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The effect of humble leadership on employee agility: The mediating role of work self-efficacy

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Abstract--This study aims to examine the effect of humble leadership on employee agility, with work self-efficacy serving as a mediating variable, at an ministry of environment in Regional Office for Ministry Environment of Bali and Nusa Tenggara. A quantitative research approach was employed using a census sampling technique involving 82 employees. Data were collected through a structured questionnaire and analyzed using Structural Equation Modelling Partial Least Squares (SEM-PLS). The findings reveal that humble leadership has a positive and significant effect on both employee agility and work self-efficacy. Furthermore, work self-efficacy positively and significantly influences employee agility. The mediation analysis indicates that work self-efficacy partially complementary mediates the relationship between humble leadership and employee agility. These findings suggest that humble leadership, characterized by openness, appreciation of employees' contributions, and willingness to acknowledge limitations, plays a crucial role in fostering adaptive and agile employees through enhanced psychological confidence at work. This study contributes to the organizational behavior literature by providing empirical evidence on the psychological mechanism linking humble leadership and employee agility within the context of public sector organizations. Practically, organizations should strengthen leadership development and employee psychological capacity to enhance workforce agility in dynamic work environments.

Keywords--Humble Leadership, Employee Agility, Work Self-Efficacy.



Introduction

Public sector organizations are increasingly confronted with complex challenges arising from dynamic regulatory changes, accelerated digital transformation, and growing public expectations for responsive and effective services. In this context, civil servants are required not only to perform administrative functions but also to demonstrate the capacity to adapt quickly, respond proactively, and remain flexible in rapidly changing work environments. Consequently, employee agility has emerged as a strategic capability that enables public organizations to respond effectively to policy shifts and evolving environmental demands (Ferdian et al., 2022; Widjiastuti, 2025). Nevertheless, employee agility within government institutions is often constrained by rigid bureaucratic structures, hierarchical work systems, and administrative routines that limit initiative and adaptive behavior among employees (Nurhastuti et al., 2024).

Such challenges are particularly relevant in public institutions responsible for environmental governance, where rapid adaptation to regulatory and environmental changes is essential. Preliminary observations conducted at the Regional Office for Ministry Environment of Bali and Nusa Tenggara indicate that employee agility has not yet developed optimally. Employees reported limited opportunities for open communication and discussion with leaders, while adaptation to sudden policy changes often required considerable adjustment time. Moreover, disparities in employees' responsiveness to workplace changes suggest uneven levels of adaptability across organizational members. These conditions imply that organizational and leadership-related factors may significantly influence employees' adaptive capacity and responsiveness to change (Iswandi & Kuswinarno, 2025).

One leadership approach that may contribute to the development of employee agility is humble leadership. Humble leadership emphasizes leaders' willingness to acknowledge personal limitations, appreciate employees' contributions, and remain open to feedback and learning (Elyanis et al., 2025). In bureaucratic settings, leaders play a pivotal role in shaping psychologically safe work environments that encourage employees to take initiative and adapt to organizational change. Previous studies have demonstrated that humble leadership positively influences employee agility by fostering collaborative, supportive, and adaptive workplace environments (Elhadidy & Gao, 2024; Farrel & Fikri, 2025). However, preliminary findings from the present context suggest that leadership practices remain predominantly directive, with limited opportunities for participatory communication and constructive feedback, potentially constraining employees' adaptive behaviors.

In addition to leadership, psychological factors also play a crucial role in shaping employees' adaptive behavior. Work self-efficacy, defined as employees' belief in their capability to successfully perform work-related tasks, has been recognized as an important determinant of workplace adaptability and performance (Elhadidy & Gao, 2024). Employees with higher levels of work self-efficacy are generally more proactive, resilient, and capable of responding flexibly to workplace challenges and organizational changes (Rohmani et al., 2025; Putri & Nurcahyo, 2025). Prior studies further suggest that supportive and open

leadership behaviors can strengthen employees' self-efficacy through recognition, trust, and encouragement (Pratita & Salendu, 2022; Bayda & Nizar, 2026). Therefore, work self-efficacy may serve as an underlying psychological mechanism through which humble leadership enhances employee agility.

