Fraley et al., 2000; Mikulincer & Shaver, 2016, p. 25).

3. *Avoidant Attachment Style* - get uncomfortable when other want to get emotionally close to them, and often express the need for independence (Thompson et al., 2016, p. 1).
4. *Leader Humility* - an accurate view of one's strengths and weaknesses, an accurate view of others' strengths and weaknesses, and the receptivity to feedback (Church & Barrett, 2016).
5. *Organizational centralization* – “reflects the extent to which the locus of authority to make final decisions affecting the organization is concentrated at higher levels of the hierarchy (Child, 1972)” (Joseph et al., 2016).
6. *Secure Attachment Style* - trustful and hold a positive view of self (Thompson et al., 2016, p. 1).
7. *Shared Leadership* - a distributed style of leadership that creates leader dependency across the organization, relies heavily of social interactions, and is constantly optimizing leadership responsibilities based on strengths, weaknesses, and experiences of the team (Conger & Pearce, 2003).
8. *Vertical Leadership* – the influence process initiated by an individual leader, typically formally appointed (He et al., 2020).

CHAPTER TWO: LITERATURE REVIEW

Overview

A systematic review of the literature was conducted to understand the relationship between leader humility and team performance, specifically the variables that positively and negatively influence the relationship. This chapter will present a review of the current literature related to the topic of study. In the first section, the theoretical framework will be presented. The primary theoretical frameworks that support this research are leader humility and team performance outcomes, shared leadership and organizational centralization, leader-member exchange, and follower attachment style. The second section will present a synthesis of recent literature regarding leader humility and the relationship with team performance, understanding how leader humility creates different follower perceptions and performance behaviors to influence the relationship with team performance, and what has been detected to positively and negatively influence the relationship between leader humility and team performance. Lastly, organizational centralization and attachment will be surveyed to understand how these may interact with follower perception and performance behaviors to influence the relationship between leader humility and team performance. In the end, a gap in the literature will be identified, presenting a need for the current study.

Theoretical Framework

Leader Humility and Team Performance Outcomes

Quantitative research on leader humility has been scarce until the last 15 years (Owens & Hekman, 2016). The need for research arose in the early 2000's as numerous corporate scandals involving executive leaders were thought to be driven by unbridled ego, hubris, sense of entitlement, and self-importance (Morris et al., 2005; Owens et al., 2013; Vera & Rodriguez-

Lopez, 2004). There are multiple definitions of humility that have been applied over time, but a synthesis of most definitions can be reduced to three components: (a) an accurate view of one's own strengths and weaknesses, (b) an accurate view of others' strengths and weaknesses, and (c) the receptiveness and coach-ability of the leader to manage the team's combinations of strengths and weaknesses towards the best outcomes (Church & Barrett, 2016; Owens et al., 2013; Whitcomb et al., 2015). The first wave of research on the topic introduced the need for more humility amongst leaders to avoid or reduce scandals (Owens et al., 2013). The research then evolved to understand team performance outcomes (Owens et al., 2013). The research produced assumed that leader humility results in positive team performance outcomes such as the avoidance or reduction of leader scandals (Owens et al., 2013).

Owens et al. (2013) performed seminal research pertaining to the theory that leader humility positively impacts team performance. Owens et al. (2013) identified multiple organizational outcomes to assess team performance. They found that leader humility produced an indirect relationship with overall team effectiveness but a direct relationship with the subordinate outcomes. The significance of the finding is that leader humility can produce a positive influence on team performance, but leader humility alone does not produce improved team performance. The relationship between leader humility and positive team performance was indirect, indicating that other variables influenced the relationship. Additionally, the most recent findings on the topic suggest that there can also exist a negative, indirect relationship between leader humility and team performance (Ju, 2020).

Subsequent researchers challenged the notion that leader humility always results in positive team performance and looked for evidence that leader humility can result in negative team performance (Ju, 2020). Research produced in the past five years indicates that leader

humility is not a guarantee of positive team outcomes (Ju, 2020). As the literature on leader humility has evolved, the findings suggest that leader humility is a significant factor in producing team performance outcomes and that it can indirectly produce both positive and negative outcomes (Ju, 2020). However, the research to date has been focused on the positive or negative outcome of leader humility and has not been focused on the purveyors of the various outcomes (Ju, 2020; Owens & Hekman, 2016; Rego et al., 2019). There is no clear deviation point where leader humility leads to the positive or negative outcome. This research seeks to determine a deviation point to better understand how leaders can deploy and manage humility to produce positive team performance outcomes.

The final aspect of the theory is the definition of team performance. Multiple studies have disaggregated team performance into individual variables such as team creativity, employee turnover, and financial metrics (Hu et al., 2018; Owens & Hekman, 2016; Owens et al., 2013). Two team performance metrics that have been surveyed in recent literature is team promotion focus and subordinate deviance (Ju, 2020; Owens & Hekman, 2016). Team promotion focus is the team's singular vision to achieve a goal which results in improved team performance (Li et al., 2019). Research suggests that team promotion focus leads to improved team performance.

Subordinate deviance is defined as a follower's negative behaviors perpetrated against the leader or an organization (Pletzer et al., 2019). Research suggests that subordinate deviance leads to degraded team performance. Leader humility has been observed to produce an indirect relationship with team promotion focus for positive team performance and subordinate deviance for negative team performance (Ju, 2020; Owens & Hekman, 2016). It is unanswered in existing literature whether organizational centralization and follower attachment theory, when combined with leader humility, predicts either the positive outcome of team promotion focus or the

negative outcome of subordinate deviance. This research will seek to understand whether the combination of the variables can predict the deviation point from leader humility to positive and negative team performance outcomes.

Shared Leadership and Organizational Centralization

Research on shared leadership improved in the mid-1990s when researchers challenged the traditional notion that leadership is the focus of a single individual and their influence on a work team (Zhu et al., 2018). Shared leadership is a leadership theory that is derived from studying organizational structures and the level of centralization in an organization (Ju, 2020.). It is a distributed style of decision-making throughout an organization (Wang et al., 2017). Shared leadership is just one style of leadership, but is categorized within the greater context of the centralization of an organization. Organizational centralization explains where the level of decision-making and empowerment exists within an organization (Eva et al., 2021). A centralized organization is one where a single person or small contingent of people execute the decisions and maintain power (Eva et al., 2021). A decentralized organization is one where the decision-making authority and power is distributed throughout the organization to many leaders and levels (Eva et al., 2021).

Research on organizational centralization and shared leadership has been conducted throughout the 20th century. Follet initially introduced the concept of shared leadership in 1924 when he asserted that individual perspective should be pursued based on one's knowledge of a situation versus the perspective of a potentially distant leader (D'Innocenzo et al., 2016). In 1954, Gibb provided a description of distributed leadership as a group of leaders with different functions (D'Innocenzo et al., 2016). Research in the 1990s sought to provide a common definition of shared leadership (Zhu et al., 2018). Researchers have yet to agree on a single

definition of shared leadership, however, proposed definitions provide the same general concepts (Zhu et al., 2018). The research evolved from providing a common definition to studying the effects of shared leadership. Recent research suggests that a shared leadership model often results in increased team effectiveness, but does not always produce positive team results (D’Innocenzo et al., 2016; Zhu et al., 2018).

Shared leadership and organizational centralization have not been included in a study of leader humility and team performance to understand whether it positively or negatively affects the relationship. The studies to this point have sought to understand if there is a relationship between leader humility and shared leadership because shared leadership positively influences team performance (Thompson et al., 2016; Wang et al., 2017). Additionally, research has been produced to determine variables that influence the power of the relationship between shared leadership and team performance (Eva et al., 2021). However, shared leadership is one leadership theory amid the broad organizational centralization construct which has yet to be explored as it influences leader humility and team performance.

Leader-Member Exchange

Leader-member exchange (LMX) is a leadership theory that describes leadership as a relational approach (Kirrane et al., 2019). The theory was originally introduced in 1975 by Dansereau et al. (1975) and Graen and Cashman (1975) as the vertical dyad linkage model (VDL) (Omilion-Hodges & Ptacek, 2021). The VDL model asserts that leaders will act differently with each follower (Omilion-Hodges & Ptacek, 2021). The result of the differences creates two different groups: the “in-group” and the “out-group” (Omilion-Hodges & Ptacek, 2021). Researchers identified a fault in this model as it categorizes a positive or negative relationship as opposed to a continuum that ranks the quality of the relationship (Omilion-

Hodges & Ptacek, 2021). The most recent research has expanded on the understanding of LMX to understand how the continuum is differentiated between leader-follower dyads (Wang et al., 2017). The premise is that an individual leader will invest different amounts of time in his or her followers which will influence the relationship quality between the dyad (Wang et al., 2017). The comparison of the dyad is beneficial in understanding team operations and performance outcomes (Wang et al., 2017). Recent research suggests that a shared leadership model produces a relationship with LMX differentiation and team performance, and LMX is influenced by follower attachment styles (Kirrane et al., 2019; Wang et al., 2017). This is of particular relevance to this study as it will seek to understand how organizational centralization and follower attachment style combine with leader humility to produce team performance outcomes.

Follower Attachment Style

Attachment theory was introduced by John Bowlby and then later expanded by Mary Ainsworth (Fein et al., 2020). The theory was originally introduced to explain how a child relates to his or her primary caregiver (Fein et al., 2020). Research indicates that when parents are consistently available, warm, and responsive to their children, then that typically leads to a secure attachment style (Shorey & Chaffin, 2018). When these environmental characteristics are not present and children seek comfort outside of this environment, anxiety levels can become unbearable (Shorey & Chaffin, 2018). As the theory evolved, researchers noticed the theory have implications on how children relate to others when they became an adult (Fein et al., 2020). This created a conceptual connection between attachment theory and LMX because both theories address how adults relate to one another (Fein et al., 2020). Attachment theory has been applied by subsequent researchers to examine factors that influence team performance such as job satisfaction, job engagement, turnover intentions, and trust (Fein et al., 2020).

Follower attachment style is a theory that explains the ways in which a follower relates or attaches to his or her leader (Bharanitharan et al., 2019). There are three primary styles that explain how easy or difficult a follower will attach to the leader. The three styles represent a spectrum of attachment ability of the follower from being able to trust and attach to a leader relatively easy and other followers have an almost impossible time attaching to a leader. Attachment style is closely related to leader-member exchange (Kerrane et al., 2019). Minimal research has been conducted to understand how follower attachment style influences the relationship between leader humility, organizational centralization, and team performance (Bharanitharan et al., 2019).

Related Literature

Leader Humility

Church and Barrett (2016) defined humility as the “virtuous mean” between arrogance and self-deprecation (p. 62). The humble person does not overvalue him- or herself, nor does he or she value him- or herself too little. Owens and Hekman (2016) presented a similar definition of humility: a willingness to view oneself accurately, an appreciation of others’ strengths and contributions, and teach-ability or openness to new ideas and feedback. Church and Barrett’s (2016) definition of humility addressed the individual’s view of him- or herself as the critical perspective of virtue. Owens et al. (2013) extended the definition to how that self-perception should be situated within the context of others’ strengths and contributions, as well as teachability and openness to feedback. Whitcomb et al. (2015) distinguished humility and intellectual humility. They claimed that humility is possessing the right stance towards one’s limitations; intellectual humility is projecting the right stance towards one’s intellectual limitations.

The right stance towards intellectual humility occurs through promoting appropriate attentiveness to one's own limitation when the occasion demands and then owning the limitations (Whitcomb et al., 2015). There are four ordered events that occur for a person to own his or her limitations: believe that one possesses limitations and they result in negative consequences, acknowledge their existence, care about them, and to feel dismay towards the limitations and the associated consequences (Whitcomb et al., 2015). People can bring imbalance to the equation by over-owning limitations (self-deprecation) or under-owning limitations (arrogance). Rego et al. (2019) noted that humility is always in the context of social interactions with others.

Leader humility interacts with follower perception which catalyzes follower response or performance (Oc et al., 2020). The response is positive, neutral, or negative performance behaviors. Perception and performance are cyclical outcomes of leader humility as the follower internalizes the words and action of the leader and responds accordingly. It is a reasonable hypothesis for one to assume that leader humility will always result in positive team performance outcomes. Religious and secular groups around the globe have espoused leader humility as a noble virtue. It is often cited in religious texts, and there are many studies that suggest it creates positive outcomes. Oc et al. (2020) suggested that followers feel less vulnerable when a leader expresses humility and as follower perception of leader humility authenticity decreases, the relationship weakens. However, the assumption that leader humility always results in improved team performance has been only recently challenged (Ju, 2020). The first research into the topic has assumed that leader humility concludes with improved team performance, but recent research suggests that leader humility can result in degraded or negative team performance (Qin et al., 2020). The resulting thought is that a leader can project an accurate view of his or her own

strengths and weaknesses, of his or her team's strengths and weaknesses, and he or she can be receptive and coachable to managing the combination of the team's strengths and weaknesses, yet still result a negative team performance outcome. This notion is compelling when considering that religious and secular organizations either command leader humility or make it a core value of their operation which, in turn, results in it being an expectation of its' members. The logical progression of the thought is that leader humility is commanded or expected of leader-members but could be deployed in a way that adversely affects the organization (Qin et al., 2020). Understanding how such a virtuous characteristic and leadership trait can result in a positive or negative team performance outcome should be essential with the emphasis assigned by organizations around the world. More specifically, understanding the nature of the interaction between leader humility and team performance so that teams are moving in a good direction for the organization.

Leader Humility and Follower Perception

Perceptions and reactions are closely related. The manner by which followers perceive a leader's behavior and the attribution of that behavior will influence a follower's proceeding actions (Schyns et al., 2018). Owens et al. (2013) noticed that leader humility negatively affects voluntary turnover as mediated by employee job satisfaction. Employees that are more satisfied in their job are less likely to voluntarily turnover. Leader humility improves the employees' job satisfaction (Zhong et al., 2020). AlSheddi (2020) and Mao et al. (2019) both discovered that leader humility positively influenced follower self-expansion, self-efficacy, and performance. Followers who interacted with a humble leader often experienced increased self-expansion and self-efficacy, ultimately improving individual performance. Both of these studies suggest that the presence of leader humility within a group of followers can result in the followers being more

satisfied in their job, identifying opportunities to professionally improve, feel more effective in their role, and result in improved performance as an individual. A leader's ability to accurately perceive strengths and weaknesses and manage the combination of the strengths and weaknesses can improve individual performance and voluntary turnover as a result of the follower experiencing job satisfaction, improving professionally, and feeling more effective in his or her role (Rego et al., 2019; Zhong et al., 2020).

Additionally, Owens and Hekman (2016) noticed that leader humility can influence a team's emergent state of collective promotion focus which influences the team to act humbly and enhances the team's performance. The follower's perception of the leader's humility changes his or her perceptions of the team and influences action. Li et al. (2019) expanded on the influence of collection promotion focus and observed that leader humility often improves team learning which produces a positive relationship with organizational performance. These studies suggest that as a leader is humble, this can cause the team to sense greater unity towards a common goal which can result in improved learning of the team and enhancement of the team's performance.

Leader humility can create perceptions of follower job satisfaction, self-expansion, self-efficacy, and collection promotion focus. These perceptions are mediators and moderators to reduced voluntary turnover and individual follower performance improvement, which leads to organizational effectiveness (Liborius & Kiewitz, 2022). A follower develops perceptions about his or her employment environment which influences his or her actions, performance, satisfaction, and retention. The current literature suggests that follower perceptions are heavily influenced by leader humility which ultimately impacts behavior and performance. Current literature mostly explores positive follower perceptions and performance, but has a gap in exploring negative follower perception when leader humility is present.

