

Research on the Relationship between Leader Humility and Individualism: An Analysis Based on the Theory of Expectation State

Chuan Tang, Jiaxin Lin

Hainan Vocational University of Science and Technology, HaiKou, Hainan, China

Abstract: This study aims to explore the relationship between leader humility and individualistic orientation, based on the expectation state theory. Through a review and empirical study of the relevant literature, this paper reveals the impact of leader humility on team dynamics and performance in different cultural contexts. The findings show that leader humility is able to adjust the expected status of team members and reduce competitive pressure, and enhance cooperation and trust, especially in a highly individualistic environment. Moreover, the mediation role of expectation state in the relationship between leader humility and individualism has been verified, and different cultural backgrounds have a regulatory role in this relationship. This study not only enriches the leadership theory and expectation state theory, but also provides practical guidance for corporate leadership development and cross-cultural management. Future studies should extend the sample scope and study methodology to further validate and deepen the findings.

Keywords: Leader Humility; Individualistic Orientation; Expectation State Theory; Cross-Cultural Management

1. Introduction

In today's globalized and highly competitive business environment, organizations and businesses have an increasingly urgent need for effective leadership. The behaviors and characteristics of leaders have profound effects on the performance of the organization, employee satisfaction, and team cooperation. Humility as a leadership trait. Humble leaders are able to acknowledge their own shortcomings, value the contributions of others, and show an open and inclusive attitude, which will enhance the cohesion of the team and the enthusiasm and

innovation ability of employees. However, individualism is still dominant in many cultures, emphasizing personal achievement, independence and self-expression, which may lead to intense competition within the team, which in turn affects the overall performance of the organization. Therefore, it is of great theoretical and practical significance to explore the relationship between leader humility and individualistic orientation, especially in different cultural backgrounds. This study aims to explore in-depth how leader humility influences individualism orientation and improves team cooperation and performance through the perspective of expectation status theory. Furthermore, this study will examine the regulatory effects of this relationship by different cultural context to reveal leadership characteristics in cross-cultural management. Theoretically, this study enriches the leadership theory and expectation state theory, verifies the applicability of expectation state theory in leadership research, and extends its application scope. In practice, this study provides specific guidance for enterprises in leadership training and cross-cultural management. By understanding and applying humble leadership behavior, enterprises can improve leadership efficiency in the changing organizational environment and promote the sustainable development and success of the team[1].

2. Discuss the Relationship between the Leader's Humility and the Individualistic Orientation

In the context of globalization, the humility of leaders has gradually become a popular trait of leadership. Humility as an internal quality is reflected in leaders keeping a low profile in the face of achievements, listening to others at work and acknowledging their own shortcomings. This trait not only helps to create an open, trusting organizational atmosphere, but also

stimulates the motivation and creativity of team members. However, individualistic orientations remain dominant in many cultures, emphasizing individual achievement, independence, and self-expression. Therefore, it is of great theoretical and practical significance to explore the relationship between leader humility and individualistic orientation, especially in different cultural backgrounds. Based on the theory of expectation state (Expectancy State Theory), the relationship between leader humility and individualistic orientation can be explained by power dynamics and social expectations. The expectation state theory states that the status and influence of an individual in a group is determined by others' expectations of their abilities and behavior. By demonstrating recognition of the abilities of others and recognition of their own limitations, humble leaders can reduce the pressure of competition among team members and promote cooperation and information sharing, thus establishing a unique leadership style in a highly individualistic environment. At this point, the humility of a leader is shown as a flexible power that strikes a balance in a culture that emphasizes personal achievement, allowing team members to experience the advantages of collective collaboration while maintaining an individualistic orientation. In addition, humble leaders are able to redefine team members' perceptions of success and effectiveness through the adjustment of the expected state, which can influence the role of individualistic orientation on the overall performance of the team. This leadership style not only helps to enhance trust and team cohesion within the organization, but also plays an important role in cross-cultural management. Therefore, an in-depth discussion of the relationship between leaders' humility and individualism can not only help to enrich the leadership theory, but also provide practical guidance for enterprise leadership cultivation in a multicultural background[2].

