The influence of humble leadership on organizational citizenship behavior and withdrawal behavior mediated by team climate

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Abstract

Purpose: This study explains how humble leadership influences two types of behavior: organizational citizenship behavior (OCB) and withdrawal behavior (WB) in BPR banks undergoing mergers. The plays a key role in the success of this relationship.

Design/methodology/approach: The number of samples taken based on the Isaac and Michael table at a population point of 652 resulted in a sample size of 227. The researchers used stratified random sampling to determine the sample distribution, a method that groups the population into several strata based on certain criteria. Data analysis uses SmartPLS 4.

Findings: Research results indicate that humble leadership enhances organizational citizenship behavior (OCB) and reduces withdrawal behavior (WB). This influence becomes even more significant in the context of structural changes, such as during a merger, where the role of leadership becomes crucial in maintaining employee stability. Humble leadership fosters a supportive team environment that encourages prosocial behaviors, such as organizational citizenship behavior (OCB), alleviates stress and dissatisfaction, and reduces employees' tendency to withdraw from the organization. Additionally, this leadership style also acts as a mediator between leadership and employee behavior by increasing engagement and reducing negative behaviors, thereby strengthening an adaptive and resilient organizational culture.

Research limitations/implications: The small area covered by the merged BPR in the CIAYUMAJAKUNING region and the West Java Provincial Government may make it hard to apply the findings to other places, as the culture and leadership styles in those areas might be different. Additionally, the process of filling out the questionnaire faced challenges in terms of assistance, where the limited number of surveyors caused the process of providing understanding to respondents to take a considerable amount of time, while the level of understanding of the questionnaire content could still vary. This condition has the potential to affect data quality and increase the risk of bias in the research results. Furthermore, this research has not yet integrated the Islamic perspective into the concept or implementation of humble leadership, thus failing to illustrate the contribution of religious values in shaping a work culture based on spirituality and preventing deviant behavior in the workplace.

Practical implications: This research indicates that the weak implementation of assertiveness in humble leadership brings special difficulties, especially in facing internal and external organizational

dynamics. Although humble leadership is effective in creating a positive work climate and supporting employee engagement, the lack of balance between humility and assertiveness can reduce its effectiveness, especially in the context of mergers. The study emphasizes the need for leadership training that fosters an empathetic and open attitude and develops the capacity for decisive decision-making to maintain employee stability and positive behavior.

Social Implications: In merger situations that often trigger uncertainty and anxiety among employees, humble leadership helps build trust and security, ultimately reducing resistance to change. The merger will make the organization more adaptable to structural changes due to OCB growth. Conversely, the reduction of withdrawal behavior contributes to a decrease in employee turnover, thereby preventing operational disruptions that could disrupt financial services to the community. So, humble leadership mediated by not only helps individuals and organizations but also improves the social and economic stability in the area around BPR, which is undergoing structural changes because of the merger.

Originality/value: This research enhances the theoretical understanding of humble leadership by addressing the debate surrounding its role as an organizational strength or weakness. This study also offers a new perspective within the Indonesian cultural context, highlighting the role of humility in reducing power distance through open communication and digitalization. Furthermore, this research expands the study on the mediating role of humble leadership in shaping OCB and reducing WB, particularly in team dynamics during the BPR merger process.

Keywords: Humble leadership, Team climate, Organizational citizenship behavior, Withdrawal behavior

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1. Introduction

The concept of humble leadership continues to be debated, particularly whether this attitude is an advantage or a disadvantage in advancing organizations (Liu, Mao & Chen, 2017). This leadership, which includes openness, selflessness, and care (Owens, Johnson & Mitchell, 2013), has enhanced collaboration, innovation, and job satisfaction (Ou, Waldman & Peterson, 2015). However, in certain situations, excessive humility can be perceived as a weakness, such as a lack of assertiveness or confidence, especially in crises or intense competition (Hoekstra, Bell & Peterson, 2008). This challenge balancing its benefits and limitations to drive organizational progress.

The concept of humble leadership is influenced by culture, particularly power distance, which refers to how power inequality is accepted in society (Bond, Franke & Hofstede, 1991). Western culture with low power distance tends to view humility as a virtue, reflecting openness, participation, and egalitarian relationships (Hofstede, 1980). In the West, people view humble leaders as facilitators who value the ideas of their subordinates, acknowledge their mistakes, and learn from criticism (Luo, Zhang, Chen, Zhang, Wang & Peng, 2022). Conversely, Eastern cultures with high power distance prioritize hierarchy, authority, and prestige. Humility in the East can align with traditional values such as politeness and respect, but it also risks being perceived as a lack of authority or assertiveness (Achmadi, Hendryadi, Siregar & Hadmar, 2022). These differences indicate that power distance affects the perception and effectiveness of humble leadership (Septiandari & Riantoputra, 2021). In the West, humility strengthens trust and participation, whereas in the East, its effectiveness depends on balancing it with assertive and visionary leadership (Qiuyun, Liu, Zhou & Mao, 2020).

Extra-role behaviors, such as being willing to assist colleagues, become crucial to the success of a company in the face of national and international competition. Accordingly, leadership is crucial to establishing a positive work atmosphere (Tjahjono, Prasetyo & Palupi, 2018). Many executives acknowledge that fostering a supportive work environment with high organizational citizenship behavior (OCB) and lower employee withdrawal tendencies encourages businesses to cultivate workers who can contribute actively to tasks and work. (Sari, Tjahjono & Wahyuningsih, 2023)

Humble leadership is gaining more attention due to its potential to create a positive and productive work environment. With an attitude of openness, appreciation for others' contributions, and recognition of self-limitations, this style is capable of fostering innovation, collaboration, and team well-being (Owens et al., 2013). However, its implementation still faces challenges. Many organizations place more emphasis on authority and control in leaders, so the value of humility is less promoted as a team development strategy (Qian, Zhang & Jiang, 2020). Additionally, the role of team climate, which includes trust, support, and collaboration as mediators in the relationship between humble leadership and team performance, is still not well understood. This ambiguity hinders the integration of humble leadership within organizations, limiting its potential to strengthen trust, drive innovation, and create an inclusive work environment (Qin, Liu, Brown, Zheng & Owens, 2020).

A healthy is characterized by trust, collaboration, and support that mediate this positive impact, strengthening an inclusive work experience. However, the humility of leaders is not always received positively. When perceived as insincere or manipulative, this can generate skepticism, resistance, and even negative behavior among team members. People often perceive humility as a weakness or indecisiveness in a less supportive climate, which can hinder leadership effectiveness and team performance. The phenomenon of bank mergers in the past decade has become a strategic trend to strengthen capital, operational efficiency, and competitiveness (Hussain, Aamir, Karachi & Wahla, 2011). However, this process often gives rise to conflicts and resistance rooted in cultural differences, uncertainty, and concerns about change (Kansal & Chandani, 2014). The failure of leaders to manage conflicts and unify visions often exacerbates resistance, which harms employee motivation and organizational productivity (Kansal & Chandani, 2014). On the other hand, communicative, inclusive, and empathetic leaders can build trust, align differences, and accelerate post-merger integration success (Hutt & Gopalakrishnan, 2020). Strategic leaders understand the emotional dynamics during major changes (Yukl & Mahsud, 2010). Transparent communication, participatory decision-making, and a harmonious approach can minimize resistance, creating a synergy that strengthens the merger's success (Bari & Abrar, 2020). Supporting this view, the study by (Ruíz-Rodríguez and Castilla-Polo, 2019) reveals that Spanish banks displayed limited initiative in disclosing intangible assets, such as human capital and organizational culture, during the financial crisis, with an average disclosure index of only 26.98%. This indicates that organizations were generally hesitant to openly share information about intangible values, despite the importance of transparency in building employee trust, commitment, and cultural integration following a merger.

