

The influence of humble leadership on employees' active self-service performance -- the mediating role of affective commitment and the moderating role of job autonomy

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Abstract. With the continuous development of social economy and the increasingly fierce competition among enterprises, how to improve employees' active self-service performance has attracted more and more scholars' attention. Based on the active motivation model, starting from the affective commitment and job autonomy of employees, this paper analyzes 328 valid sample data, and discusses the role and adjustment mechanism of humble leaders on employees' active self-service performance. The results show that humble leadership has a significant positive effect on employees' active self-service performance, and affective commitment plays a completely mediating role. In addition, job autonomy is an important boundary condition that affects this mechanism. When the level of job autonomy is high, the impact of humble leadership on employees' active self-service performance through affective commitment will increase. On the contrary, when the level of job autonomy is low, the interaction between humble leadership and job autonomy will decrease, and the degree of positive effect will be negatively affected.

Keywords: humble leadership; affective commitment; proactive customer service performance; job autonomy.

1. Introduction

At this stage, the enterprise is in the "great change unprecedented in a century", the external environment has undergone tremendous changes, and the internal management structure of the organization has also changed. The flat management structure of the company, the equality of the relationship between leading members, the innovation of organizational culture, the platformization of the company's development, and the importance of emotions by employees have become the theme of the company's development at this stage, and it is increasingly necessary to adapt to the leadership style to promote the future development of the enterprise. In order to adapt to the rapid changes in the environment, humble leadership in leadership style has attracted more and more attention, which can better adapt to the increasingly dynamic and changeable market environment, which is a leadership style that can promote the growth and development of enterprises [1].

Unlike the previous "from top to bottom" leadership style, humble leaders are more grounded and willing to discuss, share, learn, and develop with their subordinates [1]. Although the research on humble leadership has achieved many beneficial results, such as proactive behavior, organizational citizenship behavior, task performance, employee voice behavior, and innovative behavior, there is still a lack of research on the active service performance of hotel service personnel in terms of research objects. Behaviour performance refers to the performance of an organization or employees in helping and serving customers in order to achieve organizational goals, including task performance and situational performance. Situational performance, which refers to employees' proactive service performance, is a customer-centered, out-of-role behavior that contributes to the organization's willingness and interpersonal extra-role relationships [2]. Currently, relevant scholars have discussed the impact of differentiated empowerment on employee proactive service performance, but research on the impact of other leadership styles on employee proactive service performance is still lacking. Therefore, this study uses employee proactive service performance as a dependent variable to explore the impact of this leadership style on employee proactive service performance.

The research focuses on analyzing the intermediary mechanism between humble leadership and employee proactive service performance. In order to understand in detail why and how humble leadership affects employee proactive service performance, this article demonstrates the mediating role of affective commitment between humble leadership and employee proactive service performance based on an active motivation model. The active motivation model indicates that there are three main factors that affect the generation of active behavior: (1) can do (2) reason to do and (3) energized to do [3]. Due to the "humble" behavior shown by leaders, creating a more harmonious environment can easily stimulate employees' motivation for proactive behavior, thereby making service behaviors that improve organizational performance. Therefore, this article speculates that humble leaders are "people-oriented", are able to acknowledge their own shortcomings, see the advantages of others, and can give employees a certain amount of power to make them feel capable, empowered, which makes them have abilities to do things. This sense of "being the head of the family" can better stimulate employees' internal motivation, generate emotional commitment, then they can make proactive service behavior, improving overall performance.

As an important factor in an employee's work environment, job autonomy has an important impact on their psychological feelings and work efficiency during the work process [4]. Job autonomy refers to the individual's discretion and control over related matters at work [5]. Li Zhengdong [6] pointed out that the three levels of individuals, organizations, and leaders are integrated into work characteristics, affecting the selection and evaluation of employees' behavior at work. Starting from a combination of leadership styles and different types of work environments, this article emphasizes the boundary role of job autonomy. Specifically, under the conditions of high work autonomy, humble leaders can adapt to the conditions of high work autonomy, which creates a relaxed and autonomous environment, promoting employees to obtain a greater sense of self-efficacy, thereby generating emotional commitment to the organization. Therefore, it maximizes the intellectual contribution of employees, providing proactive service behavior which generates performance; Under conditions of low work autonomy, even if humble leaders exhibit modest behavior and a humble temperament, they are influenced by a highly restrictive organizational environment, leading to passively work for the organization in order to make a living, which results in their internal work motivation being suppressed, who are unable to generate emotional dependency on the organization, and thus they are unable to generate proactive service performance.