3. Application of Expected State Theory in Leadership Research

The application of expectation state theory (Expectancy State Theory) in leadership research is mainly reflected in the analysis of leaders' behavior and team dynamics. The theory, proposed by Joseph Berger et al, aims to explain how individual position and influence in group interactions are shaped and maintained.

According to the expectation state theory, the position of an individual in a group is determined by the expectations of others about their abilities and contributions, often based on explicit or implicit cues, such as professional skills, past performance, and leadership style. In leadership research, expectation state theory provides a powerful framework for understanding how leaders build and maintain their authority by managing others' expectations. Specifically, leader humble behavior can be seen as a strategy to adjust the expectations of team members, thereby shaping a more equal and cooperative team environment. By acknowledging their own shortcomings and valuing the contributions of others, humble leaders can reduce competition and enhance trust and collaboration among team members. This humility not only improves the overall team performance, but also promotes knowledge sharing and innovation within the organization. Moreover, expectation state theory is also important in cross-cultural leadership research. The formation mechanisms and content of expectations may vary in different cultural backgrounds. For example, in highly individualistic cultures, individuals are more inclined to self-expression and independence, while in collectivist cultures, teamwork and collective honor are seen as more important values. Leaders need to adapt their humble behavior to the cultural context of team members to effectively manage the desired state for optimal leadership results. From the perspective of expectation state theory, leaders can better understand and use humble behavior to influence team dynamics and improve leadership effectiveness. This is not only helpful for in-depth theoretical discussion, but also provides specific guidance methods for leadership cultivation in practice. By properly managing and adjusting expectations, leaders are able to maintain their influence in the changing organizational environment and promote the sustainable development and success of the team.

4. Discuss

4.1 Analysis of the Study Findings

By exploring the relationship between leader humility and individualism, the complex interactive relationship between the two. The results show that leader humility plays a

significant role in the team. Specifically, humble leaders can effectively reduce the competitive pressure among team members and enhance cooperation and trust by showing the recognition of others' abilities and the recognition of their own shortcomings. This finding supports the central idea of the expectation state theory that the status and influence of individuals in a group is determined by the expectations of others about their abilities and behavior. In highly individualistic teams, the influence of leader humility is particularly significant. An individualistic culture emphasizes individual achievement and independence, and competition among members is often fierce. Humble leaders are able to ease this competition and promote teamwork by demonstrating the contribution of others. At the same time, the mediating role of expectation status is also verified, and the leaders' humble behavior redefines the criteria of success and effectiveness by adjusting the expectations of the team members, thus improving the overall performance of the team[3].

4.2 Theoretical Significance

This study has important implications for the enrichment of leadership theory and expectation state theory. First, research further validates the effectiveness of humility as a key quality of a leader, especially in a highly individualistic context. Through the perspective of expectation state theory, the study reveals how leader humility affects team dynamics and performance by managing the expectations of team members, which provides a new explanatory framework for leadership theory. Second, this study extends the scope of expectation state theory. Traditionally, expectation state theory has been used to explain the status and influence of individuals in small groups, while this study applies it to organizational leadership research, demonstrating the applicability of the theory to larger teams and organizations. This expansion not only enriches the theory of expectation state itself, but also provides new ideas and methods for future leadership research.

4.3 Practical Significance

The practical significance of this study is mainly reflected in both leadership development and cross-cultural management. First, for companies and organizations, cultivating humble leaders helps to create an open and trusted work

environment that promotes collaboration and innovation among team members. Especially in a cultural context that emphasizes personal achievement, humble leaders can balance the needs of individualism and collectivism and improve the overall effectiveness of the organization. Second, in cross-cultural management, this study provides important guidance. In different cultural backgrounds, leaders need to adjust their leadership behavior according to the cultural characteristics of the team members to effectively manage the desired state. By demonstrating humility, leaders can build trust and authority across different cultures, promoting collaboration and success in cross-cultural teams. This is particularly important for multinational companies and multicultural organizations, helping to address the challenges posed by cultural differences and enhance global leadership.