Leader Humility and Follower Performance

There is a cyclical relationship between perception and performance whereas follower leadership perception is a proximal antecedent to follower performance (Zohar & Polachek, 2017). Followers create perceptions of their leaders and there are resulting actions of that follower based on those perceptions. The follower's actions result in either a negative, neutral, or positive outcomes at the individual and/or team level. Research suggests that leader humility can influence follower perception of themselves, his or her circumstances, and his or her team (Schyns et al., 2018). These perceptions result in performance outcomes. Recent literature has shown multiple ways in which leader humility can influence follower performance (Rego et al., 2019). Team power distance between the leader and followers influenced the strength of the relationship between leader humility and organizational performance (Hu et al., 2018). Lower power distance relationships combined with other influential variables indirectly and positively influenced the relationship between leader humility and team performance (Hu et al., 2018). Alternatively, higher power distance indirectly and negatively influenced the relationship between leader humility and team performance (Hu et al., 2018). In the situation of high power distance, leader humility was negatively related to team psychological safety which led to negative team performance (Hu et al., 2018).

Humility has a significant positive relationship with team learning orientation and employee engagement. It leads to a team that has a higher learning orientation which ultimately increases employee engagement (Li et al., 2019). Chen et al. (2018) discovered that leader humility resulted in improved follower performance as mediated through psychological empowerment. As followers gain perceived empowerment their individual performance increases. Leader humility can lead to psychological empowerment. Team creativity has a

positive relationship with organizational performance. Leader humility has also been observed to positively affect team creativity as mediated through information sharing and psychological safety (Hu et al., 2018).

As leader humility increases, followers are influenced to learn more, have higher psychological empowerment and safety, act more creatively, and share information more broadly (Chen et al., 2018; Hu et al., 2018; Li et al., 2019). As those increase, individual follower performance improves, team creativity increases, team learning increases, and employee engagement improves. All of these significantly and positively influence organizational performance (Chen et al., 2018; Hu et al., 2018; Li et al., 2019). The logical conclusion is that leader humility has a positive relationship with follower performance, but that is influenced by how a follower perceives leader humility and then acts. That action can result in improved individual performance and ultimately improved team performance. The research surveyed thus far has mostly indicated a positive relationship between leader humility and organization performance, but the relationship is not always positive. The relationship can be both positive or negative.

Leader Humility and Positive Effects

Recent literature has progressed to understand the variables that facilitate the relationship between leader humility and organizational performance. Owens et al. (2013) conducted seminal research that suggests that leader humility has a significant, positive relationship with team performance. Their research suggests that a leader with an accurate view of his or her strengths and weaknesses as well as others would result in a more precise prediction of what tasks to assume and alternatively reject, as well as how much time and effort to exert in task completion. Rego et al. (2019) arrived at a similar conclusion. They observed that team Psychological Capital

(PsyCap) and task allocation mediates the relationship between leader humility and organizational effectiveness (Rego et al., 2019). As team psychological capital increases, team performance increases. There is a direct, positive relationship between leader humility and team psychological capital. This also relates to the team's task allocation. As team psychological capital increases, the team is better at allocating tasks amongst its members which optimizes the work that is produced (Rego et al., 2019). The net result is improved team performance.

The opposite of this can also be stated: being overly optimistic about one's strengths could lead to not spending enough time and effort on a particular task because it is viewed as not needed. Task performance ultimately degrades as a result (Rego et al., 2019). Rego et al. (2019) explored leader humility and organizational performance through the lens of balanced processing behaviors. Balanced processing "represents the degree to which a leader objectively analyzes all relevant data before making decisions" (p. 207). It involves collecting data to challenge deeply held beliefs and specifically processes information that challenges the initial perspective. The conclusion of their study did not support the hypothesis that more humble leaders are perceived as directly producing a more positive influence on team effectiveness. However, the conclusion did suggest that humble leaders adopt higher balanced processing behaviors. The leader who adopts higher balanced processing behaviors is perceived as significantly affecting team effectiveness. When synthesizing the research findings, it becomes evident that leader humility alone does not improve organizational performance. Something has to influence that relationship. Key variables can influence the positive outcome of the relationship between leader humility and organizational effectiveness, but they can also create a negative relationship (Bharanitharan et al., 2019; Ju, 2020).

Leader Humility and Negative Effects

Quantitative research about leader humility is relatively new in the past 20 years (Owens et al., 2013). The first research was approached from the assumption that leader humility produces positive results, specifically improved team outcomes such as performance. However, some of the most recent research suggests that leader humility is not a guarantee for positive results and team outcomes (Bharanitharan et al., 2019; Ju, 2020). Recent research indicates that there are instances where leader humility is deployed and it negatively affects or has been associated with negative team outcomes (Bharanitharan et al., 2019; Ju, 2020). Bharanitharan et al. (2019) and Chen et al. (2018) discovered that leader humility can lead to both positive and negative outcomes.

Bharanitharan et al. (2019) suggested that leader humility facilitates a perception of follower trust, which positively influences follower voice behaviors. The follower is more willing to engage in critical thought, risk-taking, and building a contradictory perspective. The leader has developed the follower's belief that he or she is trusted by his or her leader and have a sense of self-confidence (self-efficacy). However, their research has also observed that negative outcomes can be produced. For example, the feeling of trust can drive self-preservation behaviors in the follower. As followers feel trusted, they attempt to maintain status quo that produced the trust dynamic, and rather than embracing change they assume a defensive posture. Furthermore, it was suggested that high follower self-efficacy mediates the relationship between leader humility and the defensive voice. As the follower increases in self-confidence, he or she may feel overconfident in his or her position and perspective. That ultimately catalyzes the

individual to overstate his or her position and develop a defensive posture (Bharanitharan et al., 2019).

Furthering this concept, Chen et al. (2018) conducted research to understand the interaction between leader humility and subordinate deviance. They discovered that when subordinate self-serving attribution was high, the presence of leader humility will increase psychological entitlement. In other words, if the subordinate perceives that the leader is acting humbly because the capability or strengths of the subordinate are far superior to the leader (self-serving attribution), then that relationship will lead to a subordinate who is entitled or is deserving of the recognition. The opposite was true: when a subordinate does not attribute leader humility to his or her superiority, psychological entitlement is low. The subsequent outcome is that workplace deviance of the subordinate will increase for the subordinate with increased psychological entitlement because the subordinate will “correct” for the unfair or unequal output-to-income ratio (Chen et al., 2018).

Leader-member exchange (LMX) will also be influenced by the relationship between leader humility and subordinate self-serving attribution (Qin et al., 2020). High self-serving attribution leads to low LMX, and low self-serving attribution leads to higher LMX (Wang et al., 2017). When leader humility is present, self-serving attribution is high, and LMX is low, workplace deviance increases. The opposite is also true: when leader humility is present, self-serving attribution is low, and when LMX is higher, then workplace deviance decreases. Leader humility can create positive organizational outcomes if subordinates do not associate the cause of the humility to their superiority which elicits entitlement behaviors, a worse relationship with their boss (LMX), and ultimately deviant behavior (Wang et al., 2017).

Pletzer et al. (2019) conducted a meta-analysis to understand what personality traits are most closely related to workplace deviance. They found that the honesty-humility trait (H-H) held the strongest relationship with workplace deviance, and the relationship was negative. Synthesizing with previous research, the honesty-humility characteristic of the follower partially determines the interaction with leader humility and the potential for subordinate workplace deviance as an outcome (Pletzer et al., 2019). These findings are consistent with the findings of Lee et al. (2019) who measured the relationship between honesty-humility and three traits of organizational performance: counterproductive work behavior (CWB), organizational citizenship behavior (OCB), and task performance. They observed that H-H produced a strong negative relationship with CWB which means that people who are more honest and humbler engage significantly less in counterproductive behaviors to the organization. They also discovered that H-H produced a small to moderate positive relationship with OCB and task performance which implies other factors that also influence strong OCB and task performance in partnership with H-H (Lee et al., 2019).

Leader humility can result in negative follower behavior when the follower perceives that the leader demonstrates humility as an impression management technique (Bharanitharan et al., 2021). The consequence of this follower perception is that he or she labels the leader as a hypocrite because their motivation for acting humbly is extrinsic rather than intrinsic. This means the leader is merely acting humble for some external gain and not because it is an authentic trait. Additionally, there is support for the concept that humble leaders do not always have “morally good” behavior (Darren et al., 2021). Humble leaders often act in ways that benefits others. Darren et al. (2021) suggested that this is a collection of moral credits that the humble leader accrues and the collection of moral credits mentally justifies a future immoral

behavior. Meaning that the humility that the leader demonstrates is the justification for an unassociated immoral act that they commit in a separate instance. Their research suggests that surplus moral credits of a humble leader can result in unethical leadership behavior.

Research indicates that although leader humility is often considered a positive virtue, it does not always result in positive outcomes (Ju, 2020). Leader humility cannot be perceived in isolation of subordinate interactions and perceptions of leader humility. Followers have been observed to engage in subordinate deviance, act entitled, resist change, and respond defensively in an effort to maintain the comforts provided by the leader-follower dyad when leader humility is high (Qin et al., 2020). Research suggests that leader unethical behavior can be present when leader humility is high (Mo & Shi, 2017). Both of these scenarios indicates that leader humility can result in negative team outcomes and does not guarantee a positive team outcome. How the subordinate interacts and perceives the leader's humility can influence the behaviors of the subordinate (Ju, 2020). How the leader internalizes his or her own humility, consciously or subconsciously, can influence the team outcomes. What has received little attention is understanding the traits of an organization and its followers that may lead to positive or negative outcomes. Research has surveyed the traits of the leader that drive positive team outcomes; however, the organizational structure and the follower attributes are relatively unexplored (Bharanitharan et al., 2019).

Traits of an organization that could influence team outcomes when combined with leader humility include the organizational hierarchy and reporting structure, the decision making structure, and the authority granted to positions (Joseph et al., 2016). Traits of a follower that could influence team outcomes when combined with leader humility could include the relational capabilities and characteristics of the follower relative to his or her leader (Bharanitharan et al.,

2019). It is possible that any of these traits can be the distinguishing factor between a negative or positive relationship with leader humility and organizational effectiveness. A gap in current literature is understanding the context surrounding the positive and negative nature of the relationship. Two specific traits that will be researched are organizational centralization and follower attachment style to predict a positive or negative relationship on team performance when combined with leader humility.

Organizational Centralization

Organization centralization is the concept of where decisions occur within an organization (Joseph et al., 2016). A single authority that makes decisions represents a centralized organizational structure (Fory et al., 2021). Organizations are less centralized when decisions are distributed widely throughout the organization (Fory et al., 2021). Recent research suggests mixed results when examining the influence of organizational centralization on team performance. Eva et al. (2021) detected that a more distributed style of leadership, such as servant leadership, produces more salient effects on job satisfaction when it is operated in lower levels of organizational structure. Fory et al. (2021) indicated that centralization positively affects organizational performance. Walheiser et al. (2021) noticed that as centralization increased, product innovation and probability of market adoption improved.

Organizational centralization is not just a structure within an organization, but it is also related to the style of leadership that is leveraged within the organization (Lim & Moon, 2021). Each leader is going to deploy a style that is specific to them, but the leadership style will be influenced by organizational centralization because that will have a limiting or empowering effect. Lim and Moon (2021) indicated that the Transformational Leadership style has a positive relationship with the positive team outcome of employee helping behavior as moderated by

organizational centralization and formalization. The organizational structure moderated between the leader style and the followers' response. Other findings suggest that organizational centralization can produce both positive and negative results. Walheiser et al. (2021) recognized that organizational centralization can increase and decrease team performance outcomes depending on the type of work that is being conducted. The implication of the finding is that the relationship between organizational structure and team performance can be influenced by other variables to determine team performance. It is possible that one of those variables that influence a positive or negative outcomes is leader humility.

Organizational structures and leadership types influence the performance of an organization and the follower perceptions/performance behaviors (Walheiser et al., 2021). Ceri-Booms et al. (2017) conducted a meta-analysis to understand the difference between task- and person-focused leadership behaviors and their relationship with team performance. Their conclusions suggested that both task-focused and person-focused leadership behaviors significantly and positively affect subjective and objective team performance measures. Task-focused leadership assessed the leader on initiating behavior, transactional behaviors, and boundary spanning. Task-focused leadership is most often associated with centralized organizational structures as the follower is not delegated decisions; rather they are delegated tasks to complete. Person-focused leadership rated leaders based on transformational leadership, charismatic leadership, empowering leadership, coaching-focused leadership, emotionally intelligent leader, and consideration. Person-focused leadership styles are often associated with decentralized organizational structures because the leadership is focused on the state of the follower and ensuring they have the best circumstances to perform.

Furthering this perspective, Wang et al., (2017) observed that servant leadership moderates between LMX differentiation and shared leadership. The higher LMX differentiation, the more negative the relationship with shared leadership. Servant leadership is more consistent with person-focused leadership by definition as it includes high moral standards, attempts to reach consensus, positive perceptions of fair treatment, expressing genuine concern, acting in the best interest of followers, and putting team members' priorities ahead of his or her own interest (Wang et al., 2017). Servant leaders and person-focused leaders are positively related to organizational performance and shared leadership models as they create lower LMX differentiation. Shared leadership models are similar to decentralized organizations because the leadership of the organization is shared across the organizational rather than maintained by a single person or group of people (Singh et al., 2019; Wang et al., 2017)).

A meta-analysis of LMX and team performance conducted by Martin et al. (2016) shows that higher LMX has a positive relationship with team performance. Synthesizing this study with the findings of Wang et al. (2017), higher levels of LMX positively influence team performance, but that is most true under the condition where there is lower LMX differentiation. Higher LMX differentiation will lead to lower levels of LMX across the team and could negatively affect team performance. Furthermore, Chiu et al. (2016) saw a significant positive relationship between leader humility and shared leadership. This relationship was strengthened when the team's proactive personality was high. The study also showed that shared leadership had a positive relationship with team performance, and this was strengthened when team performance capability was high. Ultimately, across studies, it has been detected that leader humility is a strong predictor of shared leadership, shared leadership is a strong predictor of high LMX, and high LMX with lower LMX differentiation is a strong predictor of shared leadership. Shared

leadership and higher LMX are all positively related to team performance. The relationship creates a compelling case for understanding how an organizational structure relates with the level of a leader's humility to alter follower perceptions, follower performance, and ultimately team performance.

A logical progression of the research findings discussed suggests that leader humility in a shared leadership or decentralized organizational context will result in individual follower performance improvement and team performance improvement. However, the findings also suggest that several variables can weaken the relationship with team performance suggesting the possibility that leader humility can be related to a neutral or negative team performance outcome (Ju, 2020). What is unknown is if the indirect relationship between firm performance and leader humility is influenced by organizational structure type: shared leadership versus a more centralized organization. This study will seek to understand whether organizational structure is a predictor of positive and/or negative team performance when combined with leader humility. Additionally, another potentially significant predictor of team performance is follower attachment style.

Follower Attachment Styles

Follower attachment styles explain how followers relate and trust their leaders (Harms et al., 2016). The three primary attachment styles in research today are secure, anxious, and avoidant (Harms et al., 2016). The attachment styles are not zero-sum or mutually exclusive. Followers have a degree of each style and can demonstrate behaviors from multiple attachments styles. Research suggests that follower attachment styles can influence team performance outcomes (Thompson et al., 2016). As previously noted, higher LMX is associated with higher team performance (Martin et al., 2016). One team performance outcome is creative output. Their

research indicates that the insecure attachment style leads to lower team creativity (Kirrane et al., 2019). The employee-leader relationship was influential in determining the outcome.

Follower perceptions of the relationship with his or her leader affects trust and LMX (Chaudhry et al., 2020). Kirrane et al. (2019) detected that follower attachment style can influence LMX level and thus have a relationship with team performance and LMX. These have implications for the level of attachment between the leader and follower. Thompson et al. (2016) hypothesized a relationship between the attachment style of an individual and the LMX relationship with his or her leader. Attachment style is defined as “an individual’s patterns of expectations, needs, emotions, and social behavior that result from a particular history of attachment experiences, usually beginning in relationships with parents” (Mikulincer & Shaver, 2016, p. 25; see also Fraley et al., 2000). There are three primary attachment styles: secure, anxious, and avoidant. Secure styles are led with trust and have secure view of themselves, anxious styles are worried about rejection, and avoidant styles are more independent and skeptical about people (Thompson et al., 2016).

