

Perceived Insider Status: Not Moderating the Relationship Between Humble Leadership on Employees' Creative Deviance

Meng Zhang

Saint Louis University, Baguio, Philippines

Research article

Received 09 May 2023; Accepted 21 July 2023

How to cite: Zhang, M. (2023). Perceived Insider Status: Not Moderating the Relationship Between Humble Leadership on Employees' Creative Deviance. *Indonesian Journal of Economics and Management*, 3(3), 690-705.

*Corresponding author: 2216605@slu.edu.ph

Abstract: This study investigated the relationship between humble leadership (HL) and employees' creative deviance behaviors (CDB), whether or not moderated by perceived insider status (PIS). The conceptual framework is based on the interplay between the three variables, explores the relationship between humble leadership and employees' CDB, and assesses PIS's moderating effect. The study employs the independent variable of humble leadership, divided into three dimensions: self-awareness, appreciation of subordinates, and teachability. The dependent variable is CDB, which has four elements: The individual is actively generated, the organization does not formally support it, the top management of the organization often ignores it, and it is believed that it is beneficial to the interests of the organization. The moderator variable is PIS, reflected through the positive and negative psychological cognition of employees inside the organization. The study's research design is a quantitative descriptive survey design. The population of the study consists of back-office employees consisting of 319 respondents. Results revealed significant differences in humble leadership skills when respondents were grouped according to age and education. While significant differences also existed in the presence of perceived insider status when respondents were grouped according to working life. Humble leadership positively predicted creative deviance behavior, and perceived insider status did not moderate this relationship. Humble leaders who exhibit self-awareness, appreciation of others, and teachability are more likely to create an environment where creative deviance behavior is encouraged and supported.

Keywords: creative deviance behaviors; humble leadership; perceived insider status.

1. Introduction

In the turbulent environment, accelerated market rhythm, and technological advancement, creativity has increasingly become an essential factor affecting the survival and development of organizations. It has become the key for companies or organizations to master market initiatives (Binyamin & Carmeli, 2010). Creativity is one of the most critical and complex issues organizations face nowadays and is considered the key to organizations' success (Tohidi & Jabbari, 2012). However, a management paradox has arisen due to the uncertainty of creativity and the limitation of organizational resources.

On the one hand, Huang *et al.* (2017) contend that enterprises give employees sufficient creative autonomy through trust, incentives, and appropriate authorization to stimulate

employees' innovative vitality and create competitive advantages. On the other hand, it will constrain employees' innovative activities through processes, rules, and systems, thereby ensuring management efficiency and reducing operational risks (Huang *et al.*, 2017). Further, because of the unique risk-taking and unknown nature of creativity and the organization's limited resources, some employees' ideas and actions will inevitably not be supported and recognized by their superiors (Huang *et al.*, 2017). In such a case, a question arises: what happens if an employee comes up with a new idea, becomes interested in it, and wants to explore it further but gets rejected by the leader? Mainemelis (2010) believes that in the face of obstacles from superiors, employees in an organization may choose to disobey managers' orders or even break through organizational constraints through unconventional ways to secretly pursue new ideas and call this non-standard deviant behavior, also known as creative deviance behaviors.

Under the Chinese context, leadership behaviors affect employees' innovative behaviors more quickly. In the context of Chinese culture, the cultural influences of "face" and "circle," people's euphemism, silence, and introverted personality traits, as well as leadership feedback behavior, are quite different from those in Western countries (Anderson *et al.*, 2014). The relationship between history, society, and politics in China is deeply influenced by traditional culture. The philosophies of leadership in the Chinese cultural context are Taoism and Confucianism (Cheung & Chan, 2005), both of which explicitly mention the role of Humble leadership (Oc *et al.*, 2015), the ancient thoughts that had a profound impact on modern Chinese management emphasizing the importance of humility. For example, Taoism emphasizes that being humble means "losing oneself" and requires managers to keep their originality and be humble. Confucianism emphasizes self-knowledge through introspection and humble learning through hard work. Many influential business leaders in China are also models of humble leadership. For example, Ren Zhengfei, the founder of HUAWEI, and Ma Huateng, the founder of TENCENT, are both recognized as humble leaders in the industry. Even the famous APPLE Inc. CEO, Tim Cook, is a model of humble leadership. Under such circumstances, taking the humble leadership style as a perspective to study its effects on employees' creative deviance behaviors is significant for improving leadership theory and exploring the influencing factors of creative deviance behaviors.

Most recently, researchers have begun exploring broader leadership theories, such as empowering, servant, shared, and authentic leadership, but humble leadership is missing (Wang *et al.*, 2018). More research still needs to be done on humble leadership as an independent leadership style to carry out creative deviance behaviors. In addition, humble leadership in the organization will increase employees' sense of identity and belongingness and shorten the distance between leaders and employees. The distance between them will significantly be affected by employees' perceived insider status (Wang *et al.*, 2009). Perceived insider status refers to "the extent to which an individual employee perceives himself or herself as an insider within a particular organization" (Stamper & Masterson, 2002), which nicely reflects the cognitive dimension of self-concept. Li (2014) posited that employees with higher insider status are likelier to engage in creative deviant behaviors outside the norm that contribute to the organization. However, only some scholars have explored the moderating role of insider status perception between humble leadership and employees' creative deviance behavior. To explore humble leadership, perceived insider status, and employees' creative deviant behavior is necessary to study further. The research gap identified from the reviewed literature is to explore the relationship between humble leadership (HL) and creative deviance behavior (CDB) as moderated by the perceived insider status (PIS) of employees.