4.4 Research Limitations and Future Research Directions

Despite the important findings of this study, some limitations remain. First, data collection is focused on industry-specific and cultural settings and may influence the universality of the findings. Future studies could expand the sample scope to cover more industries and cultures to validate the broad applicability of the findings. Secondly, this study mainly adopts quantitative analysis methods, which in the future can combine qualitative research to deeply explore the specific manifestations of leaders' humble behavior and the mechanism of its influence on team members. For example, through case studies or in-depth interviews, get more details about leaders' humble practices and provide richer support for theory and practice. In conclusion, this study reveals the complex relationship between leader humility and individualistic orientation through the perspective of expectation state theory, providing a new theoretical framework and practical guidance for leadership research. Future research could further explore the leadership traits and their influences in different cultural and organizational settings, providing more valuable insights into leadership development in the context of globalization.

5. Conclusion

5.1 Main Research Conclusions

The role of leader humility in promoting teamwork should not be ignored. Humdest leaders are able to create an equal and inclusive atmosphere within the team by acknowledging their own shortcomings and valuing the contributions of others. This leadership behavior first helps to reduce the competitive pressure among the team members. Under the traditional leadership model, team members may compete with each other for leadership recognition, leading to internal friction and waste of resources. Humdest leaders, by openly acknowledging their shortcomings, send a message that everyone in the team has their own value and contribution. In this way, team members no longer need to prove their abilities through competition, but are able to focus more on cooperation and achieving common goals. In addition, humble leaders value the contributions of others and can effectively enhance team cooperation and trust. Leaders demonstrate respect and recognition of team members by listening to their opinions and suggestions. This behavior not only enhances the members' self-efficacy, but also enhances their sense of participation and responsibility. When team members feel respected and valued, they are more willing to share their ideas and knowledge, thus promoting knowledge sharing within the team. Knowledge sharing is an important foundation for team innovation, and through this interaction, teams are able to solve problems faster, generate new ideas, and improve existing workflows. Humdest leaders also encourage mutual support and collaboration among team members through their behavioral demonstrations. This leadership style not only enhances the team cohesion but also enhances trust among team members. When team members see leaders willing to admit mistakes and learn new things, they are also more willing to accept feedback and improve themselves. This open and learning culture helps to form a continuously improving team environment, allowing the team to respond more flexibly and efficiently in the face of challenges. To sum up, the role of leader humility in promoting teamwork is reflected in many aspects. By acknowledging their own shortcomings and valuing the contributions of others, humble leaders can reduce the competitive pressure among team members and enhance teamwork and trust. This humility not only improves the cohesion of the team, but also promotes

knowledge sharing and innovation within the organization, which ultimately contributes to the overall performance of the team. In the current complex and changeable business environment, the humble leadership style undoubtedly provides an important support and guarantee for the success of the organization.

5.2 Mediating Role of the Desired State

The mediating role of expectation state plays a key role in the relationship between leader humility and individualistic orientation. This study found that humble leaders were able to significantly impact the overall performance of a team by adjusting their expectations of their abilities and behavior. The expectation state theory states that the status and influence of an individual in a group is determined by others' expectations of their abilities and behavior. Humdest leaders are able to effectively manage and adjust the desired status of team members by acknowledging their own shortcomings, valuing others' contributions and showing an open attitude. First, humble leaders convey a message through their actions that each person has a unique value and contribution in the team. This attitude not only reduces the competitive pressure among the members, but also encourages more cooperation and mutual assistance. When team members see leaders willing to admit mistakes and accept others' opinions, they are also more willing to share their opinions and ideas and promote knowledge sharing and innovation. This redefined state of expectations allows team members to focus solely on personal achievement, but more on the overall success and progress of a team. Secondly, the performance of the leader's humble behavior has a positive impact on the mental state and behavior of the team members. Humdest leaders enhance self-efficacy and belonging among team members by demonstrating respect and recognition of the abilities of others. When team members feel that their contributions are recognized, they are more engaged and actively involved in team activities. This positive expectation state not only improves the job satisfaction and morale of the team members, but also enhances their recognition and commitment to the team goals, thus improving the overall team performance. In addition, the intermediary role of expectation state between leader humility and individualistic orientation is also reflected in the shaping of team culture and