The relationship among these variables can be theoretically explained through Social Cognitive Theory, which posits that human behavior results from reciprocal interactions between environmental influences, personal factors, and behavioral outcomes. Within the present study, humble leadership represents an environmental factor, work self-efficacy reflects a personal cognitive factor, and employee agility constitutes an adaptive behavioral outcome (Dewi, 2023; Sentoso et al., 2024). Although previous research has extensively examined the relationship between humble leadership and employee agility, most studies have been conducted in private-sector settings. Empirical investigations focusing on public organizations, particularly governmental institutions characterized by bureaucratic complexity and regulatory dynamism, remain limited. Furthermore, studies examining the mediating role of work self-efficacy in the relationship between humble leadership and employee agility within Indonesian public organizations are still scarce. Addressing this gap, the present study aims to examine the effect of humble leadership on employee agility through the mediating role of work self-efficacy at the Regional Office for Ministry Environment of Bali and Nusa Tenggara.

Literature Review and Hypothesis Development

Grounded in Social Cognitive Theory, leadership serves as an environmental factor that shapes employees' adaptive behaviors in dynamic work contexts. Humble leadership, characterized by openness to feedback, appreciation of subordinates' contributions, and acknowledgment of personal limitations, is expected to foster employees' willingness to learn and adapt (Owens & Hekman, 2012; Rego et al., 2017). Previous studies have consistently demonstrated a positive relationship between humble leadership and employee agility. Elhadidy and Gao (2024) found that humble leadership significantly enhances employee agility by creating psychologically safe and adaptive work environments. Similarly, Farrel and Fikri (2025) reported that leaders who value employees' input and encourage participation strengthen employees' responsiveness to organizational changes. Research by Sholikhah (2021) and Zhu et al. (2019) further confirms that humble leadership improves employees' adaptability and resilience, thereby facilitating agile behavior in dynamic organizational settings. Therefore, the following hypothesis is proposed:

H1: Humble leadership has a positive and significant effect on employee agility.

According to Social Cognitive Theory, employees' beliefs in their capabilities are shaped by environmental influences, including leadership behavior. Humble leadership may strengthen work self-efficacy by fostering supportive, psychologically safe, and participative work environments where employees feel recognized and valued. Empirical evidence supports this relationship. Pratita and Salendu (2022) found that humble leadership significantly strengthens employees' work self-efficacy by enhancing confidence in task completion. Likewise, Yang et al. (2022) reported that humble leaders improve employees' efficacy beliefs

through interpersonal support and constructive feedback. Studies by Bayda and Nizar (2026), Al-Hawamdeh (2023), Chu et al. (2022), Owens et al. (2019), and Ibrar et al. (2024) further indicate that humble leadership contributes positively to employees' self-efficacy, which subsequently influences positive work outcomes and behavioral performance. Accordingly, the following hypothesis is proposed:

H2: Humble leadership has a positive and significant effect on work self-efficacy.

Within the framework of Social Cognitive Theory, work self-efficacy reflects employees' confidence in their ability to successfully manage work demands and organizational challenges. Employees with stronger efficacy beliefs are more likely to demonstrate proactive, flexible, and adaptive behaviors in uncertain work environments. Previous research consistently supports this relationship. Udayanan (2019) found that employees with higher work self-efficacy exhibited stronger agility and adaptability in governmental institutions. Similarly, Rohmani et al. (2025) and Putri and Nurcahyo (2025) revealed that self-efficacious employees are more confident in responding to operational changes, taking initiative, and implementing new strategies. Furthermore, Yuniawati and Hanif (2024) emphasized that self-efficacy significantly contributes to workforce agility, particularly in organizations facing rapid environmental changes. Based on these findings, the following hypothesis is proposed:

H3: Work self-efficacy has a positive and significant effect on employee agility.

Drawing upon Social Cognitive Theory, leadership behavior influences employee outcomes not only directly but also indirectly through personal psychological mechanisms such as self-efficacy. Humble leadership may enhance employee agility by strengthening employees' confidence in their abilities, which subsequently enables them to adapt more effectively to organizational changes. Empirical studies provide strong support for this mediating mechanism. Elyanis et al. (2025) demonstrated that work self-efficacy significantly mediates the relationship between humble leadership and employee agility in the hospitality sector. Similarly, Elhadidy and Gao (2024) confirmed that employee self-efficacy partially mediates the effect of humble leadership on agility among frontline employees. Additional evidence from Nurlaela et al. (2025), Azliyanti et al. (2019), and Chen et al. (2025) further suggests that leadership behaviors foster adaptive and proactive employee outcomes through psychological mechanisms, particularly self-efficacy. Therefore, the following hypothesis is proposed:

H4: Work self-efficacy mediates the effect of humble leadership on employee agility.