Based on the above analysis of the content of variables and their relationships, employees' creative deviance behaviors, which may bring significant benefits to the

organization, are mainly affected by individual characteristics, organizational level, and leadership level. As an independent leadership style, humble leadership's influence on employees' behavior may also be indirectly realized through employees' cognition. Perceived insider status represents an employee's measurement of their relationship with the organization. To a certain extent, it will moderate the influence of a humble leadership style on the employees' creative deviance behavior in the organization (Li, 2014). Employees perceived as an insider will have a stronger sense of belongingness and responsibility to the organization and be more loyal, increasing employees' creative deviance behaviors (Sakhdari & Bidakhavidi, 2016) that benefit the organization. The influence of HL on employees' creative deviance behaviors can also be moderated by the level of employees' perceived insider status.

Jaiswal *et al.* (2020) argue that demographic variables, such as age, gender, education, and experience, do not significantly influence leadership behavior and job satisfaction. They found that regardless of demographic variables, leadership behavior is more important than demographic variables in determining job satisfaction and organizational commitment among employees. The study by Zhu *et al.* (2020) found no significant difference in employee perception of performance management across different demographic variables, such as gender, age, work experience, and education level. Therefore, the study suggests that demographic variables may not significantly affect employee perception of performance management.

On the contrary, in existing research, demographic information such as gender, age, education and work experience are widely considered to play an essential role in the relationship between leaders and employees and in employee behavior. For example, some studies have shown that a humble leadership style among female leaders is positively correlated with innovative employee behavior. In contrast, the same style among male leaders does not significantly impact innovative employee behavior (Zhang *et al.*, 2019). In addition, factors such as age and education level may also affect employees' perception of humble leadership and the occurrence of innovative behavior (Owens & Hekman, 2012). So the demographic profile included gender, age, education and working life in the study.

The above assumptions are based on the relationship between the three variables. The conceptual framework is constructed, as shown in Figure 1. This framework explores the influence of Humble Leadership (HL) Owens and Hekman (2012) on employees' Creative Deviance Behaviors (CDB) moderated by the Perceived Insider Status (PIS) elements. This paper employs the independent variable--humble leadership (HL), divided into three dimensions: self-awareness, appreciation of subordinates, and teachability (Owens *et al.*, 2013). The dependent variable is Creative Deviance Behaviors (CDB), having four elements: (a) the individual is actively generated. (b) the organization does not formally support it. (c) the top management often ignores it, and (d) it is believed that it is beneficial to the interests of the organization (Criscuolo *et al.*, 2014). The moderator variable-perceived insider status (Stamper & Masterson, 2002) is reflected through the positive and negative psychological cognition of employees inside the organization. The various dimensions of Humble leadership are closely related, and the overall effect can be better exerted on the influence of each dimension on the CDB. Therefore, hypothesis testing of humble leadership as a whole construct can promote effectiveness and provide more reliable advice and a basis for management practice.

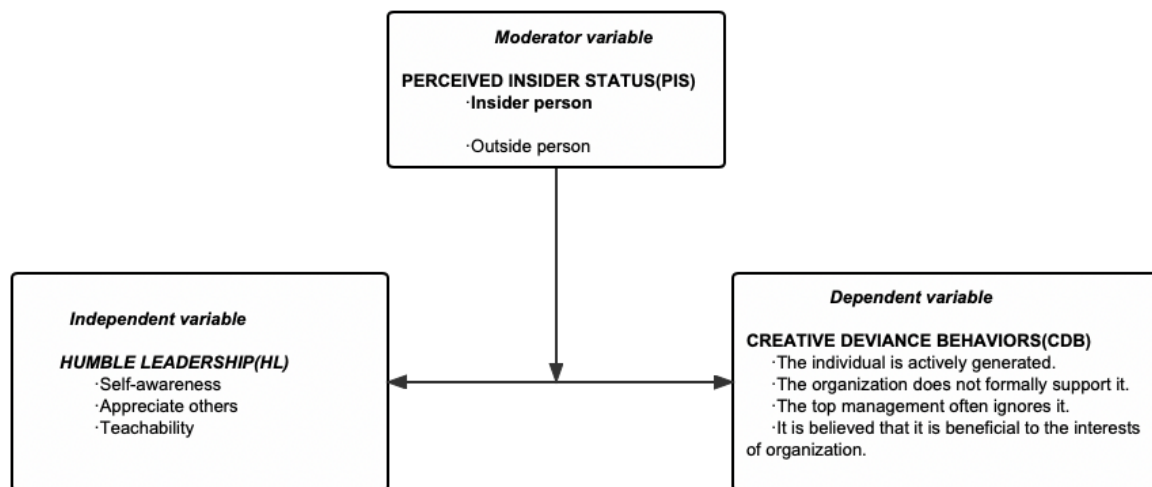


Figure 1. The Schematic Framework of the Study

Examining all the related literature reviewed, leadership style can guide and shape employees' creative behavior, and leadership attitude directly impacts the results and frequency of creative deviance behaviors (Lin & Kark, 2016). Leadership style has been widely proven to be a critical antecedent variable of Creative Deviance Behavior (CDB); however, the existing influence mechanism of leadership style translated into humble leadership (HL) on employees' CDB will be focused for a deeper look at the relationship between humble leadership (HL) and employees' CDB.

This study explores the relationship between HL and CDB of employees in the organization. The study also intends to include PIS to moderate the relationship between HL and CDB. Specifically, this study intends to:

- 1) Determine if there is a significant difference in the respondents' perceptions of the presence/absence of humble leadership (HL) skills, creative deviance behavior (CDB), and perceived insider status (PIS) when respondents are grouped according to demographic profiles.
- 2) Determine if there is a significant relationship between humble leadership (HL) skills and creative deviance behaviors (CDB).
- 3) Determine if there is a significant moderating effect of perceived insider status (PIS) on the relationship between humble leadership (HL) and creative deviance behaviors (CDB).