atmosphere. Through their behavioral demonstrations, unassuming leaders create a team culture of openness, inclusiveness, and trust. In this culture, team members prefer to support and cooperate with each other rather than compete with each other. This positive expectation state promotes collaboration and the flow of information within the team, helping the team to be more flexible and effective in addressing challenges in the face of complex and variable environments. In conclusion, expectation state plays a significant mediator in the relationship between leader humility and individualistic orientation. By adjusting team members' expectations of their abilities and behaviors, humble leaders redefine the criteria for success and effectiveness, facilitating improvements in teamwork, trust, and overall performance. This discovery not only enriches the leadership theory and expectation state theory, but also provides specific guidance and inspiration for how to optimize team performance through humble leadership behavior in practice. In the current competitive and rapidly changing business environment, understanding and applying the mediation role of expectation state can help enterprises to better cultivate and play the humility characteristics of leaders, thus enhancing the competitiveness and sustainable development ability of the organization.

5.3 The Regulatory role of the Cultural Background

Different cultural backgrounds have a significant regulatory effect on the relationship between leaders' humility and individualistic orientation. This study found that the humble behavior of leaders in a highly individualistic culture. This culture emphasizes personal achievement, independence, and self-expression, and team members tend to pay more attention to personal interests and development. In such an environment, humble leaders are able to effectively reduce the competitive pressure among members and promote teamwork and trust by recognizing their own shortcomings and valuing the contributions of others. Leaders' humble behavior redefines the criteria for success and effectiveness, enabling team members to recognize the importance of collective goals, which in turn enhances overall team performance. In a highly individualistic culture, humble leaders demonstrate an open and

inclusive attitude that encourages team members to express their opinions and opinions, which not only enhances members' self-efficacy, but also enhances their sense of participation and belonging. When leaders humbly listen to others and admit their shortcomings, team members feel respected and valued, and that respect appreciates their motivation and creativity. In this way, humble leaders are able to find a balance in a culture that emphasizes personal achievement, both respecting individualistic orientations and promoting team collaboration and win-win results. However, in a collectivist culture, the effect of the humble behavior is relatively weak. A collectivist culture emphasizes teamwork, collective honor, and group goals, and individual achievements and interests are often placed behind collective interests. In this cultural context, team members themselves tend to cooperate and help each other, so although the humility of leaders can still enhance teamwork, but the marginal effect is relatively small. Nevertheless, modest leaders are still able to further consolidate and strengthen the spirit of teamwork and enhance the cohesion and trust of the organization through the demonstration role. This suggests that leaders need to adjust their leadership behavior according to their cultural characteristics to achieve optimal leadership results. In a highly individualistic environment, leaders should pay more attention to show humility, reduce competitive pressure and promote cooperation and innovation by recognizing the contributions of others and listening to team members. In a collectivist culture, leaders should continue to strengthen the spirit of teamwork to ensure that each member sees the importance of collective goals and feels that their values and contributions are recognized. In conclusion, different cultural backgrounds play an important role in regulating the relationship between leader humility and individualistic orientation. Leaders should flexibly adjust their humble behavior according to the cultural characteristics to maximize the potential and performance of the team. In a global business environment, understanding and respecting cultural differences and adjusting leadership styles can help enterprises better cope with the challenges of cross-cultural management, and enhance the overall competitiveness and sustainable development ability of the organization.

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