Therefore, based on the theory of social motivation, with emotional commitment as a mediator variable and job autonomy as a moderator variable, this article attempts to empirically test the role of humble leadership working in employee proactive service performance, with a view to providing reference for managers to improve employee proactive service performance.

2. Research Assumptions

2.1 Concept definition

Humble leadership is a new type of leadership style that has emerged in recent years, breaking through the original "from top to down" leadership model, and is a typical representative of the "from bottom to up" leadership style. Modern psychologists generally believe that humility is a continuous and stable positive personality trait that includes three characteristics: self examination, appreciation of others, and constant transcendence [7]. Owens and Herman [8], from the perspective of employees, believe that humble leaders have three characteristics: (1) the courage to acknowledge their own limitations, weaknesses, and mistakes. (2) Appreciate the strengths of subordinates and actively praise their contributions. (3) It is teachable.

As a positive leadership style, academia has demonstrated its leadership effectiveness from both individual and team perspectives. From the personal perspective, humble leadership can positively affect employees' suggestion behavior [9], work performance [10], and good interpersonal and organizational atmosphere [1]. From a team perspective, humble leadership has a positive impact on the team learning atmosphere [11], team creativity [12], and team cross-border behavior [13].

2.2 Humble leadership and proactive service performance

Active service behavior was proposed by Rank et al. [14] which has three characteristics: autonomy, foresight, and durability. First, autonomy refers to employees taking the initiative to make other behaviors beneficial to the company in addition to meeting mandatory regulations; Secondly, forward-looking refers to the ability of employees to accurately predict long-term company and customer needs, and make timely actions to meet their related needs; Thirdly, sustainability means the ability of employees can continuously promote and improve projects, and they will adjust and test the projects promoted at this stage in time through the reactions of superiors and customers.

This study believes that humble leadership can improve proactive service performance. First, based on the active motivation model, humble leadership, as one kind of leadership style, is an important environmental factor that affects employees' proactive service performance. It can become employees' motivation for proactive service, generating high positive emotions among individuals, and being subjective in making proactive service behaviors, thereby improving the performance of proactive service to a certain extent [3]. Humble leaders are able to objectively view their own shortcomings, have the courage to admit their own mistakes, and encourage employees to actively explore, dare to try, and have an inclusive attitude towards mistakes [15]. This enables employees to independently evaluate "if they make transformative actions for the future alone," after that they find that they can have a high sense of self-efficacy, have a certain degree of feasibility, and can control the consequences of their behavior. At this point, Employees are prone to generate strong and sustained proactive service behaviors for the future of the organization to improve the organization's proactive service performance. Secondly, humble leaders can trust their subordinates' abilities, appreciate their strengths, and recognize their contributions, enabling employees to gain positive self verification, affirm self efficacy, which meet their individual achievement needs and generate role driven motivation, taking proactive service actions and improving their independent service performance [16]. Thirdly, humble leaders can be open-minded and objective about new ideas and perspectives. This inclusive organizational atmosphere gives employees reason to make their own efforts for the development of the organization. For example, they may predict the changing needs of customers, independently find ways to meet various needs and continuously promote improvement strategies, then, they will do some proactive service behaviors, thereby continuously improving the level of proactive service performance [15]. Therefore, humble leaders can recognize their own shortcomings, actively acknowledge the strengths of their subordinates, and be open-minded. So, they can effectively stimulate employees' autonomous, forward-looking, and sustained proactive service behavior, then, they may generate good performance results. Based on this, this article proposes:

Hypothesis 1: Humble leadership positively affects employee proactive service performance.

2.3 Affective commitment as an intermediary variable

Affective commitment is the degree to which employees have a strong emotional attachment to the organization, a high degree of recognition for the organization, and a willingness to contribute to the organization [17]. The three dimensions of emotional commitment, organizational commitment, and sustained commitment constitute organizational commitment, which is used to measure employees' positive emotional tendencies towards the organization. The emotional commitment in this paper is the core of organizational commitment, reflecting the positive relationship between employees and the organization [18-19].

Leadership style has an impact on employees' emotional commitment. Authoritarian leaders focus on personal authority and announce the work and content that employees need to do as requested, which can easily dampen employees' enthusiasm, create a sense of distance, and inhibit the generation of a sense of belonging [20]. Empowered leaders delegate power to teams, subordinates, or organizations, enabling them to make self decisions and manage themselves, giving employees a sense of ownership and belonging, which prone to develop emotional commitment [21].