Thompson et al. (2016) observed a relationship between attachment style and LMX. A practical implication of their study was that attachment style strongly influences LMX, especially under certain rough conditions. The conditions create the environment for a stronger or weaker LMX. Anxiously attached person could benefit from emotional self-regulation to handle the impact of anxiousness on his or her leader-follower relationship. In contrast, the avoidant person could benefit from improving his or her relationship capabilities to demonstrate care and commitment to others (Thompson et al., 2016). The attachment style can determine how the leader and the follower interact. By understanding the attachment style of each, one can intentionally navigate relational complexity to determine the most effective way for the leader-

follower dyad to attach in a mutually beneficial relationship. This has implications on the quality of the leader-member exchange. The higher the LMX, the increased likelihood of a positive team performance outcome.

Bharanitharan et al., (2019) sought to understand both the positive and negative outcomes of leader humility on followers' perception through an attachment theory lens. Assessment for attachment theory was rated by understanding follower perception of leader trust and follower self-efficacy. The results suggest that feeling trusted and having a sense of self-efficacy positively predicts whether an individual is willing to challenge the status quo and offer ideas for improvement. Still, there is not a direct relationship between leader humility and the ability to challenge the status quo. That relationship is mediated by follower perception of trust and self-efficacy. Trust is a component of follower attachment style and how they are able to relate to their leader.

Conversely, leader humility, self-efficacy and feeling trusted are strong predictors of whether a person typically demonstrates a defensive response to being challenged (Yang et al., 2021). This research established that leader humility does not always lead to positive outcomes. Instead, leader humility can result in contradictory outcomes. The research conducted by Bharanitharan et al. (2019) suggested that in a leader-follower relationship where there is a secure attachment style, both positive and negative outcomes can occur. Either the follower challenges the status quo (positive response) or becomes defensive (negative response). They conclude that followers can interpret leader humility positively and build a similar positive perception of the leader (Bharanitharan et al., 2019). This suggests the surrounding context is important in how leader humility is received by the follower (Bharanitharan et al., 2019).

That context seems to have an influence on follower perception and overall LMX. But in the research conducted by Bharanitharan et al. (2019), their results were isolated to the secure attachment style producing positive and negative outcomes. Thompson et al.'s (2016) research suggested that LMX is negatively associated with avoidant and anxious attachment styles. If LMX truly is a predictor of the relationship between leader humility and organizational effectiveness, it seems that there are more paths to negative outcomes and negative LMX through attachment theory than to positive LMX. The logical conclusion is that if avoidant and anxious attachment styles have a negative relationship with LMX, then there will be lower LMX weakening the relationship between leader humility and organizational effectiveness. Furthermore, in the secure attachment style, both positive and negative follower outcomes altered the influence of leader humility on organizational effectiveness; however, it did not consider LMX in the leader-follower relationship. Existing literature does not address whether attachment styles and organizational centralization positively or negatively influences the relationship between leader humility and team performance (Bharanitharan et al., 2019).

Follower attachment style is a concept that explains how a follower can relate to the leader. The relationship can influence the performance of the team. Each attachment style influences team performance differently. Leader humility can influence the quality of attachment between the leader and follower which influences the strength of the relationship between leader humility and team performance.

Team Promotion Focus

Team promotion focus, often referred to as collection promotion focus, is a theory where team members have a single vision or goal, they are collectively focused on achieving the goal, and they are risk tolerant on the path to pursuing the goal because they are focused on desired

outcomes (Yang et al., 2021). Higher levels of team promotion focus indicate higher team performance and lower levels of team promotion focus result in lower team performance (Owens & Hekman, 2016). Team promotion focus is opposed to team prevention focus. Promotion focus approaches rewards whereas prevention focus approaches non-punishment (Li et al., 2019).

Prevention and promotion focus comprise the psychological theory known as regulatory focus. The theory has far-reaching implications on how a person perceives and reacts to others. For example, Lechner and Mathmann's (2021) research suggested that promotion focus is more tolerant of specific negative behaviors than prevention focus. Li et al.'s (2019) research indicated higher levels of promotion focus strengthens the relationship between leader humility and the shared mental model. When a team is focused on a desired outcome, they are more tolerant of risk, accepting of negative behaviors, and are able to come together as a group to more precisely focus on a goal (Li et al., 2019). Promotion focus results in a team's willingness to assume turbulence in the process of achieving a goal, while prevention focus results in the team trying to minimize the turbulence which could detract from the goal (Li et al., 2019).

Team promotion focus has been positively related to improved team performance. Lai et al. (2018) found that team promotion focus can produce improved team outcomes versus the alternative construct of team prevention focus. One of the reasons that team promotion focus is associated with improved team performance is because it is much more conducive to team creativity. Those who implement team promotion focus, are fixated on the desired destination of the team rather than the process to get to the destination. Team members are more tolerant of varying paths to an end-state even though it may invite turbulence, distractions, failures, and deviations. Teams who implement prevention focus care more about the path to the goal and avoiding threats. Prevention focused teams are less tolerant of turbulence, distractions, failures,

and deviations. The creative process requires distraction and potential failure because it has to diverge across multiple ideas and paths before it can converge to the right path to produce the intended outcome. Team creativity and innovation is a critical activity for organizational competitiveness (Hundeling et al., 2021). Hundeling et al., (2021) discovered that higher team promotion focus promoted greater idea generation in the early stages of projects. Idea generation faded throughout the duration of the project, but that could be a characteristic of the team getting closer to the finish line and having more clarity on the specifics of the goal. Team creativity and idea generation have been associated with higher team performance indicating that team promotion focus leads to higher team performance as influenced by team creativity.

Lai et al. (2018) observed that transformational leaders have a positive relationship with team promotion focus whereas transactional leadership has a strong relationship with prevention focused. Transformational leadership, which is a person-focused leadership style, will also direct followers towards a vision or a goal which explains the stronger relationship with promotion focus (Lai et al., 2018). Implementation of transactional leadership promotes task-focused behavior. Leaders direct followers to complete individual tasks and are less tolerant of tasks not being completed (Lai et al., 2018). Distractions, failure to execute, and deviation away from the tasks, regardless of a potential positive impact on the future goal, will be less desired because success is determined by task execution in the near-term versus the long-term vision of the goal (Lai et al., 2018). Transformational styles are more conducive to team promotion focus and is also commonly associated with decentralized organizations (Lai et al., 2018; Lim & Moon., 2021). Transactional leadership styles are more conducive to prevention focus, task management and commonly associated with centralized organization where decisions are delegated and tasks are not (Lai et al., 2018; Lim & Moon., 2021).

Transformational leadership has been associated with higher team performance and greater team promotion focus. Research also indicates that transformational leadership is a style associated with overly narcissistic and self-centered leadership tendencies (Liborius, 2017). Both of those characteristics are in opposition to humility. Furthermore, there is empirical evidence that suggests that leader humility is distinct from transformational leadership (Liborius, 2017). These findings make Li et al.'s (2019) findings seem to contradict one another. Research indicated that there is a relationship between leader humility and high team promotion focus (Li et al., 2019; Liborius, 2017). Team promotion focus is related to transformational leadership (Li et al., 2019; Liborius, 2017). Transformational leadership is opposed to leader humility (Li et al., 2019; Liborius, 2017). The three findings do not appear to reconcile easily. However, Liborius (2017) observed that both transformational leadership and leader humility significantly and positively affects a leader's Worthiness to be Followed (WBF). While the two variables may produce inconsistencies, their effect on followers are similar. Additionally, the study found that humility and transformational leadership are highly correlated in predicting WBF.

Team promotion focus and transformational leadership are associated (Lai et al., 2018). While transformational leadership and leader humility have been discovered to be in opposition, they can also be highly correlated in producing improved team performance outcomes such as follower willingness to follow and team promotion focus (Lai et al., 2018). The nature of the relationship between leader humility, team promotion focus, and other influential variables has been relatively unexplored. This research will apply team promotion focus as the criterion variable for improved team performance. Specifically, the research will seek to understand whether the combination of leader humility, organizational centralization, and follower attachment style has a relationship with team promotion focus thus leading to improved team

performance. The combination of the three variables to predict team promotion focus will explore, for the first time, the predictive potential of combining specific organizational structure and leader humility with follower attachment style on team promotion focus.

Subordinate Deviance

Subordinate deviance is a combination of employee behaviors that threatens the well-being of an organization, its members, or both (Ju, 2020). Subordinate deviance behaviors lead to decreased team performance due to the detrimental effects of the behaviors on the team collective. One example of how subordinate deviance negatively affects team performance is the subordinate that acts in a deviant manner has a tendency to hide information from his or her teammates (Singh, 2019). Knowledge hoarding has been found to lead to territorialism within organizations which leads to decreased task performance amongst associates (Singh, 2019). The implication is that as task performance decreases, overall team performance will decrease. Subordinate deviance in this situation can lead to decreased team performance.

There are many causes for workplace deviance. An example is that subordinates gain an entitled perspective because they perceive that their output-to-income ratio is out of balance (Ju, 2020). In this situation, the employee believes that the value he or she is creating or the work he or she produced far exceeds the value of his or her income. The subordinate believes he or she is producing far greater than they are being rewarded. As a result, an attitude of entitlement increases which leads to deviant behavior. The associate believes that the behavior is justified because he or she is being mistreated by the organization, so they are allowed to mistreat the organization in return.

Other research has suggested that subordinate deviance can occur when there is abusive behavior from the supervisor (Shillamkwese et al., 2020). If a supervisor acts in an abusive or

hostile manner to the associate, the associate may act in a way to sabotage the leader and/or organization in retribution for how he or she is being treated. Mo and Shi (2017) observed that there was a strong relationship between ethical leadership and employee burnout, deviant behavior, and task performance. As ethical leadership increased, employee burnout decreased, deviant behavior decreased, and task performance increased. The opposite was also discovered to be true when less ethical behavior was present.

Wu et al. (2020) found that leadership style has a relationship with subordinate deviance. Their research examined the ambidextrous leadership style which includes elements of transformational and transactional leadership. They specifically sought to understand the relationship between ambidextrous leadership and workplace deviance. Transformational and transactional leadership styles by themselves have different relationships with subordinate deviant behaviors. An ambidextrous leadership style combines the two traits into a single relationship with subordinate deviance. Wu et al. (2020) observed that the ambidextrous leadership styles reduces subordinate deviance because it interacts with the subordinates in the leadership styles that is necessary at the time. This could mean that leader humility also has a relationship with subordinate deviance since there are indirect relationships with other variables that are closely related with leadership style.

Research has been conducted that suggests that leader humility can result in subordinate deviance. Ju's (2020) research indicates that when subordinate deviance is present when there is leader humility, it is, in part, due to the follower's perception of the purpose for the leader's humility. If the subordinate believes that leader humility exists because it is the leader acknowledging that the subordinate is superior, then certain followers will have deviant behaviors as a result (Ju, 2020). The subordinate in that situation believes that the leader is

humble not because it is a characteristic of the leader. He or she believes the leader is acting humbly because of their acknowledging similar subordinate action. In this situation, the follower is not acting humble. If a leader acts humbly because the subordinate is superior, then that fits the definition of humility because he or she is acknowledging the strengths and weaknesses of him- or herself and others. The subordinate is at risk for not acting humbly because in this situation he or she believe that he or she is superior to the leader, but he or she is not asking the question as to why the leader is in the leadership position and he or she is not. This is the element of feedback and coachability that the follower is missing. The logical progression of this thought process is that in order for the leader humility to result in a positive team performance outcome, the followers must also exhibit some form humility as well. Otherwise, the followers are at risk acting in a deviant manner which can lead to decreased team performance (Ju, 2020).

Subordinate deviance is behavior conducted by a follower in direct retaliation for one reason or another (Qin et al., 2020). Subordinate deviance leads to decreased team performance (Qin et al., 2020). It can be caused by a follower perception of a leader, because of specific behaviors of a leader, or based on the leadership style of the leader (Ju, 2020). Subordinate deviance has been observed to have a relationship with leader humility (Ju, 2020). What is not understood is other variables that strengthen the relationship between leader humility and subordinate deviance. This research will seek to understand whether organizational centralization and follower attachment style combined with leader humility are a predictor of subordinate deviance.

Leader Humility Research Across Hemispheres

The majority of research conducted on leader humility has been conducted in the Eastern Hemisphere because research suggests that eastern cultures are more prone to humility (Chiu et

al., 2016). Humility is a virtue more heavily espoused in eastern religions and cultures which influence the thinking and behaviors of the people in their professional, spiritual, and personal lives. Seminal research sampled in this research was all conducted in Eastern Hemisphere countries such as China and India (Bharanitharan et al., 2019; Ju, 2020; Qin et al., 2020). Limited research connecting leader humility to team performance has been conducted in the Western Hemisphere. This research will advance the knowledge of leader humility and team performance in the Western Hemisphere and specifically the United States. The study could add a dimension to literature to determine if there is a material difference in leader humility and team performance in a culture that places less emphasis on leader humility.

Summary

Humility is a virtue that is promoted and encouraged in leadership development courses, but the degree to which leader humility actually influences team performance has been relatively unknown until recently. Researchers studying leader humility have found that there is no direct relationship between leader humility and organizational performance. The relationship between leader humility and organizational performance is indirect as influenced by other variables. That relationship can be both positive and negative. Follower perception and performance behaviors influence the relationship between leader humility and team performance, but they represent an incomplete understanding of the indirect relationship.

Follower perception and performance behaviors can be significantly influenced by organizational structure and attachment styles of the leader-follower dyad. Presumably, this will affect the relationship between leader humility and organizational performance. Leader humility could be more meaningful in a shared leader model versus a hierarchical model. Leader/follower attachment style could play a significant role in influencing the impact of leader humility. A gap

in the literature exists regarding an understanding of how the combination of leader humility, organizational centralization, and follower attachment styles positively and negatively influences the relationship with team performance outcomes, specifically team promotion focuses and subordinate deviance.

CHAPTER THREE: METHODS

Overview

This chapter addresses the research design, research questions, hypotheses, participants and setting, instrumentation, procedures, and data analysis. It will explain the design of the research and the appropriateness of the design for the research questions to be answered. The chapter will present the variables to be included within the design, the participants included in the study, and the procedures to collect the data. The data analysis strategy will then be presented to demonstrate how the data will be analyzed.

Design

The research design is a non-experimental, quantitative, predictive correlational design. The purpose of this study is to assess how a combination of leader humility, organizational centralization and follower attachment styles (secure, anxious, avoidant) influence the relationship with positive (team promotion focus) and negative (subordinate deviance) team performance outcomes. The research will address questions about existing leader-follower dyads with the pre-existing predictor variables (leader humility, leadership structure, and follower attachment styles), and will not attempt to manipulate the predictor variables rendering it a non-experimental design (Gall et al., 2007). This is similar to two relevant studies conducted by Owens and Hekman (2016) and Ju (2020). The research is developed to understand characteristics of the group and examine the relationship between variables that exist within the group. The research is non-experimental because it studies an existing group of individuals with pre-existing predictor variables (Gall et al., 2007).

The study is predictive because it seeks to ascertain the predictor variables' influence on the criterion variables (Owens et al., 2013). The design is predictive correlational because the

research is designed to determine if the combination of the predictor variables can predict the criterion variables with any statistical significance (Gall et al., 2007). The predictor variables occur and exist prior the criterion variables. Additionally, it seeks to ascertain the strength and direction of the relationships of the variables to further explore their various combinations of relationship amongst the variables.

