AFRICAN JOURNAL OF ORGANIZATIONAL PERSPECTIVES AND ECONOMY
FACULTY OF MANAGEMENT OF SCIENCES, IMO STATE UNIVERSITY
VOL. 10 NO. 2 JUNE 2026

THE EFFECT OF LEADERSHIP HUMILITY ON EMPLOYEE PERFORMANCE IN DEPOSIT MONEY BANKS IN NIGERIA.

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Article history:
Received: 28 May 2026;
Received in May 2026
revised form: 18 June 2026;
Accepted: 29 June 2026;

Keywords:
leadership, leadership humility, emotional intelligence, employee performance, Deposit money Banks

Abstract
This study examined the relationship between leadership humility and employee performance in deposit money banks in Nigeria. Leadership behaviors that increase staff productivity have become essential to organizational success as the banking sector continues to face growing competition, technological change, and increased client demands. The study examined the relationship between employee performance as determined by task performance and contextual performance and the three elements of leadership humility: self-awareness, appreciation of others, and teachability. A quantitative cross-sectional survey research design was adopted, and data were collected from employees and management staff of selected deposit money banks in Nigeria using a structured questionnaire. Data were analysed using the Statistical Package for the Social Sciences (SPSS) through descriptive statistics, Pearson Product Moment Correlation, and multiple regression analysis. The findings revealed that leadership humility has a significant positive relationship with employee performance. Specifically, self-awareness enhanced employee trust, accountability, and job effectiveness; appreciation of others emerged as the strongest predictor of employee performance by improving motivation, commitment, and recognition; while teachability significantly promoted collaboration, continuous learning, and knowledge sharing among employees. The study concludes that leadership humility is an important determinant of employee performance in deposit money banks, as leaders who demonstrate humility create supportive work environments that encourage higher levels of task and contextual performance. The study recommends that deposit money banks should incorporate leadership humility into leadership development programmes, strengthen employee recognition practices, encourage continuous learning among leaders, and integrate humble leadership behaviours into leadership selection and performance evaluation systems to improve employee effectiveness and organizational performance.

Introduction

It is distinguished by the fierce competition in the present technology market. These developments have compelled deposit money banks to continuously improve organizational performance, service quality, and operational efficiency in order to remain viable and competitive. The capacity of banks to attain superior performance is increasingly dependent on the caliber of their leadership and the efficacy of their human resources, even though investments in digital technologies, financial innovation, and operational systems have become crucial (Chandler et al., 2023; Kelemen et al., 2023). Because of this, banking organizations today place a high priority on leadership techniques that encourage staff commitment, collaboration, and superior performance.

Employee performance remains one of the most important factors in determining organizational effectiveness in the banking sector because employees are directly responsible for delivering financial services, maintaining customer relationships, ensuring regulatory compliance, and achieving organizational goals (Koopmans et al., 2014).

In addition to performing their jobs well, banks rely on employees to act in ways that foster collaboration, customer satisfaction, and continued organizational growth. As the banking sector becomes more competitive, companies require employees that regularly fulfill their assigned duties and contribute positively to the overall organizational environment (Campbell & Wiernik, 2015).

Employee performance is the extent to which employees successfully complete their assigned responsibilities and support organizational goals. In contemporary organizational behavior research, task performance and contextual performance are considered components of employee performance (Koopmans et al., 2014). While contextual performance includes discretionary behaviors like cooperation, supporting the social and psychological environment of the organization, showing initiative, and helping colleagues, task performance measures how well employees carry out fundamental job responsibilities directly related to organizational objectives (Campbell & Wiernik, 2015). When taken as a whole, these elements provide a comprehensive assessment of employees' contributions to the company's performance.

Many banks continue to face difficulties related to decreasing employee engagement, increased work pressure, high performance expectations, and diminished interpersonal relationships within the workplace, despite organizations investing heavily in performance management systems, employee development, and reward structures (Chandler et al., 2023). Leadership styles that discourage employees from realizing their full potential, which restricts task and contextual performance, include excessive authority, limited employee involvement, and poor interpersonal communication. These challenges have increased scholarly interest in leadership philosophies that emphasize respect, openness, collaboration, and mutual learning (Kelemen et al., 2023).

One leadership approach that has gained considerable attention in recent organizational behavior literature is leadership humility. Leadership humility refers to a leader's willingness to acknowledge personal limitations, appreciate the strengths and contributions of others, and remain open to learning from employees regardless of hierarchical position (Owens & Hekman, 2012; Kelemen et al., 2023). Rather than perceiving humility as weakness, contemporary leadership scholars regard it as a strategic leadership capability that promotes trust, collaboration, employee empowerment, and continuous organizational learning (Chandler et al., 2023). Humble leaders create work environments in which employees feel respected, valued, and motivated to contribute meaningfully toward organizational objectives.

Within deposit money institutions, leadership humility is particularly crucial since banking operations demand continual engagement among employees, supervisors, clients, and regulators. Employees constantly meet complex financial decisions, consumer concerns, operational risks, and regulatory requirements that necessitate collaboration, good communication, and solid judgment. Positive workplace relationships that improve employee performance and organizational effectiveness are more likely to be fostered by leaders who exhibit humility by acknowledging employees' expertise, promoting participation in decision-making, and remaining open to constructive criticism (Sun et al., 2023; Liu et al., 2024).