Methods

This study employed a quantitative research approach using an explanatory research design to examine the causal relationships among humble leadership, work self-efficacy, and employee agility. The study was conducted at the Central Office for Environmental Control of Bali and Nusa Tenggara, Indonesia, due to its dynamic work environment characterized by rapid regulatory changes and increasing demands for organizational adaptability. The population consisted of all employees working at the institution, totaling 82 individuals. Given the relatively small population size, this study adopted a census sampling technique (*saturated sampling*), in which all population members were included as research

respondents. Data were collected through a structured questionnaire distributed directly to employees using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The study involved three variables, namely humble leadership as the independent variable, employee agility as the dependent variable, and work self-efficacy as the mediating variable. Humble leadership was measured using indicators adapted from Owens and Hekman (2012), emphasizing leaders' openness to feedback, appreciation of employees' contributions, and acknowledgment of personal limitations. Work self-efficacy was measured based on employees' confidence in their capability to successfully accomplish work-related tasks, adapted from Bandura (1997) and subsequent organizational studies. Employee agility was operationalized through indicators reflecting employees' adaptability, responsiveness, proactiveness, and flexibility in dealing with changing work demands. Prior to data collection, the questionnaire instrument was evaluated to ensure clarity and contextual relevance.

Data analysis was conducted using Structural Equation Modelling Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4 software. SEM-PLS was selected due to its suitability for predictive analysis, mediation testing, and relatively small sample sizes (Hair et al., 2022). The analysis consisted of two stages: measurement model (*outer model*) evaluation and structural model (*inner model*) assessment. The outer model evaluation included tests of convergent validity using factor loadings (>0.70) and Average Variance Extracted (AVE >0.50), discriminant validity using the Heterotrait-Monotrait ratio (HTMT <0.90), and reliability assessment using Cronbach's Alpha and Composite Reliability (>0.70). Meanwhile, the inner model evaluation involved the assessment of coefficient of determination (R^2), predictive relevance (Q^2) and hypothesis testing using the bootstrapping procedure. Mediation analysis was performed to determine the indirect effect of humble leadership on employee agility through work self-efficacy. Statistical significance was determined at a *p-value* of less than 0.05.

Result and Discussion

Measurement Model Assessment (Outer Model)

The measurement model (*outer model*) was evaluated to assess the validity and reliability of the constructs used in this study, namely humble leadership, work self-efficacy, and employee agility. The assessment involved examining convergent validity, discriminant validity, and internal consistency reliability to ensure that the indicators adequately represent the latent constructs and provide consistent measurements. The PLS algorithm output illustrating the structural relationships among constructs and indicators is presented in Figure 1.