2. Research Method

This study explored the relationship between humble leadership (HL) and creative deviance behavior (CDB) moderated by the perceived insider status (PIS). This section describes the research process the researcher must undertake for the study. This section elaborated on the study's research design, population and locale, data collection tools and procedures, ethical considerations, and data treatment.

This study adopted a quantitative descriptive survey design. Survey research is a valuable and legitimate research method with clear benefits in helping to describe and explore variables and structures of interest. Survey research may use various data collection methods. The most commonly utilized are questionnaires and interviews. In this study, a semi-structured questionnaire was constructed based on reviewed literature with some modifications to suit the needs of the study. Since the data collected were numerical, the

quantitative research approach was used. Quantitative research focuses more on numerical data collection and statistical analysis, particularly hypothesis testing using measured variables and analyzing relationships between variables (Gephart *et al.*, 2017).

The research respondents came from the back-office employees of two large-scale insurance companies in Chongqing, Taiping Insurance Co., Ltd. Chongqing Branch and the Sino-US United MetLife Insurance Co., Ltd. Chongqing Branch. Chongqing is an economically significant municipality in West China and the country's biggest inland municipality. There were about 6600 employees in Taiping Insurance Co., Ltd. Chongqing Branch and 3500 employees in the Sino-US United MetLife Insurance Co., Ltd. Chongqing Branch. The sample excluded all salespeople because of their high turnover, low attendance, and unstable teams. Only included were the back-office employees. The back-office employees are primarily responsible for supporting, training, and even managing salespeople. They are not directly involved in insurance sales, but they are knowledgeable about leadership styles (humble leadership) and undergo performance appraisals. These employees need to show their innovative spirit in a high-pressure environment constantly. However, there were only 319 respondents for this study due to data cleaning. The pre-survey sample for the reliability and validity analysis was taken from the back-office employees of Sunshine Life Insurance Co., Ltd. Chongqing Branch. The researcher floated 40 questionnaires to test the reliability and validity of the survey questionnaires comprising at least 10% of the computed sample size, but only 30 questionnaires was retrieved.

The demographic profile of the respondents included gender, age, education, and working life. The demographic profile of respondents plays an essential role in discussing and analyzing the primary data to determine the significant difference in the HL skills of their leaders in influencing the employees' CDB as moderated by respondents' PIS.

Table 1. Profile of the respondents

Demographic Characteristic	Category	Frequency	Percentage
Gender	Male	159	49.8
	Female	160	50.2
Age	21-30	102	32.0
	31-40	169	53.0
	41-50	42	13.2
	Over 50	6	1.9
Education	Junior College	29	9.1
	Bachelor	159	49.8
	Masterate	115	36.1
	Doctorate	16	5.0
Working Life	Less than a year	28	8.8
	1-5 years	63	19.7
	6-10 years	70	21.9
	More than 10 years	158	49.5

The profile of the respondents was also used to categorize the assessed relationship between the HL skills of their leaders and employees' CDB moderated by PIS. This profile of respondents was used to classify the responses extracted from the questionnaire in analyzing the data to be more focused on providing answers to the research questions on the significant difference. Table 1 shows the respondents' profile that reveals their categories on their gender,

age, education and working life. The demographic variables in this study were utilized to guide the researcher in analyzing and interpreting the data gathered.

The principal instrument used to gather data was a semi-structured survey questionnaire. Items in the questionnaire were patterned from the questionnaire used by Owens et al. (2013) in their study on the HL variable. While the CDB variable was based on the work of Criscuolo et al. (2014), and the PIS was culled from the work of Stamper and Masterson (2002). The questionnaire comprised three (3) parts and adopted almost all questions from the sources mentioned above, with minor modifications made to ensure cross-linguistic and cross-cultural understanding but with no change in the meaning of the questions.

Part I of the questionnaire measures the respondents' Humble leadership level. This study used the three dimensions developed by Owens *et al.* (2013) nine-item scale. The three dimensions were tested for reliability using Cronbach's alpha reliability coefficient were 0.813, 0.758, and 0.845, respectively. The Cronbach's alpha coefficient of the total scale is 0.869, which means the questionnaire was reliable. Using Aiken's coefficient of validity, the computed content validity index is 0.938, making the questionnaire valid.

Part II is a measure of the respondents' Creative Deviance Behaviors. This study uses a single-dimensional nine-item scale developed by (Criscuolo *et al.*, 2014). The Cronbach's alpha reliability coefficient is 0.914, meaning the questionnaire was reliable. Using Aiken's coefficient of validity, the computed content validity index is 0.951, making the questionnaire valid. The ratings for the second item (negatively phrased) were reversed when recording the data.

Part III is the measurement of the respondents' PIS, which measures the respondents' insider identity from both positive and negative aspects. Though the role of PIS is to moderate or not the relationship between HL skills and CDB, the researcher would like to measure it in the study to ascertain its effect on the employee's work mood and way of doing things in the organization. According to Horng *et al.* (2016) PIS is a psychological feeling of members of the organization, which will affect the individual's presence and participation to a certain extent that the organization members believe in themselves and provide relevant resources to ensure sound development. This part of the questionnaire used the Stamper and Masterson (2002) single-dimensional six-item scale. Relevant empirical studies (Li *et al.*, 2017; Zhao & Tang, 2015) in the Chinese context also show that the scale has certain universality and reliability. The Cronbach's alpha coefficient of reliability of the scale is 0.845. Using Aiken's coefficient of validity, the computed content validity index is 0.94, making the questionnaire valid. When recording the data, the ratings for the third, fourth, and sixth items (negatively phrased) were reversed. The items in all three parts were scaled using a Likert format ranging from "strongly disagree" to "strongly agree." In addition, the questionnaire was content-validated by three experts from the industry and academia. Survey forms that were administered online include the informed consent form. Personal information is optional, but in case the respondent gave personal information, the researcher ensured that this would not be disclosed. The name of the respondents, as well as the company, remain anonymous. Questions asked do not raise confidential personal issues and do not intrude on the comfort and privacy of the respondents.