Humble leaders respect and recognize the abilities of their subordinates and appreciate their strengths; Actively create a good atmosphere, reduce employees' perceived risks [22], and give

employees psychological cues of "I can do it"; Encourage employees to actively propose new ideas and perspectives. When meeting the relevant requirements of the organization and promoting the development of the organization, leaders promptly affirm and provide relevant material and spiritual support, which makes the feasibility of autonomous behavior increase, and it is easy for employees to generate positive emotions. After humble leaders affirm and praise employees, their inner needs for affirmation are satisfied, and positive and full emotions abound in their hearts. This can easily enhance their sense of self worth in the organization, create strong attachment feelings to the organization, shorten the psychological distance between leaders and members, so that it can generate positive emotional commitment in the hearts of employees[23].

Emotional commitment has an impact on active service performance. When employees believe that they belong to the organization, have a strong sense of belonging and identification with the organization, who are willing to actively contribute their own strength, link their personal interests to organizational interests, and regard organizational goals as personal goals [24], generating psychological motivation, enabling employees to engage in proactive service behavior, taking into account the company, then, it can improve employee proactive service performance. The interaction of various resources between organizations can be seen as an exchange behavior. This exchange relationship is essentially a cooperative relationship, which mainly includes two types: "transaction type" and "relationship type" [25]. When members of an organization have high emotional commitment, it is easy for employees and the organization to form informal "relational" cooperative relationships. The inherent motivation formed by positive emotional experiences drives employees to actively provide services, continuously improving their proactive service performance. On the contrary, when members of an organization have lower emotional commitment, employees and the organization only stay in a "transactional" cooperative relationship. They will generate internal resistance motivation and passively complete related work, which is not conducive to the improvement of active service performance.

According to the active motivation model, people's motivation includes internal motivation and external motivation, respectively focusing on process and results [3]. Humble leaders are modest and not complacent. They actively acknowledge their own shortcomings, praise their employees' strengths, and accommodate their shortcomings and different things. This allows employees to easily create emotional links to the organization, psychologically reducing the level of risk perception of active service behavior, who is full of fighting spirit, stimulating strong internal motivation, and taking the initiative to serve the organization, then, it can improve organizational performance for purpose. Humble leaders are also willing to lower their position in interpersonal communication, create an atmosphere of mutual learning, and generate external motivation to stimulate employee behavior. This external motivation can improve employees' psychological security [26], then, employees will generate strong emotional commitment to the organization, and thereby stimulate internal motivation, with a view to improving the existing shortcomings of the organization through their own efforts and making additional performance. Therefore, humble leaders' accurate evaluation of themselves, appreciation of others, and emphasis on learning can improve employees' emotional commitment, hence, it can affect their proactive service performance. Based on this, this article proposes:

Hypothesis 2: Emotional commitment mediates between humble leadership and proactive service performance

2.4 Job autonomy as a moderator variable

As a component of work characteristics, work autonomy refers to the degree of freedom that the organizational environment can provide for employees to work, including the degree of independent decision-making that employees have during the project implementation stage[27]. This refers to which employees can individually control and determine the way, method, arrangement, progress, and other aspects of work to some extent, which has different levels of impact on employees' psychology and behavior. When work autonomy is high, humble leaders actively provide their

subordinates with relevant work resources, positively affirm their strengths, trust their work abilities, and promote the strong interaction between subordinates to obtain corresponding support at both the material and spiritual levels [28]. This enables employees to continuously improve their sense of self-efficacy [7]. A high sense of self-efficacy can affect their way of thinking, making it easy to adopt a self-service mode of thinking, encouraging employees to generate high emotional commitment, which drives them to provide proactive service that is conducive to improving their proactive service performance. When work autonomy is low, even if the leader belongs to a humble leadership style, due to a lack of work autonomy, they cannot flexibly arrange their work, with the entire work atmosphere is mechanical. At this time, the interaction between work autonomy and humble leadership is weak, making it difficult for employees to feel the trust of the organization, that may reduce their sense of belonging [29], making it difficult for employees to generate attachment emotions to the organization, thereby reducing their emotional commitment. So, it is difficult for them to focus on organizational interests, give up their own interests, and are unwilling to engage in proactive service behavior, which has a negative impact on proactive service performance. Therefore, the strong interaction between a high degree of work autonomy and humble leadership in an organizational environment can have a positive impact on employees' emotional commitment; On the contrary, the degree of work autonomy in an organizational environment is low, even if their leader are humble leaders, which can hardly generate strong emotional commitment among employees. Based on this, this article proposes:

Hypothesis 3: Work autonomy plays a regulatory role between humble leadership and emotional commitment. When the regulatory level is high, the role of humble leadership and emotional commitment becomes stronger.