The criterion variables that will be studied are team promotion focus and subordinate deviance. Team promotion focus is the combined vision of the team on a single goal or objective (Owens & Hekman, 2016). It occurs when a team promotes shared alignment towards the same goal which often results in better team performance (Beersma et al., 2013; Owens & Hekman, 2016). Team promotion focus is a variable that indicates positive team performance because the team is self-correcting, self-reinforcing, and self-monitoring towards realizing their goals (Owens & Hekman, 2016). Subordinate deviance includes the negative behaviors targeting the organization or organizational members as a natural response to unmet needs (Ju, 2020). Ju (2020) indicated that subordinate deviance is preceded by subordinate entitlement, where deviant behavior is the result of the subordinate legitimately believing he or she is owed something that he or she is not currently receiving.

The predictor variables are leader humility, organizational centralization, and follower attachment style. Leader humility is assessed in two categories: high or low leader humility. High leader humility is an accurate view of self, an accurate view of others' strengths and weaknesses, and the coachability to feedback (Owens & Hekman, 2016). Low leader humility holds an inaccurate view of one's self, an inaccurate view of others' strengths and weaknesses, and is not coachable to feedback (Owens & Hekman, 2016). Leadership structure includes two categories: shared and vertical. Shared leadership is when decisions are decentralized throughout

the organization and are typically made by individuals who are best equipped to make those decisions (Conger & Pearce, 2003, p. 1). Vertical leadership is top-down influence where the emphasis is placed on the behaviors, mind-sets, and actions of a single leader in a team (Conger & Pearce, 2003).

Attachment theory is the construct that seeks to explain an individual's pattern of expectations, needs, emotions, and social behavior that result from past experiences (Fraley et al., 2000). Follower attachment style is based on attachment theory which is described as a "person's innate tendency to seek proximity with individuals they trust to protect them in times of distress" (Harms et al., 2016, p. 1855). There are three categories of follower attachment style: secure, anxious, and avoidant. Secure styles are trustful and can attach quickly to others, anxious styles are skeptical of the ability to attach and are worried about rejection, and avoidant styles are emotionally detached and uncomfortable attaching (Thompson et al., 2016).

The research question seeks to address how the predictor variables influence the dependent variable in a single group (Owens & Hekman, 2016). The design is a non-experimental, quantitative, predictive correlational design. The statistical analysis will be conducted with multiple linear regression. The study will seek to understand the strength and direction of the relationship between the variables.

Research Questions

RQ1: How accurately can team promotion focus be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

RQ2: How accurately can subordinate deviance be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

Null Hypotheses

H₀1: There exists no significant predictive relationship between the criterion variable (team promotion focus) and the linear combination of predictor variables (follower attachment style, leader humility, and leadership structure) for United States-based leader-follower dyads.

H₀2: There exists no significant predictive relationship between the criterion variable (subordinate deviance) and the linear combination of predictor variables (follower attachment style, leader humility, and leadership structure) for United States-based leader-follower dyads.

Participants and Setting

Population

The population includes followers in the United States that have been a member of a leader-follower dyad for one or more years. The participants are geographically located in the United States. Participants are employees of for-profit and not-for-profit corporations. Fields include financial services, technology, and case management organizations. There were 93 number of participants who volunteered for the study and returned the survey.

Participants

The participants for the study will be drawn from a convenience sample of subordinates located in the United States and indicate they meet the followership criteria identified. The participants will confirm they meet the followership criteria or their data will be excluded from the results. The follower has been a subordinate of the leader for one or more years. For this study, 93 participants were sampled which, according to Gall et al. (2007) exceeds the required minimum of 66 for a multiple linear regression when assuming a medium effect size with statistical power of .7 at $\alpha = .05$.

Setting

The setting for data collection was an online survey that participants completed on their personal device of choice. The survey will be distributed via two methods. The methods include emailing a link of the survey to executives known by the researcher for them to distribute to their organization and posting the survey on the researcher's social media. The survey was disseminated through personal and professional email addresses. Participants were able to complete the survey from any setting they were able to access the internet.

Instrumentation

The instruments will be consolidated into a single online survey and sent to the sample via email. The instruments are designed for participants to rate their leaders. The leader-follower dyad tenure is to ensure that followers have exposure to their leader and the leader-follower dyad to be able to rate their own experience with the leader and the leader's characteristics outlined in the instruments. The instruments will be completed by followers to self-rate, rate their teams, or rate their leaders. Approximately 10 minutes is required to complete the survey.

Leader Humility

Leader humility will be measured using Owens et al., (2013) nine-item Leader Humility Follower Self-Rate scale that reflects the three proposed dimensions of humility. The purpose of the instrument is for the follower to rate his or her leader on humility. The nine-items addressed via the instrument require followers to rate their leaders per different dimensions of humility such as self-awareness and receptivity to feedback. Owens et al. (2013) developed the instrument in 2013 to provide a valid measurement of humility recognizing that past measures have been largely subjective and theoretical. The instrument was validated in a study performed by Rego et al., (2019) by performing confirmatory factor analysis (CFA) which had a comparative fit index

(CFI) = .98. The instrument has been administered in multiple studies (Chiu, et al., 2016; Owens & Hekman, 2016; Rego et al., 2019). There are three dimensions to the instrument: drawing attention to other's strengths, being open to others' ideas and perspectives, and being willing to acknowledge personal limits (Owens & Hekman, 2016).

The instrument responses include a five-point Likert scale that ranged from Strongly Agree to Strongly Disagree. Responses are as follows: Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, and Strongly Disagree = 1. The highest possible average score is a 5 representing high humility and 1 is the lowest possible average score representing low humility. An average score above 2.5 was considered high humility. An average score below 2.5 is considered low humility. Cronbach's Alpha for this instrument was .95 which measures the reliability of a multiple-question Likert Scale survey (See Appendix D for reliability table). A Cronbach Alpha score of .95 represents strong reliability. The instrument "has shown strong predictive validity for humility in a leadership role" (Owens & Hekman, 2016, p. 1094). The scale requires three minutes to complete. Permission has been granted to administer instrument with proper citation. (See Appendix B).

Team Promotion Focus

Team promotion focus will be measured via Owens and Hekman's (2016) team-adapted version of van Kleef et al. (2005) and Lockwood et al.'s (2002) four-item Individual-level Promotion Focus Scale. The purpose of the adapted instrument is for the follower to self-rate the team's promotion focus on a single goal. The construct type is to measure the team's emergent state of shared motivation. The instrument was developed in the early 2000's for followers to self-rate the team's ability to focus and achieve their goals as promotion focus became a more widely researched concept and there was no valid instrument (Owens & Hekman, 2016).

The instrument has been administered in numerous studies (Beersma et al., 2013; Dimotakis et al., 2012; Levine et al., 2000). The instrument is considered valid and has been validated using confirmatory factor analysis which resulted in a CFI = .97 (Owens & Hekman, 2016; Rietzschel, 2011). The instrument construct comprises three dimensions: the team's ability to achieve ambitions, achieving the success the team hopes to achieve in the future, and achieving the team's hopes and aspirations. Cronbach's Alpha for the instrument was .92 which measures the reliability of a multiple-question Likert Scale survey (See Appendix D). A Cronbach Alpha score of .92 shows strong reliability. The instrument responses are recorded via a five-point Likert scale that ranged from Strongly Agree to Strongly Disagree. Responses were as follows: Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, and Strongly Disagree = 1. The average score across the four items will be calculated. Any score above 2.5 is high collective promotion focus. Any score below 2.5 is low collective promotion focus. The survey requires three minutes to complete. Permission has been granted to administer the instrument with proper citation. (See Appendix C).

Attachment Styles

Attachment Styles will be measured via the Self-report Relationship Questionnaire developed by Bartholomew and Horowitz (1991). The purpose of the instrument is for followers to self-rate their relationship or attachment style. Relationship and attachment are used interchangeably by the developer. The instrument was developed in the early 1990's because there were no valid instruments for followers' to rate their attachment style. The developers used a combination of interviews, friend-reported questionnaire, and self-reported questionnaires to develop the scale. Multiple validity tests were conducted to test for model scalability, differentiation amongst attachment styles, and differentiation amongst interpersonal backgrounds

(Bartholomew & Horowitz, 1991; Harms et al., 2016). The scale has been administered in multiple studies and considered a valid instrument (Harms et al., 2016; Kidd et al., 2011).

The construct of the survey includes four paragraphs describing attachment patterns (secure, preoccupied, fearful, and dismissing). The attachment patterns are mapped to the three attachment styles (secure, anxious, and avoidant). Cronbach's Alpha for the instrument ranged from 0.72 to 0.96 (Scharfe & Bartholomew, 1994). Participants will rate the degree to which the description applies to them via a 7-point Likert scale. Followers rank each paragraph on a seven-point Likert scale. The Likert scale responses are: Strongly Agree = 7, Neutral = 4, and Strongly Disagree = 1. Two scores will be produced: one for anxious and one for avoidant style. Anxious and Avoidant styles will be calculated with the following equations: anxious attachment = $[(\text{fearful} + \text{preoccupied}) - (\text{secure} + \text{dismissing})]$ and avoidant attachment = $[(\text{fearful} + \text{dismissing}) - (\text{secure} + \text{preoccupied})]$ (Harms et al., 2016). The questionnaire takes three minutes to complete. The Attachment Style self-report questionnaire is open source and the author allows administration of the instrument with proper citation (Bartholomew & Horowitz, 1991).

Subordinate Deviance

Subordinate deviance will be measured using the 10-item Counter Productive Work Behavior Checklist scale (CWB-C) using a 5-point Likert scale developed by Spector et al., (2006) and used by Ju (2020). The purpose of the CWB-C scale is to have followers self-rate their own deviant behavior. The scale was developed because there was not a valid instrument where follower's self-rate their own deviant behavior. They chose a follower self-rate scale because their operating premise is that followers with deviant behavior usually have these behaviors in private. It is considered a valid instrument to measure subordinate deviance and was

validated using CFA testing resulting in a CFI = .97 (Ju, 2020). The self-report scale is relatively common in literature as it has been leveraged in multiple studies as it has proved a valid scale in measuring subordinate deviance (Mitchell & Ambrose, 2007; Owens et al., 2019; Yam et al., 2018).

The construct of the instrument is designed to examine two dimensions of subordinate deviance across 10-items: interpersonal deviance and organizational deviance (Spector et al., 2006). Interpersonal deviance is deviance targeted at another individual and the social-professional relationship (Ju, 2020). Organizational deviance is directed towards the team or organization to create negative outcomes (Ju, 2020). Cronbach's Alpha of the scale was 0.86, which shows strong reliability. The instrument comprised a five-point Likert scale that ranged from Strongly Agree to Strongly Disagree. Responses were as follows: Never = 1, One or Twice = 2, Once or Twice/month = 3, Once or Twice/Week = 4 and Every Day = 5. 50 is the highest possible score representing high subordinate deviance and ten is the lowest possible score representing low subordinate deviance. It requires approximately three minutes to complete the survey. The Subordinate Deviance self-report questionnaire is open source and the author allows administration of the instrument with proper citation (Spector et al., 2006).

Organizational Centralization

Organizational centralization will be measured using a 5-item Centralization Scale developed by Ferrell and Skinner in 1988. The purpose of the instrument was for followers to self-rate the level of centralization in the organization. The instrument was developed because centralization as a formal research topic was new in 1988 and there was not a follower self-rate instrument that measured organizational centralization (Ferrell & Skinner, 1988). The instrument has been administered in multiple studies and considered a valid instrument to assess the level of

centralization in an organization (Kaufmann et al., 2019; Lee, 2020; Yen & Teng, 2013).

There are two dimensions to the construct to identify authority and centralization: the leader's position in the organization and the compliance of subordinates because they perceive the leader's position as having the legitimate right to exercise authority. It is considered a valid instrument to measure subordinate deviance and was validated using CFA testing resulting in a CFI = .95 (Yen & Teng, 2013). Cronbach's Alpha score of the instrument is 0.83 which shows strong reliability. The instrument used a five-point Likert scale that ranged from Strongly Agree to Strongly Disagree. Responses were as follows: Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, and Strongly Disagree = 1. 25 is the highest possible score representing high centralization (vertical leadership) and 5 is the lowest possible score representing low centralization (shared leadership). Scores above 12.5 are considered vertical. Scores below 12.5 are shared leadership. The scale requires approximately three minutes to complete. American Marketing Association (AMA) owns the copyright for the scale and has open sourced the scale for research purposes. AMA publishes their content through JSTOR who specifies the terms and condition for administration of the scale with proper citation.

Procedures

IRB Approval

The researcher gained Institutional Review Board (IRB) approval through Liberty University's formal IRB process. A research proposal was developed and reviewed by the research committee. Upon approval by the committee, an IRB application was submitted to the research chair. The research chair approved the IRB application to be submitted through an online application portal. The IRB approved the research. Data collection was authorized to begin.

Eliciting Participants

Sample participants were selected through convenience sampling from companies in the United States. Participants were sent the survey via email or social media to complete following IRB approval (Appendix E). The researcher selected companies where he maintained personal relationships with executive team members. Executives were sent a template email that was distributed to members of their organization which included the cover letter, participant consent authorization, and link to the online survey (See Appendix F for template email). The researcher selected companies where he maintained personal relationships with executive team members. Executives were sent a template email that was sent out to members of their organization which included the cover letter, participant consent authorization, and link to the online survey (See Appendix F for template email). The email included a request to complete the survey with a cover letter, participant consent authorization, and a questionnaire to confirm they met the participant requirements. A social media recruitment letter inclusive of the survey link was posted on the researcher's social media page for participants to complete the survey. See Appendix F for email cover letter, social media recruitment letter, participant consent form, and confirmation.

Survey Creation

A single survey was created through SurveyMonkey which is an online survey tool. The survey included a consent page and five pages consisting of one instrument per page. The consent page included a participant consent authorization form and acceptance of consent. Each page of the survey including an instrument will comprise the same number of questions as there are items in the instrument. The survey will include pagination to navigate from one page to the next. The survey link was included in an email that was sent to the executives and on a social

media post from the researcher's personal profile. The email included a request to complete the survey with a cover letter, participant consent authorization, and a questionnaire to confirm they met the participant requirements. The social media post included the recruitment post with survey link. See Appendix F for cover letter, social media recruitment post, participant consent form, and confirmation.

Description of Procedures

The researcher emailed the executives a copy of the single survey to complete online through Survey Monkey within a four-week period including instructions to disseminate throughout their organization through the initial email. The researcher also posted the social media recruitment letter with a link to the survey on social media. The researcher consolidated the data into a single database as the responses were received through SurveyMonkey. The survey results were anonymized through a setting in the online tool. The researcher entered the data from the online tool into a database to begin analysis. Data were secured by password protection. The data were archived at completion of the study.

Data Analysis

Data for each of the two research questions will be analyzed using multiple linear regression. The rationale for conducting multiple linear regression is that the researcher seeks to understand the predictive relationship of the three predictor variables (leader humility, leadership structure, follower attachment style) and the criterion variables (team promotion focus and subordinate deviance). Additionally, the data will be derived from a single group. Linear regression forecasts effects or changes to the criterion variables based on changes from the predictor variables (Gall et al., 2007). The research question seeks to address how the predictor variables influence the positive and negative team performance outcomes (dependent variables).

Descriptive statistics will be calculated to include mean, standard deviations, and range of scores for all continuous variables (Gall et al., 2007). The data will be visually screened to check for missing data points and inaccuracies. Appropriate assumption testing for multiple linear regression will also be conducted. Scatter plots will be constructed depicting all pairs of predictor/criterion variables and also examine for extreme bivariate outliers (Gall et al., 2007). The test of linearity and bivariate normal distribution will be conducted to determine if the variables produce a normal distribution when added together (Gall et al., 2007). The assumption will be met if the scatterplot matrix depicts the classic cigar-shape (Gall et al., 2007).