The questionnaires were administered online via "Questionnaire Star" (<https://www.wjx.cn/>). "Questionnaire Star" is a professional online questionnaire survey platform that provides users with powerful and user-friendly online questionnaire design, data collection, custom reports, and survey result analysis. Many enterprises and individuals in China have widely used it. Questionnaire Star has measures and technical means to ensure data security and confidentiality. Descriptive and inferential statistics were used to analyze the data. Weighted mean was used to determine the respondents' presence/absence of humble

leadership skills, creative deviant behaviors, and perceived insider status. The weighted means were interpreted using the following descriptive interpretation.

Table 2. Descriptive Interpretation Used in the Study

Humble Leadership		Creative Deviance Behavior		Perceived Insider Status	
Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
3.00-5.00	Yes	3.00-5.00	Positive	3.00-5.00	Insider
1.00-2.99	No	1.00-2.99	Negative	1.00-2.99	Outsider

Table 1 shows the descriptive interpretation for the three (3) variables measured in mean values. There are two (2) categories of interpretations for each of the variables: HL skills as rated by the respondents with a mean value ranging from 3.0 to 5.0 were rated as "yes" – there is the presence of HL skills among the leaders, while the mean value ranging from 1.0 to 2.99 were interpreted as "no" the HL skills are absent among the leaders. Similarly, with the CDB, the mean value ranging from 3.0 to 5.0 was interpreted as "positive," which means that the CDB is present, and the mean value ranging from 1.0 to 2.99 is interpreted as "negative," saying that the CDB is absent. The PIS is likewise interpreted as a mean value ranging from 3.0 to 5.0 as "Insider" and a mean value ranging from 1.0 to 2.99 as "outsider." Pearson correlation analysis established the significant relationship between humble leadership skills and Creative Deviance Behaviors. Moderated regression determined if there is a significant moderating effect of PIS on the relationship of humble leadership skills to creative deviance behaviors. Additional statistical analyses were also done regarding using demographic variables as the grouping to determine the significant difference of the HL skills in influencing the CDB, such as: independent-samples t-test and one-way analysis of variance (ANOVA). All statistical tests were conducted at a 0.05 level of significance. To yield accurate results, all computations were done using Microsoft Excel and SPSS trial version 22.0.

2.1. Ethical Considerations

Ethical considerations guided the researcher during the entire research process. Participation in the study was voluntary. Participants were given the choice to participate or withdraw from the study. Consent was obtained from the participants. The information recorded is confidential, the Respondent's name is not included on the forms, and no one else will have access to the survey. The researcher sees that the anonymity of the respondents and the organizations they represent will be maintained. Moreover, the researcher guarantees the confidentiality of gathered information and will see to it that no harm, either physically or psychologically, will be experienced by the respondents for participating in this research endeavor. There is a risk that the respondents may share personal or confidential information by chance or may feel uncomfortable talking about some of the topics. However, the researcher does not wish for this to happen. The respondents do not have to answer questions or participate in the survey if they feel the question(s) are too personal or if talking about them makes them uncomfortable. The respondents need to be incentivized to participate in the research. Moreover, there is no direct benefit to them.

3. Results and Discussion

After data gathering, data were processed and analyzed. Findings and data analysis on the relationship between leaders' humble leadership (HL) skills and employee deviance behaviors (CDB) moderated by employee perceived insider status (PIS) is undertaken. To have a clear

view of the study and to be able to give justice to the findings, the researcher first looked into the perception of the respondents on the presence/absence of the three (3) variables.

Findings reveal that leaders in the company do exhibit the HL skills as perceived by their back-office employees or subordinates. Categorizing the leaders' HL skills according to three dimensions such as self-awareness, appreciation of others and teachability. Findings indicate that leaders' appreciation for others reflects specific indicators, such as leaders emphasizing their strengths and contributions and complimenting followers. The teachability dimension also indicates specific indicators of HL skills, particularly leaders' willingness to learn, listen and be open to the opinions and advice of followers. The overall analysis is that the three (3) dimensions with nine (9) HL skill indicators are perceived to be present with the leaders indicating that HL skills manifest with such leaders. Owens et al. (2013) confirm that leaders' HL skills consist of three dimensions: self-awareness, appreciation of others, and teachability shape the humble leader.

Creative deviance behavior (CDB) is an innovative behavior carried out by organizational members without notifying their superiors to achieve organizational benefits. The respondents' flexibility to carry out their work tasks based on the work plan and explore new, potential, and valuable business opportunities beyond their assigned tasks indicate creative deviance behavior among respondents. The proactive nature of CDB is highlighted when employees take the initiative to engage in creative deviant behavior beyond their job responsibilities. The respondents perceive a degree of creative deviance behavior in themselves that may encourage or enable the organization's culture or policies to be fulfilled. However, the negative perception of the work plan's impact on their ability to engage in creative deviance behavior suggests that there may also be some constraints or barriers to this behavior. The concept of "bootlegging" by Augsdorfer (1994) is an innovative behavior by organizational members without notifying their superiors to achieve organizational benefits.

