

Impact of Leader's Humility on the success of Strategic Information System Planning (SISP)

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Abstract – This study depicts that leader's Humility and Strategic Information System Planning Success are closely related as Resource Based Theory asserts that a project is successful when it has a competitive advantage over others. Level 5 Leadership maintains that competitive advantage is attained through Humility and Professional Will. Thus a leader having high humility should get more strategic success. The relationship is empirically tested through a sample of managers in project based IT organizations. Results show that Leader's Humility is directly and positively increasing Strategic Information System Planning Success.

Keywords: Leadership, Strategic Planning Success, Humility, Resource based Theory, IT Planning, Level 5 leadership

I. Introduction

Since the very dawn of religious thoughts, the concept of humility has been emerged and people having religious inclination were found to possess more humility (Krause, 2010). However, the construct is still vague and its accurate definition in all cultures and fields is being explored. Sometimes it is considered as a virtue and moral quality which is of utmost importance for the purpose of leading public sector enterprise (Bailey, 1964). The construct of Humility is defined by different fields in their own way. It is also considered as a spiritual phenomenon and philosophical principal by gurus of the respective fields (Daley, 2013; Kelly, 2013). Hence, it may be guessed that humility has its roots in many fields of study and encompasses multiple meanings and connotations. However, it is evident from literature that humility of a leader always asserted a positive impact on performance of employees and caused increased productivity of subordinates (Collins, 2006). Thus, the construct is supposed to have a positive impact on strategic success in information planning projects.

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The roots of strategic planning and success can be traced from the decade of 1960s (Mintzberg, 1994). Strategic success is the implementation of such methods and designing requisite plans in such a manner that the desired objectives are obtained (Segars & Grover, 1998). The literature of strategic success can be checked in economics, finance, marketing, organizational behavioral and military maneuvers. It is, hence,

not astonishing that debates remained continued on the major constructs and models relating to it. All organizations have expressed and implied resolves mainly contributing towards overall success and profitability. Therefore, every business project is focused on profit and it thrives on its improved performance as competitive advantage (Porter, 2008). To have a competitive advantage, leader's humility has an established strategic use (Kerfoot, 1998). Furthermore, the relations between the dimensions of leader's humility and strategic success are yet to be tested through empirical methods.

II. Literature Review

The humility of a leader may affect the Strategic Information System Planning Success which is the uninterrupted cognitive process, covering the strategy making and execution of IT activities. Both the variables are closely related as the phenomenon of humility among leaders increases the likelihood of success of strategy in Information Planning process.

A. Leader's Humility (LH)

Humility may be considered as an interpersonal feature that is witnessed in social setup, that implies a disposition to accurately see ones position in the whole setup, an admiration of effectiveness of others and being teachable (Owens, Johnson, & Mitchell, 2013). The importance of humility in leaders personality is argued by many researchers (Collins, 2006; Van Dierendonck, 2011). It is a major component of leadership by research works having discussion on Servant leadership, level 5 leadership as well leadership of future (Collins, 2007; Covey, 2006; Weick, 2001). Leader's humility is a source of success for a leader; however, it is not yet final that, what the main aspects of leader's humility are? Humility constituted an important aspect of a leader's posture, but it did not embody an inborn feature because one may learn it like other moral values by controlling oneself (Vera & Rodriguez-Lopez, 2004). Thus, in leadership context, humility is the ability of having a clear vision about one's position, being ascertained to attain one's aims and even so, being fearful of worldly praise (Bowen, 2007).

- **Self Awareness (SA)**

Self-awareness is the capability of self-examination so as to distinguish oneself as a separate entity as compared to the surrounding and other persons. The phenomenon has a historical background in philosophy where it is termed as "know thyself" (Townley, 1995).

- **Other's Appreciation (OA)**

Other's appreciation means recognizing and acknowledging the ability, successes and contributions of subordinates (Oc, et al., 2015). Even by following the attitude of hubris and rejecting all contributions and abilities of followers, one cannot be an authentic leader (Chang & Diddams, 2009).

- **Self-Improvement (SI)**

Self-improvement is delineated as the ability to learn and internalize what the environment and experiences teach us (Owens, 2009). It is one of the dimensions discussed in earlier empirical studies on humility.