This study aims to examine the influence of humble leadership on the enhancement of organizational citizenship behavior (OCB) and the reduction of withdrawal behavior (WB), while considering the mediating role of team climate within the context of Bank Perkreditan Rakyat (BPR) mergers in Indonesia during the 2023-2024 period. The research aims to address a theoretical gap in ongoing debates on whether humility in leadership constitutes a form of organizational strength or is perceived as a weakness or even a manifestation of managerial hypocrisy (Bharanitharan, Lowe, Bahmannia, Chen & Cui, 2020; Rego, Owens, Chi, Yam, Silard, Yam et al., 2017). Additionally, the study looks closely at how humble leadership fits into Indonesia's culture and banking sector, where leaders promoting open communication and digital changes might go against traditional power structures. However, most current studies do not explore how humility works within the unique rules and pressures of the banking sector, which has strict structures, regulatory demands, and a need for digital change. To this end, relevant literature suggests that leadership styles in banking must be aligned with sector-specific dynamic capabilities and customer relationship demands (Gallego Gómez, De-Pablos-Heredero & Montes-Botella, 2021).

This study aims to address two important gaps in research: (1) there is not enough real-world research on how humble leadership is developed and used in teams, and (2) we don't fully understand how it affects both positive

(OCB) and negative (WB) workplace behaviors at the same time, especially in banking environments after mergers in developing countries like Indonesia.

2. Theory and Hypotheses

Although the main principle of Social Information Processing (SIP) theory explains that individuals use information from the environment to make decisions regarding subordinates' behavior, its applicability remains limited. In the context of humble leadership, team members continuously process this information to guide their behavior. The application of SIP theory in humble leadership opens the potential for further understanding of how leaders' behaviors are processed and interpreted by team members, as well as their impact on team dynamics (Chiu, Owens & Tesluk, 2016). The SIP theory also asserts that employees interpret events in the work environment, which shapes their cognition, attitudes, as well as their decisions and behaviors (Huang, 2019). Empirical support shows that subordinates' perceptions of leader humility influence behaviors such as organizational citizenship behavior and withdrawal behavior. These findings highlight the role of SIP in shaping individual responses within organizations, particularly in the context of humble leadership (Qian et al., 2020).

The concept of humble leadership emerged as a response to the debate regarding the value of humility in enhancing a leader's abilities. Unlike the view of psychologists, who see it as a low self-regard, this concept is viewed by theologians, sociologists, and philosophers as the right balance between strengths and weaknesses, as well as an acknowledgment of human limitations and shared values (Tangney, 2000). In the context of leadership, a humble approach prioritizes qualities such as empathy, engagement, and the empowerment of team members (Argandona, 2014). Humble leaders not only listen and learn but also encourage the independence of team members, creating an environment that supports collaboration and mutual growth (Owens et al., 2013). The difference between the concepts of transformational leadership and humble leadership lies in the integrity and leadership qualities displayed. Transformational leadership does not always reflect integrity, with some leaders even categorized as pseudo-transformational, which contradicts the value of humility (Liborius, 2017). Humble leadership emphasizes the ability to evaluate oneself wisely, recognize strengths and weaknesses without exaggeration, and prioritize a forgiving and non-egocentric attitude. This is different from excessive self-confidence or narcissism found in inauthentic transformational leadership. Humility helps overcome arrogance and creates an inclusive, creative, and adaptive team culture, where new ideas are welcomed and collaboration is valued, supporting success and innovation within the organization (Argandona, 2014; Liborius, 2017; Maldonado, Vera & Ramos, 2018).

Is the shared perception among team members regarding their work environment, including values, norms, and support among members. A positive climate has been proven to directly impact employee behavior in the workplace, particularly in terms of creativity, engagement, and knowledge management. A supportive encourages innovative employee behavior by creating a safe space for sharing ideas and exploration (Listyanti & Hendarman, 2023). A creative climate strengthens learning orientation and collective problem-solving, ultimately enhancing individual creativity and work performance (Sung, Du & Choi, 2018). Meanwhile, a positive strengthens teamwork engagement, which in turn promotes knowledge management effectiveness in knowledge-based organizations (Berraies & Chouiref, 2023). Leaders and team members themselves provide social information that influences (Chiu et al., 2016; Ali, Li, Khan, Shah & Ullah, 2021). Humble leadership plays a key role in building a positive team climate, with leaders who value contributions, are open to feedback, and create a democratic and collaborative environment (Liu et al., 2017). A positive team climate, formed through SIP, contributes to improved team performance. Many studies have shown that climate does affect how people act. One way to look at this is by looking at different levels of social collectivity, like organizations, units, departments, and teams (Rego et al., 2017). Debates arise in the conceptualization between organizational climate and organizational culture. Team climate, which focuses on enhancing a positive psychological atmosphere, plays a central role in influencing the behavior, attitudes, and actions of team members, ultimately impacting overall performance (Yin, Qu, Li & Liao, 2022).

Organ says that OCB is when a person does something on their own time that isn't officially rewarded but helps the organization run smoothly and efficiently (Qin et al., 2020). So, the question is how to get subordinates to do

OCB when it's not directly linked to organizational rewards and is based on things other than material wants (Moorman, Lyons, Mercado & Klotz, 2024). Alternatively, OCB is considered a behavior that is not formally measured or rewarded, yet it contributes positively through actions such as helping coworkers, taking initiative, and commitment to the organization (Ding, Yu, Chu, Li & Amin, 2020). OCB is affected by outside factors, like the good or bad effects of the organization and leadership. This makes subordinates want to do more OCB because they get benefits or experiences from it (Qin et al., 2020). A series of social psychological experiments have proven that a positive mood can influence OCB. When someone is in a positive mood, they are more likely to display more prosocial and citizenship behaviors. Job satisfaction, which reflects a positive mood, is associated with increased OCB behavior. A positive mood tends to reduce the psychological distance between oneself and others and generalizes to various other social stimuli, including interactions with coworkers, which can further encourage prosocial behavior (Tuan, Rowley, Masli, Le & Phuong-Nhi, 2021).

Withdrawal behavior is defined as a series of negative actions taken by employees to avoid work tasks in unsatisfactory organizational situations, such as absenteeism, tardiness, social loafing, and employee turnover (Qian, et al., 2020). This behavior has a destructive impact on the development of organizational health. Various studies show that withdrawal often occurs in response to dissatisfaction with working conditions, which can include absenteeism, tardiness, or performing tasks with less enthusiasm (Zhang, Zhang, Sun, Lytras, Ordonez-de-Pablos & He, 2018). According to several experts, this withdrawal is a deliberate behavioral pattern to avoid involvement in unsatisfactory work situations and is often interconnected within a single pattern of withdrawal (Zapata & Hayes-Jones, 2019).

Research has indicated that OCB is significantly negatively correlated with withdrawal behaviors, such as absenteeism and lateness, meaning that the higher the OCB, the lower the withdrawal behavior exhibited by employees (Smith, Micich & McWilliams, 2016). These findings are supported by a large meta-analysis that concluded that OCB is closely related to a decrease in withdrawal intentions, absenteeism, and actual turnover (Podsakoff, Whiting, Podsakoff & Blume, 2009). Furthermore, certain dimensions of OCB, such as civic virtue and sportsmanship, are strong predictors of the desire to leave a job or organization, indicating that certain forms of OCB may be more effective in suppressing withdrawal behavior than others (Paillé & Grima, 2011).