Table 3. Significant difference of the perceived presence/absence of humble leadership skills, creative deviance behavior, and perceived insider status according to the demographic profiles

	Humble Leadership		Creative Deviance Behavior		Perceived Insider Status	
	Mean	p-value	Mean	p-value	Mean	P-value
a. Sex						
Male	3.74	0.202	3.54	0.841	3.94	0.866
Female	3.87		3.48		3.97	
b. Age						
21-30	3.93	0.023*	3.51	0.577	3.84	0.238
31-40	3.82		3.49		3.98	
41-50	3.46		3.62		4.13	
Over 50	3.73		3.43		3.93	
c. Education						
Junior College	4.02	0.020*	3.64	0.555	4.02	0.977
Bachelor	3.91		3.51		3.95	
Masterate	3.64		3.47		3.94	
Doctorate	3.59		3.56		3.96	
d. Working Life						
Less than a year	3.88	0.720	3.42	0.121	3.89	0.004*

1-5 years	3.88	3.56	3.71
6-10 years	3.82	3.39	3.84
More than 10 years	3.75	3.57	4.11

*Significant at 0.05 level

The respondents' perceived insider status (PIS) is intended to moderate the relationship between the leaders' HL skills and the CDB of employees. The terms "insider" and "outsider" in the context of PIS typically refer to an individual's subjective perception of their level of belongingness or acceptance within the organization. An operational definition of an insider might be someone who feels a sense of belonging to the organization, identifies with its goals and values, and is accepted as a valuable group member. On the other hand, an operational definition of an outsider might be someone who feels excluded, does not identify with the organization's goals and values, and may not be accepted or valued by other group members. In this study, the respondents' subjective perception of being an insider to the organization is aligned with collective interests, so they would enhance in-role behaviors to promote the achievement of collective goals and promote employee work performance or at least have a moderating effect on the relationship between leaders' HL skills and employees CDB. Determining the significant differences in the respondents' perception of the presence of leaders' HL skills, employee CDB and employee PIS when respondents are grouped according to sex, age, education, and working life. Table 3 illustrates the findings on this problem. The findings to answer the research questions include the significant differences in the perceived presence or absence of HL skills, CDB, and PIS when respondents are grouped according to demographic profiles.

On the variable of leaders' HL skills with its three (3) dimensions of self-awareness, appreciation for others, and teachability, there is no significant difference in the respondents' perceptions when they are grouped according to sex and working life. This implies that male or female respondents do not show any differences in their perceptions about the presence of humble leadership skills of their leaders. Similarly, working life shows the same indication that, however, the long or short period is the working life, similarity of perceptions on the presence of HL skills of their leaders are evident. The aspect of which of the three (3) dimensions was mostly perceived to be prominent in their leaders was separate, but the three were generally considered.

Considering the age and education of respondents in perceiving the presence of HL skills among their leaders, a significant difference was revealed. The findings show a significant difference in the respondent's mean rating on their leaders' HL skills when grouped according to age and education demographic variables. Findings further imply that respondents aging from 21-30 years of age have the highest mean rating, followed by those who are from 31-40 years of age. Those from 41-50 years old have the lowest mean rating. Thus the older respondents tend to perceive the presence of HL skills of their leaders less aggressively. While education means ratings reveal that the lower the educational attainment, the higher the mean rating reflects that educational attainment is a good predictor of HL skill.

On the variable of creative deviance behavior (CDB). There is no significant difference in the respondents' mean ratings on their creative deviance behavior when grouped according to sex, age, education, and working life. No matter what gender, young or old, have achieved high educational attainment and worked with the company for a certain period, the respondents do not exhibit different creative deviance behavior. This finding suggests that CDB may not be related to demographic characteristics. Regardless of gender, age, education, and working life, individuals may still engage in CDB if they believe it will benefit the organization, even if top management is indifferent or lacks formal support. The findings

suggest that the factors influencing CDB may be more complex and varied than demographic variables. Understanding the unique motivations and attitudes that drive CDB may be vital to promoting this behavior in the workplace. It can help organizations create a more innovative and adaptive work culture.

Regarding perceived insider status (PIS), no significant difference is revealed in the respondents' perception when grouped according to the demographic variables of sex, age, and education. This implies that being an insider or outsider in the organization does not reflect any significant difference in determining the presence of PIS. When the respondents are grouped according to working life, a significant difference is exhibited by those working for more than 10 years, those working for less than a year, and those working for 6 to 10 years. The working life of respondents reveals that the longer the length of service of employees, the feeling of belongingness that manifest a variety of behaviors toward the organization.

3.1. Significant relationship between humble leadership skills and creative deviance behavior

To determine the significant relationship between humble leadership (HL) skills and creative deviance behavior (CDB), Figure 2 illustrates the correlation between leadership and creative deviance behavior.

Figure 2 shows the correlation between HL skills and CDB. Based on the scatter diagram, it is evident that there is a significant moderate positive correlation indicated by the $r = 0.416$ and the p-value of $p < 0.001$ between HL skills and CDB. This implies that there is a direct linear relationship between the perceived HL skills of the leaders and the CDB of employees. This means that the more HL skills are present with the leaders, the more positive the creative deviance behavior of employees. Humble leadership skills have been widely confirmed to be an important antecedent variable of creative deviance behaviors of employees in an organization (Parker *et al.*, 2010).