It is becoming more widely accepted that leadership humility is a multifaceted concept that reflects several leader actions that influence workers' experiences at work. Self-awareness is the ability of leaders to see their own limitations, shortcomings, and talents while yet being willing to own up to their mistakes and work toward development. Leaders' capacity to appreciate, value, and acknowledge workers' expertise, accomplishments, and contributions is reflected in their appreciation of others. Teachability is the ability of leaders to be receptive to criticism, fresh perspectives, and educational opportunities from any source (Owens & Hekman, 2012). When taken as a whole, these factors foster positive leadership connections that promote worker dedication, trust, and enhanced output (Kelemen et al., 2023).

Employee attitudes and workplace behaviors are positively impacted by leadership humility, according to mounting empirical data. Workers who believe their leaders are self-aware tend to be more self-assured and dedicated to the organization's objectives. In a similar vein, managers who value their staff members' contributions foster increased drive, involvement, and engagement. In the same way in the same way in the same way as in the same way as well as well. By boosting workers' self-assurance, dedication, and readiness to contribute beyond official job requirements, these leadership behaviors are anticipated to improve task performance as well as contextual performance (Chandler et al., 2023).

Despite increasing research interest in leadership humility, much of the existing data has been collected within healthcare organizations, educational institutions, technological enterprises, and manufacturing companies located predominantly in developed economies (Chandler et al., 2023). Leadership humility in the banking industry of developing nations, especially Nigeria, where deposit money banks function under particular institutional, technological, regulatory, and competitive conditions, has been the subject of relatively few empirical research. These contextual variations suggest that findings from industrialized economies may not fully explain employee performance within Nigerian banking institutions.

In Nigeria, deposit money banks continue to operate in an increasingly competitive environment characterized by digital transformation, financial inclusion initiatives, evolving customer expectations, regulatory reforms, cybersecurity challenges, and growing pressure to improve service quality and operational efficiency. In addition to financial resources and technology investments, achieving these goals also requires leadership behaviors that inspire workers to work efficiently and make valuable contributions to the success of the company (Kelemen et al., 2023). Thus, academics and managers must comprehend how self-awareness, respect for others, and teachability affect workers' task and contextual performance.

Against this background, this study explores the relationship between leadership humility and employee performance among deposit money institutions in Nigeria. The study specifically looks into how employees' task performance and contextual performance are impacted by self-awareness, respect for others, and teachability. The findings are expected to contribute to leadership and organizational behavior research while giving practical insights for bank executives and managers wanting to increase staff performance through humble leadership practices. The objectives of the study is: examine the relationship between self-awareness and employee performance among employees of deposit money banks, examine the relationship between appreciation of others and employee performance among employees of deposit money banks and examine the relationship between teachability and employee performance among employees of deposit money banks in Nigeria.

Research Hypotheses

The following null hypotheses will guide the study:

H_{01}: Self-awareness has no significant relationship with employee performance among employees of deposit money banks in Nigeria.

H_{02}: Appreciation of others has no significant relationship with employee performance among employees of deposit money banks in Nigeria.

H_{03}: Teachability has no significant relationship with employee performance among employees of deposit money banks in Nigeria.

Conceptual review

Literature Review

Scholarly and management interest in leadership characteristics that improve employee performance and organizational effectiveness has increased due to the dynamic nature of today's banking business. Effective leadership is a crucial factor in determining an organization's performance since deposit money banks operate in a setting marked by technological innovation, regulatory changes, fierce rivalry, and rising consumer demands. Because leaders who exhibit humility are more likely to promote employee commitment, collaboration, learning, and high performance, leadership humility has drawn increasing attention in organizational behavior and leadership literature (Kelemen et al., 2023; Chandler et al., 2023).

Leadership humility is widely conceptualized as a multidimensional leadership construct comprising self-awareness, appreciation of others, and teachability (Owens & Hekman, 2012). These dimensions collectively explain how leaders build positive interpersonal relationships that encourage employees to perform effectively. Employee performance, on the other hand, refers to the extent to which employees accomplish assigned responsibilities and contribute to organizational objectives through both task performance and contextual performance (Koopmans et al., 2014). Within deposit money banks, high employee performance is essential for improving service quality, operational efficiency, customer satisfaction, and organizational competitiveness.

Self-awareness is a fundamental dimension of leadership humility and refers to leaders' ability to recognize their strengths, limitations, and mistakes while remaining receptive to personal improvement. Leaders who possess self-awareness are more likely to make balanced decisions, encourage employee participation, and create supportive work environments that enhance performance (Owens & Hekman, 2012). Recent studies indicate that self-aware leaders promote employee confidence, trust, and commitment, leading to improved individual and organizational outcomes (Liu et al., 2024).

Appreciation of others reflects leaders' willingness to recognize and value employees' knowledge, abilities, and contributions toward organizational success. Employees who feel appreciated by their leaders are generally more motivated, committed, and willing to contribute beyond their formal job responsibilities. Empirical evidence suggests that leaders who acknowledge employee efforts strengthen workplace relationships, increase job satisfaction, and improve overall performance (Sun et al., 2023).