For employees in a highly autonomous work environment, humble leaders who respect their subordinates can well meet their subjective role perceptions. Therefore, the employees will form a deeper emotional commitment, generating relevant proactive service behaviors, and contributing to performance improvement [30]; Humble leaders create a harmonious, equal, democratic, and creative team atmosphere in a team. At the same time, high job autonomy enables employees to control their own work to a greater extent. The consistency of the them can enable employees to generate high emotional identity, thereby generating proactive service behavior, and actively improving enterprise performance. In an environment of low work autonomy, even if the superior is a humble leader, the mutually exclusive nature of the two environments created is difficult to have a positive impact on employees' emotional level and related proactive service behavior. Therefore, moderated by a high degree of work autonomy, humble leadership encourages employees to generate positive emotional commitment, thus, they can make proactive service behaviors and improve organizational performance; On the contrary, in the context of a relatively low level of work autonomy, humble leadership is difficult to play the role of promoting employees' emotional commitment, and thus cannot have a good effect on employees' proactive service performance. Based on this, this article proposes:

Hypothesis 4: Work autonomy moderates the indirect effect of emotional commitment between humble leadership and proactive service performance. When the level of adjustment is high, humble leadership has a positive effect on organizational service performance.

In summary, the framework constructed in this study is as follows to illustrate the relationship between variables.

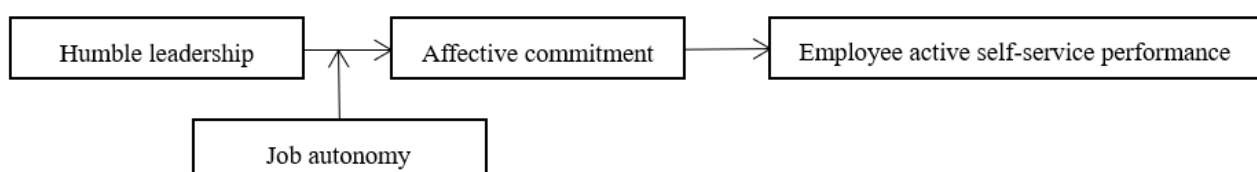


Fig. 1 research model

3. Research design

3.1 Research samples and data collection

The subjects of this study mainly come from Hebei, Beijing, Shanxi, Zhejiang and other provinces. After preliminary preparation of the survey content, eight employees from service oriented enterprises were contacted to discuss and analyze the questionnaire. Based on the discussion, changes were made to the questionnaire content in line with the actual situation, in order to ensure the effectiveness of the questionnaire content. After that, questionnaires were distributed to employees of various service enterprises through online questionnaires. The final number of questionnaires distributed was 380, the number of returned questionnaires was 355, and the number of valid questionnaires was 328, with an effective rate of 86.32%. In the final valid sample, women accounted for 50.3% and men accounted for 49.7%; 41.46% were aged 21-30 years, 46.06% were aged 31-40 years, and 10.37% were aged 41-50 years; College accounts for 21.95%, undergraduate accounts for 64.33%, and master's degree or above accounts for 9.76%; The number of years of employment accounted for 24.09%, 3-5 years accounted for 30.18%, 5-10 years accounted for 31.71%, and more than 10 years accounted for 11.89%.

3.2 Variable measurement

In this study, mature scales were used, in which the English scale was converted to Chinese through a standard back translation procedure. All scales were evaluated using the Likert 7-point scoring method [31], ranging from 1 (completely inconsistent) to 7 (completely consistent).

Humble leadership. The scale developed by Chen Yanhong et al.[32] is used, which includes 14 items such as "leaders can get along equally with their subordinates and be approachable". In this study, the reliability of the scale was 0.858.

Emotional commitment. The scale developed by Gao Urhahn et al.[33] which includes eight items, including "I believe the company I serve is an ideal workplace.". In this study, the reliability of the scale was 0.781.

Employee proactive service performance. The scale developed by Bachrach et al.[34] which includes seven items, including "If a customer encounters difficulties, they will actively provide assistance". In this study, the reliability of the scale was 0.742.

Work autonomy. The scale developed by Kirmeyer et al. [35] which includes seven items, including "I can decide what to do in working time ". In this study, the reliability of the scale was 0.708.