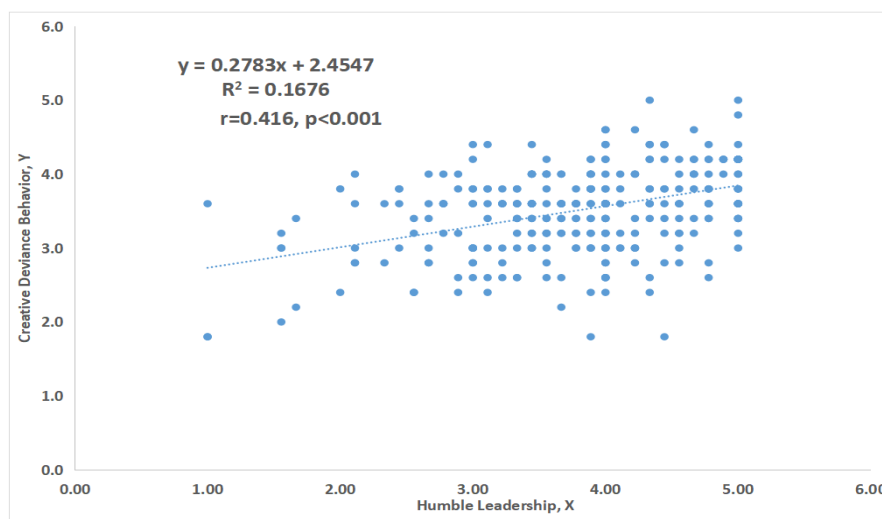


Figure 2. Scatter diagram illustrating the correlation between humble leadership skills and creative deviance behavior

To further process the data gathered on the correlation between HL skills and CDB, a regression procedure was employed to test whether humble leadership is a significant predictor of creative deviance behavior. Table 4 shows the outputs of the regression procedure that tests whether humble leadership is a significant predictor of creative deviance behavior. The Model Summary table indicates that humble leadership fits as a predictor. The R value of

0.416 indicates a positive correlation between the two variables. The R Square value of 0.173 indicates that 17.3% of the variance in the dependent variable (Creative Deviance Behavior) can be explained by the independent variable (Humble Leadership). The Adjusted R Square value of 0.170 is similar to R Square but takes into account the number of predictors in the model-the Std. The error of the Estimate is a measure of the accuracy of the prediction.

Table 4. Summary of the regression procedure testing whether humble leadership is a significant predictor of creative deviance behavior

Factors that Entered in the Regression Model	Regression Coefficient		Significance of the Regression Model	
	Coefficient	p-value	F	p-value
Constant	2.440*	<0.001	66.160*	<0.001
Humble Leadership	0.282*	<0.001		

*Significant at 0.05 level

The results show that the regression model is significant ($F=66.160$, $p<0.001$), indicating that the predictors (constant and humble leadership) significantly predict creative deviance behavior. The regression coefficient (B) for humble leadership is 0.282, indicating a positive linear relationship between the respondents' humble leadership skills and creative deviance behavior.

The coefficients table provides information about the independent variable's (HL skills) effect on the dependent variable (CDB). The Unstandardized Coefficients (B) indicate that for each one-unit increase in humble leadership, there is a 0.282 increase in creative deviance behavior. The Standard Error values estimate the sampling variability of the coefficient estimate. The Standardized Coefficients (Beta) suggest that humble leadership skill moderately affects creative deviance behavior. The t-value and p-value for the humble leadership coefficient indicate that the relationship is significant at the 0.01 level. As a result, HL skills significantly predict employees' creative deviance behavior (CDB). The positive slope of 0.282 indicates that increasing the leaders' HL skills would result in a more positive employee CDB. This finding is corroborated by the study of Wang and Liu (2020), stating that humble leadership skills/styles help explain the development of creative deviance behavior among employees. And supports the argument made by Lin et al. (2016) that a leader's response, such as forgiving and rewarding, can stimulate creative deviance behavior within the organization. The negative rejection behavior of leaders can lead to emotional exhaustion of employees, which in turn negatively affects creative deviance behaviors (Liu, 2017). Chen et al. (2020) also confirmed the positive impact of humble leadership on employees' creative deviance behavior through the mediating effect of psychological safety. Their study suggested that humble leaders create a safe environment by demonstrating humility and openness, encouraging employees to express their creative ideas and engage in deviant behavior that challenges the status quo. In addition, Song et al. (2019) found that humble leadership predicts employee creative deviance performance, and this relationship is mediated by intrinsic motivation. This indicates that when leaders exhibit humble behavior, employees are more intrinsically motivated to engage in creative deviance behavior that can benefit the organization. These studies further prove the significant relationship between humble leadership skills and creative deviance behavior.

When combined with the four elements of creative deviance behaviors (proactive generation, lack of formal support, senior management indifference, and perceived organizational benefit), these humble leadership traits may provide a supportive environment for employees to engage in creative deviance behaviors, positively impacting each element of creative deviance behaviors. Individuals initiate creative deviance behaviors. Leaders who exhibit the humble leadership variables of self-awareness, appreciation of others, and teachability can create a work environment that encourages employees to generate new and unconventional ideas proactively. In summary, humble leadership traits contribute to the emergence of creative deviance behaviors by reducing the psychological distance between leaders and employees, fostering good exchange relationships, and maintaining an open learning attitude. Combined with the four elements of creative deviance behaviors, these traits create a supportive environment for employees to engage in creative deviance behaviors, positively impacting each element.

3.2. Significant Moderating Effect of Perceived Insider Status (PIS) on the Relationship Between Humble Leadership and Creative Deviance Behavior

Table 5 shows the results of regression analysis that tests whether perceived insider status (PIS) has a significant moderating effect on the relationship between leaders' humble leadership skills and employees' creative deviance behavior.