Regardless of a leader's position within the business, teachability is the ability to be receptive to criticism, fresh perspectives, and ongoing education. By fostering an atmosphere where workers feel appreciated and respected, leaders who exhibit teachability promote information exchange, creativity, and cooperative problem-solving. Particularly in knowledge-intensive businesses like deposit money institutions, such leadership conduct promotes flexibility and ongoing development (Kelemen et al., 2023).

Although previous studies have acknowledged the importance of leadership humility in improving employee outcomes, empirical research examining how self-awareness, appreciation of others, and teachability influence employee performance within deposit money banks in Nigeria remains limited. Most existing studies have focused on manufacturing firms, healthcare organizations, educational institutions, and other service industries, with relatively little attention devoted to the Nigerian banking sector (Chandler et al., 2023; Liu et al., 2024). This gap underscores the need for a context-specific investigation into the role of leadership humility in enhancing employee performance among deposit money banks in Nigeria.

This study therefore examines the relationship between leadership humility and employee performance among deposit money banks in Nigeria. Specifically, the study investigates how self-awareness, appreciation of others, and teachability influence task performance and contextual performance. In doing so, the study contributes to the leadership and organizational behavior literature while providing empirical evidence that can guide leadership development and employee performance management within the Nigerian banking industry.

Concept of Leadership Humility and Employee Performance

Technological innovation, fierce competition, changing client expectations, and strict regulations are all becoming more and more characteristic of the modern banking industry. In order to improve employee performance, service quality, and organizational competitiveness in this setting, deposit money banks mostly rely on strong leadership. Because humble leaders foster supportive work cultures that promote employee engagement, collaboration, ongoing learning, and high performance, leadership humility has become a crucial leadership technique (Kelemen et al., 2023; Chandler et al., 2023).

Employee performance refers to the extent to which employees effectively perform assigned duties and contribute to the achievement of organizational goals. Within deposit money banks, employee performance is particularly important because banking operations require efficiency, accuracy, customer responsiveness, teamwork, and compliance with regulatory standards. Banks with high-performing employees are more likely to achieve improved customer satisfaction, operational effectiveness, and sustainable organizational growth. Conversely, ineffective leadership may result in low employee commitment, reduced collaboration, poor service delivery, and declining organizational performance (Campbell & Wiernik, 2015).

Three fundamental dimensions—self-awareness, respect for others, and teachability—are used in this study to conceive leadership humility. Self-aware leaders are able to identify their advantages, disadvantages, and constraints while yet being receptive to personal development. Leaders who are willing to acknowledge and value their staff members' ideas, skills, and contributions to the success of the company are said to be appreciative of others. Regardless of their position within the organization, teachable leaders are receptive to criticism, fresh perspectives, and ongoing education (Owens & Hekman, 2012).

According to empirical research, these aspects of leadership humility have a major impact on worker performance by fostering organizational commitment, trust, employee engagement, and collaboration (Liu et al., 2024; Sun et al., 2023). Workers are more likely to carry out their tasks efficiently and make constructive contributions outside of their official work obligations when they believe their bosses are modest. On the other hand, leadership that is marked by a lack of employee involvement and an excessive amount of authority may lower employee morale and performance.

Although leadership humility has received increasing scholarly attention, empirical studies examining how self-awareness, appreciation of others, and teachability jointly influence employee performance within deposit money banks in Nigeria remain limited. Most previous studies have focused on healthcare, manufacturing, educational institutions, and other organizational settings, with relatively little attention devoted to the Nigerian banking industry (Chandler et al., 2023; Kelemen et al., 2023).

This study addresses this gap by examining the relationship between leadership humility and employee performance, with emphasis on self-awareness, appreciation of others, and teachability. The study contributes to leadership and organizational behavior literature while providing practical insights into how deposit money banks can improve employee performance through humble leadership practices.

Dimensions of Leadership Humility

The influence of leadership humility on employee performance can be examined through three key dimensions: self-awareness, appreciation of others, and teachability. These dimensions collectively explain how leaders build supportive relationships, encourage employee development, and enhance workplace performance. By demonstrating these leadership behaviors, deposit money banks can strengthen employee commitment, improve service delivery, and achieve sustainable organizational performance (Owens & Hekman, 2012; Kelemen et al., 2023).

Self-awareness

Self-awareness refers to a leader's ability to recognize personal strengths, weaknesses, limitations, and mistakes while remaining committed to continuous improvement (Owens & Hekman, 2012). Self-aware leaders seek feedback, acknowledge their shortcomings, and make balanced decisions that encourage employee participation and trust. Within deposit money banks, self-awareness enables leaders to build stronger relationships with employees, promote transparency, and create supportive work environments that improve task performance and contextual performance. Recent studies indicate that self-aware leaders positively influence employee confidence, engagement, and overall performance (Liu et al., 2024).

Appreciation of Others

Appreciation of others refers to the extent to which leaders recognize, value, and acknowledge employees' knowledge, abilities, efforts, and contributions toward achieving organizational goals (Owens & Hekman, 2012). Employees who feel appreciated are more likely to demonstrate commitment, job satisfaction, and willingness to contribute beyond their formal responsibilities. In deposit money banks, leaders who consistently acknowledge employee contributions foster stronger interpersonal relationships, improve morale, and encourage higher levels of performance. Research indicates that appreciation from leaders strengthens employee motivation and enhances organizational effectiveness (Sun et al., 2023).