Humble leadership is a characteristic of leaders who actively acknowledge their limitations, are open to feedback, and place collective interests above personal ego (Owens & Hekman, 2012). Unlike traditional psychological views that associate humility with low self-esteem (Tangney, 2000), contemporary perspectives place humility as an adaptive personality trait that supports self-awareness, empathy, and interpersonal openness (Exline & Geyer, 2004). In the organizational context, humble leadership has a significant influence on employee behavior, particularly in enhancing organizational citizenship behavior (OCB) and reducing withdrawal behavior (WB). The influence referred to here includes both direct and indirect. Directly, humble leaders encourage employees to exhibit pro-social behavior beyond their formal obligations (OCB), such as helping colleagues and contributing to a positive work atmosphere, while also reducing employees' tendency to withdraw or avoid responsibilities (WB). Humble leadership creates a supportive and inclusive team climate, which indirectly mediates this influence. This team climate functions as a social mechanism that strengthens psychological safety, communication openness, and collaboration among team members (Nielsen & Marrone, 2018).

Furthermore, a leader's humility helps overcome arrogance and ego dominance that can hinder innovation and organizational success. By creating an inclusive and psychologically safe work environment, humble leaders encourage team members to bravely share ideas, accept constructive criticism, and learn from failures. These conditions are crucial in the context of organizations undergoing significant changes, such as BPR mergers, where adaptation, collaboration, and innovation are key to successful integration and performance development (Owens & Hekman, 2012; Morris, Schindehutte & Allen, 2005). Therefore, an effective humble leadership model not only fosters proactive behavior and employee loyalty (OCB) and directly reduces withdrawal behavior (WB), but also creates a positive and supportive team climate as the main mediator. This approach provides a comprehensive and practical conceptual explanation for understanding the dynamics of

leadership in merged BPRs, while also opening up opportunities for the development of innovative and sustainable leadership strategies.

2.1. Humble Leadership Positively Influences OCB

SIP theory offers a framework that explains how individuals' identification with certain social groups influences their behavior. In the context of leadership, subordinates' identification with their leader becomes a crucial factor that shapes their attitudes and actions (Qian et al., 2020). A leader's humility serves as an important social signal that can influence subordinates' perceptions of the organization, including outcomes such as organizational citizenship behavior (OCB) and withdrawal behavior. Specifically, humble leaders, through behaviors such as acknowledging personal limitations, being open to learning and feedback, appreciating others' contributions, listening actively to subordinates, delegating tasks with trust, and openly admitting mistakes, foster a culture of mutual respect and psychological safety. Such humility not only creates a more positive work environment but also encourages subordinates to internalize and emulate these values. As a result, employees develop stronger intrinsic motivation and a greater sense of belonging, which ultimately promotes voluntary, extra-role behaviors characteristic of high OCB (Carnevale, Huang & Paterson, 2019).

Research shows that the humility of leaders directly impacts how subordinates build their identity as members of the organization. Humble leaders tend to become role models for their followers, thereby shaping a behavioral model that supports the development of subordinates' identities. This strengthens the shared belief in being humble toward one another, creating an inclusive and collaborative organizational culture (Owens & Hekman, 2016). Furthermore, humble leadership has proven effective in enhancing OCB, which is the willingness of subordinates to help colleagues and contribute voluntarily (van Woerkom & Meyers, 2014).

> *H₁: Humble leadership has a positive influence on OCB.*

2.2. Humble Leadership Influences the Reduction of Withdrawal Behaviors

Individuals manage their behavior to comply with rules, but negative influence from leaders can encourage employees to act impulsively or deviate to improve their mood. Therefore, organizations need to help balance employee sentiment and behavior to prevent negative impacts (Qian et al., 2020). Humble leadership plays a crucial role in creating a safe and supportive work environment. Leaders who value their subordinates, acknowledge shortcomings and encourage new explorations enhance subordinates' sense of appreciation and psychological safety. This reduces negative behaviors and strengthens the Leader-Member Exchange relationship (Owens & Hekman, 2012; Wang, Luo, Zhang & Guo, 2019b).

The effectiveness of humility depends on the perceived sincerity of the leader, which can be enhanced through political skills, such as the ability to understand and influence others effectively. These skills not only bolster the leader's credibility and authenticity but also reduce perceptions of manipulation, thereby reinforcing the positive impact of humble leadership on employee attitudes and behaviors (Wang et al., 2019b). By identifying political skill as a key moderating factor, this study contributes to management practice by emphasizing that there must be leadership development programs that integrate both humility and social effectiveness, ensuring that humble leadership is not only present but also perceived as genuine and influential. Organizations must manage the mismatch between employees and leaders to prevent deviant behavior. Strengthening positive relationships in the workplace can encourage citizenship behavior and create a more harmonious work culture (Qin et al., 2020).

Humble leadership has a significant negative impact on employee withdrawal behavior, such as the intention to leave the job. Leaders who demonstrate humility by acknowledging their limitations, valuing subordinates' contributions, and being open to feedback will be able to create a supportive and collaborative work environment, thereby reducing employees' desire to leave the organization. Moreover, leader expertise strengthens this relationship; employees are more likely to stay when they view their leader as not only humble but also professionally competent. These findings emphasize the importance of leadership development that balances humility with expertise to improve nurse retention in healthcare organizations (Farghaly-Abdelaliem, Ramadan-Asal, Abou-Zeid, Hendy & Ibrahim-El-Sayed, 2025).

> *H₂: Humble leadership influences the reduction of withdrawal behaviors*

2.3. Humble Leadership Positively Influences Team Climate

The principles of SIP theory support the importance of leader humility in building a positive team climate. Humble leaders, with their empathy and willingness to share power, enhance trust, respect, and commitment among team members, which encourages their involvement in shared leadership and improves team performance (Chiu et al., 2016; Ye, Tung, Li & Zhu, 2020). The humility of leaders creates a collaborative work environment through the recognition of subordinates' abilities, the delegation of appropriate responsibilities, and support for individual development. Leaders also encourage active team participation in problem-solving and decision-making, serving as professional role models who build trust and cooperation (Owens & Hekman, 2012).

The humble leadership style removes barriers through a non-arrogant attitude, acknowledgment of mistakes, sharing successes, and appreciation of the team. This approach fosters positive relationships, reduces conflict, and creates an inclusive and thriving work culture (Argandona, 2014). Humble leaders place organizational goals above personal interests and encourage subordinates to adopt the same values. This approach empowers individuals to reach their maximum potential, aligned with the organization's vision, creating a collaborative and growth-oriented environment (Owens et al., 2013).

H₃: Humble leadership has a positive impact on Team Climate

2.4. Team Climate Positively Influences OCB

Humble leadership can strengthen the team's ability to mitigate negative impacts in achieving organizational success. The humble attitude of leaders motivates team members to maximize their potential, creating an environment capable of managing constraints and obstacles during the process toward shared goals (Zapata & Hayes-Jones, 2019). A humble work climate enhances OCB by motivating employees through appreciation and respect. Trust between subordinates, superiors, and colleagues also fosters cooperation and additional contributions, such as knowledge sharing or supporting organizational initiatives, which positively impact the performance and success of the organization (Heled, Somech & Waters, 2015).

Shared leadership plays an important role in enhancing team effectiveness, productivity, and employee engagement. By creating a supportive work environment, organizations can motivate team members to contribute more, including through OCB behaviors such as initiative and commitment to the organization (Wang, Yang, Cao & Lee, 2019a). Instilling social values, such as concern for the environment and society, in individuals and teams creates a work culture that supports OCB. These values form the basis of organizational norms that encourage people to do good things and act voluntarily, which strengthens an organizational culture that has a positive effect on how people act at work overall (Wang et al., 2019a).

