Research article

Thriving at work development: the role of leader humility and affective commitment

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ABSTRACT

Purpose: This study investigates the effects of leader humility and affective commitment on employees' thriving at work in Jakarta. It also examines the relationship between affective commitment and thriving at work and the mediating role of affective commitment in this relationship.

Methods: A quantitative research approach was employed, utilizing questionnaires distributed to employees across various industries in Jakarta. The study's population included individuals with work experience, including students and current employees, with a sample size of 150 participants. Data analysis was conducted using Structural Equation Modeling (SEM) with Jamovi software to evaluate the relationships between the variables.

Findings: The results revealed that leader humility positively and significantly affects affective commitment. Additionally, affective commitment was found to positively and significantly influence thriving at work. Interestingly, leader humility did not directly affect thriving at work but positively influenced thriving indirectly through affective commitment. This indicates that leader humility enhances employees' emotional attachment to their organization, promoting their well-being and performance.

Originality: This study contributes to the existing literature by exploring the relationships among leader humility, affective commitment, and thriving in the Jakarta workforce. It highlights the importance of leader humility as a key factor in fostering affective commitment. Moreover, this study provides valuable insights for organizations looking to enhance employee engagement and productivity through effective leadership practices.

Keywords: Thriving at work, leader humility, affective commitment

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Abstrak

Tujuan: Penelitian ini menyelidiki pengaruh kerendahan hati pemimpin dan komitmen afektif terhadap keberhasilan karyawan di tempat kerja di Jakarta. Penelitian ini juga meneliti hubungan antara komitmen afektif dan keberhasilan di tempat kerja serta peran mediasi komitmen afektif dalam hubungan ini.

Metode: Pendekatan penelitian kuantitatif digunakan, dengan menggunakan kuesioner yang disebarkan kepada karyawan di berbagai industri di Jakarta. Populasi penelitian meliputi individu dengan pengalaman kerja, termasuk mahasiswa dan karyawan saat ini, dengan ukuran sampel 150 peserta. Analisis data dilakukan dengan menggunakan Structural Equation Modeling (SEM) dengan perangkat lunak Jamovi untuk mengevaluasi hubungan antara variabel.

Temuan: Hasil penelitian mengungkapkan bahwa kerendahan hati pemimpin secara positif dan signifikan memengaruhi komitmen afektif. Selain itu, komitmen afektif ditemukan memengaruhi keberhasilan di tempat kerja secara positif dan signifikan. Menariknya, kerendahan hati pemimpin tidak secara langsung memengaruhi keberhasilan di tempat kerja tetapi secara positif memengaruhi keberhasilan secara tidak langsung melalui komitmen afektif. Hal ini menunjukkan bahwa kerendahan hati pemimpin meningkatkan keterikatan emosional karyawan terhadap organisasi mereka, yang meningkatkan kesejahteraan dan kinerja mereka.

Orisinalitas: Studi ini berkontribusi pada literatur yang ada dengan mengeksplorasi hubungan antara kerendahan hati pemimpin, komitmen afektif, dan keberhasilan dalam tenaga kerja di Jakarta. Studi ini menyoroti pentingnya kerendahan hati pemimpin sebagai faktor kunci dalam menumbuhkan komitmen afektif. Selain itu, studi ini memberikan wawasan berharga bagi organisasi yang ingin meningkatkan keterlibatan dan produktivitas karyawan melalui praktik kepemimpinan yang efektif.

Kata kunci: Keberhasilan di Tempat Kerja, Kerendahan Hati Pemimpin, Komitmen Afektif

1. Introduction

A primary focus for both practitioners and academics in human resource management is creating a work environment that nurtures positive employee attitudes. In the past decade, considerable research has been conducted on thriving at work, defined as a combination of feelings of vitality and learning (Akhmadi et al., 2023; Suryani et al., 2022). This concept is often linked to the work environment, where a process model incorporates contextual factors and resources that influence employee behavior. Despite its significance, many organizations face challenges in fostering an environment that enhances employee thriving, particularly through effective leadership and promoting positive attitudes such as affective commitment. According to Barokah et al. (2022), success at work is characterized by integrating positive internal factors that lead to favorable outcomes, supported by strengths and opportunities for learning within the workplace. This highlights the essential roles of leadership and organizational culture in creating an environment where employees can thrive, ultimately leading to improved performance and job satisfaction.