Teachability

Teachability refers to a leader's willingness to accept constructive feedback, embrace new ideas, and learn continuously from employees and other organizational members regardless of hierarchical position (Kelemen et al., 2023). Teachable leaders promote knowledge sharing, collaboration, adaptability, and continuous improvement within the workplace. In deposit money banks, where technological and regulatory changes occur frequently, leaders who demonstrate teachability are better positioned to guide employees through organizational change and improve performance outcomes. Consequently, teachability contributes significantly to employee learning, innovation, and both task and contextual performance (Liu et al., 2024).

Employee Performance in Deposit Money Banks

Employee performance is a critical factor that determines the effectiveness, competitiveness, and long-term sustainability of deposit money banks. In the banking industry, employee performance reflects the extent to which employees effectively execute their assigned responsibilities and contribute to organizational objectives through quality service delivery, operational efficiency, customer satisfaction, and regulatory compliance. Given the highly competitive and technology-driven nature of the banking sector, banks depend on high-performing employees to achieve sustainable growth and maintain competitive advantage.

Employee performance is largely influenced by the quality of leadership demonstrated within the organization. Leaders who exhibit humility through self-awareness, appreciation of others, and teachability are more likely to inspire trust, strengthen employee commitment, and encourage positive workplace behaviors. Such leadership creates an environment where employees remain motivated to perform their assigned duties effectively while also contributing beyond their formal job responsibilities. Conversely, leadership characterized by excessive authority, poor communication, and limited employee involvement may reduce employee morale, weaken commitment, and negatively affect organizational performance. Deposit money banks therefore rely on effective leadership practices to enhance employee performance and achieve strategic organizational objectives.

Theoretical Review

The theoretical framework for this study is anchored on established leadership and organizational behavior theories that explain how leadership humility influences employee performance. These theories provide a foundation for understanding how humble leadership behaviors enhance task performance and contextual performance among employees in deposit money banks.

Leader–Member Exchange (LMX) Theory

Leader–Member Exchange (LMX) Theory, developed by George Graen and colleagues, explains that leaders develop different quality relationships with employees, and high-quality relationships are characterized by trust, mutual respect, and open communication. Leadership humility strengthens these relationships by encouraging self-awareness, appreciation of others, and teachability. Employees who experience supportive leader–member relationships are more likely to demonstrate higher levels of performance, commitment, and cooperation within deposit money banks.

Servant Leadership Theory

Servant Leadership Theory, introduced by Robert K. Greenleaf, emphasizes that effective leaders prioritize the growth, well-being, and development of employees before pursuing organizational objectives. The theory argues that leaders who demonstrate humility, empathy, listening, and stewardship create environments that encourage employee engagement and high performance. In deposit money banks, servant leaders motivate employees to perform effectively by fostering trust, empowerment, and continuous learning.

Empirical Review

There are numerous empirical studies on leadership humility and employee performance across different organizational settings. Using an inductive qualitative research design, Owens and Hekman (2012) examined how leader humility influences employee attitudes and workplace outcomes. Data were collected through interviews and field observations involving organizational leaders and employees across multiple industries in the United States. The findings revealed that leaders who acknowledged their personal limitations, appreciated employees' strengths, and remained open to feedback created positive work environments characterized by higher employee commitment, trust, and improved job performance. The study concluded that leadership humility represents a distinct leadership construct capable of enhancing employee performance through stronger interpersonal relationships and continuous learning.

Similarly, Owens, Johnson, and Mitchell (2013) investigated the relationship between leader expressed humility and employee work outcomes using a quantitative survey research design. Data were analysed using hierarchical regression analysis across employees from diverse organizational settings. The findings indicated that leadership humility had a significant positive relationship with employee job satisfaction, work engagement, learning orientation, and job performance ($p < .05$). The study concluded that employees demonstrated higher performance levels when leaders openly acknowledged their limitations, appreciated employees' contributions, and demonstrated a willingness to learn from others.

Likewise, Rego et al. (2019) examined the influence of leader humility on team performance using a quantitative correlational research design. Structural equation modelling (SEM) was employed to analyse data collected from work teams across different organizations. The findings revealed that leader humility significantly enhanced employee performance by strengthening team psychological capital, improving collaboration, and facilitating effective task allocation ($p < .05$). The study concluded that employees working under humble leaders exhibited greater commitment, higher collaboration, and superior task performance compared with those working under less humble leadership.