Table 5. Summary of the moderated regression procedure testing whether PIS has a significant moderating effect on the relationship between humble leadership and creative deviance behavior

Factors that Entered in the Regression Model	Regression Coefficient		Significance of the Regression Model	
	Coefficient	p-value	F	p-value
Constant	2.440*	<0.001	66.160*	<0.001
Humble Leadership	0.282*	<0.001		
Interaction	0.158 ^{ns}	0.098		

*Significant at 0.05 level; ^{ns} Not significant

The results show that the regression model is significant, with a p-value less than 0.001. This means the relationship between humble leadership and creative deviance behavior is statistically significant. The Coefficients section shows the unstandardized and standardized regression coefficients for the predictors. The unstandardized coefficients represent the change in the dependent variable for a one-unit change in the predictor variable. On the other hand, the standardized coefficients represent the change in the dependent variable for a one-standard-deviation change in the predictor variable. In this case, the standardized coefficient (Appendix 11) for humble leadership is 0.416, which means that a one-standard-deviation increase in humble leadership is associated with a 0.416 standard deviation increase in creative deviance behavior. The Excluded Variables section shows the results for the interaction term between humble leadership and perceived insider status (PIS). The results indicate that the interaction term is not significant, with a p-value of 0.098. There is no evidence that PIS moderates the relationship between humble leadership and creative deviance behavior.

4. Conclusion

The study examined the relationship between humble leadership skills and creative deviance behavior and determined if the relationship is moderated by perceived insider status (PIS). The study found a significant moderate positive correlation between humble leadership (HL) skills and creative deviance behavior (CDB). This implies a direct linear relationship between the perceived HL skills of the leaders and the CDB of employees. This aligns with previous hypothesis 2, highlighting the importance of humble leadership and its positive effects on employee outcomes (CDB). Humble leadership skills have been widely confirmed to be a critical antecedent variable of creative deviance behaviors of employees in an organization.

The study also found significant differences in the presence of humble leadership skills, creative deviance behavior, and perceived insider status when respondents were grouped according to their demographic profiles. Which significant differences in the respondents' mean ratings on humble leadership skills when grouped by age and education, with younger respondents and those with lower educational attainment scoring higher. There were no significant differences in mean ratings for creative deviance behavior and perceived insider status when grouped by demographic variables except for Working Life, where those with over ten years of experience had the highest mean rating for perceived insider status.

Furthermore, the study investigated the moderating effect of PIS on the relationship between humble leadership and creative deviance behavior. The results revealed that the interaction term between humble leadership and PIS was insignificant. Thus, PIS did not moderate the relationship between humble leadership and creative deviance behavior.

This conclusion highlights the importance for organizational managers to prioritize humble behavior, acknowledge their shortcomings, appreciate employees' strengths, and respond to feedback from subordinates, all of which will significantly increase the likelihood of employees engaging in beneficial creative deviance behavior for organizational development work and life. However, perceived insider status did not significantly influence the relationship between humble leadership and creative deviance behavior. These findings have important implications for leadership development and organizational management, as they highlight the importance of humble leadership in promoting creative behavior in the workplace.

5. Recommendations

The study highlights the importance of humble leadership in promoting creative deviance behavior, which can lead to organizational innovation and growth. It also emphasizes the need for leaders to develop a humble and empowering leadership style to foster a culture that encourages creative deviance behavior among employees.

Employee creative deviant behavior refers to the behavior in which employees take the initiative to break the ineffective and rigid operating rules of the organization, challenge limited resources, and break through the rigid or inappropriate regulatory system to promote organizational innovation and improve operational efficiency. Managers need to use leadership wisdom to promote employee creative deviant behavior. Leaders should consciously cultivate self-awareness, appreciation of others, and teachability.

- 1) Leaders should empower employees by giving them appropriate levels of authority and responsibility, increasing their tolerance for employee errors, and enhancing employees' internal motivation to take risks, encouraging them to engage in creative deviant behavior for the organization's benefit.

- 2) Leaders should create a relaxed work environment, foster a positive atmosphere for employee communication, and promote the collision of ideas to stimulate new and more creative perspectives.
- 3) By caring about employees' internal needs and the realization of their self-worth, and paying attention to their career development and growth path, leaders can make them understand the organization's value and importance, inspire their identification and attachment to the organization, and enhance their courage and confidence in implementing external role behavior.
- 4) Build a culture of tolerance for mistakes and develop measures for measuring innovation based on "results" to stimulate and manage transgressive innovation. For employees brave enough to innovate but make mistakes, we need to give appropriate tolerance to help them form an innovative role identity and reduce resistance and obstacles in their innovation activities.

In addition, organizations can promote and nurture humble leaders. Managers with humble leadership traits can be selected through a talent assessment tool. For departments that need employees to be creative and innovative, they should select humble leaders to bring out the positive effect of humble leaders on employees' innovative behaviors and show the positive influence of "upward and downward" between the two; and in leadership. In leadership development and training, organizations can set up a series of training courses and programs for humble leadership development based on the characteristics of humble leaders and the characteristics of existing leaders in the organization in order to consciously enhance the "self-awareness, appreciation of subordinates, and teachability" styles of managers, to increase the number of humble leaders in the organization, and bring into play the influence of humble leaders and their influence on subordinates' innovation. The influence of humble leaders and their innovation on their subordinates.

6. Limitations of the Findings

This research is limited to the data generated by the researcher. The study's design is quantitative and descriptive, confining the study to the results generated by the respondents. The study would have also explored other areas, not only a specific locality. Moreover, the variables also focused only on those decided upon by the researcher, such as humble leadership, which was found to positively predict creative deviant behavior, and perceived insider status, which were not also found to be moderators in the study. The study also showed that humble leaders who exhibit self-awareness, appreciation of others, and teachability are likelier to create an environment where creative deviant behavior is encouraged and supported. Overall, the results of this study contribute to a growing body of literature on the role of leadership in promoting innovation and creativity in organizations. By understanding how humble leadership influences creative deviance behavior, organizations can better cultivate a culture of innovation and stay competitive in a rapidly changing business environment.

7. Directions for Future Research

The current study suggests that future researchers may explore other variables besides those included. Future researchers can also undertake similar studies, specifically on how humble leadership skills can be affected by demographic variables such as age and education. This study can also provide further inquiry into humble leadership, creative deviant behavior, and perceived insider status in the context of leadership. Other studies using other variables to

create an environment where creative deviant behavior is encouraged and supported may also be done.