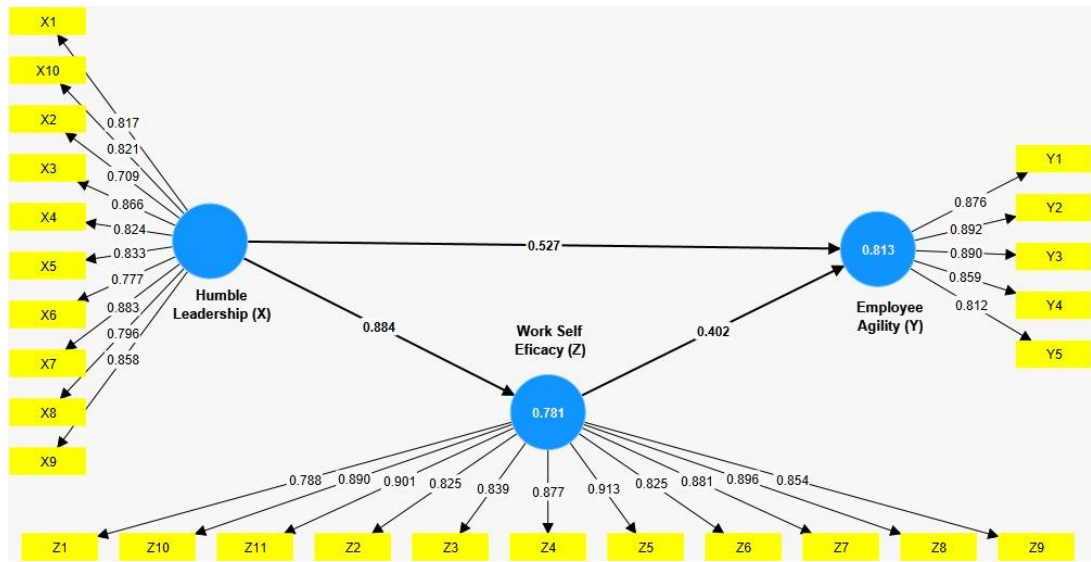


Figure 1. Outer Model

Convergent Validity

Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE). According to Hair et al. (2022), indicators are considered acceptable when outer loading values exceed 0.70, indicating that each item adequately reflects its intended construct. The result of the outer loading values can be seen at Table 1 below.

Table 1. Outer Loading Values

Variable	Construct	Outer Loading	Threshold	Remark
Humble Leadership (X)	X1	0.822	0.70	Valid
	X2	0.710	0.70	Valid
	X3	0.864	0.70	Valid
	X4	0.822	0.70	Valid
	X5	0.831	0.70	Valid
	X6	0.777	0.70	Valid
	X7	0.877	0.70	Valid
	X8	0.795	0.70	Valid
	X9	0.856	0.70	Valid
	X10	0.818	0.70	Valid
Employee Agility (Y)	Y1	0.869	0.70	Valid
	Y2	0.890	0.70	Valid
	Y3	0.887	0.70	Valid
	Y4	0.860	0.70	Valid
	Y5	0.808	0.70	Valid
Work self-efficacy (Z)	Z1	0.789	0.70	Valid
	Z2	0.885	0.70	Valid
	Z3	0.901	0.70	Valid
	Z4	0.826	0.70	Valid

Variable	Construct	Outer Loading	Threshold	Remark
	Z5	0.840	0.70	Valid
	Z6	0.879	0.70	Valid
	Z7	0.913	0.70	Valid
	Z8	0.818	0.70	Valid
	Z9	0.882	0.70	Valid
	Z10	0.891	0.70	Valid
	Z11	0.853	0.70	Valid

Primary Data, 2026

As shown in Table 1, all indicators exhibit outer loading values above the recommended threshold of 0.70, ranging from 0.710 to 0.913. These findings indicate that all indicators adequately represent their respective constructs and satisfy the criteria for convergent validity. Therefore, no indicators were removed from the model, confirming that the measurement instrument demonstrates strong indicator reliability.

Before evaluating the convergent validity of the measurement model, the Average Variance Extracted (AVE) values were examined to assess the extent to which each construct explains the variance of its indicators. The results are presented in Table 2.

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Threshold	Remark
Work self-efficacy (Z)	0.743	0.50	Valid
Employee Agility (Y)	0.745	0.50	Valid
Humble Leadership (X)	0.670	0.50	Valid

Primary Data, 2026

Table 2 demonstrates that all constructs achieved AVE values exceeding the minimum threshold of 0.50, indicating adequate convergent validity. Employee agility recorded the highest AVE value (0.745), followed closely by work self-efficacy (0.743), while humble leadership achieved an AVE value of 0.670. These findings confirm that the latent constructs explain more than 50% of the variance in their indicators and are therefore considered valid for further analysis.

Discriminant Validity

Discriminant validity was assessed using both cross-loading analysis and the Heterotrait-Monotrait Ratio (HTMT). A construct is considered discriminantly valid when indicators exhibit higher loading values on their respective constructs than on other constructs and when HTMT values remain below the acceptable threshold of 0.90 for social science research (Hair et al., 2022).

Following the assessment of convergent validity, discriminant validity was evaluated using the cross-loading criterion to determine whether each indicator demonstrates stronger associations with its intended construct than with other latent constructs. The results are presented in Table 3.