OCB has proven to be a significant mediator between workplace spirituality, which includes meaningful work, a sense of community, and positive organizational purpose, and will reduce employees' intention to leave the organization. When the work environment supports spiritual values and creates a positive team climate, such as mutual trust, cooperation, and a sense of belonging, employees are more encouraged to exhibit altruistic behavior and long-term commitment to the organization. Therefore, building workplace spirituality and a healthy team climate greatly strengthens OCB and reduces turnover rates (Anvari, Barzaki, Amiri, Irum & Shapourabadi, 2017)

H₄: Team Climate has a positive impact on OCB

2.5. Team Climate Influences the Reduction of Withdrawal Behavior

Team leaders who emphasize humility shape followers' collective perceptions of the work environment, guide social interactions, and encourage certain group behaviors. Based on SIP theory, leaders who consistently demonstrate humility facilitate shared leadership through the claiming and granting of leadership, strengthen bottom-up organization, and reverse the leader-follower roles. In teams, member diversity, communication structure, and participation levels can moderate the relationship between humble leadership, social information processing, and behavioral outcomes. This structure shows how humble leadership impacts OCB and withdrawal behavior, considering the team context and external influences (Chiu et al., 2016).

A humble team climate, where leaders acknowledge limitations, are open to feedback, and value others' contributions, creates an inclusive and supportive workplace. This reduces withdrawal behaviors, such as quitting or seeking other opportunities. When employees feel valued, respected, and involved in decision-making, their satisfaction and commitment increase, making them more motivated to stay in the organization. Research shows that a humble work climate reduces withdrawal behaviors, such as absenteeism, tardiness, and half-hearted work, by increasing employee satisfaction and commitment (Qian et al., 2020; Wang et al., 2019b).

H₅: Team Climate influences the reduction of withdrawal behavior

2.6. Team Climate Mediates the Positive Influence of Humble Leadership on OCB

Conceptually, humble leadership can create an open, inclusive, and collaborative team environment, which in turn fosters a positive team climate. This conducive team climate plays an important role in encouraging the emergence of organizational citizenship behavior (OCB), as team members feel valued, supported, and motivated to contribute beyond their formal roles (Owens & Hekman, 2012). So, team climate acts as a link that shows how a leader's humility affects individual actions directly and strengthens positive behaviors in the group, leading to more employees wanting to help out beyond their usual duties. Therefore, to explain how important team climate is as a way to connect leadership influence to voluntary work behavior, it acts as a mental and social link that brings together shared values, norms, and expectations within the work team. (Owens et al., 2013; Owens & Hekman, 2016)

Humble leadership fosters a team climate characterized by openness, inclusion, and respect, which in turn contributes to employee happiness and satisfaction by promoting psychological safety, trust, and supportive interpersonal relationships. These relational conditions fulfill basic psychological needs and encourage prosocial behaviors, thereby reducing stress and emotional withdrawal while simultaneously enhancing engagement and discretionary efforts such as helping others and civic virtue (Wahyu, Tentama & Diah-Sari, 2019). In this context, team climate acts as a way for humble leaders' positive behaviors (like showing appreciation, listening, and being open to ideas) to lead to more employees helping out and being good citizens in the organization (Aripin & Merthayasa, 2024).

Humble leadership influences withdrawal behavior through several mechanisms: increasing organizational commitment, sense of justice, satisfaction, and achievement motivation. Research shows that humble leadership has a positive impact on OCB (Wang et al., 2019b; Qin et al., 2020; Qian et al., 2020). Humble leadership enhances team performance through collective humility and team psychological capital (Rego et al., 2017). Meanwhile, (Liu et al., 2017) emphasize that humble leadership creates a voice climate that encourages team innovation. To enhance OCB, organizations need to promote humble individuals to leadership positions, provide targeted training, support the identification of employee strengths, and offer work autonomy (Ding et al., 2020). Proactive leaders who create a learning climate stimulate collaboration, adaptation, and innovation through positive role modeling. This supports the achievement of shared success between leaders and subordinates (Asghar, Mahmood, Khan, Gohar-Qureshi & Fakhri, 2022). Humble leaders serve as role models for positive work, encouraging individual growth, empowerment, engagement, creativity, and overall team achievement. They create a harmonious and productive work environment, positively impacting various aspects of organizational performance (Qian et al., 2020).

H₆: Team Climate Mediates the Positive Influence of Humble Leadership on OCB

2.7. Team Climate Mediates the Negative Impact of Humble Leadership on Withdrawal Behavior

Humble leadership has enormous potential in shaping a positive work climate, which in turn contributes to the reduction of withdrawal behavior in the workplace. Humble leaders demonstrate an attitude of accepting their limitations, valuing others' contributions, and being open to ideas and criticism, which in turn creates a safe, supportive, and collaborative work environment (Owens et al., 2013; Qian et al., 2020). Such an environment allows employees to feel more valued, motivated, and emotionally connected to the team, which helps them cope with pressure and reduces the urge to withdraw from their roles and responsibilities (Akerstrom, Severin, Imberg, Jonsdottir, Björk & Corin, 2021). In this context, team climate plays an important role as a psychosocial mechanism that bridges the influence of leadership on individual behavior. A positive team climate can

strengthen collective perceptions of values such as trust, support, and a sense of belonging, which directly contribute to employee well-being and suppress the tendency to engage in deviant or avoidant behaviors (Qin et al., 2020). So, to better understand how humble leadership relates to unproductive work behavior, it's essential to highlight the important role of team climate as a key link that shows how leadership styles affect daily teamwork interactions. Humble leadership has enormous potential in shaping a positive work climate, which in turn contributes to the reduction of withdrawal behavior in the workplace. Humble leaders demonstrate an attitude of accepting their limitations, valuing others' contributions, and being open to ideas and criticism, which in turn creates a safe, supportive, and collaborative work environment (Owens et al., 2013; Qian et al., 2020). Such an environment allows employees to feel more valued, motivated, and emotionally connected to the team, which helps them cope with pressure and reduces the urge to withdraw from their roles and responsibilities (Akerstrom et al., 2021).

In this context, team climate plays an important role as a psycho-social mechanism that bridges the influence of leadership on individual behavior. A positive team climate can strengthen collective perceptions of values such as trust, support, and a sense of belonging, which directly contribute to employee well-being and suppress the tendency to engage in deviant or avoidant behaviors (Qin et al., 2020). So, to better understand how humble leadership affects unproductive work behavior, it's essential to clarify how team climate acts as a key link, showing how leadership styles are understood and applied in everyday team interactions (Liu et al., 2017). Research results show that organizations need to integrate the assessment of humility traits into the selection and development processes of leadership, as well as encourage the formation of a supportive, open, and respectful work culture. Investing in the development of humble leadership not only enhances interpersonal relationships within teams but also serves as a preventive strategy in reducing dysfunctional behaviors that harm the overall performance of the organization (Owens et al., 2013). Research results indicate that organizations need to integrate the assessment of humility traits into the selection and development processes of leadership, as well as encourage the formation of a supportive, open, and respectful work culture. Investing in the development of humble leadership enhances interpersonal relationships within teams and serves as a preventive strategy in reducing dysfunctional behaviors that harm the overall performance of the organization (Owens et al., 2013).

H₇: Team Climate Mediates the Negative Impact of Humble Leadership on Withdrawal Behavior

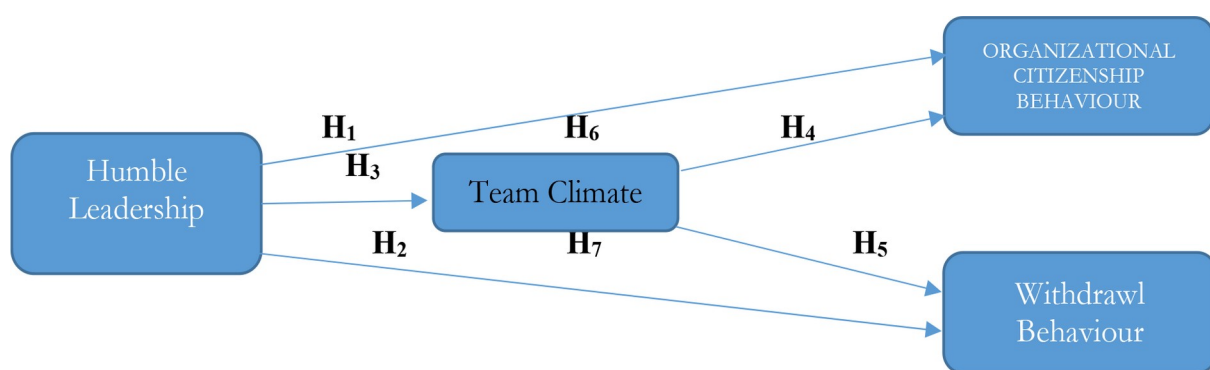Based on the discussion above, the model is shown in Figure 1.