Lastly, the assumption of non-multicollinearity among the predictor variables will be tested to determine if the predictor variables are highly correlated essentially providing the same information (Gall et al., 2007). Multicollinearity will be tested via tolerance measurements and Variance Inflation Factor (VIF). Tolerance measurements determine if scores are below 0.8 and VIF determines if values are below 10.00. If tolerance is above 0.8, then multicollinearity is low, and the variables are not too closely related. If VIF is above 10, then the predictor/criterion variables are highly correlated which would adversely affect the results of the regression analysis. For H_{01} and H_{02} , a multiple regression test will be conducted to predict the value of the criterion variables based on the predictor variables. Effect size of the study will be reported as small, medium, or large to explain the significance of the findings. Cohen's f -squared is the statistic that will be reported for effect size which is a measure of local effect size for a continuous variable within a multiple regression model (Gall et al., 2007). The null hypothesis will be rejected at the 97% confidence level. Since two multiple linear regressions will be conducted, a Bonferroni correction is needed to guard against type I error. The α level is calculated to be: $0.05/2 = .025$, rounded to .03 (Gall et al., 2007).

CHAPTER FOUR: FINDINGS

Overview

This chapter addresses the research questions, null hypotheses, data screening, descriptive statistics, and results from each study. It will explain the statistical and data screening procedure for each hypothesis. The assumption tests conducted will be explained. Inferential statistics that were conducted for each hypothesis test including the appropriate tables and figures will be presented. The results will show where the null hypotheses were rejected or failed to be rejected.

Research Questions

RQ1: How accurately can team promotion focus be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

RQ2: How accurately can subordinate deviance be predicted in the United States by a combination of leader humility, follower attachment style, and leadership structure?

Null Hypotheses

H₀1: There exists no significant predictive relationship between the criterion variable (team promotion focus) and the linear combination of predictor variables (follower attachment style, leader humility, and leadership structure) for United States-based leader-follower dyads.

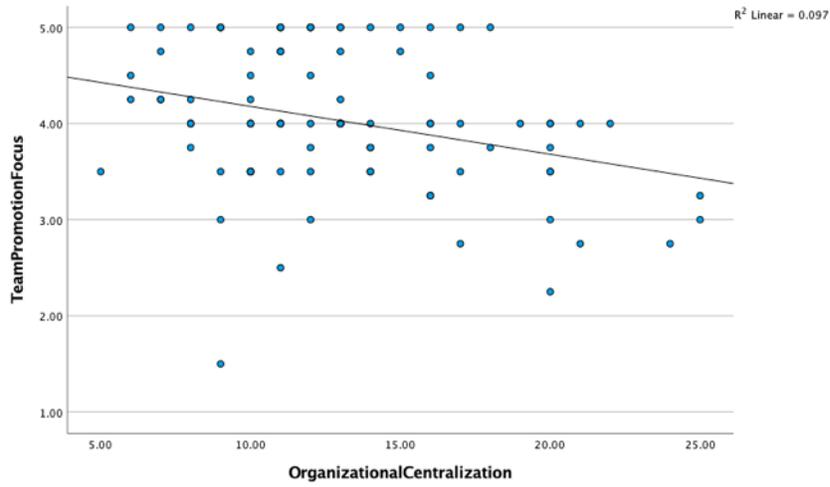
H₀2: There exists no significant predictive relationship between the criterion variable (subordinate deviance) and the linear combination of predictor variables (follower attachment style, leader humility, and leadership structure) for United States-based leader-follower dyads.

Data Screening

There were 130 participants who responded to the survey. RQ1 and RQ2 required the same data set for predictor variables. The data was visually screened. Ninety-three participants

Figure 2

Organizational Centralization/Team Promotion Focus Scatterplot

**Figure 3**

Anxious Attachment/Team Promotion Focus Scatterplot

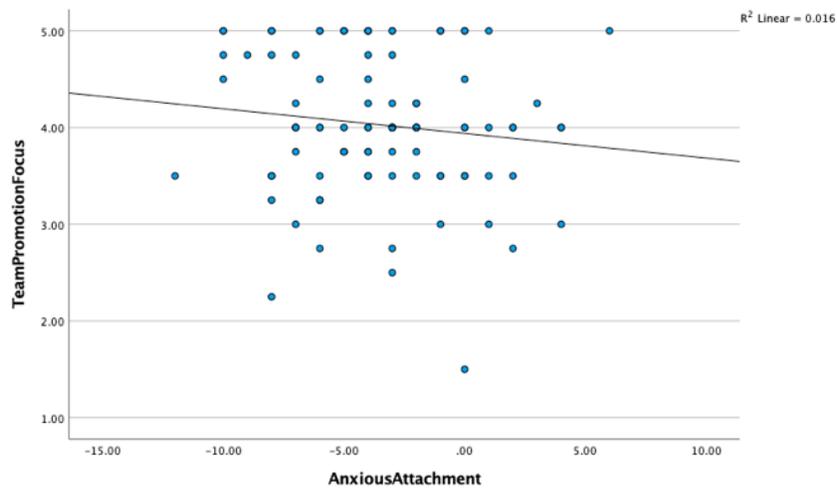


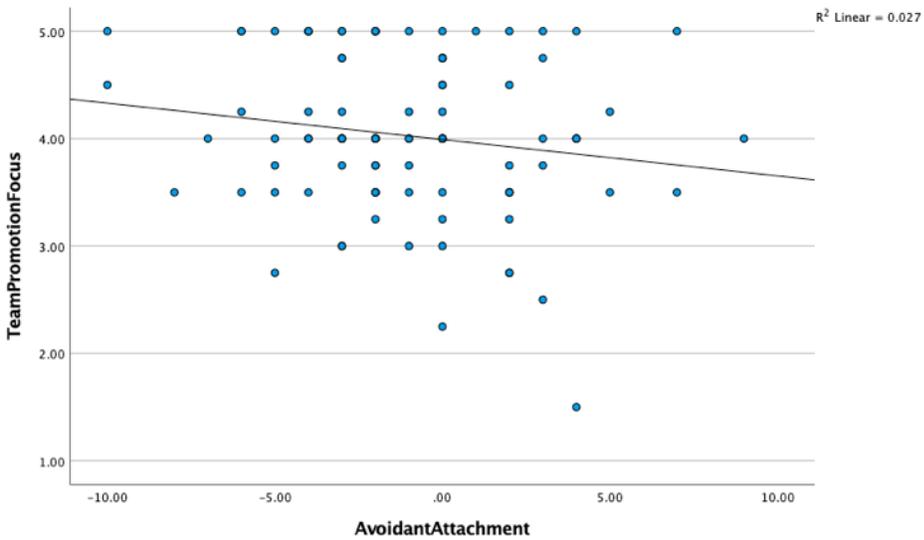
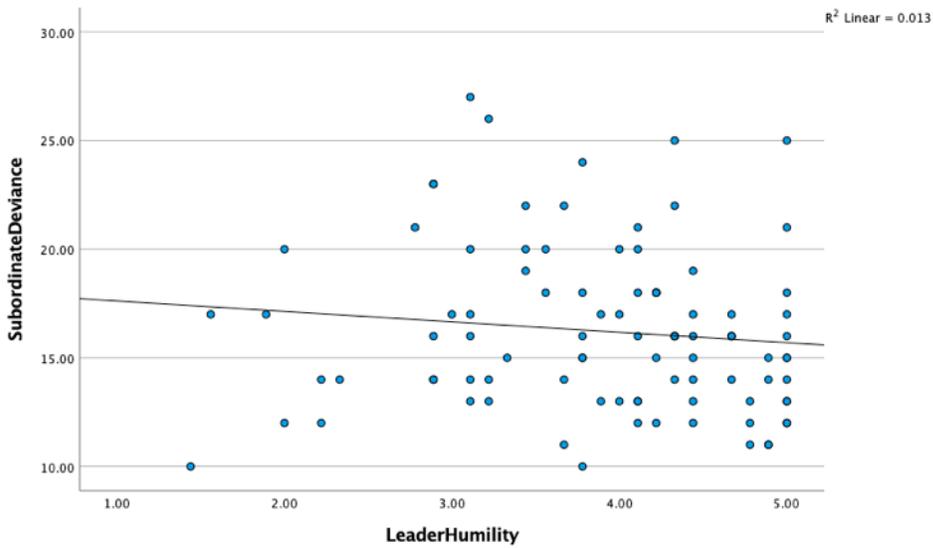
Figure 4*Avoidant Attachment/Team Promotion Focus Scatterplot***Figure 5***Leader Humility/Subordinate Deviance Scatterplot*

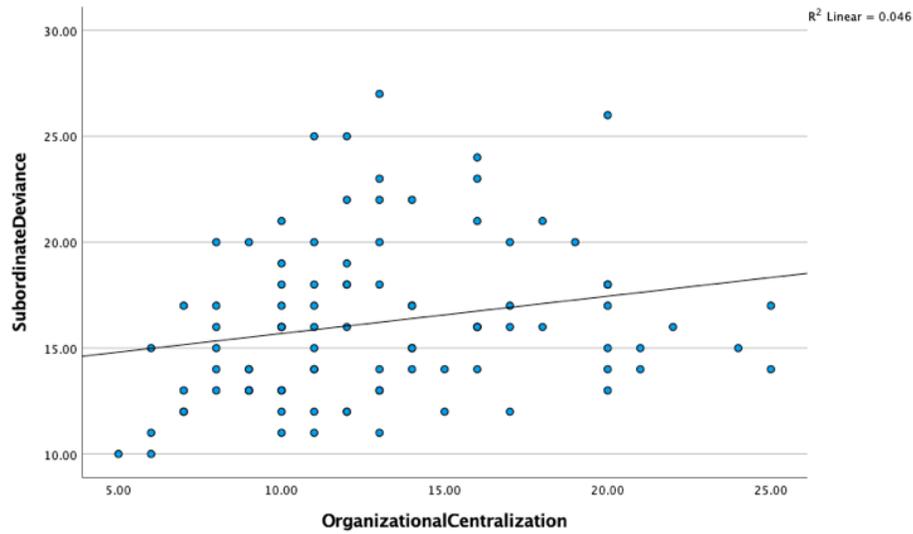
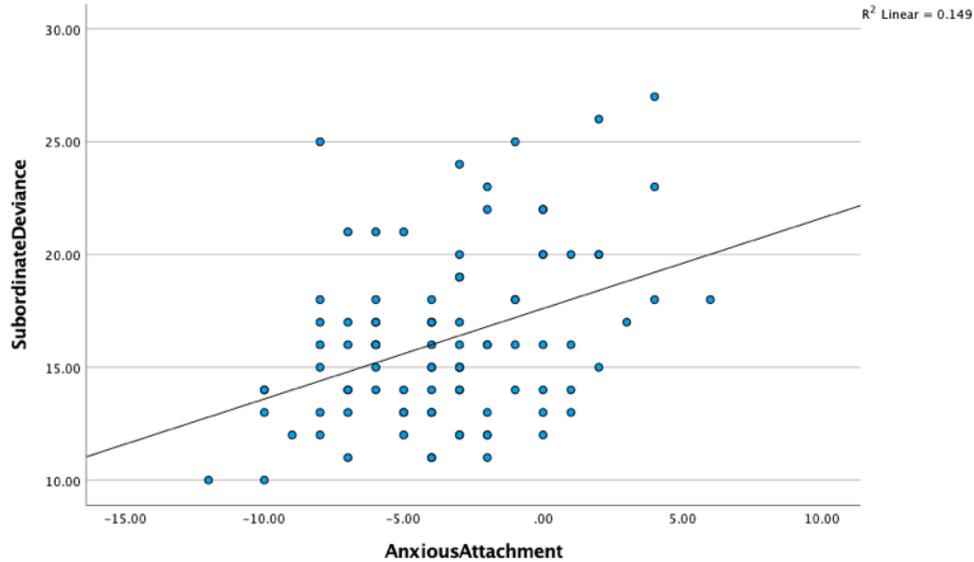
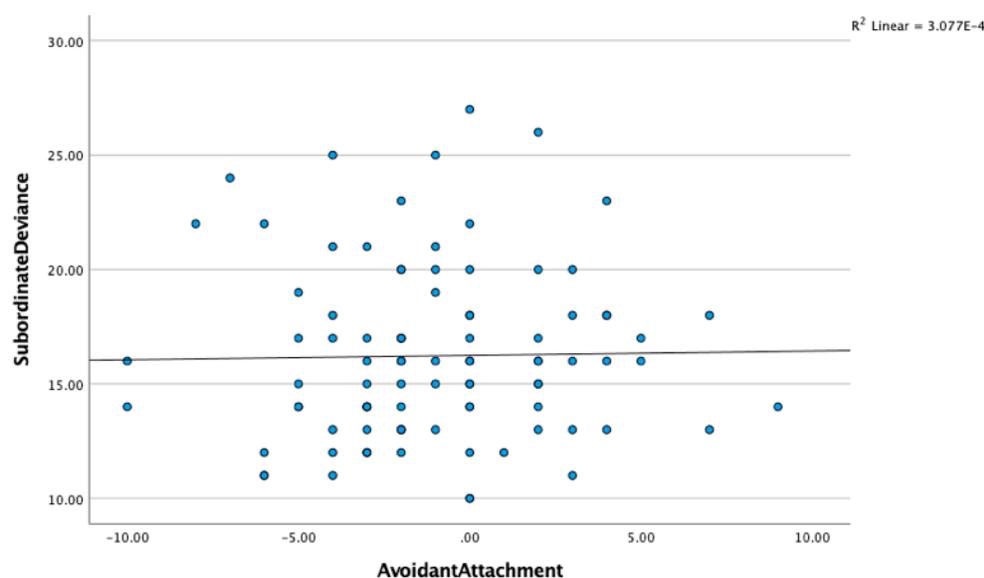
Figure 6*Organizational Centralization/Subordinate Deviance Scatterplot***Figure 7***Anxious Attachment/Subordinate Deviance Scatterplot*

Figure 8*Avoidant Attachment/Subordinate Deviance Scatterplot***Descriptive Statistics**

Descriptive statistics were obtained on each of the variables. The predictor variables for RQ1 and RQ2 were the same. Leader humility scores range from 1 to 5 with an average score of 3.90 and standard deviation of 0.89. A high score of 5 means the leader has high humility, whereas a low score of 1 means that the leader has low humility. Organizational centralization scores range from 5 to 25 with an average score of 13.04 and standard deviation of 4.59. A high score of 25 means the organization is highly centralized, and a low score of 5 means that the organization is highly decentralized. The follower attachment style instrument produced two scores: an anxious attachment style score and an avoidant attachment style score. Each attachment style score ranges from -12 to 12. The anxious attachment style score had an average score of -3.44 and standard deviation of 3.65. A high score of 12 means the follower projects a highly anxious attachment style and a low score of -12 means the follower has a low anxious attachment style. The avoidant attachment style score produced an average score of -1.03 and a

standard deviation of 3.55. A high score of 12 means the follower has a highly avoidant attachment style and a low score of -12 means the follower has a low avoidant attachment style. The criterion variable for RQ1 was team promotion focus. Scores ranged from 1 to 5 with an average score of 4.03 and a standard deviation of 0.73. A high score of 5 means the team has high team promotion focus, and a low score of 1 means the team has low team promotion focus. The criterion variable for RQ2 was subordinate deviance. Scores ranged from 10 to 50 with an average score of 16.23 and a standard deviation of 3.79. A high score of 50 means the individual has high subordinate deviance, and a low score of 10 means the individual has low subordinate deviance. Descriptive statistics can be located in Table 1.