Control variables. Demographic variables such as individual employees' gender, age, education level and working years may have an impact on humble leadership, employee proactive service performance and the relationship between the each other [36]. This study controlled demographic variables to reduce the impact of these control variables on research results.

4. Research results

4.1 Common method deviation test

This study adopts the Harman single factor test method [37], which adopts a non rotated principal component analysis for all options. The results show that the first principal component explains 38.108% of the variance variation, which is less than the 50% threshold recommended by Hair et al. [38], indicating that there is no serious common method deviation problem in the sample data, which means the range of homologous error is acceptable.

4.2 Confirmatory factor analysis

This article evaluated the differentiated validity of four variables: humble leadership, emotional commitment, employee proactive service performance and work autonomy through Mplus 7.4

confirmatory factor analysis. Due to the large number of measurement items in the four variables, in order to improve the fitting degree of the model, three other possible models have been established where the three factor model combines humble leadership and work autonomy into one factor; Based on the three factor model, the two factor model continues to combine emotional commitment and employee proactive service performance; A single factor model combines all variables into one factor. From Table 1, it can be seen that the four-factor model has the best fitting degree ($\chi^2/df=2.074$, RMSEA=0.057, CFI=0.972, TLI=0.962, SRMR=0.038). It can be judged that the core variables involved in this study have good discriminant validity.

Table 1 Confirmatory factor analysis comparison

model	Included factor	χ^2/df	RMSEA	CFI	TLI	SRMR
Four-factor model	HL;AC;AS;JA	2.074	0.057	0.972	0.962	0.038
Three-factor model	HL+JA;AC;AS	2.736	0.073	0.952	0.938	0.040
Dual-factor model	HL+JA;AC+AS	3.329	0.084	0.933	0.917	0.050
Single-factor model	HL+JA+AC+AS	3.660	0.074	0.833	0.818	0.061

Tips:HL is short for humble leadership;AC is short for affective commitment;AS is short for employee active self-service performance;JA is short for job autonomy;+ means factors are combined to one

4.3 Descriptive statistics and correlation analysis

Table 2 mainly presents the mean, standard deviation and correlation coefficients of variables. It can be seen that humble leadership is significantly and positively correlated with emotional commitment ($r=0.875$, $p<0.01$) and employee proactive service performance ($r=0.874$, $p<0.01$), respectively; Emotional commitment was significantly positively correlated with employee proactive service performance ($r=0.864$, $p<0.01$). This correlation analysis lays the foundation for hypothesis testing.

Table 2 Mean value, standard deviation, and correlation coefficient of variables

variables	M	SD	1	2	3	4	5	6
1.HL	5.847	0.520						
2.AC	5.843	0.568	.875**					
3.AS	5.820	0.571	.874**	.864**				
4.JA	2.311	0.278	-.267**	-.323**	-.237**			
5.gender	1.502	0.501	.122*	0.105	0.107	-0.019		
6.year	2.683	0.710	0.074	0.070	0.106	-0.092	-0.057	
7.education	3.790	0.692	.203**	.210**	.210**	-0.038	-0.020	0.057
8.year	3.271	1.024	.175**	.169**	.193**	-.124*	-0.022	.653**

Tips:HL is short for humble leadership;AC is short for affective commitment;AS is short for employee active self-service performance;JA is short for job autonomy

4.4 Hypothesis testing

3.4.1 The main effect test of humble leadership on employees' proactive service performance.

This paper examines the main effect of humble leadership on employee proactive service performance through hierarchical regression analysis. From Table 3, it can be seen that by controlling demographic variables such as gender, age, education level, and tenure, humble leadership has a

positive impact on employees' proactive service performance ($\beta = 0.861$, $p < 0.001$). Therefore, hypothesis 1 can be tested.

3.4.2 The mediating effect test of emotional commitment.

First, examine the impact of humble leadership on employee emotional commitment. According to model 2 in Table 3, humble leadership has a significant positive impact on employees' active service performance. ($\beta = 0.867$, $p < 0.001$) Secondly, examine the impact of emotional commitment on employee proactive service performance. According to model 7 in Table 3, employees' emotional commitment can have a positive impact on employees' active service performance. ($\beta = 0.849$, $p < 0.001$) Finally, examine the mediating role of emotional commitment between humble leadership and employee proactive service performance. From Table 3, it can be seen that when the mediating effect of emotional commitment is introduced, the positive impact of humble leadership on employees' proactive service performance decreases (β decreased from 0.861 to 0.499, $p < 0.001$), while the positive impact of emotional commitment on employee proactive service performance remains high at this time. ($\beta = 0.419$, $p < 0.001$) Therefore, hypothesis 2 can be preliminarily tested. At the same time, using the process plug-in in SPSS for 5000 repeated samples, the results show that the mediating effect of emotional commitment is 0.425, and the 95% confidence interval is [0.3246, 0.5246] with a significant level of 0. Therefore, hypothesis 2, 3, and 4 can be supported, indicating that emotional commitment plays a mediating role between humble leadership and employee proactive service performance.