Employees who feel thriving tend to have higher levels of motivation and engagement, contributing to overall individual and organizational performance. Leadership is an important factor in shaping employee behavior, especially related to innovative work behavior. Researchers have attempted to identify forms of effective leadership (Khan et al., 2021;

Stanescu et al., 2021). In simple terms, *leader humility* is defined as a leader who is nurturing and supportive, sets an example in working, recognizes subordinates' achievements, and is willing to admit his or her shortcomings. Previous research has shown that leader humility is essential for individual and group behavior, including creativity at both the individual and team levels and innovation (Cheung et al., 2020; Ye et al., 2020). In addition, when a leader can create an environment where employees' strengths and contributions are recognized, employees adapt to the situation and dare to convey innovative ideas and input. Leaders who recognize and empower their employees to grow send positive signals that can increase their self-confidence (Chiu et al., 2016).

Previous studies have actively investigated the impact of leader humility on individual and team behavior; however, the effect of leader humility on workplace thriving has yet to be relatively addressed. Furthermore, most prior research has concentrated more on other leadership models, such as transformational leadership, leader-member exchange (LMX) leadership, and empowerment leadership (Bharanitharan et al., 2021; Hildenbrand et al., 2018; Niessen et al., 2017; Xu et al., 2019). Consequently, the influence of leader humility on workplace thriving remains an area that requires further exploration and empirical validation.

In addition to leader humility, affective commitment is another crucial factor related to thriving in the workplace. Affective commitment refers to the emotional bond that employees have with their organization. This bond significantly enhances employee retention and productivity and fosters a positive work environment. According to Allen and Meyer (1990), affective commitment reflects the emotional ties between highly committed employees and their organization, where employees feel engaged and satisfied to be part of the company. Previous research has presented varying perspectives on the relationship between affective commitment and workplace thriving. Most studies view affective commitment as a precursor to thriving at work (Abid et al., 2019; Alothmany et al., 2023; Zhai et al., 2023). However, some researchers argue that thriving at work can also lead to increased affective commitment (Walumbwa et al., 2018; Yi et al., 2022). Therefore, the relationship between thriving at work and affective commitment can be seen as both a cause and an effect.

This study specifically aims to address the gaps in the current literature regarding the role of leader humility in promoting thriving at work. Except for Suryani et al. (2022), most existing research has primarily concentrated on various leadership models, such as leader-member exchange (LMX) and transformational leadership, resulting in a limited exploration of the unique effects of leader humility. Additionally, this study intends to clarify the relationship between affective commitment and thriving at work, as these concepts have frequently been treated interchangeably as either causes or effects in previous studies. By undertaking this analysis, the research aims to provide a deeper understanding of how these constructs interact and influence each other within the workplace context.

2. Theoretical background and hypothesis

This study utilizes the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2007, 2014; Demerouti et al., 2001). This evolved framework offers a comprehensive understanding of the interactions between leader humility, affective commitment, and thriving at work. The JD-R model integrates two distinct research traditions: one focusing on job demands and the other

on job resources. According to Bakker and Demerouti (2007), job demands refer to a job's physical, psychological, social, or organizational aspects that require sustained effort and can lead to stress and burnout if not managed effectively. In contrast, job resources are the elements of a job that help employees achieve their goals, alleviate job demands, and promote personal growth and development.