Table 1

Descriptive Statistics

Variable	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>
Leader Humility	93	1.44	5.00	3.8992	.88686
Organizational Centralization	93	5.00	25.00	13.0430	4.58711
Anxious Attachment	93	-12.00	6.00	-3.4409	3.64591
Avoidant Attachment	93	-10.00	9.00	-1.0323	3.54613
Team Promotion Focus	93	1.50	5.00	4.0269	.73394
Subordinate Deviance	93	10.00	27.00	16.2258	3.78822

Research Question One

Assumption Tests

Assumption of Linearity

Multiple linear regression requires that the assumption of linearity be met. Linearity was examined via scatter plots depicting all pairs of predictor/criterion variables. The assumption will be met if the scatterplot matrix depicts the classic cigar-shape (Gall et al., 2007). The assumption of linearity was met for each pair of predictor/criterion variables. The scatterplots were also examined for extreme bivariate outliers. No extreme bivariate outliers were identified. See Figures 1 through 4 for scatterplots.

Assumption of Independence of Observation

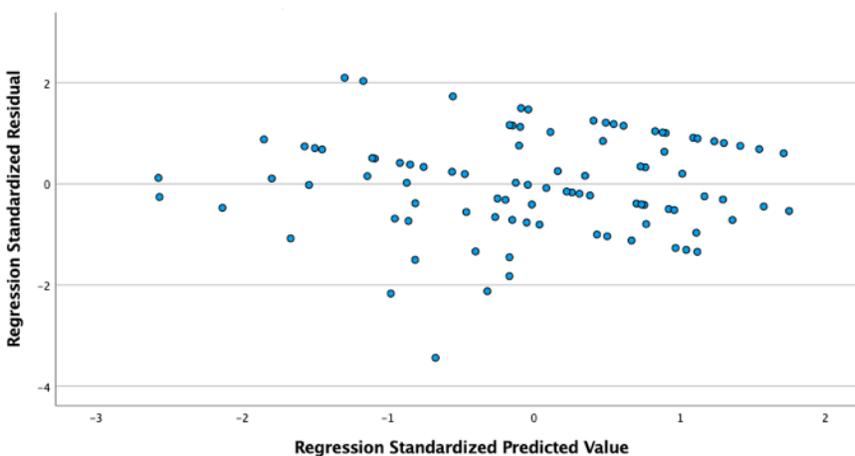
Independence of Observation assumes that each observation is independent of one another. The survey for this research was anonymous making it impossible to guarantee that a participant did not complete the survey more than once. The researcher screened the results to look for identical results indicating the possibility of duplicate observations. No two survey responses were identical.

Assumption of Homoscedasticity of Residuals

Multiple regression requires that the assumption of homoscedasticity is met. Homoscedasticity was examined using a scatterplot of the residuals. To meet the assumption of homoscedasticity, the data should not have an obvious pattern or a tight distribution. The assumption of normality of residuals was tenable. See Figure 9 for the scatterplot.

Figure 9

Scatterplot of Residuals



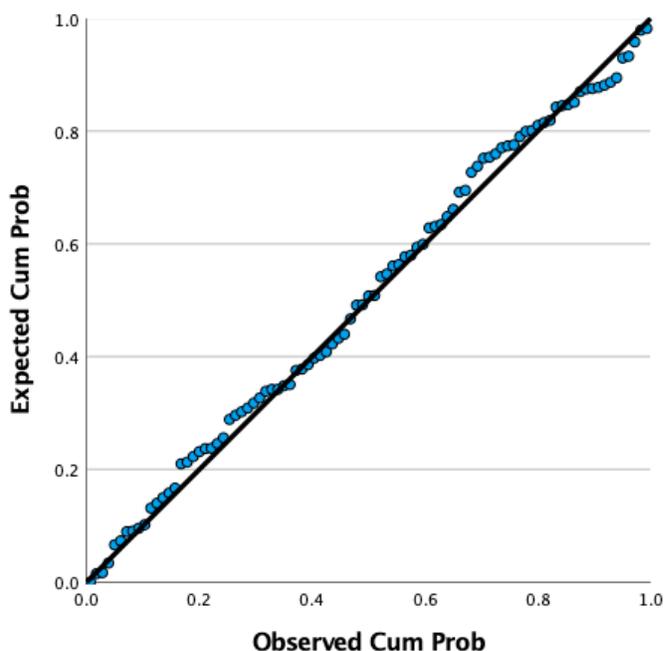
Assumption of Normal Distribution of Residuals

Multiple regression requires that the assumption of normality of residuals is met. Normality of residuals was examined using a Normal P-P Plot of Regression Standardized Residual. If the data are normal, the data will follow the normality line. If the data are not

normal, they will highly deviate from the normality line. The assumption of normality of residuals was tenable. See Figure 10 for Normal P-P Plot.

Figure 10

Normal P-P Plot of Regression Standardized Residual



Assumption of Auto-Correlation

The Durbin-Watson statistic was conducted to measure autocorrelation. A value of 2 indicates zero autocorrelation. A value between 2-4 indicates negative autocorrelation while a value of 0-2 indicates positive autocorrelation. A value in the range 1.5-2.5 indicates relatively normal autocorrelation. The Durbin-Watson value was 1.806 indicating a positive correlation of residuals, but within the range of normal autocorrelation. The assumption was tenable. See Table 3 for the Durbin-Watson value.

Assumption of Multicollinearity Results

Multiple regression requires that the assumption of non-multicollinearity is tenable. Multicollinearity was examined via tolerance measurements and Variance Inflation Factors

(VIF). Tolerance measurements determine if scores are below 0.8 and VIF determines if values are below 10.00. If tolerance is above 0.8, then multicollinearity is low, and the variables are not too closely related. If VIF is above 10, then the predictor/criterion variables are highly correlated which would adversely affect the results of the regression analysis. All VIF values are below 10.00. All tolerance measurements are above 0.8. The assumption of non-multicollinearity was tenable. The VIF values for each variable were particularly close to 1.0 indicating the variables are mostly independent of one another. See Table 4 for the coefficient table.

Results

A multiple regression analysis was conducted to determine a potential predictive relationship between the predictor variables (leader humility, organizational centralization, follower attachment style) and the criterion variable, team promotion focus. All the assumptions were tenable. Since two multiple linear regressions were conducted on the same dataset, a Bonferroni correction was calculated to guard against type I error. The α level is calculated to be: $0.05/2 = .025$, rounded to .03 (Gall et al., 2007). The researcher rejected the null hypothesis at the 97% confidence level where $F(4, 88) = 5.679, p < .001$. There was a statistically significant predictive relationship between the combination of predictor variables and the criterion variable. The model effect size was medium with $R^2 = .205$ indicating that approximately 20.5% of the variance of Team Promotion Focus scores can be explained by its linear relationship with the predictor variables. See Table 2 for regression model results, Table 3 for model summary, and Table 4 for coefficients.

Table 2*Regression Model Results*

Model		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	Significance
1	Regression	10.167	4	2.542	5.679	<.001 ^b
	Residual	39.391	88	.448		
	Total	49.558	92			

- a. Dependent Variable: Team Promotion Focus
 b. Predictors: (Constant), Avoidant Attachment, Organizational Centralization, Anxious Attachment, Leader Humility

Table 3*Model Summary*

Model	<i>R</i>	<i>R</i> ²	Adjusted R Square	<i>SE</i>	Durbin-Watson
1	.453 ^a	.205	.169	.66904	1.806

- a. Predictors: (Constant), Avoidant Attachment, Organizational Centralization, Anxious Attachment, Leader Humility
 b. Dependent Variable: Team Promotion Focus

Table 4*Coefficients*

Model		Unstandardized		Standardized		<i>t</i>	Sig.	Collinearity Statistics	
		<i>B</i>	<i>SE</i>	Beta	Coefficients			Tolerance	VIF
1	(Constant)	3.466	.433			8.001	<.001		
	Leader Humility	.243	.081	.294		2.986	.004	.933	1.072
	Organizational Centralization	-.037	.016	-.230		-2.339	.022	.936	1.069
	Anxious Attachment	-.020	.020	-.099		-1.024	.308	.959	1.043
	Avoidant Attachment	-.022	.020	-.107		-1.110	.270	.964	1.038

- a. Dependent Variable: Team Promotion Focus

Research Question Two**Assumption Tests***Assumption of Linearity*

Multiple linear regression requires that the assumption of linearity be tenable. Linearity was examined via scatter plots depicting all pairs of predictor/criterion variables. The assumption will be tenable if the scatterplot matrix depicts the classic cigar-shape (Gall et al., 2007). The assumption of linearity was tenable for each pair of predictor/criterion variables. The scatterplots

were also constructed to examine for extreme bivariate outliers. No extreme bivariate outliers were identified. See Figures 5 through 8 for scatterplots.

Assumption of Independence of Observation

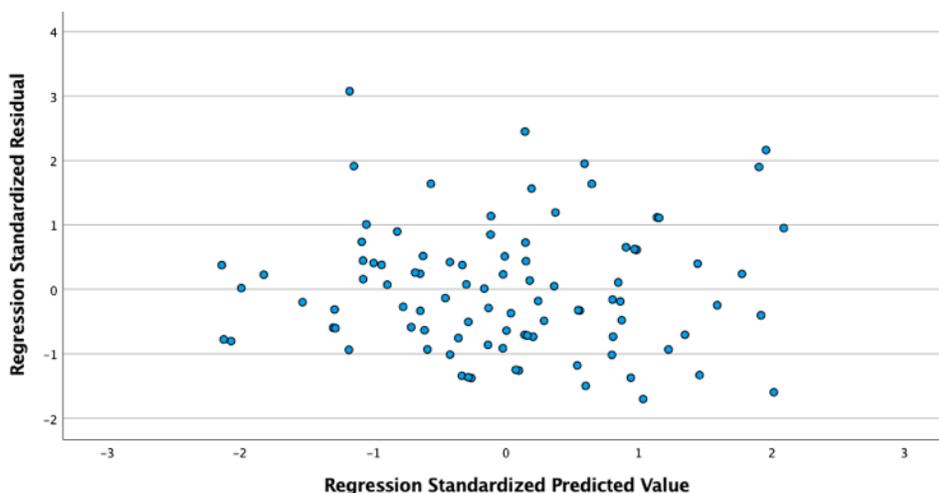
Independence of Observation assumes that each observation is independent of one another. The survey for this research was anonymous making it impossible to guarantee that a participant did not complete the survey more than once. The researcher screened the results to look for identical results indicating the possibility of duplicate observations. No two survey responses were identical.

Assumption of Homoscedasticity

Multiple regression requires that the assumption of homoscedasticity is tenable. Homoscedasticity was examined via a scatterplot of the residuals. To meet the assumption of homoscedasticity, the data should not produce an obvious pattern or a tight distribution. The assumption of normality of residuals was tenable. See Figure 11 for the scatterplot.

Figure 11

Scatterplot of Residuals

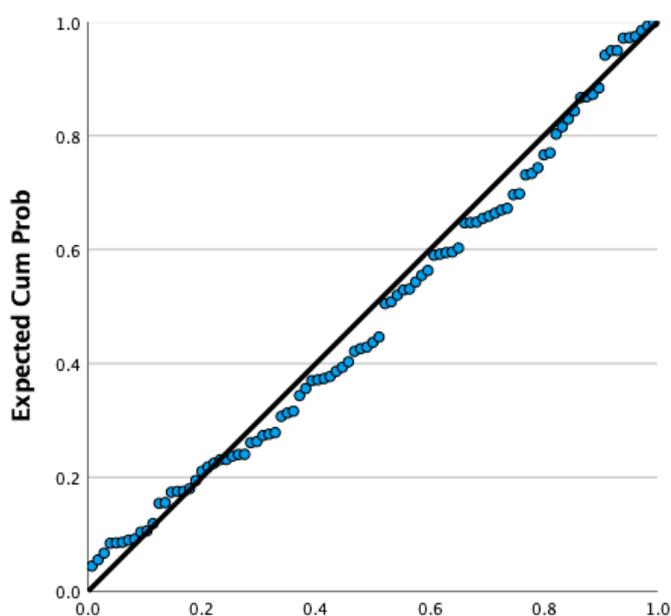


Assumption of Normal Distribution of Residuals

Multiple regression requires that the assumption of normality of residuals is tenable. Normality of residuals was examined via a Normal P-P Plot of Regression Standardized Residual. If the data are normal, the data will follow the normality line. If the data are not normal, it will highly deviate from the normality line. The assumption of normality of residuals was tenable. See Figure 12 for Normal P-P Plot.

Figure 12

Normal P-P Plot of Regression Standardized Residual



Assumption of Auto-Correlation

The Durbin-Watson statistic was calculated to measure autocorrelation. A value of 2 indicates zero autocorrelation. A value between 2 through 4 indicates negative autocorrelation while a value of 0 through 2 indicates positive autocorrelation. A value in the range 1.5 to 2.5 means relatively normal autocorrelation. The Durbin-Watson value was 2.11 indicating a negative correlation of residuals, but within the range of normal autocorrelation. The assumption was tenable. See Table 6 for the Durbin-Watson value.

Assumption of Multicollinearity Results

Multiple regression requires that the assumption of non-multicollinearity is met. Multicollinearity was examined using tolerance measurements and Variance Inflation Factors (VIF). Tolerance measurements determine if scores are below 0.8 and VIF determines if values are below 10.00. If tolerance is above 0.8, then multicollinearity is low, and the variables are not too closely related. If VIF is above 10, then the predictor/criterion variables are highly correlated which would adversely affect the results of the regression analysis. All VIF values are below 10.00. All tolerance measurements are above 0.8. The assumption of non-multicollinearity was tenable. The VIF values for each variable were particularly close to 1.0 indicating the variables are mostly independent of one another. See Table 7 for the coefficient table.

Results

A multiple regression analysis was conducted to determine a potential predictive relationship between the predictor variables (leader humility, organizational centralization, follower attachment style) and the criterion variable, subordinate deviance. All the assumptions were tenable. Since two multiple linear regressions were conducted on the same dataset, a Bonferroni correction was calculated to guard against type I error. The α level is calculated to be: $0.05/2 = .025$, rounded to .03 (Gall et al., 2007). The researcher rejected the null hypothesis at the 97% confidence level where $F(4, 88) = 5.194, p < .001$. There was a statistically significant predictive relationship between the combination of predictor variables and the criterion variable. The model's effect size was medium where $R^2 = .191$ indicating that approximately 19.1% of the variance of Subordinate Deviance scores can be explained by its linear relationship with the predictor variables. See Table 5 for regression model results, Table 6 for model summary, and Table 7 for coefficients.

Table 5*Regression Model Results*

Model		<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	Significance
1	Regression	252.182	4	63.045	5.194	<.001 ^b
	Residual	1068.076	88	12.137		
	Total	1320.258	92			

- a. Dependent Variable: Subordinate Deviance
 b. Predictors: (Constant), Avoidant Attachment, Organizational Centralization, Anxious Attachment, Leader Humility

Table 6*Model Summary*

Model	<i>R</i>	<i>R</i> ²	Adjusted R Square	<i>SE</i>	Durbin-Watson
1	.437 ^a	.191	.154	3.48385	2.114

- a. Predictors: (Constant), Avoidant Attachment, Organizational Centralization, Anxious Attachment, Leader Humility
 b. Dependent Variable: Subordinate Deviance

Table 7*Coefficients*

Model		Unstandardized		Standardized	<i>t</i>	Sig.	Collinearity Statistics	
		<i>B</i>	<i>SE</i>	Beta			Tolerance	VIF
1	(Constant)	17.576	2.256		7.791	<.001		
	Leader Humility	-.434	.424	-.102	-1.023	.309	.933	1.072
	Organizational Centralization	.126	.082	.153	1.543	.126	.936	1.069
	Anxious Attachment	.399	.102	.384	3.918	<.001	.959	1.043
	Avoidant Attachment	-.063	.104	-.059	-.604	.547	.964	1.038

- a. Dependent Variable: Subordinate Deviance

CHAPTER FIVE: CONCLUSIONS

Overview

This chapter addresses the research results, implications of the findings, limitations of the research, and recommendations for future research. The purpose of the discussion of research results is to compare and contrast the results of the present study with findings from earlier studies. The implications of the study will explain how the present study added to the existing body of knowledge. The limitations of the research include the threats to the validity of the study. Lastly, the implications for future research contains recommendations for future research to extend society's body of knowledge.