8. Declaration of Conflicting Interests

No potential conflict of interest was reported by the authors regarding this article's research, authorship, or publication.

References

- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of management*, 40(5), 1297-1333.
- Augsdorfer, P. (1994). Forbidden fruit: an analysis of bootlegging, uncertainty and learning in corporate R&D (Doctoral dissertation, University of Sussex).
- Augsdorfer, P. (2012). A diagnostic personality test to identify likely corporate bootleg researchers. *International Journal of Innovation Management*, 16(01), 1250003.
- Chen, X. Z. & Aryee, S. (2007). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-238.
- Chen, Y. H., Zhang, L., & Chen, L. (2017). The structure and measurement of humble leadership in the context of Chinese culture. *Management Science*, 30(3), 14-22.
- Chen, Z., Zhu, Y., Wang, M., & Chen, M. (2020). Humble leadership and creative deviance behavior: The role of psychological safety and intrinsic motivation. *Journal of Business Research*, 116, 266-277.
- Criscuolo, P., Salter, A., & Ter Wal, A. L. (2014). Going underground: Bootlegging and individual innovative performance. *Organization Science*, 25(5), 1287-1305.
- Evans, M., Hastings, N., & Peacock, B. (2000). *Statistical distributions*.
- Horng, J. S., Tsai, C. Y., Hu, D. C., & Liu, C. H. (2016). The role of perceived insider status in employee creativity: developing and testing a mediation and three-way interaction model. *Asia Pacific Journal of Tourism Research*, 21(sup1), S53-S75.
- Li, J., Wu, L. Z., Liu, D., Kwan, H. K., & Liu, J. (2014). Insiders maintain voice: A psychological safety model of organizational politics. *Asia Pacific Journal of Management*, 31(3), 853-874.
- Li, X. Y., Liu, H. H., & Chen, B. B. (2017). Individual-supervisor deep similarity perception and employee innovation behavior: A test of two mediating effects. *Science and Technology Progress and Countermeasures*, 34(18), 146-152.
- Lin, B., Mainemelis, C., & Kark, R. (2016). Leaders' responses to creative deviance: Differential effects on subsequent creative deviance and creative performance. *The Leadership Quarterly*, 27(4), 537-556.
- Liu, X. Q. (2017). Research on the Influence Mechanism of Non-ethical Leadership on Employees' Workplace Innovation Deviance [J]. *Soft Science*, 2017(9) 93-04.
- Liu, X., Baranchenko, Y., An, F., Lin, Z., & Ma, J. (2020). The impact of ethical leadership on employee creative deviance: the mediating role of job autonomy. *Leadership & Organization Development Journal*.
- Mainemelis, C. (2010). Stealing fire: Creative deviance in the evolution of new ideas. *Academy of management review*, 35(4), 558-578.
- Mainemelis, C., Kark, R., & Epitropaki, O. (2015). Creative leadership: A multi-context conceptualization. *Academy of Management Annals*, 9(1), 393-482.
- Oc, B., Bashshur, M. R., Daniels, M. A., Greguras, G. J., & Diefendorff, J. M. (2015). Leader humility in Singapore. *The Leadership Quarterly*, 26(1), 68-80.

- Owens, B. P., Johnson, M. D., & Mitchell, T. R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24(5), 1517-1538.
- Sakhdari, K., & Bidakhavidi, E. J. (2016). Underground innovation: How to encourage bootlegging employees to disclose their good ideas. *Technology Innovation Management Review*, 6(3).
- Stamper, C. L., & Masterson, S. S. (2002). Insider or outsider? How employee perceptions of insider status affect their work behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(8), 875-894.
- Tohidi, H., & Jabbari, M. M. (2012). The important of innovation and its crucial role in growth, survival and success of organizations. *Procedia Technology*, 1, 535-538.
- Tsai, C. Y., Horng, J. S., Liu, C. H., & Hu, D. C. (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. *International Journal of Hospitality Management*, 46, 26-35.
- Wang, H. Y., Cui Z. S., Zou C. L., Yu J. L., & Zhao D. (2019). Loyalty or Rebellion? Employee Deviant Innovation Behavior in Chinese Organizational Context. *Advances in Psychological Science*, 27(6), 975-989.
- Wang, Y., Liu, J. and Zhu, Y. (2018), "How does humble leadership promote follower creativity? The roles of psychological capital and growth need strength", *Leadership & Organization Development Journal*, Vol. 39 No. 4, pp. 507-521. <https://doi.org/10.1108/LODJ-03-2017-0069>
- Wang, Z. X. (2019). A Study on the Impact of Paternalistic Leadership on Employees' Deviant Innovative Behaviors[J]. *Labor Economics*, 2019 (5) 58-69.
- Warren, D. E. (2003). Constructive and destructive deviance to organizations. *Academy of management Review*, 28(4), 622-632.
- Wu, Y. (2018). The Influence of Paternalistic Leadership on the Creative Behavior of Knowledge Workers-Based on the Perspective of Psychological Contractual Perception. *Open Journal of Business and Management*, 6(2), 478-487. doi: 10.4236/ojbm.2018.62036.
- Yin, J., Wang, H. & Huang, M. P. (2012). The impact of empowering leadership behaviors on employees' perception of insider identity: the moderating role of organizational-based self-esteem. *Acta Psychologica Sinica*, 44(10), 1371.
- Yu, M. X. (2018). The relationship between insider identity cognition, self-leadership and organizational citizenship behavior (Master's thesis, South China University of Technology).
- Zhao, H. D. & Tang X. P., (2015). A Review of Research on Insider Identity Cognition. *Foreign Economics and Management*, 37(4), 56-65.