Leader humility, defined as a leader's ability to recognize their limitations, value the contributions of others, and foster an inclusive work environment, can strengthen employees' emotional attachment to the organization. This emotional connection is believed to facilitate thriving at work, characterized by a sense of vitality and learning. Moreover, the JD-R theory suggests that when employees perceive their leaders as humble, they are likelier to experience lower job demands and greater job resources, resulting in increased motivation and reduced stress levels (Demerouti et al., 2001). This relationship indicates that leader humility contributes to a supportive work environment and enhances employees' overall well-being and performance. By examining these relationships through the lens of the JD-R theory, this study seeks to provide valuable insights into how leader humility can positively influence affective commitment and, ultimately, foster a thriving workplace culture.
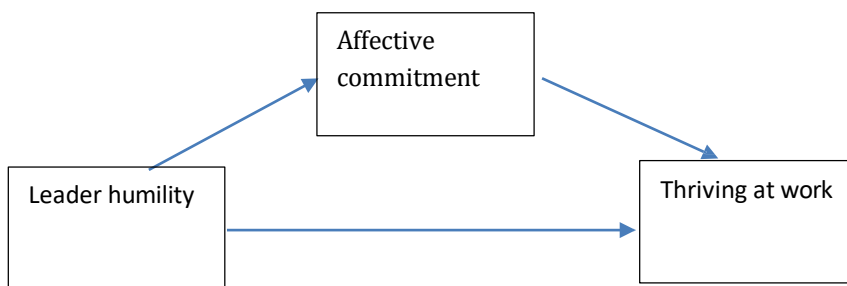
Figure 1. Research model

Leader humility and affective commitment

Leader humility is a crucial component of effective leadership that has been shown to provide strategic value to organizations. According to Yang et al. (2019), leaders who exhibit humility at various levels foster a better team climate, promote the growth and development of their followers, and enhance employee learning orientation, job satisfaction, and performance. This finding aligns with previous research that identifies traits such as narcissism and genuine humility related to the expression of humility in leaders. Additionally, the gradual self-theory of leaders reflects humble behaviors (Li et al., 2018). Appreciation is demonstrated by leaders' efforts to listen attentively and comprehend their team's perspectives and by employees valuing one another, which facilitates effective communication. Empathy enables leaders to understand and resonate with the feelings and thoughts of others, helping them identify the team's needs. Humility encourages leaders to acknowledge their limitations and appreciate the diverse roles played by team members (Owens & Hekman, 2012). Understanding ensures that every message is clearly conveyed and comprehended by the listeners, fostering a sense of involvement in the organization's goals and decisions.

Humble leaders recognize and appreciate the strengths and contributions of their team members (Liborius & Kiewitz, 2022; Owens & Hekman, 2012). They acknowledge their limitations and remain open to learning from others (Maldonado et al., 2022). These leaders prioritize the needs and development of their followers over their egos. Leader humility is characterized by valuing the contributions of others, recognizing personal limitations, and being receptive to learning and feedback (Liborius & Kiewitz, 2022; Maldonado et al., 2022). This humility is seen as both a mutable behavioral state and a stable trait of effective leaders (Chandler et al., 2023).

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in their organization. Leader humility positively influences affective commitment through several mechanisms. First, humble leaders foster emotional trust and perceived leader support, strengthening employees' emotional bonds with the organization (Liborius & Kiewitz, 2022; Luo et al., 2022). Additionally, leader humility contributes to a positive work environment. By promoting a supportive and appreciative atmosphere, humble leaders enhance job satisfaction and organizational identification, which is closely tied to affective commitment (Luo et al., 2022). Furthermore, leader humility encourages relational identification, allowing followers to connect with their leaders and coworkers, which boosts their emotional commitment to the organization (Zheng et al., 2023). Moreover, employees with strong learning goal orientations and high perceptions of informational justice tend to view humble leaders as benevolent, further enhancing their affective commitment (X. Wang et al., 2022).