Figure 1. Empirical Model

3. Research Methodology
3.1. Respondents and Setting

This research uses a quantitative method to objectively examine the relationships between different factors by analyzing numerical data, which strengthens the reliability and broader applicability of the results (Creswell & Creswell, 2018). A descriptive method, grounded in the positivist paradigm, is also applied to systematically investigate and solve practical problems by collecting, analyzing, and interpreting data relevant to specific institutional contexts. The study focuses on Bank Perkreditan Rakyat (BPR) institutions that underwent mergers

facilitated by the West Java Provincial Government, namely, BPR Bank Cirebon JABAR (BCJ), BPR Bank Cirebon (BKC), BPR Bank Kuningan, and BPR Majalengka JABAR (BMJ). The total population consists of 652 employees, and the sample size was determined using the Isaac and Michael (1971) in Hair, Sarstedt, Hopkins and Kuppelwieser,(2014) table with a 5% margin of error, resulting in a minimum of 227 respondents, or approximately 34.8% of the total population, ensuring adequate statistical power. A proportionate stratified random sampling technique was employed to reflect the actual distribution of employees across the four BPRs. This enhances the representatives of the sample, which includes managerial and operational roles across work units, enabling comprehensive insights into the organizational dynamics.

Name of BPR	Number of Employees	Sample
BPR BKC Cirebon	320	111
BPR BCJ Cirebon	162	56
BPR Bank Kuningan	105	37
BPR BMJ	65	23
Total	652	227

Table 1. Population and Sample

The selection of respondents in this study allows for an in-depth investigation of perceptions related to the four main variables based on an established theoretical framework. Humble leadership, as conceptualized by (Owens & Hekman, 2012), refers to a leadership style characterized by a willingness to acknowledge one's limitations, appreciate the contributions of others, and demonstrate openness to continuous learning. There is a growing recognition of this variable's significance in fostering an inclusive and adaptable leadership culture. Team climate, as referred to in the study by (Xue, Bradley & Liang, 2011), reflects the shared perceptions of employees regarding support for innovation, participative safety, and interpersonal trust within the work-group, factors that are crucial for collective performance. Furthermore, organizational citizenship behavior (OCB), as defined by (Ocampo, Acedillo, Bacunador, Balo, Lagdameo & Tupa, 2018), describes voluntary and informal behaviors performed by employees to support organizational effectiveness, such as helping coworkers or supporting organizational goals. On the other hand, withdrawal behavior (WB), based on the framework by (Shapira-Lishchinsky & Tsemach, 2014), encompasses forms of psychological or physical disengagement from work tasks, including absenteeism, reduced effort, or intentions to quit. Using a quantitative research design is crucial here because it helps test ideas thoroughly, shows how leadership practices affect employee reactions, and gives statistical proof of theories in a specific area that hasn't been studied much, which is post-merger BPR institutions in Indonesia.

3.2. Measures

This research uses measurements based on dimensions and indicators proposed by experts as follows:

The operationalization table presents variables, dimensions, and indicators adapted from instruments that have been empirically validated. Humble leadership (Owens et al., 2013) is measured through three main dimensions: accuracy in self-assessment, appreciation for others' contributions, and teach ability, which are relevant for assessing humble leadership in a team context. Team climate (Xue et al., 2011) includes the dimensions of affiliation, trust, and innovation, which reflect the psychological dynamics of the team that support collaboration and openness. Organizational Citizenship Behavior (Ocampo et al., 2018) is measured through five dimensions of extra-role work behavior that contribute to organizational effectiveness. Meanwhile, withdrawal behavior (Shapira-Lishchinsky & Tsemach, 2014) consists of indicators such as lateness, absenteeism, and intention to leave, which represent the tendency of employees to withdraw from their work. The selection of instruments is based on theoretical validity and contextual relevance and they have been retested for validity and reliability in the early stages of the research.

Variable Name	Dimensions	Indicators
Humble Leadership (Owens et al., 2013)	1. Manifested Willingness to See the Self Accurately	1. Modesty 2. Narcissism 3. Honesty-Humility
	2. Appreciation of Others Strengths and Contributions	4. Learning Goal Orientation 5. Core Self-Evaluation
	3. Teach ability	6. Oppenes to Experience
Team Climate (Xue et al., 2011)	1. Affiliation / Cohesion	1. Affiliation Sentiment
	2. Trust	2. Competence 3. Integrity 4. Benevolence
	3. Innovation	5. Learning About Change and Creativity 6. Openness of Information Flow 7. Reasonable Risk Taking
Organizational Citizenship Behavior (Ocampo et al., 2018)	1. Altruism	1. Absence 2. Work overload 3. Self-Reflection 4. Support
	2. Conscientiousness	5. Working Exstra 6. Work Meticulously
	3. Courtesy	7. Respect 8. Civil Behavior 9. Politeness
	4. Civic Virtue	10. Involvement 11. Strategic Thinking 12. Achievement of Goals
	5. Sportsmanship	13. Challenging Work Environment 14. Tolerance
Withdrawal Behavior (Shapira-Lishchinsky & Tsemach, 2014)	1. Lateness	1. Chronic lateness 2. Avoidable lateness 3. Unavoidable lateness
	2. Absenteeism	4. Voluntary Absences 5. Involuntary Absences
	3. Intention to Leave Work	6. Contemplating To Leave The Workplace 7. A desire to leave the workplace 8. The likelihood of leaving the workplace

Table 2. Dimensions and Indicators of Research Variables

3.3. Data Analysis Method

Partial Least Squares (PLS) is a method used to analyze data that works well for this research because it can manage small sample sizes and data that doesn't follow a normal pattern. It is also flexible in testing models that show cause-and-effect relationships using different types of indicators (Hair et al., 2014). PLS doesn't need strict statistical rules like multivariate normality, making it a beneficial choice for social and organizational research where data often doesn't fit these rules (Vitari & Ravarini, 2007). PLS analysis is done in three main stages: first, the Outer Model Test checks if the measurements are reliable and valid by looking at convergent validity, discriminant validity, and composite reliability. PLS does not require strict statistical assumptions such as multivariate normality, making it suitable for the context of social and organizational research where data often do not meet these assumptions (Vitari & Ravarini, 2007). PLS analysis is conducted through three main stages: first, the Outer Model Test, which examines convergent validity, discriminant validity, and composite reliability to ensure that indicators and constructs meet excellent measurement standards. Second, the goodness-of-fit evaluates the model's adequacy and predictive power using metrics such as SRMR and Q^2. Third, the Inner Model Test looks at the R^2 and f^2 values to measure how strongly outside variables affect inside ones and to find any mediation effects. Given these benefits, using PLS in this research can provide reliable and accurate estimates to support the suggested theoretical model, especially when examining complicated cause-and-effect relationships with available data.

4. Research Results

4.1. Measurement Model Results

The Table 3 the results of checking how reliable and valid four areas are: Humble Leadership, Organizational Citizenship Behavior, Team Climate, and Withdrawal Behavior. This was done using three main measures: Cronbach Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). Overall, the CA and CR scores for the four areas are all very high, above 0.93, which means the tools used are very consistent. The CA and CR scores above 0.70 suggest that the items in each area are closely related, making them dependable for measuring what they are supposed to measure. In general, the CA and CR values of the four constructs show very high numbers, all above 0.93, indicating that the instruments have excellent internal consistency. The CA and CR values above 0.70 indicate that the items within each construct are strongly correlated with each other, making them reliable for measuring the intended construct.