3.4.3 Test of the regulatory effect of work autonomy.

According to model 4 in Table 3, the regression coefficient of interaction between humble leadership and work autonomy is significant ($\beta = 0.058$, $p < 0.001$), indicating that job autonomy positively regulates the relationship between humble leadership and employee emotional commitment. Hypothesis 3 has been demonstrated. In addition, this study conducted a simple slope analysis through high and low work autonomy to further explain the relationship between humble leadership and employee emotional commitment under different levels of work autonomy in organizations. As can be seen from Figure 2, the slope of the straight line for high work autonomy is higher than the slope of the straight line for low work autonomy, indicating that in high work autonomy an organizational environment, the interaction between humble leadership and organizational climate has a significant positive effect on employee emotional commitment.

Table 3 Results of hierarchical regression analysis

	Affective commitment					Job autonomy		
	M1	M2	M3	M4	M5	M6	M7	M8
Control variable								
gender	0.108*	-0.002	-0.001	-0.006	0.115*	0.006	0.023	0.006
age	-0.050	-0.008	-0.011	-0.017	-0.016	0.026	0.027	0.029
education	0.188*	0.030	0.033	0.027	0.189*	0.032	0.029	0.019
year	0.175*	0.017	0.011	0.016	0.18	0.023	0.031	0.016
Independent variable								
HL		0.867*	0.842**	0.847*		0.861*		0.497*
		**	*	**		**		**
Mediating variable								
AC							0.849*	0.42**
							**	*