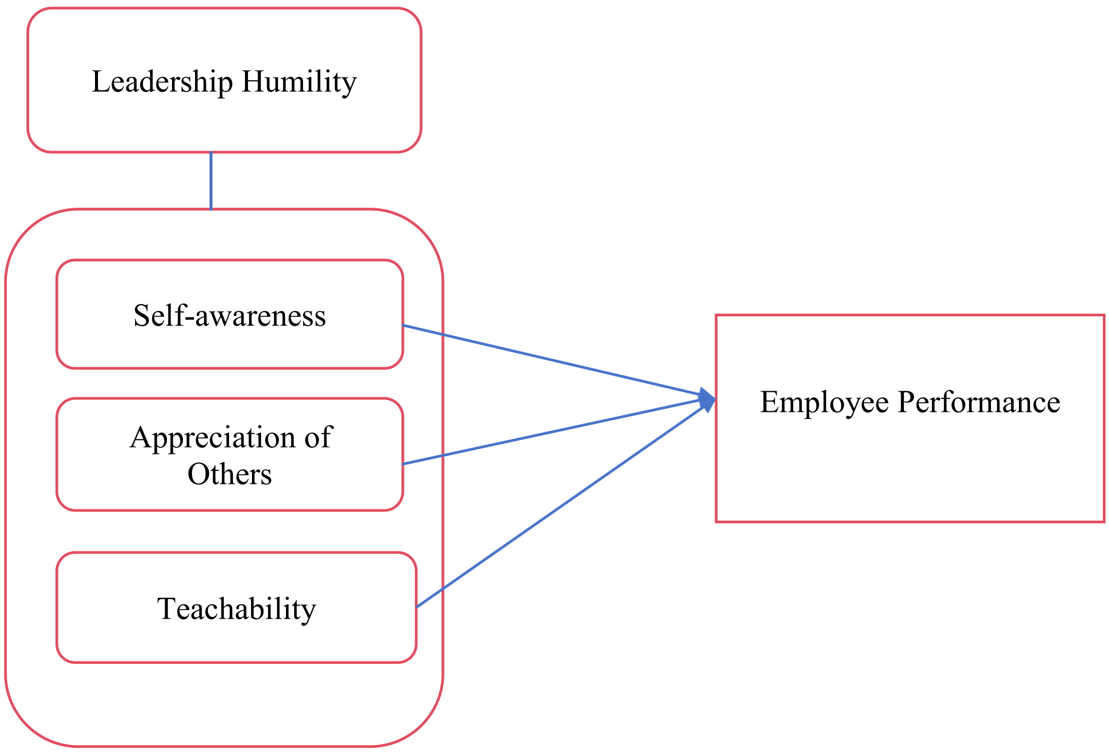
Recent empirical evidence further supports these relationships. Liu et al. (2024) examined the influence of leader humility on employee creative performance using a quantitative survey design and structural equation modelling. The findings showed that leadership humility significantly improved employee performance by promoting work engagement, intrinsic motivation, and positive interpersonal relationships ($p < .001$). The study emphasized that leaders who demonstrated self-awareness, appreciated employees' contributions, and remained teachable created supportive work environments that encouraged employees to perform beyond their formal job responsibilities.

Similarly, Chan, Hekman, and Foo (2024) examined leadership humility and leadership effectiveness using a quantitative research design. The study employed multilevel regression analysis to investigate the influence of humble leadership on employee development and workplace relationships. The findings indicated that leadership humility significantly enhanced mentoring relationships, employee development, organizational status, and overall employee performance ($p < .05$). The study concluded that leaders who consistently demonstrated humility were more effective in developing high-performing employees and sustaining productive workplace relationships.

Although these studies have considerably advanced the understanding of leadership humility and employee performance, the majority were conducted outside Nigeria in developed economies and across diverse organizational sectors. There remains limited empirical evidence within the Nigerian banking industry, particularly among deposit money banks. Furthermore, relatively few studies have conceptualized leadership humility using the dimensions of self-awareness, appreciation of others, and teachability while measuring employee performance through the broader construct comprising task performance and contextual performance.

This study therefore addresses these gaps by examining the relationship between leadership humility and employee performance among employees of deposit money banks in Nigeria.

figure 1.: Conceptual Framework



Source: (Researcher's conceptualization)

Leadership humility (predictor), expressed through self-awareness, appreciation of others, and teachability, represents a contemporary leadership approach that promotes trust, collaboration, continuous learning, and positive leader–employee relationships, thereby enhancing employee effectiveness and organizational performance (Owens & Hekman, 2012; Kelemen et al., 2023).

Employee performance (criterion) reflects the extent to which employees effectively perform their assigned responsibilities through task performance and contextual performance, contributing to service quality, operational efficiency, and the overall effectiveness of deposit money banks (Koopmans et al., 2014; Chandler et al., 2023).

Methods

Research Design

The choice of research methodology is guided by the objectives of the study and the need to empirically examine the relationship between leadership humility and employee performance among deposit money banks in Nigeria. This study adopts the post-positivist research philosophy, which emphasizes objective measurement, hypothesis testing, and the use of empirical data to explain relationships among variables (Creswell & Creswell, 2018). The philosophy is appropriate because the study seeks to examine measurable dimensions of leadership humility and determine their relationship with employee performance using statistical analysis.

This study employs a descriptive quantitative cross-sectional survey design. The design enables the collection of data from respondents at a single point in time in order to examine existing leadership behaviors and their relationship with employee performance within deposit money banks. The cross-sectional survey approach is suitable because it facilitates the testing of hypothesized relationships among the dimensions of leadership humility, namely self-awareness, appreciation of others, and teachability, and the dependent variable, employee performance.

Sample and Data Collection

The study focuses on selected deposit money banks operating in Nigeria. The banking sector is selected because of its strategic importance to economic development, financial intermediation, and national economic stability, as well as its dependence on effective leadership and high employee performance for sustainable competitiveness.

Primary data will be collected from employees, supervisors, and management staff working in selected deposit money banks. Respondents are selected because they possess direct knowledge of leadership practices and employee performance within their organizations. A purposive sampling technique will be used to select deposit money banks with well-established organizational structures and nationwide operations.