- **Low Self-Focus (LSF)**

Low self-focus is also a dimension discussed in earlier stages as the ability to forget one's self by considering him/herself as a part of larger universe, in order to have overall benefit (Tangney, 2000).

- **Self-Transcendent Pursuit (STP)**

People having the ability of Self-transcendent pursuit do not put themselves at the centre of affairs. They keep away from unneeded ego and keep aside from material leisure (Murray, 2001).

- **Transcendent self-concept (STC)**

Transcendent self-concept is considering one's self as a meager part of a larger universe with a more spiritual aspect of personality to direct one's work behavior on one side (Fruyt & Van Heeringen, 2000).

B. Strategic Information System Planning (SISP) Success

The strategy of an organization is considered as the decision of a long terms aims and methods designs, policies and activities by which the goals are achieved and value is created (Normann & Ramirez, 1993). Strategic management is considered as accumulation of theories, programmes, instruments and formulas, drawn through research which are designated to help leaders in realizing the operation of the project as a foundation for evolution and execution of a strategy (Jauch & Kraft, 1986).

Like every project the Information System projects are also dependent on cost, duration and qualitative validity which are taken as success criteria. These criteria depend on strategic thought which in turn depends on the power of a leader to think strategically (Pinto, 2007). Strategic planning also seeks to validate strategic thought into aims, strategies as well as operational programs aiming at achieving organizational objectives. In current day rapidly changing environment, one cannot plan with utmost certainty (Porter, 1991). In other words, although an extremely mechanical plan to strategic planning is not supposed to return competitive advantage. However, sane strategic planning is the most important factor. SISP Success has four dimensions of Planning Alignment, Planning Analysis, Planning Cooperation and Planning Capabilities (Segars & Grover, 1998).

In the current day competitive environment of the global nature, a leader must recognize the importance of breaking away internal roadblocks and aligning the aims and objective of the project to the strategic roadmap (Straw, Scullard, Davis, & Kukkonen, 2013). SISP Success is based on the principal that the goals and processes of the project are operating in sync (Henderson & Venkatraman, 1993). Therefore, Strategic alignment of the project may be obtained by a humble leader. Successful planning cooperation is also important point of a SISP Success (Charisius & Kern, 2005). It implies that a project having a very complex nature cannot be undertaken without the help of all the followers. Hence, a general agreement related to the risk and tradeoffs is required between the leader and the followers (Lloyd-Walker & Walker, 2011). Open communication, strong coordination and developing clear cut guidelines are required for cooperation

among all the stakeholder and all these abilities are found in a humble leader.

Planning capabilities are also an important feature for a project success where the key problems are recognized and opportunities within these problems are used for the project success (Kerzner, 2013). A leader aligns IS planning with the strategies of a project and is always flexible to change (Christensen, 1985). All the above discussion and arguments show that Leader's Humility is not only the determining factor in SISP Success but also contributes towards its dimensions.