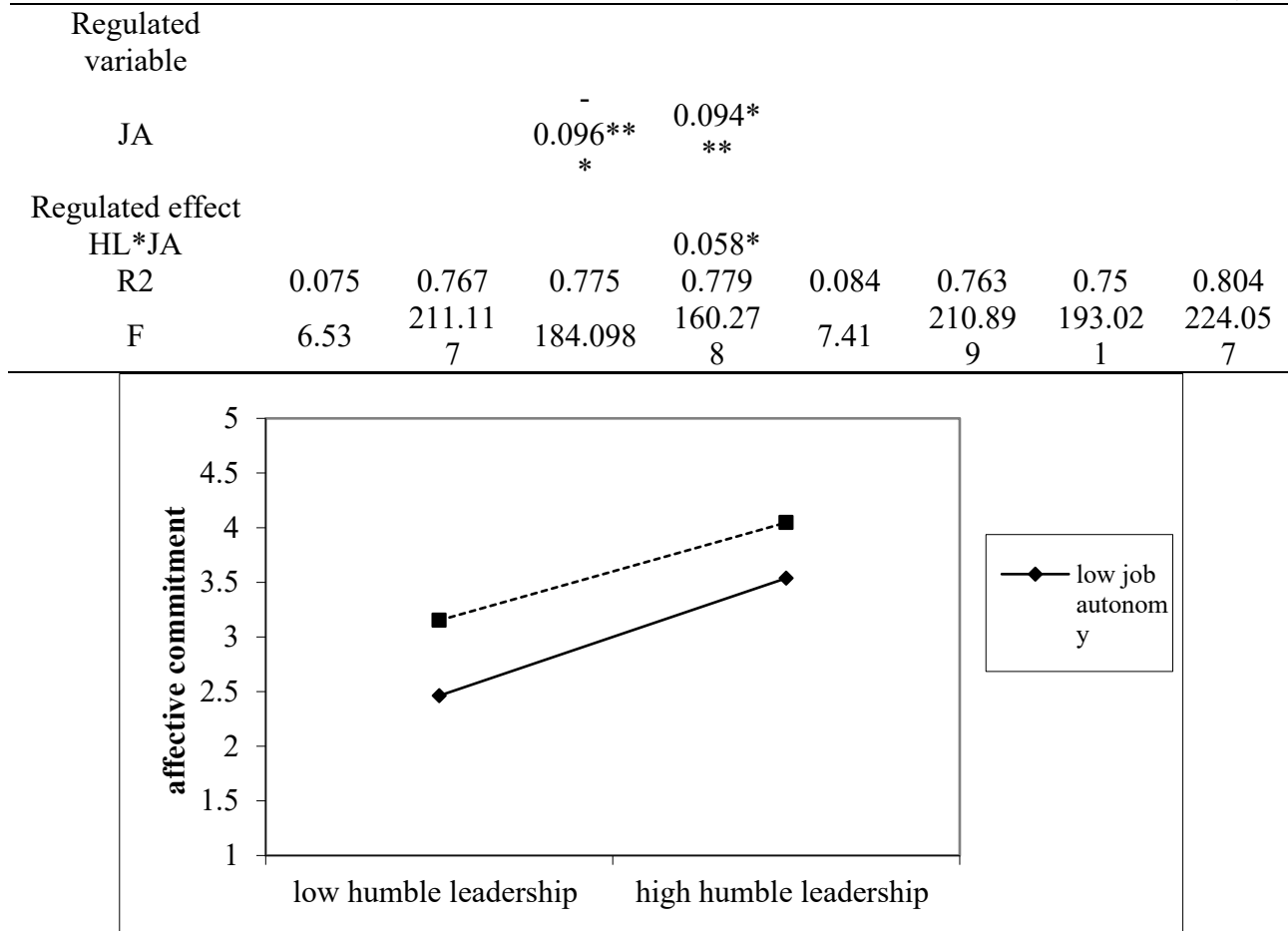


Figure 2. The moderating effect of work autonomy on the relationship between humble leadership and emotional commitment

3.4.4 Adjusted Mediation Effect Test

In order to test the regulatory effect of work autonomy at different levels, this study used Bootstrapping to conduct 5000 repeated tests on the sample and constructed a mediation model between humble leadership and employee emotional commitment. According to the table, when employees feel that the organizational atmosphere is high work autonomy, the indirect impact of humble leadership on employees' proactive service performance through emotional commitment is 0.4271, 95% confidence interval is [0.2711, 0.5951]; When employees experience a low organizational atmosphere of work autonomy, the indirect impact of humble leaders' emotional commitment on employees' proactive service performance is 0.4148, with a 95% confidence interval of [0.1658, 0.6539], and both of them indirect difference are 0.1053. It can be seen that work autonomy regulates the mediating role of emotional commitment between humble leaders and employees' proactive service performance. When employees feel the organizational atmosphere is more autonomous, the mediating effect of emotional commitment between humble leadership and employee proactive service performance becomes stronger.

Table 4 Analysis of the mediating effect of work autonomy on emotional commitment

	incidence	effect	Standard error	95% confidence interval	
				floor	ceiling
Job autonomy	high	0.4271	0.0831	0.2711	0.5951
	middle	0.4235	0.0752	0.27	0.5667
	low	0.4148	0.1256	0.1658	0.6539

5. Research and discussion

5.1 Research conclusion

Based on the active motivation model, this article mainly studies the situation and extent to which humble leaders have an impact on employees' active service performance in the hotel service industry. Research has found that humble leadership positively affects employees' proactive service performance through emotional commitment: Employees with high emotional commitment have a deep emotional dependence on the organization and tend to view the organization as their own "home", which can generate an internal psychology that promotes the development and prosperity of the organization, thus their motivation acts on behavior, resulting in proactive service behavior, which has a positive impact on organizational performance. Work autonomy regulates humble leadership, which has a positive influence on employees' proactive service performance through emotional commitment. When the work autonomy in an organization is strong, the interaction between the leadership style and work characteristics of humble leaders is strong, which can easily lead to deeper emotional commitment among employees and affect their proactive service behavior, so it is conducive to improving organizational performance; When work autonomy in an organization is weak, even if leaders exhibit a humble leadership style, it is difficult for employees to generate psychological motivation, generate emotional dependency, stimulate proactive service behavior and improve organizational performance. When a superior leader is a humble leader, with the strong autonomous work atmosphere of the entire organization, employees can have a high degree of mastery of their own work. The strong interaction between this work characteristic and leadership style is conducive to generating emotional commitment among employees, so it strengthens the transmission of employees' proactive service performance.