Table 3. Cross Loading Results

	Work self-efficacy (Z)	Employee Agility (Y)	Humble Leadership (X)
X1	0.718	0.732	0.818
X2	0.639	0.702	0.710
X3	0.730	0.715	0.864
X4	0.639	0.672	0.822
X5	0.717	0.691	0.831
X6	0.708	0.719	0.777
X7	0.823	0.766	0.877
X8	0.672	0.707	0.795
X9	0.784	0.729	0.856
X10	0.775	0.774	0.820
Y1	0.768	0.869	0.825
Y2	0.786	0.890	0.822
Y3	0.774	0.887	0.781
Y4	0.725	0.860	0.716
Y5	0.688	0.808	0.645
Z1	0.789	0.729	0.651
Z2	0.826	0.718	0.686
Z3	0.840	0.775	0.732
Z4	0.879	0.784	0.788
Z5	0.913	0.854	0.837
Z6	0.818	0.674	0.730
Z7	0.882	0.754	0.820
Z8	0.891	0.767	0.781
Z9	0.853	0.670	0.717
Z10	0.885	0.748	0.825
Z11	0.901	0.743	0.792

Primary Data, 2026

The cross-loading results indicate that all indicators load more strongly on their intended constructs than on alternative constructs. For example, indicator X3 demonstrates a higher loading on humble leadership (0.864) than on employee agility and work self-efficacy, while indicator Y2 exhibits the strongest loading on employee agility (0.890). Similar patterns are consistently observed across all indicators, suggesting that each construct is empirically distinct and adequately differentiated from other constructs. Thus, the measurement model satisfies the criteria for discriminant validity.

To further strengthen the assessment of discriminant validity, the Heterotrait–Monotrait Ratio (HTMT) was examined to evaluate the degree of distinction among the latent constructs. The HTMT results are presented in Table 4.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Work self- efficacy (Z)	Employee Agility (Y)	Humble Leadership (X)
Work self- efficacy (Z)	—		
Employee Agility (Y)	0.892	—	
Humble Leadership (X)	0.866	0.840	—

Primary Data, 2026

The HTMT values presented in Table 4 range from 0.840 to 0.892, all of which fall below the recommended threshold of 0.90 for behavioral and social science research. These findings confirm adequate discriminant validity among the study constructs, indicating that humble leadership, work self-efficacy, and employee agility represent conceptually distinct variables.

Internal Consistency Reliability

Reliability was assessed using Cronbach's Alpha, Composite Reliability (*rho_A*), and Composite Reliability (*rho_C*). Values greater than 0.70 indicate satisfactory internal consistency reliability. It can be seen at Table 5 below:

Table 5. Internal Consistency Reliability Results

Variable	Cronbach's Alpha	rho_A	rho_C	Threshold	Remark
Work self- efficacy (Z)	0.965	0.967	0.970	>0.70	Reliable
Employee Agility (Y)	0.914	0.918	0.936	>0.70	Reliable
Humble Leadership (X)	0.945	0.946	0.953	>0.70	Reliable

Primary Data, 2026

As shown in Table 5, all constructs exhibit Cronbach's Alpha and Composite Reliability values exceeding the recommended threshold of 0.70, indicating strong internal consistency reliability. Work self-efficacy demonstrated the highest reliability values ($\alpha = 0.965$; $rho_C = 0.970$), followed by humble leadership and employee agility. These results confirm that the measurement items consistently capture their respective constructs and are suitable for structural model evaluation.

Structural Model Assessment (Inner Model)

Following the establishment of validity and reliability in the measurement model, the structural model (*inner model*) was evaluated to examine the predictive power of the model and the relationships among latent constructs. The evaluation involved the assessment of coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing through the bootstrapping procedure.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the extent to which exogenous variables explain endogenous variables in the structural model. According to Hair et al. (2022), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively. It can be seen at table 6 below:

Table 6. R-Square Results

Variable	R Square	R Square Adjusted
Work self-efficacy (Z)	0.782	0.779
Employee Agility (Y)	0.814	0.809

Primary Data, 2026

As presented in Table 6, the R^2 value for work self-efficacy is 0.782, indicating that humble leadership explains 78.2% of the variance in work self-efficacy, while the remaining 21.8% is explained by factors outside the model. Similarly, employee agility achieved an R^2 value of 0.814, suggesting that humble leadership and work self-efficacy jointly explain 81.4% of the variance in employee agility. These values indicate substantial explanatory power, confirming that the proposed structural model possesses strong predictive capability.