III. Research Methodology

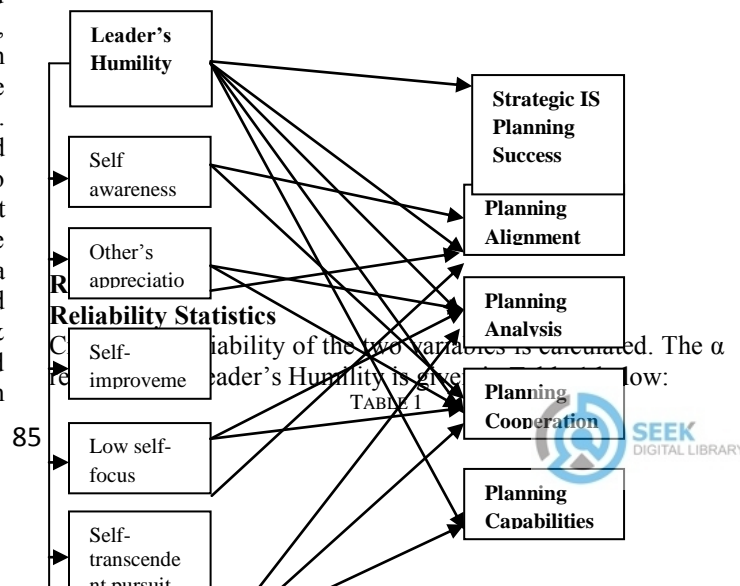
Employees working in IT organizations are studied where the unit of analysis is individual workers. Five hundred (500) questionnaires are distributed; out of them only 244 usable questionnaires are returned. Simple random sampling method is used which means that no chances are linked to a specific factor to be chosen during data collection. The non-probability random sampling helps in finding out correlational inferences in an easy and short way. The five points Likert scale, self reported questionnaire is divided into 3 parts, first of which contains questions of Leader's Humility, the second part contains questions related to SISP success and third part contains questions relating to the demographics of the respondents. To use "Leader's Humility" in the questionnaire, the statements are adopted from Ou, 2011 which has 18 items and 6 dimension. Examples of items are "I acknowledge when others have more knowledge and skills than me.", "I devotes my time to the betterment of the society" and "I am not interested in obtaining fame for me." SISP Success is gauged through the statements from Segars & Grover, 1998 having 30 items and 4 dimensions. The example of items are "I understand the strategic priorities of top management", "I aligning IS strategies with the strategic plan of the organization", and "I adapt the goals/objectives of IS to changing goals/objectives of my organization".

Data Analysis

The received data were entered in Statistical Package for Social Sciences (SPSS), for the purpose of analysis. The demographics are coded as 1-5 on case to case basis for the purpose of data entry. Data Analysis was done in 3 steps. In first instance, missing points are pointed out and removed before future analysis. Secondly, reliability of Leader's humility and SISP Success was undertaken through checking Chronbach α by SPSS. Thirdly, correlation and regression of the received data was found.

Conceptual Model after pilot study

FIGURE 1



Variable	Cronbach's α	N of Items
Leader's Humility	0.707	18
SISP Success	0.703	30

Hence, Cronbach's α reliability of both the variables is above the acceptable level.

Correlational Analysis

Correlation matrix shows that there is a strong association between the Leader's Humility and SISP Success as depicted in the Table 6:

TABLE 6

	1	2	3	4	5	6	7	8	9	10	12	12
1. LH	1											
2. SISP Success	.409**											
3. SA	.498**	.224**										
4. OA	.605**	.185**	.367**									
5. SI	.473**	.129*	.252**	.442**								
6. LSF	.388**	.267**	.193**	.170**	.511**							
7. STP	.195**	.323**	0.082	0.115	.237**	.299**						
8. TSC	.269**	.476**	.216**	0.096	0.021	0.069	.231**					
9. PAIign	.147*	.483**	.239**	0.093	0.041	0.026	0.017	0.066				
10. PAnal	.311**	.516**	0.014	.130*	.231**	.385**	.766**	.457**	.144*			
11. PCoop	.348**	.692**	.175**	.138*	0.071	.172**	0.032	.599**	0.092	.179**		
12. PCap	.139*	.545**	0.053	0.063	0.009	0.076	0.054	.138*	.161*	0.019	.252**	1

Leader's Humility and SISP Success

The regression analysis result of affect of Leader's Humility on SISP Success is given in Table 7:

TABLE 7

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
L. Humility	0.283	0.041	0.409	0.167	0.164	0

a. Dependent Variable: SISPS

The value of R Square i.e. the coefficient of determination is 0.167 with significance level of less than 0.000, which depicts that 16.7% variation is caused by Leader's Humility in SISP Success. Similarly, the value of beta is 0.409 with significance level of 0.000 ($\beta = .167, p <$

.000), Here, beta shows significant impact of Leader's Humility on SISP Success.

Leader's Humility and Planning Alignment

The regression result of affect of Leader's Humility on Planning Alignment is given in Table 8:

TABLE 8

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
L. Humility	0.179	0.078	0.147	0.022	0.018	0.022

a. Dependent Variable: Planning Alignment

The value of r^2 is 0.018 having significance level of less than 0.05, this depicts 1.8% variation is caused by Leader's Humility in Planning Alignment. Similarly, beta shows the variation in the dependent variable per 1 unit change with the change in independent variable. Here, the value of beta 0.147 with significance level of 0.02 ($\beta = .147, p < .05$), depicts that a significant positive impact is found between Leader's Humility and Planning Alignment.