Construct	CA	CR	AVE
Humble Leadership	0.977	0.980	0.790
OCB	0.965	0.969	0.709
Team Climate	0.941	0.955	0.811
Withdrawal Behavior	0.935	0.944	0.606

Notes: CA: Cronbach Alpha; CR: Composite Reliability; AVE: Average Variance Extracted

Table 3. Measurement Result

In terms of convergent validity, measured through AVE, all constructs also show satisfactory results because their values exceed the minimum threshold of 0.50. The team climate construct has the highest AVE of 0.811, indicating that more than 81% of the indicator variance can be explained by this construct. Humble leadership and OCB also have high AVE, at 0.790 and 0.709, respectively, reflecting strong convergent validity. Meanwhile, withdrawal behavior has the lowest AVE at 0.606, but it still falls within an acceptable range. Overall, this table shows that all four constructs in the study meet the criteria for excellent reliability and convergent validity, making the model suitable for further analysis.

4.2. Convergent Validity

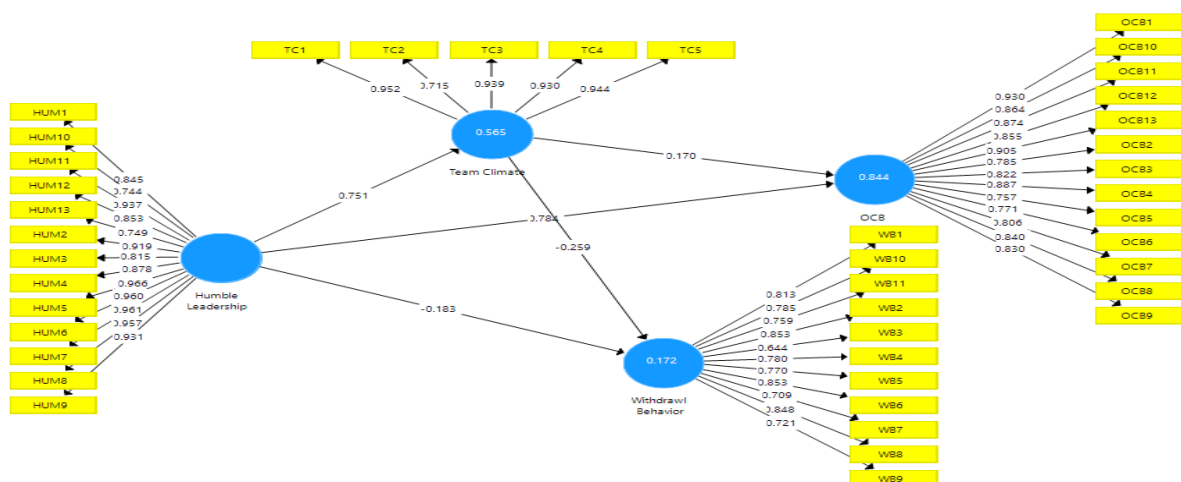Based on the results of the convergent validity test, Figure 2 appears.

Figure 2 Convergent Validity

The analysis results show that all correlation values are above 0.5, indicating that each indicator has good convergent validity. This means that these indicators always show the thing being measured, so the model is reliable and valid for measuring the thing that was meant to be measured.

4.3. Discriminant Validity

Discriminant validity checks if each part of a hidden variable has a loading value that is higher than the parts of other hidden variables. In the discriminant validity test, we look at the cross-loading values. The cross-loading table shows that indicators in one construct differ from those in others and cluster within the intended construct. Here are the cross-loading values of each indicator.

Item Indicators	HL	OCB	TC	WB
Modesty: not attracting attention	0.845	0.749	0.624	-0.318
Learning Goal Orientation: Learning for self-development	0.744	0.614	0.540	-0.223
Core Self-Evaluation: Motivation	0.937	0.877	0.711	-0.361
Core Self-Evaluation: Perseverance	0.853	0.773	0.625	-0.288
Openness to Experience: A strong will to acquire new skills	0.749	0.699	0.544	-0.264
Modesty: Not much talking	0.919	0.829	0.701	-0.312
Modesty: Not arrogant	0.815	0.770	0.640	-0.362
Narcissism: Avoid excessive praise.	0.878	0.811	0.690	-0.376
Narcissism:: Not getting frustrated when criticized	0.966	0.880	0.725	-0.379
Honesty-Humility: Openness to feedback and ideas from others	0.960	0.895	0.728	-0.382
Honesty-Humility: Openness to self-evaluation information	0.961	0.876	0.717	-0.373
Learning Goal Orientation: Accurate self-awareness	0.957	0.878	0.711	-0.376
Learning Goal Orientation: Appreciation for others' strengths	0.931	0.828	0.686	-0.315
Helping an absent coworker	0.886	0.930	0.720	-0.320
Strategic Thinking	0.834	0.864	0.679	-0.350
Achievement of Goals	0.864	0.874	0.702	-0.314
Challenging Work Environment	0.848	0.855	0.732	-0.313
Tolerance	0.801	0.905	0.642	-0.347
Helping a coworker who has a heavy workload	0.759	0.785	0.586	-0.336
Self-Reflection	0.714	0.822	0.611	-0.262
Support	0.750	0.887	0.632	-0.311
Work Extra and Diligently	0.626	0.757	0.609	-0.185
Respect	0.667	0.771	0.561	-0.226
Civil Behavior	0.657	0.806	0.545	-0.273
Politeness	0.741	0.840	0.596	-0.311
Involvement	0.759	0.830	0.652	-0.264
Affiliation: help and share knowledge is essential.	0.559	0.594	0.952	-0.345
Competence, Integrity and Benevolence	0.934	0.875	0.715	-0.373
Learning About Change and creativity	0.558	0.589	0.939	-0.346
Openness of Information Flow	0.560	0.583	0.930	-0.330
Taking Reasonable Risks	0.553	0.590	0.944	-0.338
Chronic Lateness	-0.261	-0.237	-0.282	0.813
A desire to leave the workplace	-0.400	-0.359	-0.365	0.785
The likelihood of leaving the workplace	-0.319	-0.252	-0.389	0.759
Avoidable Lateness	-0.298	-0.331	-0.323	0.853
Delay due to natural weather factors	-0.171	-0.130	-0.219	0.644
Delay due to a transportation accident	-0.323	-0.332	-0.355	0.780
Voluntary Absences	-0.350	-0.309	-0.309	0.770
Absent During the Mourning Period	-0.328	-0.332	-0.336	0.853
Absent due to leave	-0.226	-0.218	-0.268	0.709
Absent due to illness	-0.254	-0.220	-0.237	0.848
Contemplating To Leave The Workplace	-0.158	-0.144	-0.188	0.721

Notes: Humble Leadership: HL; Organizational Citizenship Behavior: OCB; Team Climate: TC; Withdrawal Behavior: WB

Table 4. Cross Loading

Table 4 shows that the values of each indicator in a construct are higher compared to other constructs and clusters within it. Therefore, this study exhibits good discriminant validity. The subsequent analysis of discriminant validity is to test whether the indicators in this study have accurately measured each of its variables. Discriminant validity in this study refers to two tests, namely the Fornell-Larcker criterion. The Fornell-Larcker criterion refers to the square root of AVE for each construct. When the square root of AVE for each construct exceeds the correlation between constructs in the model, it indicates good discriminant validity.

Construct	HL	OCB	TC	WB
HL	**0.889**			
OCB	0.912	**0.842**		
TC	0.751	0.759	**0.901**	
WB	-0.378	-0.351	-0.397	**0.778**

Notes: Humble Leadership: HL; Organizational Citizenship Behavior: OCB; Team Climate: TC; Withdrawal Behavior: WB

Table 5. Fornel Lacker Creation

Table 5 shows the Fornell-Larcker criterion values used to test discriminant validity. The results show that all research variables have values (square root of AVE) that are higher than the correlations between the variables. Therefore, based on Table 4.2, this study has met the discriminant validity.