Structured questionnaires using Likert-scale items will serve as the primary instrument for data collection. The questionnaire is designed to measure the dimensions of leadership humility and employee performance. Prior to the main administration, the instrument will be pre-tested to ensure the reliability, validity, and clarity of the measurement items.

Population and Sample Size

The population of this study comprises employees of selected deposit money banks operating in Nigeria. These employees include customer service officers, operations staff, marketing personnel, supervisors, branch managers, and other management employees directly involved in banking operations. Based on industry estimates, the accessible population is approximately **6,200 employees** across the selected deposit money banks.

The **Taro Yamane (1967)** formula for determining sample size for finite populations is applied:

$$n = \frac{N}{1 + N(e^2)}$$

Where:
n = sample size
N = population size = 6,200
e = margin of error = 0.05

$$n = \frac{6200}{1 + 6200(0.05)^2} = \frac{6200}{16.5} = 376$$

Thus, a total of **376 respondents** is required to achieve a 5% margin of error.

To ensure representativeness, the sample will be proportionally distributed across the selected deposit money banks based on staff strength and branch size. This proportional allocation ensures adequate representation of employees across different organizational levels and functional departments, thereby providing a reliable basis for analysing the relationship between self-awareness, appreciation of others, teachability, and employee performance.

Sampling Technique

This study adopts a purposive sampling technique to select deposit money banks that satisfy the inclusion criteria of nationwide operations, well-established organizational structures, and formal leadership and employee management systems. The technique is appropriate because it enables the researcher to focus on banks that possess the characteristics necessary for examining the relationship between leadership humility and employee performance.

Within the selected deposit money banks, respondents will comprise employees, supervisors, and management staff who are directly involved in organizational activities and possess adequate knowledge of leadership practices and employee performance within their organizations. This approach ensures that the data collected accurately reflects the levels of self-awareness, appreciation of others, and teachability influencing employee performance.

Model Specification

Self-awareness Model (SA)

$EP = \beta_0 + \beta_1 SA + \varepsilon$

Appreciation of Others Model (AO)

$EP = \beta_0 + \beta_1 AO + \varepsilon$

Teachability Model (TE)

$EP = \beta_0 + \beta_1 TE + \varepsilon$

Multiple Regression Model

$EP = \beta_0 + \beta_1 SA + \beta_2 AO + \beta_3 TE + \varepsilon$

Variable Definitions (Acronyms)

- **EP:** Employee Performance
- **SA:** Self-awareness
- **AO:** Appreciation of Others
- **TE:** Teachability
- **β_0:** Constant term
- **$\beta_1 – \beta_3$:** Regression coefficients
- **ε:** Error term

Reliability of Constructs

To ensure the consistency and dependability of measurements, internal consistency reliability was carefully considered for the constructs examined in this study. These constructs include the three dimensions of leadership humility, namely self-awareness, appreciation of others, and teachability as the independent variables, and employee performance as the dependent variable. These dimensions are central to understanding how leadership humility influences employee performance in deposit money banks in Nigeria.

Each construct will be measured using multiple questionnaire items designed to capture the various aspects of the variables under investigation. Cronbach's Alpha will be employed to assess internal consistency reliability because it is widely accepted as an appropriate statistical measure for evaluating the reliability of research instruments in social science research. A Cronbach's Alpha coefficient of 0.70 or above is considered acceptable, indicating that the items used to measure each construct are reliable and internally consistent (Nunnally, 1978).

The expected reliability thresholds for this study are as follows:

- **Self-awareness:** $\alpha > 0.80$
- **Appreciation of Others:** $\alpha > 0.80$
- **Teachability:** $\alpha > 0.80$
- **Employee Performance:** $\alpha > 0.85$

These reliability thresholds are consistent with previous empirical studies on leadership and employee performance, ensuring alignment with established standards of construct reliability. Although the actual Cronbach's Alpha values will be determined after data collection and analysis, the constructs adopted in this study are derived from validated measurement scales commonly used in leadership and organizational behaviour research. This approach strengthens the reliability and credibility of the study findings regarding the relationship between leadership humility and employee performance among deposit money banks in Nigeria.

Validity of Constructs

Validity ensures that the research instrument accurately measures the intended concepts related to leadership humility and employee performance. This study examines three dimensions of leadership humility – self-awareness, appreciation of others, and teachability as the independent variables, while employee performance serves as the dependent variable.

Content Validity

The measurement items for all constructs were adapted from previously validated scales in leadership and organizational behaviour literature to ensure adequate coverage of each construct domain. Self-awareness items assess leaders' recognition of their strengths, weaknesses, and personal limitations. Appreciation of others items measure the extent to which leaders acknowledge, value, and recognize employees' ideas, efforts, and contributions. Teachability items evaluate leaders' openness to feedback, continuous learning, and acceptance of new ideas. Employee performance items focus on task performance and contextual performance, including the effective execution of assigned duties, cooperation, initiative, and contribution to organizational objectives (Owens & Hekman, 2012; Koopmans et al., 2014).