Leader's Humility and Planning Analysis

The regression result of affect of Leader's Humility on Planning Analysis is given in Table 9 below:

TABLE 9

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
L. Humility	0.288	0.057	0.311	0.096	0.093	0

a. Dependent Variable: Planning Analysis

The coefficient of determination, r^2 is .096 having significance level of less than 0.000, this depicts 9.6% variation in linear relationship of Leader's Humility and Planning Analysis. Similarly, the main value in coefficients is beta which is 0.311 with significance level of 0.000 ($\beta = 0.311, p < .000$), depicts that a significant positive impact of Leader's Humility is found on Planning Analysis.

Leader's Humility and Planning Cooperation

The regression results between Leader's Humility and Planning Cooperation are given in Table 10.

TABLE 10

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
L. Humility	0.288	0.057	0.311	0.096	0.093	0

	B	Std. Error	Beta			
L. Humility	0.474	0.082	0.348	0.121	0.117	0

a. Dependent Variable: Planning Cooperation

The value of R same as 0.121, with significance value of 0.000, which means that leader's humility is 12.1% change in planning cooperation. Another value if beta which shows the variation in the dependent variable per 1 unit change with the change in independent variable. The beta value of 0.348 with significance of 0.000 also shows positive impact of leader's humility on planning cooperative.

Leader's Humility and planning capabilities

Regression results of Leader's Humility and Planning Capabilities have been shown in Table 11.

TABLE 11

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Leader's Humility	0.206	0.094	0.139	0.019	0.015	0.03

a. Dependent Variable: Planning Capabilities

The model summary indicates value of r^2 same as 0.015, with significance value of 0.05, which means that leader's humility is bringing 12.1% change in planning capabilities. Another value if beta which shows the variation in the dependent variable per 1 unit change with the change in independent variable. The beta value of 0.139 with significance of 0.02, also shows positive impact of leader's humility on planning cooperative.

Self Awareness of Planning Alignment

The regression results between self awareness and planning alignment is given in Table 12.

TABLE 12

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Self Awareness	0.127	0.033	0.239	0.057	0.053	0

a. Dependent Variable: Planning Alignment

The coefficients of regression r^2 value in Table 12 is 0.057 with significant level of 0.000, which shows that self awareness is creating variation of 5.7 percent in planning

alignment. Another value if beta is 0.239 with significance level of 0.000. It also shows strong impact of independent on dependent variable.

Self Awareness and Planning Cooperation:

The regression between Self Awareness and Planning Cooperation has been shown in table 13.

TABLE 13

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Self Awareness	0.104	0.038	0.175	0.031	0.027	0.006

a. Dependent Variable: Planning Cooperation

The value of r^2 is 0.031 with significance level of 0.01 which means that Self Awareness is creating variation of 3.1% in Planning Cooperation. Another value if beta which shows the variation in the dependent variable per 1 unit change with the change in independent variable. The beta value of 0.175 with significance $P=0.05$ shows strong impact of independent variable on dependent variable.

Other's Appreciation and Planning Analysis

The regression values between the Other's Appreciation and Planning Analysis is given in Table 14.

TABLE 14

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta				
Others Appreciation	0.06	0.032	0.13	0.017	0.013	0.013	0.043

a. Dependent Variable: Planning Analysis

The value of r^2 in the regression between other's appreciation and planning analysis is 0.017 with significance level of 0.04. This means that independent variable creates 1.7% variation in dependent variable. The beta value of 0.13 with significance of 0.14 also shows strong impact of one on the other.

Others Appreciation and Planning Cooperation

The value of regression between other's appreciation and planning cooperation is given in Table 15.

TABLE 15

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Other's Appreciation	0.102	0.047	0.138	0.019	0.015	0.031

a. Dependent Variable: Planning Cooperation

The value of r^2 between other's appreciation and planning cooperation is 0.019 with significance of 0.05 which means that other's appreciation is causing 1.9% change in planning cooperation. Similarly, beta value is 0.138 with significance of 0.05 which means the independent variable is strongly impacting dependent variable.