4.4. Inner Model Testing

Table 6 presents the results of the path coefficients analysis to test the relationships between variables in the research model. These results involve the Original Sample (β) values, T Statistics, and P Values, as well as descriptions related to hypothesis testing.

	Original Sample	$T_{Statistics}$	P_{Values}	Description
Humble Leadership -> OCB	0.784	19.690	0.000***	H_1 Proven
Humble Leadership -> Withdrawal Behavior	-0.183	2.282	0.011**	H_2 Proven
Humble Leadership -> Team Climate	0.751	38.671	0.000***	H_3 Proven
Team Climate -> OCB	0.170	4.233	0.000***	H_4 Proven
Team Climate -> Withdrawal Behavior	-0.259	3.385	0.000***	H_5 Proven
Humble Leadership -> Team Climate -> OCB	0.128	4.143	0.000***	H_6 Proven
Humble Leadership -> Team Climate -> Withdrawal Behavior	-0.195	3.360	0.000***	H_7 Proven

Table 6. Direct Effect and Mediation Effect

Here is the explanation of direct effect and moderation effect.

4.4.1. The Influence of Humble Leadership on Employee Citizenship Behavior

Hypothesis H_1 is proven. The path coefficient value (β) of 0.784 indicates that Humble Leadership has a strong and positive influence on OCB. The T-statistics value of 19.690 > 1.96 and the P-value of 0.000 < 0.05 indicate significant results.
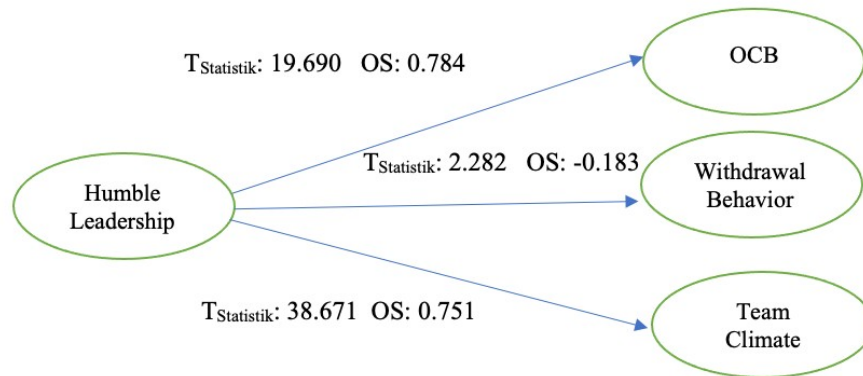
4.4.2. The Influence of Humble Leadership on Employee Withdrawal Behavior

Hypothesis H_2 is proven. Humble leadership has a small but significant positive influence on withdrawal behavior, with a high path coefficient value (-0.183). Although the coefficient is lower compared to other paths, this result remains significant with a T statistic of 2.282 > 1.96 and P values of 0.011 < 0.05.

4.4.3. The Influence of Humble Leadership on Team Climate

Hypothesis H_3 is proven. Humble leadership has a strong positive influence on team climate, with a high path coefficient value (0.751). This result is statistically significant because the P values are 0.000 < 0.05, and the T statistics are 38.671 > 1.96.

Direct Effect Humble Leadership to Team Climate, OCB and Withdrawal Behavior

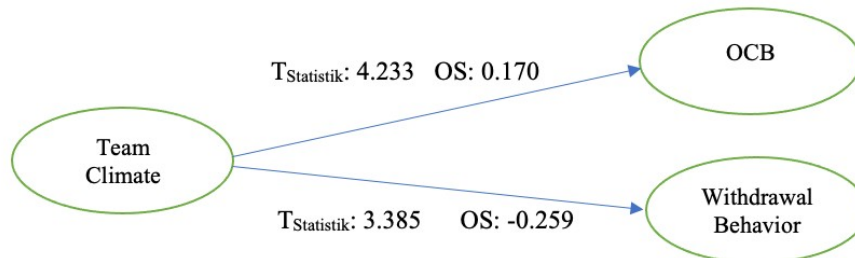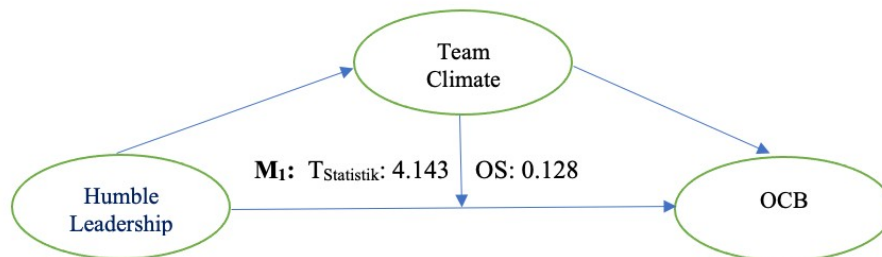**Direct Effect Team Climate to OCB and Withdrawal Behavior**

Figure 3. Direct Effect

Mediation Effect 1
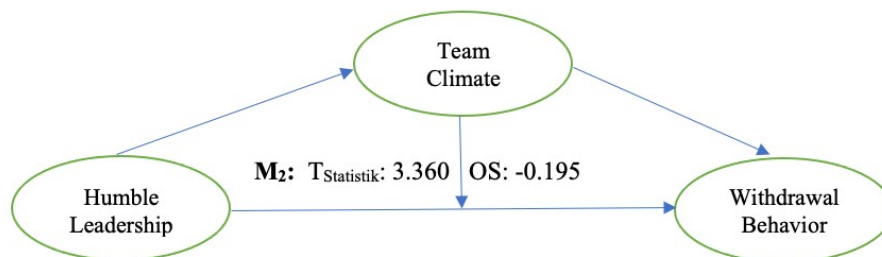

Mediation Effect 2

Figure 4. Mediating Effect

4.4.4. The Influence of on Employee Citizenship Behavior

Hypothesis H₄ is proven. has a positive influence on OCB, although the path coefficient is relatively small (0.170). The statistical significance is outstanding with a T statistic of 4.233 > 1.96 and P values of 0.000 < 0.05.

4.4.5. The Influence of on Employee Withdrawal Behavior

Hypothesis H₅ is proven. has a significant positive influence on withdrawal behavior with a small path coefficient (-0.259). These results are statistically significant with T Statistics 3.385 > 1.96 and P Values 0.000 < 0.05.

4.4.6. The Mediating Role of Climate on the Influence of on Employee Citizenship Behavior

It has an original sample value of 0.128, a T statistic of 4.143, and a P value of 0.000, which means that hypothesis H6 is strongly supported. This means that acts as a mediator that strengthens the influence of humble leadership on OCB.

4.4.7. The Mediating Role of Climate on the Influence of on Withdrawal Behavior

It turns out that hypothesis H7 is also true because the second mediation effect has an original sample value of -0.195, a T statistic of 3.360, and a P-value of 0.000. This indicates that functions as a mediator linking Humble Leadership with its influence on Withdrawal Behavior.

5. Discussion

Humble leadership, defined by openness to feedback, acknowledgment of self-limitations, and appreciation for others' contributions, has been shown to positively influence both organizational citizenship behavior (OCB) and team climate while simultaneously reducing withdrawal behavior. In post-merger contexts like BPR in West Java, this leadership style fosters an inclusive climate that nurtures psychological safety, strengthens employee trust, and reduces the anxiety caused by structural and cultural transitions (Owens et al., 2013; Bharanitharan et al., 2020; Suryani, Sudrajat, Hendryadi, Saihu, Amalia & Fathoni, 2023). By creating a respectful and empathetic environment, humble leaders stimulate prosocial behaviors such as helping colleagues (OCB) and prevent disengagement symptoms like absenteeism or intent to quit (WB) (Zapata & Hayes-Jones, 2019; Qian et al., 2020).