Discussion

The purpose of this study is to assess how a combination of leader humility, organizational centralization, and follower attachment styles (secure, anxious, avoidant) influence the relationship with positive and negative team performance (team promotion focus and subordinate deviance). The significance of the study is that it will increase contextual knowledge for how leader humility will lead to improved team performance or degraded team performance. The researcher sought to develop knowledge of the relationship between leader humility and team performance in a Western context, how organizational centralization influences the relationship, and whether follower attachment styles influence team performance outcomes as a result.

Research Question One

The first research question addressed positive team performance, and more specifically team promotion focus. The results suggest that team promotion focus is influenced by the linear combination of leader humility, organizational centralization, and follower attachment styles

where $F(4, 88) = 5.679, p < .001$. The model effect size was medium with $R^2 = .205$ indicating that approximately 20.5% of the variance of Team Promotion Focus scores can be explained by its linear relationship with the predictor variables (Gall et al., 2007). There was a positive correlation between leader humility and team promotion focus ($\beta = .243$). The result was statistically significant and suggests that as leader humility increases so does team promotion focus ($p = .004$). There was a negative correlation between organizational centralization ($\beta = -.037$), anxious attachment ($\beta = -.020$), and avoidant attachment ($\beta = -.022$). The negative correlation with organizational centralization indicates the more centralized an organization is, team promotion focus decreases. Alternatively, the more decentralized an organization is, team promotion focus increases. The result was statistically significant ($p = .022$). The negative correlation with anxious and avoidant attachment styles indicates that higher anxious or avoidant attachment styles leads to lower team promotion focus. Alternatively, as secure attachment style increases, team promotion focus increases. Results for follower attachment style were not statistically significant ($p = .308$ for anxious attachment, $p = .270$ for avoidant attachment).

Multiple studies have suggested that leader humility, organizational centralization, and follower attachment style influence positive team performance (Fory et al., 2021; Kirrane et al., 2019; Li et al., 2019; Owens & Hekman, 2016). High leader humility results in increased team performance and lower leader humility results in decreased team performance (Li et al., 2019; Owens & Hekman, 2016). More decentralized organizations result in increased team performance and more centralized organization results in decreased team performance (Fory et al., 2021). Anxious and avoidant attachment styles lead to decreased team performance and secure attachment styles lead to increased team performance (Kirrane et al., 2019). Previous studies have not studied the combination of the three predictor variables; rather, they have

researched the variables independently (Rego et al., 2019). The findings of this research indicate that the combination of predictor variables influence positive team performance and team promotion focus consistent with previous studies. However, the variables' relationship with team promotion focus is only partially consistent with previous studies which found that leader humility and team performance have an indirect relationship (Owens & Hekman, 2016). Previous studies suggest that leader humility interacts with other variables to influence team promotion focus, however the VIF value in this study indicate that leader humility influences team promotion focus independently (VIF = 1.072).

Similar to the findings of Li et al. (2019) and Owens and Hekman (2016), this study indicated a positive correlation between leader humility and team promotion focuses which is consistent with previous findings (Li et al., 2019; Owens & Hekman, 2016). Leader humility influences team performance and team promotion focus in a statistically significant manner both independently and when combined with organizational centralization and follower attachment style ($p = .004$ for the relationship between leader humility and team promotion focus, $p < .001$ for the combination of variables with team promotion focus). As leader humility increases, team promotion focus increases. As leader humility decreases, team promotion focus decreases.

The results also suggest that organizational centralization has a statistically significant relationship with team promotion focus both independently and when combined with leader humility and follower attachment styles ($p = .022$ for the relationship between organizational centralization and team promotion focus, $p < .001$ for the combination of variables with team promotion focus). More decentralized (shared leadership) organizations have a positive relationship with increased team promotion focus. Higher levels of centralization have a negative relationship with increased team promotion focus. This is consistent with the findings of Fory et

al., 2021). Previous research produced mixed results when examining whether organizational centralization influences positive or negative team performance (Fory et al., 2021; Walheiser et al., 2021). The findings of this study indicate that organizational centralization has a statistically significant relationship with positive team performance.

Follower attachment style did not produce a statistically significant relationship with team promotion focus which is inconsistent with findings in previous studies (Kirrane et al., 2019; Thompson et al., 2016). This is a surprise as previous findings suggest that secure attachment styles resulted in improved team performance, and anxious and avoidant attachment styles result in degraded team performance (Bharanitharan et al., 2019). The findings of this research suggest a similar relationship, but the results are statistically insignificant departing from the findings of previous studies (Fein et al., 2020). Based on previous studies, one could assume that the attachment and relationship style of the follower will influence their perception of their leader's level of humility and ultimately team performance. However, this research suggests that leader humility combined with organizational centralization has a substantially greater influence on team promotion focus and team performance than follower attachment style.

Previous studies were conducted outside of the United States because research suggests that Eastern cultures tend to be more humble based on their worldview and religious observances (Chiu et al., 2016). As such, one could hypothesize that the results of this research would be inconsistent with findings from previous studies conducted in the Eastern Hemisphere. However, the findings are consistent with findings in other geographic regions with the exception of the influence of follower attachment style on team promotion focus (Kirrane et al., 2019). This suggests that the follower perception of leader humility and its influence on team performance may not be as different across hemispheres. Leader humility as a cultural staple

may be more profound in Eastern cultures, however that may not be the case as much in a professional context. This could be a more recent phenomenon because of the globalizing economy.

Other studies suggest that follower attachment styles involve a statistically significant relationship with positive team performance, but the result of this study indicates differently where $p = .308$ for anxious attachment style and $p = .270$ for avoidant attachment style (Bharanitharan et al., 2019; Fein et al., 2020). The predictor variable combination had a statistically significant relationship with team promotion focus, leader humility had a statistically significant relationship with team promotion focus, and organizational centralization had a statistically significant relationship with team promotion focus. Follower attachment style had a statistically insignificant relationship with team promotion focus. The results are largely consistent with findings in other geographic regions indicating the differences in culture may not be as influential as once believed (Chiu et al., 2016).

Previous studies indicate that leader humility, organizational centralization, and follower attachment styles influence positive team performance (Bharanitharan et al., 2019; Fein et al., 2020; Fory et al., 2021; Owens & Hekman, 2016). They also suggest that this relationship is more pronounced in the Eastern Hemisphere than the Western Hemisphere (Chiu et al., 2016). The previous studies researched the effect of the predictor variables on team performance and team promotion focus, independent of one another. This study researched how accurately the combination of variables influenced team promotion focus. The findings are consistent with previous studies and other geographies with the exception of the independent relationship between follower attachment styles and team promotion focus (Chiu et al., 2016; Fory et al., 2021; Kirrane et al., 2019; Li et al., 2019; Owens & Hekman, 2016). The combination of leader

humility and organizational centralization interact to strengthen the relationship with team promotion focus, while the interaction with follower attachment style is statistically non-significant.

Research Question Two

The second research question addressed negative team performance, and more specifically subordinate deviance. The results indicated that subordinate deviance is influenced by the linear combination of leader humility, organizational centralization, and follower attachment styles where $F(4, 88) = 5.194, p < .001$. The model's effect size was medium where $R^2 = .191$, meaning there is practical significance in the finding that the predictor variables can accurately predict subordinate deviance (Gall et al., 2007). While the combination of the predictor variables had a statistically significant relationship with subordinate deviance, only anxious attachment style independently had a statistically significant relationship with subordinate deviance. There existed a negative correlation between leader humility and subordinate deviance indicating that as leader humility increases subordinate deviance decreases ($\beta = -.434$). This result was not statistically significant ($p = .309$). There was a positive correlation between organizational centralization and anxious attachment ($\beta = .126$). The positive correlation with organizational centralization indicates the more centralized an organization is, subordinate deviance increases. Alternatively, the more decentralized an organization is, subordinate deviance decreases. This result was not statistically significant ($p = .126$). There was a positive correlation with anxious attachment which means as anxious attachment style increases, subordinate deviance increases ($\beta = .399$). This result was statistically significant ($p < .001$). There was a negative correlation with avoidant attachment styles and

subordinate deviance which means as subordinate deviance increases, avoidant attachment decreases ($\beta = -.063$). This result was not statistically significant ($p = .547$).

Previous research indicates that leader humility and leadership styles can influence subordinate deviance (Ju, 2020; Wu et al., 2020). Past research has not explored the relationship between organizational centralization and follower attachment styles on negative team performance outcomes and subordinate deviance when combined with leader humility (Bharanitharan et al., 2019; Walheiser et al., 2021). The findings of this research indicate that while the combination of leader humility, organizational centralization, and follower attachment styles do have a statistically significant relationship with subordinate deviance, anxious attachment style is the only variable that has an independent statistically significant relationship with subordinate deviance. This finding is mostly inconsistent with findings in other research.

Bharanitharan et al., (2019) suggested that leader humility can produce both a positive and negative effect on team performance. Chen et al. (2018) found that leader humility and subordinate deviance have a statistically significant relationship strengthened by follower perception. Ju (2020) found that leader humility can result in negative team performance. The findings of this research are inconsistent with past findings. Leader humility did have a negative relationship with subordinate deviance, but the relationship was statistically non-significant. Past findings indicate that the relationship is statistically significant which means that the findings from this study are inconsistent with other studies. An obvious difference in the studies is that geographic location of the population could have influenced the result.

Recent research on the influence of organizational centralization and team performance has suggested mixed results. It has been found to have a statistically significant relationship with positive and negative team performance outcomes (Walheiser et al., 2021). Ceri-Booms et al.,

(2017) discovered that decentralized organizations result in higher team performance. The findings from this study show a statistically insignificant relationship with subordinate deviance. While organizational centralization had a statistically significant relationship with team promotion focus, the relationship with subordinate deviance was statistically non-significant. This is inconsistent with past studies as they have indicated the relationship with organizational centralization and team performance is statistically significant whether the relationship with positive or negative (Walheiser et al., 2021).

Research suggests that follower attachment styles can influence team performance outcomes (Bharanitharan et al., 2019). The findings of RQ2 indicate that anxious attachment styles have a statistically significant relationship with subordinate deviance and avoidant attachment styles have a statistically insignificant relationship with subordinate deviance. This finding is inconsistent with other studies as only one attachment style has a statistically significant relationship with the team performance variable. Thompson et al. (2016) found that anxious and avoidant attachment styles have a significant relationship with negative team performance outcomes. The results would be partially consistent with their findings as anxious attachment/subordinate deviance had a significant relationship and avoidant attachment/subordinate deviance had an insignificant relationship. Anxious attachment style was the only predictor variable that had a statistically significant relationship with subordinate deviance. This indicates that as a follower has an increased anxious attachment style, then subordinate deviance increases. Based on previous studies, one could assume that anxious and avoidant styles would have a statistically significant relationship with subordinate deviance with the expectation that as anxious/avoidant attachment increases subordinate deviance increases. However, the findings indicate this isn't the case. Alternatively, one could assume as secure

attachment style increases, subordinate deviance decrease. Since secure attachment style is derived by both low anxious and avoidant scores, and only one score is statistically significant, the results indicate that secure attachment style has a statistically insignificant relationship with subordinate deviance.

Most of the existing research on leader humility has been conducted in the Eastern Hemisphere (Chiu et al., 20216). It is believed that the Eastern Hemisphere has a greater orientation around humility than the Western Hemisphere (Ju, 2020). The findings of RQ2 suggest that this is true. Leader humility had a statistically non-significant relationship with subordinate deviance in the regression model. The variable that introduced the most signal influencing subordinate deviance was the anxious attachment style. While the analysis does show that the combination of leader humility, organizational centralization, and follower attachment style does have a statistically significant relationship with subordinate deviance and thus negative team performance, the independent relationship between the predictor variables and subordinate deviance is most experienced in anxious attachment. This indicates that leader humility does not exert much influence with subordinate deviance in the United States. This is an inconsistent finding with past studies. Past studies indicate that leader humility and subordinate deviance have a statistically significant relationship, but the population of that research was outside the United States (Ju, 2020).

The combination of leader humility, organizational centralization, and follower attachment style had a statistically significant relationship with subordinate deviance. This indicates that the predictor variables have a statistically significant relationship with negative team performance. The only predictor variable to have an independent statistically significant relationship with subordinate deviance was anxious attachment style. This suggests that in the

United States, anxious attachments style when combined with leader humility, organizational centralization, and the other attachment styles is the most influential with subordinate deviance. As anxious attachment style increases, subordinate deviance increases. This finding is inconsistent with other findings as they have seen statistically significant relationships between the predictor variables and both subordinate deviance and negative team performance outcomes (Bharanitharan et al., 2019; Ju, 2020).

Implications

Quantitative research on leader humility is relatively new (Owens et al., 2013). The study of leader humility and negative team performance is even newer (Ju, 2020). Previous research had mostly considered the only viable outcome of leader humility is positive team performance (Owens et al., 2013). This means that if positive team performance was the only possible outcome of leader humility, then leader humility was a guaranteed way of improving teams. However, the researched that suggests negative team performance as a possible outcome has challenged this notion (Ju, 2020). The research found that the relationship between leader humility and team performance was indirect which means there were other variables to consider (Owens et al., 2013). Additionally, past research was mostly conducted in Eastern Hemispheres (Chiu et al., 2016). The implications of these findings are the leader humility can result in positive and negative team performance outcomes but only if influenced by other variables. Additionally, it is unknown if this premise holds true in the Western Hemisphere. This research sought to address the gap in the body of knowledge. It introduced quantitative research on leader humility and team performance with a US-based population. The research combined leader humility with organizational centralization and follower attachment style to determine team performance for the first time. Lastly, it is one of the first research bodies to attempt to predict

positive and negative team performance from leader humility and other variables using the same predictor variable dataset.

Implications of Research Question One

The results from the first research question indicate that leader humility, organizational centralization, and follower attachment style have significant influence in predicting team promotion focus. This addresses the gap in knowledge as previous studies had not explored if the three predictor variables combine to accurately predict team promotion focus. It provides additional findings that suggest leader humility and organizational centralization accurately predict team promotion focus. It calls into question the influence of follower attachment styles on team promotion focus. The two variables that created the most signal were leader humility and organizational centralization. Follower attachment style was statistically non-significant in the model. The findings indicate that the way to increase team promotion focus is to have a leader with higher levels of humility and an organization that is more decentralized. Under this model, the highest performing organization will be the one with the highest level of leader humility, lowest level of centralization, the lowest level of anxious and avoidant attachment styles and the highest level of secure attachment styles (although attachment style has a statistically insignificant influence on the result). Conversely, the lowest performance organization is one where the leader is not humble, the organization is centralized, anxious and avoidant attachment styles are high, and secure attachments styles are low.

The practical implications of this finding is that to create the best organization, one must investigate the characteristics of the leader and the organizational design. The best result is achieved when the leader is humble and the leadership is shared. A humble leader will recognize the strengths of the organization and delegate decision making to the appropriate associate in the

organization. This increases team promotion focus. Conversely, the lowest performing organization is one where the leader is not humble and retains all decision making for themselves. The arrogance in this structure is evident. The leader only recognizes the strength in themselves and retains decision-making authority. A team's promotion focus is significantly influenced by this structure and individuals are not focused on the same goal. The team with the humble leader and shared leadership model will have the most collective focus on their goals and achieve them. The team with the arrogant leader and centralized structure will lack a singular vision and ambition. This will result in the team not performing as well. If an organization wants their teams to be aligned in vision/goals and have a higher probability for success in a US-based organization, findings indicate they should hire humble leaders and decentralize the organization. There should be minimal consideration for attachment style of the follower as the influence of that variable is insignificant.