Construct Validity

Theoretical expectations suggest that:

- **Self-awareness** positively influences employee performance because leaders who understand their strengths and limitations create supportive work environments that encourage employees to perform effectively.
- **Appreciation of others** enhances employee performance by increasing employees' sense of value, motivation, organizational commitment, and willingness to contribute beyond formal job responsibilities.
- **Teachability** positively affects employee performance because leaders who are open to feedback and continuous learning promote collaboration, knowledge sharing, and continuous improvement.
- **Employee performance** is expected to improve in deposit money banks where employees perceive higher levels of self-awareness, appreciation of others, and teachability among their leaders.
- **Interaction effects** among the dimensions of leadership humility may further strengthen employee performance, reflecting the combined influence of self-awareness, appreciation of others, and teachability on workplace effectiveness.

By grounding the constructs in established theoretical and empirical frameworks, this study ensures that the measurement instruments accurately capture the intended variables, thereby enhancing both content and construct validity in examining the relationship between leadership humility and employee performance among deposit money banks in Nigeria.

Criterion-Related Validity

Criterion-related validity assesses the extent to which the dimensions of leadership humility predict employee performance in deposit money banks. In this study, self-awareness, appreciation of others, and teachability are expected to positively influence employee performance. Employees who perceive their leaders as humble, supportive, and open to learning are more likely to demonstrate higher levels of task performance, contextual performance, commitment, and overall effectiveness in achieving organizational objectives.

The study also examines the combined effects of the leadership humility dimensions to determine whether integrated humble leadership behaviours enhance employee performance beyond the individual contribution of each variable. This provides deeper insight into how deposit money banks can strategically develop humble leadership practices to improve employee effectiveness and organizational performance.

To further validate the measurement model, confirmatory factor analysis will be conducted where appropriate to establish the adequacy of the construct structure, while regression analysis will be used to examine the predictive relationships between leadership humility dimensions and employee performance. These analyses provide empirical support for the validity of the study constructs and the proposed conceptual framework.

Variables and Measurement

Operationalization of Variables

The variables examined in this study are derived from established leadership and organizational behaviour literature and adapted to the context of deposit money banks in Nigeria. The independent variable is leadership humility, operationalized through self-awareness, appreciation of others, and teachability, while the dependent variable is employee performance, measured using task performance and contextual performance.

Leadership Humility (Independent Variable)

Self-awareness

Self-awareness refers to a leader's ability to recognize personal strengths, limitations, and mistakes while demonstrating openness to self-improvement. Leaders who possess self-awareness are more likely to make balanced decisions, encourage employee participation, and create an atmosphere of trust and accountability.

Appreciation of Others

Appreciation of others reflects the extent to which leaders recognize, value, and acknowledge employees' knowledge, efforts, and contributions. Employees who feel appreciated are generally more committed, motivated, and willing to perform beyond minimum job requirements.

Teachability

Teachability refers to a leader's willingness to learn from employees, accept constructive feedback, and remain receptive to new ideas regardless of organizational hierarchy. Teachable leaders promote continuous learning, collaboration, and knowledge sharing within the workplace.

Employee Performance (Dependent Variable)

The degree to which workers successfully carry out their designated tasks and support organizational objectives is referred to as employee performance. In this study, employee performance is measured by task performance, which represents the effective execution of essential work responsibilities, and contextual performance, which captures voluntary behaviours such as cooperation, aiding colleagues, and supporting organizational effectiveness.

All variables will be measured using multiple questionnaire items structured on a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The use of multi-item measurement scales enhances the reliability and validity of the study constructs.

Table: Operationalization of Variables

S/N	Variable Names	Independent/Dependent	Theoretical References
1	Self-awareness	Independent	Edgar Schein (2010); Bradley P. Owens & David R. Hekman (2012)
2	Appreciation of Others	Independent	Bradley P. Owens & David R. Hekman (2012); Edgar Schein (2010)
3	Teachability	Independent	Bradley P. Owens & David R. Hekman (2012); Amy C. Edmondson (2019)
4	Employee Performance (Task & Contextual Performance)	Dependent	John P. Campbell (1990); Stephen P. Robbins & Timothy A. Judge (2022)

Results and Discussion of Findings

The empirical analysis of data collected from employees of selected deposit money banks in Nigeria provides valuable insights into the relationship between leadership humility and employee performance. The study examined three dimensions of leadership humility – self-awareness, appreciation of others, and teachability and their influence on employees' task performance and contextual performance.

Descriptive analysis indicated that respondents generally perceived moderate to high levels of humble leadership behaviours among supervisors. Leaders who demonstrated self-awareness, recognized employees' contributions, and remained open to learning were viewed more positively by employees. Similarly, respondents reported satisfactory levels of both task and contextual performance across the selected banks.

Employee performance and leadership humility were found to be positively correlated by correlation analysis, indicating that when leaders are humble in their interactions, employees perform better. The results show that modest leadership increases employee commitment, trust, and teamwork, which improves both the performance of given tasks and optional workplace behaviors.

Regression analysis further showed that the dimensions of leadership humility significantly predicted employee performance. The largest predictor was found to be appreciation of others, suggesting that workers are more likely to perform well when their supervisors acknowledge their efforts and contributions. Additionally, self-awareness significantly improved connections between leaders and employees by fostering openness, trust, and productivity. By promoting ongoing learning, transparent communication, and cooperative problem-solving, teachability has been shown to have a favorable impact on worker performance.