This leadership approach is particularly vital during the turbulence of mergers, where uncertainty, role ambiguity, and culture clashes are common. Leaders who exhibit humility not only stabilize team dynamics but also bridge organizational gaps through transparency and dialogue, creating a positive team climate characterized by shared support, trust, and open communication (Rego, Cunha & Simpson, 2016; Asghar et al., 2022). This team climate, in turn, plays a pivotal mediating role, linking leadership practices to employee behaviors. Employees working in psychologically safe environments are more likely to engage in OCB and less likely to withdraw, as they feel valued and emotionally secure (Edmondson & Lei, 2014; Kim & Vandenberghe, 2020).

The mediating function of team climate becomes especially clear when analyzing indirect effects. Rather than influencing OCB and WB directly, humble leadership exerts its effect through the work climate it helps to construct. A climate with high emotional and instrumental support boosts employees' sense of belonging and resilience, thereby encouraging voluntary effort and suppressing withdrawal tendencies (Qian et al., 2020; Bharanitharan et al., 2020). Inversely, if the climate is characterized by distrust or poor communication, even good leadership may not prevent disengagement. Hence, the interaction between leadership and climate is key: effective leadership must be accompanied by deliberate efforts to cultivate a supportive climate to maximize positive behavioral outcomes.

In the BPR West Java merger context, the interplay of these variables is particularly salient. Leaders who model humility reinforce professionalism and collaboration; principles also highlighted by regulatory bodies like OJK. They strengthen team cohesion during integration and provide psychological anchors for employees navigating uncertainty. So, the team environment not only influences but also enhances how leadership affects both organizational citizenship behavior and withdrawal behaviors, making it an important focus for merged organizations that want to achieve lasting success.

6. Conclusion

This research emphasizes that humble leadership is key to developing a positive team climate, especially in the context of organizational changes such as mergers. A supportive team climate encourages open communication, mutual trust, and collaboration, which ultimately enhances OCB and reduces employee withdrawal behavior. A positive work climate has also proven to be a significant mediating variable in strengthening the influence of leadership on employee behavior. By creating an emotionally safe work environment, being open to feedback, and valuing individual contributions, organizations can enhance employee engagement and loyalty, as well as minimize the risk of conflict and dissatisfaction during transitional periods. Therefore, developing an inclusive leadership style and fostering a healthy work environment are key strategies to support the sustainable success of the organization.

Humble leadership has an important effect on determining constructive organizational behavior, particularly organizational citizenship behavior (OCB), while also reducing employee withdrawal behavior. In a dynamic context such as the merger of BPR in West Java, team climate functions as a crucial mediator that connects humble leadership style with work behavior outcomes. Leaders who demonstrate humility, such as acknowledging mistakes, listening to feedback, and valuing employee contributions, can create a collaborative and inclusive team environment. This positive team climate then strengthens affective engagement and the perception of social support among members, which impacts the increased tendency to exhibit OCB and the decreased intention or action of withdrawing from the organization. These findings show that the combination of humble leadership and a positive team environment is crucial for handling changes in an organization, keeping employees mentally stable, and improving the success of blending cultures after a merger (Yusof, Anvari, Fei & Rahman, 2025).

7. Contributions

This research makes a significant contribution to the development literature on leadership, employee behavior, and team dynamics by demonstrating that humble leadership can build better relationships, improve communication, and strengthen employee engagement, as well as create a positive organizational climate that reduces negative behaviors such as withdrawal. Furthermore, these findings also reinforce the theory that humble leadership enhances organizational citizenship behavior through support and reduces withdrawal behavior by creating an environment that alleviates stress and dissatisfaction, acting as a mediator between humble leadership and employee behavior. In the context of a merger, humble leaders can manage anxiety and uncertainty, reinforcing organizational change theory by creating a positive climate that supports the transition and maintains employee engagement. Therefore, as a practical implication of these theoretical insights, organizations are advised to promote individuals with characteristics of humility as leaders or provide training that strengthens the capacity for humble leadership (Ding et al., 2020).

Leaders in BPR, which is undergoing a merger process in West Java, can apply several research contributions to management. First, humble leadership is crucial for building a positive team climate. Managers need to be trained to develop a humble attitude, such as listening to employee feedback and providing fair recognition. Second, creating a supportive environment will enhance organizational citizenship behavior, so managers should focus on creating a work atmosphere that encourages collaboration and employee engagement. Third, humble leaders can reduce employee withdrawal behavior by creating a safe environment that supports their emotional well-being. Fourth, in the context of mergers, leaders need to understand team dynamics and demonstrate sincerity to reduce tensions among team members from different backgrounds. Finally, the development of training programs that support employee engagement is crucial to keep them involved in their work and demonstrate positive behavior, while humble leadership continues to reinforce their personal and professional development.

8. Implication

The application of humble leadership in the banking environment, such as in the case of BPR Cirebon West Java, demonstrates significant theoretical and practical implications in shaping a healthy and productive organizational culture. Theoretically, humble leadership acts as an important catalyst in strengthening organizational citizenship behavior (OCB) and reducing withdrawal behavior through the mediation of a

collaborative and supportive team climate. This information is in line with the findings of (Qian et al., 2020), which show that humble leadership enhances organizational citizenship behavior (OCB) and reduces withdrawal behavior by strengthening subordinates' psychological capital, such as optimism and self-efficacy. (Qin et al., 2020) also added that the alignment between leader humility and employees results in increased positive behaviors and decreased behavioral deviations, indicating the importance of value congruence within the organization. However, Zapata and Hayes-Jones (2019) caution that if humble leadership is not balanced with assertiveness and authority, it can lead to perceptions of indecisiveness or hesitation in decision-making. Therefore, successful BPR leaders demonstrate that humility is not at odds with decisiveness; on the contrary, it strengthens legitimacy through example, openness, and consistency.

Practically, the humble leadership approach in BPR is transformed through formal structures such as HR and credit committees, as well as daily practices like morning briefings and cross-departmental open discussions. Leadership is carried out with the principles of acknowledging one's limitations, listening to feedback, and valuing collective contributions, which have proven to strengthen team trust and employee loyalty. This methodology is in line with the study by (Farghaly-Abdelaliem et al., 2025), which asserts that humble leadership significantly reduces turnover intention, especially when combined with the leader's expertise as a moderating factor that strengthens subordinates' trust. This practice is implemented in the context of strict regulations in the banking industry, where the humility of leaders does not diminish authority but rather enhances organizational efficiency through humanistic, adaptive, and collaborative leadership. In this context, the integration of humility values and a strong governance system creates a foundation for a resilient and sustainable work culture, making humble leadership not just a style of leadership but an organizational strategy that directly impacts performance and employee retention.

9. Limitation

This study has several limitations. First, the study's context, which is limited to a single financial institution (BPR), restricts the generalization of findings to other sectors or regions. Second, the study used a qualitative-descriptive approach that relied on observations and documents from the organization, but it did not include numerical measurements of factors like OCB, withdrawal behavior, and team climate perception. Third, the potential perception bias from leaders and employees directly involved in the humble leadership program has not been fully controlled.

For future research, it is recommended to conduct a multi-level quantitative study involving various BPRs or other financial institutions under OJK regulation to statistically test the causal strength between humble leadership, team climate, OCB, and withdrawal behavior. Additionally, the integration of longitudinal methods can offer greater clarity about the long-term impact of humble leadership on employee performance and retention. Testing additional moderator variables such as organizational culture, hierarchy level, and the congruence between leader and employee values is also important to understand the context in which humble leadership is most effective.

Declaration of Conflicting Interests

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