Predictive Relevance (Q^2)

Predictive relevance (Q^2) was assessed to evaluate the model's predictive accuracy regarding endogenous constructs. A Q^2 value greater than zero indicates that the model has predictive relevance.

$$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.782)(1 - 0.814)$$

$$Q^2 = 1 - (0.218)(0.186)$$

$$Q^2 = 1 - 0.0405$$

$$Q^2 = 0.9595$$

The obtained Q^2 value of 0.9595 exceeds zero and approaches 1, indicating excellent predictive relevance. This finding suggests that the structural model demonstrates a strong predictive capacity and adequately represents the relationships among constructs in explaining employee agility and work self-efficacy. Therefore, the model can be considered robust and suitable for hypothesis testing.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 to examine the significance of the proposed relationships among variables. Hypotheses were accepted when the t -statistics exceeded 1.96 and p -values were below 0.05 at the 5% significance level. The results of the bootstrapping analysis are presented in Figure 2.

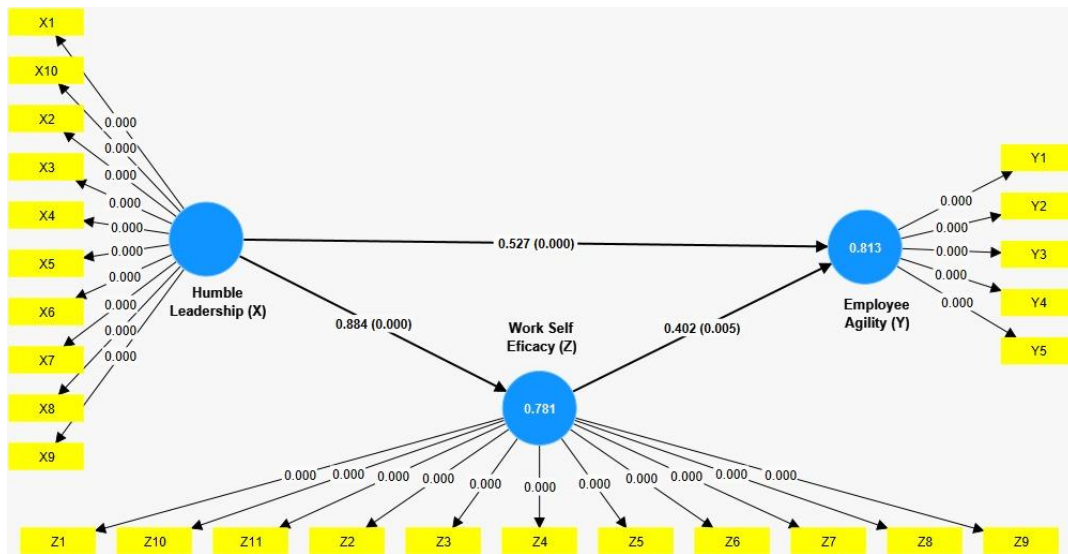


Figure 2. Inner Model

The results indicate that all relationships among variables in the model exhibit *t*-statistics above the threshold value of 1.96, indicating statistical significance at the 5% significance level. Humble leadership (X) has a positive and significant effect on work self-efficacy (Z), as well as a positive and significant effect on employee agility (Y). Furthermore, work self-efficacy (Z) also demonstrates a positive and significant influence on employee agility (Y). These findings suggest that higher levels of humble leadership contribute to increased employee work self-efficacy, which subsequently enhances employee agility. The result of direct effect can be seen at Table 7 below:

Table 7. Direct Effects Testing Results

Relationship	Original Sample (O)	T Statistics	P Values	Hypothesis Status	f ²	Effect Size
Humble Leadership (X) → Employee Agility (Y)	0.882	30.792	0.000	Accepted	0.324	Moderate
Humble Leadership (X) → Work self-efficacy (Z)	0.884	33.654	0.000	Accepted	3.578	Very Large
Work self-efficacy (Z) → Employee Agility (Y)	0.404	2.838	0.005	Accepted	0.192	Moderate

Primary Data, 2026

The results presented in Table 7 indicate that all hypothesized direct relationships are statistically significant, as evidenced by *t*-statistics above 1.96 and *p*-values

below 0.05. Humble leadership exerts a positive and significant effect on employee agility ($\beta = 0.882$, $t = 30.792$, $p < 0.001$), supporting H1. This finding suggests that leaders who demonstrate humility contribute significantly to enhancing employees' adaptability and responsiveness in dynamic work environments. Additionally, humble leadership positively affects work self-efficacy ($\beta = 0.884$, $t = 33.654$, $p < 0.001$), supporting H2, indicating that humble leadership strengthens employees' confidence in their work capabilities. Furthermore, work self-efficacy positively influences employee agility ($\beta = 0.404$, $t = 2.838$, $p = 0.005$), supporting H3, suggesting that employees with stronger efficacy beliefs tend to exhibit higher adaptability and proactive behavior in responding to organizational changes.