Implications of Research Question Two

The results from the second research question indicate that leader humility, organizational centralization, and follower attachment style accurately predict subordinate deviance in US-based organizations. The caveat to that finding is that anxious attachment style is the one variable that has statistically significant influence over subordinate deviance. All other variables independently have statistically non-significant influence over subordinate deviance. Based on the findings, subordinate deviance is maximized when anxious attachment is the highest, avoidant attachment is lowest, leader humility is low, and organizational centralization is high (although avoidant attachment, leader humility, and organizational centralization have insignificant influence on subordinate deviance).

Anxious attachment styles are worried about rejection and could benefit from emotional self-regulation to handle the effect of anxiousness on his or her leader-follower relationship (Thompson et al., 2016). The findings suggest that the higher anxious attachment style, the higher subordinate deviance. People who are most worried about rejection and are able to self-regulate their emotions, are the ones who are most susceptible to subordinate deviance. This could mean that the anxious attachment style is so worried about the possibility of rejection that they act in defiance to the organization. This finding seems odd because if a person was in fear of rejection, one could assume that they would want to behave in a way that would get them accepted by the organization. Subordinate deviance demonstrates behaviors in opposition to the goal of the organization which theoretically increases the odds of being rejected by the organization. There is a possibility that if a subordinate is acting in deviance, they could be adopting the behaviors of other deviant subordinates out of fear of rejection from those peers. The relationship between anxious attachment style and subordinate deviance is relatively unexplored in this study in order to conclude how they interact.

Ultimately, leader humility, organizational centralization, and avoidant attachment styles had little influence over subordinate deviance. The practical implication is that whether leader humility is high or low, an organization is centralized or not, or a follower has a secure or avoidant attachment style has little bearing over the level of subordinate deviance. This is inconsistent with other findings and could be where geographic boundaries help strengthen the relationship. Leader humility may influence negative team performance in Eastern Hemispheres as found in other studies, but it is unclear whether it has the same influence on Western Hemisphere companies.

Implications for Eastern versus Western Hemispheres

The population for this research was employed in the United States. This is one of the first known quantitative research bodies on leader humility and its influence on team performance conducted in the United States (Bharanitharan et al., 2019; Ju, 2020; Qin et al., 2020). When leader humility, organizational centralization, and follower attachment styles are combined, findings suggest that they can accurately predict team promotion focus. This means they are able to predict at least one variable of positive team performance. When leader humility, organizational centralization, and follower attachment styles are combined, findings suggest they are able to accurately predict subordinate deviance. This means they are able to accurately predict at least one variable of negative team performance.

The notion that the Eastern Hemisphere is substantially more oriented towards humility than the Western Hemisphere may have been confirmed in Research Question One results and not confirmed in Research Question Two results. The first research questions showed a strong predictive relative relationship between the combination of leader humility, organizational centralization, follower attachment styles, and team promotion focus. Additionally, leader humility had significant signal in the model. The second research question resulted in high predictive signal for the predictor variables with subordinate deviance. However, leader humility did not show statistically significant influence on subordinate deviance. This could mean that leader humility is mostly influential on positive team performance in the Western Hemisphere and not as influential on negative team performance. Eastern Hemisphere results suggest stronger influence of leader humility on negative team performance than this study.

Limitations

Limitations to the present study included a single definition of positive and negative team performance, a population where the average leader humility ranking was high, and a follower attachment style instrument that had an implied score for secure attachment. There are many different ways to assess positive and negative team performance. One of the most objective ways is by measuring financial performance of the organization. Not all organizations measure financial success the same way. Some prefer Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) and others prefer Return on Equity (ROE), as examples. Other ways include measuring characteristics of positive and negative team performance. Examples of positive team performance include job satisfaction, employee self-efficacy, low attrition, team creativity, and team innovation. Examples of negative team performance include defensive reactions, self-preservation behaviors, and over-confidence. This research was limited to only a single definition of positive and negative team performance. Using only these two dimensions for team performance, the study is limited in predicting how teams will perform with varying levels of leader humility, organizational centralization, and follower attachment styles. One cannot conclude that the results of this study present borderless perspective on how the predictor variables influence the performance of an organization.

The next limitation of this study is that the population survey had a high average humility score for the leader. The leader humility score range was 1 to 5 with 5 being high leader humility. Research Question One had an average leader humility score of 3.88. Research Question Two had an average leader humility score of 3.93. These average scores show that the majority of the population ranked their leader as exhibiting high humility. This limits the sample set to a population that is primarily dealing with humble leaders. The results are limited because

the sample population does not include an equal or similar amount of leaders that rank low on the leader humility instrument. It is unknown how the results could be affected if the population included leaders who also ranked low on humility.

Another limitation of the study is that the follower attachment style instrument resulted in an anxious and avoidant score, but produced an implied secure attachment score. The instrument was considered valid and has been administered in many studies. However, there is not a specific score utilized to determine if an individual has a secure attachment style. The way that secure attachment style was implied was if avoidant and anxious attachment style scores were both low, then a secure attachment style is implied. The problem is that it does not show as a clear variable in the model to determine the exact significance of that variable. The only way to know is if anxious and avoidant variables are low at the same time and the findings for both scores are statistically significant. This method prevents the researcher from having a clearer picture for the amount and statistical significance of the influence of secure attachment styles.

The limitations to conducting the study include the self-report design, the sample population including multiple organizations in different industries, the use of convenience sampling, and anonymous surveys. The self-report design limited the variables to a single perspective of a follower. It assumes that the follower has a complete and accurate picture of their leader's humility, their own deviance, and their team's performance. Other reporters of the same information may have different results. The sample population included many different organizations. The results could be different if the sample came from a single organizations and had members of the same team. Including members of the same team could result in similar or different self-rate answers on instruments measuring the same person or team. The sample population used non-probability sampling which can be useful for initial testing, but may not

extrapolate well to the entire population. Lastly, the surveys were anonymous which means that there was no opportunity to follow-up with participants to understand answers, clarify the questions for participants, test whether participants had a common understanding of survey questions, or seek additional information from participants based on their answers.

Recommendations for Future Research

1. Include multiple different positive and negative team performance outcomes, beyond the two that were identified as this study.
2. Include a population that has a wider range of scores for leader humility and the other predictor variables.
3. Tighten the geographic boundaries of the population to specific regions within the United States.
4. Broaden the geographic boundaries to include other countries in the Western Hemisphere.
5. Test follower attachment style with an instrument that produces a single score for each of the dimensions: secure, anxious, avoidant.
6. Leader humility has an indirect relationship with team performance, include other variables to combine with leader humility to determine if they strengthen or weaken the relationship with team performance.
7. Study the relationship between subordinate deviance and anxious attachment style. Specifically determining the deviant behaviors that are most common to the anxious attachment style and the cause of those behaviors.

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APPENDIX A: INSTRUMENTS

Leader Humility

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

Team Promotion Focus

1. In general, my team is focused on:
 - attaining our ambitions
 - becoming the team we hope to become in the future
 - attaining the success we hope to achieve in the future
 - achieving our hopes and aspirations

Attachment Styles

Secure

1. It is easy for me to become close to others. I am comfortable depending on others and having others depend on me. I don't worry about being alone or having others not accept me.

Dismissing

1. I am comfortable without close professional relationships. It is very important to me to feel independent and self-sufficient, and I prefer not to depend on others or have others depend on me.

Preoccupied

1. I want to have close professional relationships with others, but I often find that others are reluctant to get as close as I would like. I am uncomfortable being without close professional relationships, but I sometimes worry that others don't value me as much as I value them.

Fearful

1. I am uncomfortable getting close to others. I want professionally close relationships, but I find it difficult to trust others completely, or to depend on them. I worry that I will be hurt if I allow myself to become too close to others.

<http://www.sfu.ca/psychology/people/bartholomew/aarm/selfreport.html>

Subordinate Deviance

1. I have complained about insignificant things at work.
2. I have told people outside the job what a lousy place I work for.
3. I have come to work late without permission.
4. I have purposely wasted the employer's materials/supplies.
5. I have stayed home from work and said I was sick when I wasn't.
6. I have insulted someone about their job performance.
7. I have made fun of someone's personal life.
8. I have ignored someone at work.
9. I have started an argument with someone at work.
10. I have insulted or made fun of someone at work.

See <https://paulspecter.com/assessments/pauls-no-cost-assessments/counterproductive-work-behavior-checklist-cwb-c/>

Leadership Structure

1. Any major decision that I make has to have this company's approval
2. In my experience with this company, even quite small matters have to be referred to someone higher up for a final answer.
3. My experiences with this company are subject to a lot of rules and procedures stating how various aspects of my job are to be done
4. I have to ask senior management before I do almost anything in my business
5. I can take very little action on my own until senior management approve it.

See <https://about.jstor.org/terms/>

APPENDIX B: LEADER HUMILITY PERMISSION TO USE INSTRUMENT

Leader Humility

 Bradley P. Owens [REDACTED]
Tue 2/1/2022 1:12 PM
To: Huggins, Michael Wayne

You don't often get email from bradowens24@gmail.com. [Learn why this is important](#)

[EXTERNAL EMAIL: Do not click any links or open attachments unless you know the sender and trust the content.]

Hi Michael,

Thanks for checking in. Yes, you may. Good luck in your research. Sounds like interesting work!

Best,
Brad

On Tue, Feb 1, 2022 at 4:21 AM Huggins, Michael Wayne - [REDACTED] wrote:
Dr. Owens -

I am a PhD candidate within the Organizational Leadership program at Liberty University. I've started my dissertation and wanted to use the 9-item expressed humility scale that you developed with other researchers. My research questions are below and plan to further the literature on leader humility and the impact to team performance.

Thanks and let me know if you have any questions.

Michael Huggins

RQ1: How accurately can team promotion focus be predicted in the United States by a combination of leader humility, organization centralization, and follower attachment style?

RQ2: How accurately can subordinate deviance be predicted in the United States by a combination of leader humility, organization centralization, and follower attachment style?

APPENDIX C: TEAM PROMOTION FOCUS PERMISSION TO USE INSTRUMENT

 Bradley P. Owens [REDACTED]
Wed 2/2/2022 10:36 AM

To: Huggins, Michael Wayne

You don't often get email from bradowens24@gmail.com. [Learn why this is important](#)

Hi Michael,

Thanks for checking in again. Technically this scale's copyright is owned by AMJ now. Though it is a nice courtesy, you can use published scales without asking the author unless it states that the scale is copyrighted.

Good luck in your research!

Brad

Sent from my iPhone

On Feb 2, 2022, at 5:38 AM, Huggins, Michael Wayne [REDACTED] wrote:

Thank you, Dr. Owens. I should have included this in my initial email, but I wanted to also have you permission to use your adapted version of the 4-item scale for individual-level promotion focus that you cite in your 2016 research with Dr. Hekman?

Thank again for your help!

Michael

...

Are the suggestions above helpful? Yes No

Reply | **Forward**

**APPENDIX D: TABLE OF CRONBACH ALPHA RELIABILITY SCORE FOR
INSTRUMENT**

Instrument	Cronbach Alpha
Leader Humility	.95
Team Promotion Focus	.92
Attachment Styles	.72 to .96
Subordinate Deviance	.86
Organizational Centralization	.83

APPENDIX E: INSTITUTIONAL REVIEW BOARD APPROVAL LETTER**LIBERTY UNIVERSITY.**
INSTITUTIONAL REVIEW BOARD

November 17, 2022

Michael Huggins
Rich Jensen

Re: IRB Exemption - IRB-FY22-23-358 Team Promotion Focus and Subordinate Deviance: A prediction using leader Humility, Follower Attachment Style, and organization centralization

Dear Michael Huggins, Rich Jensen,

The Liberty University Institutional Review Board (IRB) has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data safeguarding methods mentioned in your approved application, and no further IRB oversight is required.

Your study falls under the following exemption category, which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR 46:104(d):

Category 2.(i). Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording).

The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects.

Your stamped consent form(s) and final versions of your study documents can be found under the Attachments tab within the Submission Details section of your study on Cayuse IRB. Your stamped consent form(s) should be copied and used to gain the consent of your research participants. If you plan to provide your consent information electronically, the contents of the attached consent document(s) should be made available without alteration.

Please note that this exemption only applies to your current research application, and any modifications to your protocol must be reported to the Liberty University IRB for verification of continued exemption status. You may report these changes by completing a modification submission through your Cayuse IRB account.

If you have any questions about this exemption or need assistance in determining whether possible modifications to your protocol would change your exemption status, please email us at irb@liberty.edu.

Sincerely,
G. Michele Baker, MA, CIP
Administrative Chair of Institutional Research
Research Ethics Office

**APPENDIX F: EMAIL RECRUITMENT COVER LETTER, SOCIAL MEDIA
RECRUITMENT POST, PARTICIPANT CONSENT FORM & ACKNOWLEDGEMENT**

Email Recruitment Letter

Dear [Recipient]:

As a graduate student in the School of Education at Liberty University, I am conducting research as part of the requirements for a Doctor of Philosophy degree. The purpose of my research is to determine if different combinations of leader humility, organizational centralization, and follower relationship style leads to good or bad team performance. I am writing to invite eligible participants to join my study.

Participants must be 18 years of age or older, are employed in the United States of America, and have reported to their current direct supervisor for a minimum of 1 year. Participants, if willing, will be asked to take a 10-minute online survey. Participation will be completely anonymous, and no personal, identifying information will be collected.

To participate, please click here (include hyperlink to online survey) to complete the online survey.

A consent document is provided as the first page of the survey. The consent document contains additional information about my research. Because participation is anonymous, you do not need to sign and return the consent document unless you would prefer to do so.

Sincerely,

Wayne Huggins
PhD Candidate

Social Media Recruitment Letter

ATTENTION FACEBOOK FRIENDS/LINKEDIN CONNECTIONS: I am conducting research as part of the requirements for a Doctor of Philosophy at Liberty University. The purpose of my research is to determine if different combinations of leader humility, organizational centralization, and follower relationship style leads to good or bad team performance. Participants must be 18 years of age or older, are employed in the United States of America, and have reported to their current direct supervisor for a minimum of 1 year. Participants will be asked to take an 8-minute online survey. Participation will be completely anonymous, and no personal, identifying information will be collected. If you would like to participate and meet the study criteria, please click here: . A consent document is provided as the first page of the survey.

Participant Consent Form

Consent

Title of the Project: Does leader humility, organizational centralization, and follower relationship style predict good or bad team performance?

Principal Investigator: Michael Huggins, PhD Candidate, Liberty University

Invitation to be Part of a Research Study

You are invited to participate in a research study. To participate, you must be 18 years or older, employed in the United States of America, and have worked under your current supervisor/boss for a minimum of one year. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

It has been noticed in previous research that when a humble leader is leading a team, it doesn't always lead to good team performance. The purpose of the study is to determine if different combinations of leader humility, organizational centralization, and follower relationship style leads to good or bad team performance.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following things:

1. You have received a link to a survey. Click the link. Begin and complete the survey. The survey should take about 10 minutes and includes 5 pages of questions with each page containing about 5-10 questions each.

What risks might you experience from being in this study?

The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?

Participant responses will be anonymous. The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records. Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted.

Does the researcher have any conflicts of interest?

The researcher serves as Supervisor at American Credit Acceptance. To limit potential or perceived conflicts the study will be anonymous, so the researcher will not know who participated. This disclosure is made so that you can decide if this relationship will affect your willingness to participate in this study. No action will be taken against an individual based on his or her decision to participate or not participate in this study.

Is study participation voluntary?

Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time prior to submitting the survey without affecting those relationships.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please exit the survey and close your internet browser. Your responses will not be recorded or included in the study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Wayne Huggins. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at. You may also contact the researcher's faculty sponsor, Dr. Rich Jensen at.

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

Before agreeing to be part of the research, please be sure that you understand what the study is about. You will be given a copy of this document for your records/you can print a copy of the document for your records. If you have any questions about the study later, you can contact the researcher using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

I consent to participate in the survey.