Overall, the findings support contemporary leadership literature by demonstrating that leadership humility is an important determinant of employee performance in deposit money banks. Banks whose leaders consistently exhibit humility through self-awareness, appreciation of employees, and openness to learning are more likely to achieve higher levels of employee effectiveness, stronger teamwork, and improved organizational performance.

Descriptive Statistics

Variable Name	Statement Item	Mean	Standard Deviation
Self-awareness	"My supervisor acknowledges personal mistakes when necessary."	4.32	0.56
	"My supervisor recognizes his or her strengths and limitations."	4.30	0.57
	"My supervisor reflects on decisions before taking action."	4.28	0.58
Appreciation of Others	"My supervisor appreciates employees' contributions."	4.35	0.54
	"Employees receive recognition for good performance."	4.33	0.55
	"My supervisor values employees' opinions during decision-making."	4.31	0.56
Teachability	"My supervisor is open to suggestions from employees."	4.34	0.55
	"My supervisor willingly accepts constructive feedback."	4.31	0.56
	"My supervisor continuously seeks opportunities to learn."	4.29	0.57
Employee Performance	"Employees consistently accomplish assigned duties effectively."	4.36	0.54
	"Employees willingly support colleagues beyond formal job responsibilities."	4.34	0.55

SPSS Output, 2026

Test of Hypotheses

Variables	N	Mean	SD	r	Sig. (2-tailed)	Decision
Self-awareness	312	4.15	0.61	0.678	0.000	Reject H_o
Employee performance	312	4.08	0.58			
Appreciation of others	312	4.11	0.64	0.661	0.000	Reject H_o
Employee performance	312	4.08	0.51			
Teachability	312	4.22	0.59	0.713	0.000	Reject H_o

Employee performance	312	4.08	0.58

The correlation results indicate positive and statistically significant relationships between the dimensions of leadership humility – self-awareness, appreciation of others, and teachability positively influence employee performance in deposit money banks in Nigeria.

Furthermore, the multiple regression analysis reveals that the combined dimensions of leadership humility – self-awareness, appreciation of others, and teachability significantly predict employee performance in deposit money banks in Nigeria. However, the magnitude of influence differs across the individual dimensions, with some dimensions exerting stronger predictive effects than others. The regression model is statistically significant at the 0.05 level, indicating that the observed relationships are unlikely to have occurred by chance.

The findings revealed that the dimensions of leadership humility – self-awareness, appreciation of others, and teachability positively influence employee performance in deposit money banks in Nigeria. Employees whose supervisors demonstrate humility are more likely to perform their assigned duties effectively while exhibiting behaviours that support teamwork and organizational effectiveness.

The results further indicate that self-awareness enhances employee performance by promoting transparency, accountability, and trust between leaders and subordinates. Leaders who acknowledge their strengths and limitations create an atmosphere that encourages employee confidence and commitment. Appreciation of others also emerged as a significant predictor of performance, suggesting that employees who receive recognition and feel valued are more motivated to improve both task and contextual performance. Likewise, teachability positively influences employee performance by encouraging open communication, knowledge sharing, and continuous learning within the workplace.

The three dimensions' combined impact shows that humble leadership enhances worker effectiveness in ways that go beyond the individual leadership behaviors' contributions. These results are in line with recent research on leadership, which highlights how humble leaders promote greater employee engagement, better teamwork, and enhanced organizational performance.

The findings indicate that all three dimensions significantly enhance employee performance. Self-awareness improves trust and accountability, appreciation of others strengthens employee commitment and motivation, while teachability promotes collaboration and continuous learning. Together, these leadership behaviours contribute to improved employee effectiveness and organizational performance within the banking sector.

Conclusion

The study concludes that leadership humility is a significant predictor of employee performance in deposit money banks in Nigeria. Leaders who demonstrate self-awareness, appreciate employees' contributions, and remain open to learning create supportive work environments that enhance both task performance and contextual performance.

The findings further suggest that integrating the dimensions of leadership humility produces stronger employee performance outcomes than emphasizing individual leadership behaviours in isolation. Consequently, humble leadership represents an important managerial capability for improving employee effectiveness and sustaining organizational competitiveness in the Nigerian banking industry.

Contribution to Knowledge

This study contributes to leadership and organizational behaviour literature by providing empirical evidence on the relationship between leadership humility and employee performance within the Nigerian banking sector. It demonstrates that the combined dimensions of self-awareness, appreciation of others, and teachability significantly enhance employees' task and contextual performance.

The study also extends existing knowledge by offering a multidimensional framework for examining humble leadership in deposit money banks, thereby providing useful insights for researchers, bank executives, and human resource practitioners seeking to improve organizational performance through effective leadership practices.

Recommendations

i. Deposit money banks should encourage leaders to develop self-awareness through leadership development programmes, executive coaching, and regular self-assessment to strengthen employee trust and performance.
ii. Bank management should institutionalize employee recognition and appreciation by acknowledging staff contributions, encouraging participation, and rewarding outstanding performance to improve employee commitment.
iii. Leaders should cultivate teachability by remaining receptive to employee feedback, encouraging knowledge sharing, and promoting continuous learning within the workplace.
iv. Deposit money banks should integrate leadership humility into leadership selection, training, and performance evaluation systems to strengthen employee performance, teamwork, and long-term organizational effectiveness.

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