Mediation Analysis

To assess the mediating role of work self-efficacy, the specific indirect effect was examined using the bootstrapping procedure. The result of indirect effect can be seen at Table 8 below:

Table 8. Specific Indirect Effect (Mediation Test)

Relationship	Original Sample (O)	STDEV	T Statistics	P Values	Hypothesis Status
Humble Leadership (X) → Work self-efficacy (Z) → Employee Agility (Y)	0.357	0.127	2.806	0.005	Accepted

Primary Data, 2026

The mediation analysis results in Table 8 reveal that work self-efficacy significantly mediates the relationship between humble leadership and employee agility ($\beta = 0.357$, $t = 2.806$, $p = 0.005$), thereby supporting H4. Since both the direct effect of humble leadership on employee agility and the indirect effect through work self-efficacy are positive and statistically significant, the mediation can be classified as **complementary partial mediation**. This indicates that humble leadership influences employee agility both directly and indirectly through the enhancement of employees' work self-efficacy. In other words, leaders' humility not only strengthens employees' adaptive behavior directly but also reinforces it by fostering greater confidence in employees' ability to manage work-related challenges.

Conclusion

This study examined the effect of humble leadership on employee agility through the mediating role of work self-efficacy at the Regional Office for Ministry Environment of Bali and Nusa Tenggara. The findings demonstrate that humble leadership significantly enhances employee agility, indicating that leaders who demonstrate openness, acknowledge personal limitations, appreciate employees' contributions, and encourage participation are more likely to foster adaptive and agile employee behavior. Furthermore, humble leadership was found to positively influence work self-efficacy, suggesting that employees tend to develop stronger confidence in their work capabilities when supported by leaders who exhibit humility and psychological openness.

The study also confirms that work self-efficacy significantly contributes to employee agility. Employees with greater confidence in their ability to manage work-related responsibilities tend to be more responsive, flexible, and proactive in adapting to organizational changes. More importantly, work self-efficacy was found to partially mediate the relationship between humble leadership and employee agility, indicating that humble leadership not only affects employee agility directly but also indirectly through the enhancement of employees' psychological confidence. This finding supports the proposition of Social Cognitive Theory, emphasizing that adaptive workplace behavior is shaped through interactions between environmental factors, represented by leadership, and personal cognitive factors, represented by work self-efficacy.

This study contributes to the organizational behavior and public management literature by extending the understanding of the mechanism through which humble leadership influences employee agility, particularly within the context of Indonesian public sector institutions. The findings highlight the importance of integrating leadership behavior and psychological capacity development to strengthen workforce agility in highly dynamic and regulation-intensive organizational environments.

Managerial Implications

The findings of this study provide several important managerial implications for public organizations, particularly those operating in highly dynamic and regulation-driven environments. First, organizations should prioritize the development of humble leadership practices among supervisors and managers. Leadership development programs should emphasize interpersonal openness, appreciation of employees' contributions, constructive feedback mechanisms, and leaders' willingness to acknowledge limitations. Such leadership behaviors may foster a psychologically safe environment that encourages employees to become more adaptive and responsive to organizational changes.

Second, organizations should invest in strengthening employees' work self-efficacy through structured competency development programs. This can be achieved by providing continuous training, mentoring systems, coaching, and opportunities for employees to engage in problem-solving and decision-making processes. Strengthening employees' confidence in their work capabilities is essential to improving adaptability and proactive behavior in facing increasingly complex job demands.

Third, public institutions should establish more participative communication mechanisms to reduce bureaucratic rigidity and encourage collaborative problem-solving. Open dialogue between leaders and employees may help reduce uncertainty in responding to policy changes while simultaneously strengthening employees' confidence and readiness to adapt. Since work self-efficacy only partially mediates the relationship between humble leadership and employee agility, organizations should also consider other supporting factors, such as organizational culture, psychological safety, and learning orientation, to maximize employee agility and organizational responsiveness.

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