Self Improvement and Planning Analysis

The regression results between self improvement and planning analysis is given in Table 16.

TABLE 16

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Self-improvement	0.097	0.026	0.231	0.054	0.05	0

a. Dependent Variable: Planning Analysis

The value of r^2 in the relation between self improvement and planning analysis is 0.054 with significance of 0.000. This shows the independent variable is bringing 5.4% change in dependent variable. Beta value is significant and is 0.231 which also shows strong impact of one on another.

Low Self Focus and Planning Analysis

The regression results between low self focus and planning analysis is shown in Table 17.

TABLE 17

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Low Self Focus	0.189	0.029	0.385	0.148	0.145	0

a. Dependent Variable: Planning Analysis

The value of r^2 in the model summary is 0.148 with significance of 0.000 showing that Low self focus is creating 14.8 percent change in Planning Analysis and the value of beta is 0.385 with significance of 0.000. Both the values show strong impact independent variable over dependent variable.

Low Self Focus and Planning Cooperation

The regression coefficients and model summary is given in Table 18.

TABLE 18

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Low Self Focus	0.124	0.046	0.172	0.03	0.026	0.007

a. Dependent Variable: Planning Cooperation

The value of r^2 is 0.030 at the significance level of 0.007 which means that Low Self Focus will create 3% variation in Planning Cooperation. Moreover, the value of beta is 0.172 at the significance level of 0.007 which also shows a strong impact of Low Self Focus on Planning Cooperation.

Self Transcendent Persist and Planning Analysis

The value of coefficient and model summary in regression model is given in Table 19.

TABLE 19

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Self Trans; Pursuit	0.488	0.026	0.766	0.587	0.585	0

a. Dependent Variable: Planning Analysis

The value of r^2 is 0.587 with significant level of 0.000 which means that self transcendent persist changes the planning analysis by 58.7%. The value of beta of 0.766 with significance of 0.000 which also shows a strong impact of independent variable.

Transcendent Self Concept and Planning Analysis

The model summary and coefficients are given in Table 20.

TABLE 20

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Trans; Self Concept	0.262	0.033	0.457	0.209	0.205	0

a. Dependent Variable: Planning Analysis

The value of r^2 is 0.209 with significance level of 0.000. This means that transcendent self concept brings 20.9% variation in planning analysis. The value of beta is 0.457 which shows a strong impact of independent variable on dependent variable.

Transcendent Self Concept and Planning Cooperation

The regression values are given in Table 21.

TABLE 21

Model	Unstandardized Coefficients		Standardized Coefficients	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Trans; Self Concept	0.505	0.043	0.599	0.359	0.357	0

a. Dependent Variable: Planning Cooperation

The value of r^2 is 0.359 with significance of 0.000. This implies that Transcendent Self Concept varies the Planning Cooperation by 35.9%. The value of beta is 0.599 with significance of 0.000. This also shows strong impact.

Transcendent Self Concept and Planning Capability

The values of regression are given in Table 22.

TABLE 22

Model	Unstandardized Coefficients		Standardized Coefficient	R Square	Adjusted R Square	Sig.
	B	Std. Error	Beta			
Trans; Self Concept	0.126	0.058	0.138	0.019	0.015	0.031

a. Dependent Variable: Planning Capabilities

The r^2 value is 0.019 at significance level of 0.031 which means the transcendent self concept changes planning cooperation by 1.9%. The beta value of 0.138 with $p=0.031$ also show strong impact.

Conclusion

The researcher intended to focus at a very important field of study that is Leader's Humility which significantly influences the behavior of employees and their output level as well. The results illustrated that all the hypotheses were supported which had a very little indirect empirical evidence. Previous research shows that relations between Leader's Humility and SISP Success have never been studied quantitatively. In the literature review, it was suggested that this relationship may become clearer with introduction of new dependent variables with Leader's Humility. Therefore, the introduction of SISP Success as dependant variable becomes the major contribution. It is concluded that if there is a strong relation between Leader's Humility and SISP Success and some of their dimensions.

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