5.2 Theoretical contributions

The theoretical contributions of this study are as follows: Firstly, based on the hotel service industry, this article expands the antecedent leadership style of employee proactive service performance. Existing research has pointed out that ethical leadership can gain employees' trust in leaders which can promote employees to develop service-oriented organizational behavior [39]. Service-oriented leaders exhibit proactive service behavior under the conditions of leadership and organizational identity [24], but there is still a lack of research on using humble leadership style as a antecedent of employees' proactive service performance. Current scholars mainly focus on employees' innovative performance and task performance [10-11]. This article focuses on employees' proactive service behavior, expanding the dependent variables of the role of humble leadership, which explains how humble leadership affects employees' proactive service performance and enrich research on the effectiveness of humble leadership. Secondly, based on the theory of social motivation, this article finds that affective commitment plays a mediating role in humble leadership and employee proactive service performance. There have been studies that have found that relationships and cognitive mechanisms such as psychological security and organizational identity [27] mediate between leadership style and employee performance outcomes, but emotional mechanisms still need to be explored. In the theory of social motivation, emotional commitment has a positive effect on employees' proactive service performance. When leaders and members have a closer relationship, members are willing to integrate individual interests into collective interests, thus, making employees willing to provide additional proactive services and further improving organizational effectiveness. Thirdly, this article introduces job autonomy as a moderator variable to explore the interaction between job characteristics and leadership style. Not only is it conducive to a more comprehensive understanding of the situational factors that humble leadership affects employee emotional commitment and proactive service performance, but it provides a different perspective for humble leadership to act on emotional commitment. Besides, it also indicates that employee performance is the result of the combined action of leadership style, work characteristics and employee psychology.

5.3 Practical enlightenment

How to improve employees' proactive service performance has troubled different service oriented organizations and enterprises for a period of time. Firstly, this study concludes that humble leadership can positively affect employees' proactive service performance. Due to the large number of contemporary leaders of various types, the leadership styles presented by the same person at different times may not necessarily be the same. Therefore, in the selection of leaders, a leadership style test can be used to conduct a preliminary screening of leaders, and select leaders who can actively identify their own shortcomings, sincerely praise others' strengths, speak widely, carefully listen to subordinates' opinions and suggestions, who should have the characteristics of humility. After joining the company, we will regularly organize training, lectures, and publicity to promote positive and humble behavior, creating a humble cultural atmosphere, increasing employees' proactive service behavior and improving organizational performance.

Secondly, emotional commitment plays an important mediating role in humble leadership and employee proactive service performance. Therefore, in order to improve employees' proactive service performance, organizations should continuously improve the relationship between employees' needs and organizational welfare, meeting their basic material needs, and to some extent promoting employees' emotional commitment. Leaders take the initiative to create a "relational" leader-member relationship, regularly take the initiative to care for employees, open up more forms to alleviate their psychological pressure, enable their emotional demands to be understood and resolved by their superiors and finally create a sense of "home" in their hearts. Through means such as advocacy and work environment creation, team members are encouraged to fully understand the goals and vision of the enterprise, identify with the goals and positioning of the enterprise, generate subjective emotional recognition and emotional commitment from employees to the organization, then, further generate their conscious and proactive service behavior, so that it can improve performance.

Then, high work autonomy in humble leadership has a positive impact on employee proactive service performance. Therefore, organizations need to create an atmosphere of high employee autonomy in their work, establish relevant systems to enable employees to obtain certain rights in the work process and arrange their own work schedules, processes, and methods without disturbance. In addition, the organization should also provide employees with the various resources they need in time, allowing them to participate in project decision-making and making employees feel comfortable in the work process. Humble leaders modestly listen to the opinions and suggestions of their subordinates, appropriately authorize them, establish certain organizational goals and an open and transparent reward mechanism. This enables subordinates to demonstrate high work enthusiasm and enthusiasm in a high work autonomy atmosphere, so that they can release internal pressure and worry, continuously tapping their own potential, so it can have a positive impact on the improvement of employees' proactive service performance.

5.4 Limitations and future directions

This study has certain limitations so it can provide some reference for further research. First, this article adopts a cross-sectional structural study that is difficult to support with data about the causal relationship between variables such as humble leadership and employee proactive service performance. In the future, it can be used to deepen research and supplement relevant data from longitudinal research, thereby effectively reducing common biases caused by cross-sectional design. Secondly, this article only focuses on the humble leadership style. In future research, we can focus on different leadership styles, such as abusive management, inclusive leadership, paternalistic leadership and sincere leadership. Then, we can conduct comparative research, exploring their impact on employee proactive service performance, so it can expand research and understanding of other leadership styles on employee behavior outcomes, to enhance the rigor of research. Thirdly, this article mainly studies the impact of humble leadership on employees' proactive service performance from the perspective of behavioral motivation theory. In the future, it can try to further study the above issues from different theories such as social identity theory and social learning theory, changing

the perspective to deepen the understanding of humble leadership style on employees' proactive service performance.

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