H1: leader humility positively related to affective commitment

Leader humility and thriving at work

Employees who view their work as a pathway to success often conceptualize it as a process of growth that provides both valuable and enriching experiences. This perspective motivates them to actively seek opportunities for personal and professional development, allowing them to assess whether they are progressing positively in their careers. Ighomereho et al. (2022) highlight that a strong sense of enthusiasm fuels motivation and equips employees with the resilience needed to confront challenges and embrace risks. Moreover, research by Porath et al. (2012) emphasizes that learning and vitality are essential components of workplace success. Without vitality, individuals may find themselves in a state of continuous learning that ultimately leads to feelings of exhaustion and depletion. For instance, employees who lack enthusiasm for their work, despite engaging in ongoing learning within a demanding intellectual environment, may experience a sense of overwhelm. Instead of appreciating the growth opportunities, they may become preoccupied with managing their fatigue, which detracts from their overall job satisfaction and engagement. This underscores the importance of fostering both learning and vitality in the workplace.

Leader humility can enhance employees' feedback-seeking behavior by fostering a sense of psychological safety, which is especially crucial for those experiencing higher levels of job insecurity (Qian et al., 2022). Additionally, leader humility positively influences employees' proactive behavior by fulfilling their psychological needs for autonomy, competence, and relatedness. This effect is particularly pronounced among employees with lower levels of

traditional Chinese beliefs (Zhong et al., 2020). Furthermore, leader humility contributes to follower performance through the mechanism of follower harmonious passion. The positive relationship between leader humility and follower performance is partially mediated by follower harmonious passion, especially when followers exhibit a high level of humility (Diao et al., 2019; Qian et al., 2022).

H2: leader humility positively related to thriving at work

Affective commitment and thriving at work

There is a strong positive correlation between organizational commitment and thriving at work. Employees who show high commitment to their organization often report greater vitality and a stronger capacity for learning—two essential components of thriving (Kleine et al., 2019; Yi et al., 2022). This connection emphasizes the importance of nurturing a committed workforce, as it enhances individual well-being and contributes to overall organizational effectiveness. Additionally, affective commitment plays a crucial mediating role in the relationship between various organizational factors and thriving at work. For instance, research in the nursing sector indicates that affective commitment and work engagement mediate the relationship between perceived nursing culture and thriving at work (Zhai et al., 2023). This finding highlights that when employees feel emotionally connected to their organization, they are more likely to experience a sense of thriving. The implications of this relationship are significant. Organizations that cultivate a strong sense of affective commitment among their employees can create an environment that promotes vitality and continuous learning. This, in turn, can lead to improved job performance, increased employee satisfaction, and lower turnover rates.

Committed employees often exhibit high energy and enthusiasm, greatly contributing to their overall vitality. This vitality is essential for thriving, enabling employees to engage more deeply in their tasks and approach challenges positively and proactively. When employees feel energized and enthusiastic, they are more likely to invest their time and effort into their roles, leading to improved performance and job satisfaction. Additionally, employees committed to their organization are more likely to seek out and take advantage of learning opportunities. This commitment fosters a growth mindset, encouraging individuals to develop new skills and knowledge. Continuous learning is crucial for personal and professional growth, allowing employees to adapt to changing circumstances and remain competitive. Affective commitment, characterized by an emotional attachment to the organization, is vital in fostering deeper connections with colleagues and aligning with the organization's mission. These emotional ties create a supportive work environment where employees feel valued, understood, and connected to their peers. This sense of belonging enhances individual well-being and contributes to a collaborative and cohesive workplace culture.

H3: Affective commitment positively related to thriving at work

H4: Affective commitment mediate the link leader humility and thriving at work

3. Methods

The study employs a quantitative research method based on positivism, suitable for investigating specific populations or samples by collecting numerical data for statistical analysis.

Data is gathered using structured instruments like surveys or questionnaires, ensuring reliability and validity. The analysis utilizes statistical techniques to test established hypotheses, providing empirical evidence regarding the relationships between variables. This rigorous approach aims to produce objective findings that can be generalized to a larger population, contributing to a deeper understanding of the research topic (Hendryadi et al., 2019).

3.1. Sample and procedures

In this study, the sample is intended to represent the population, specifically targeting employees in Jakarta accurately. The sample size is established according to the guidelines provided by Hair et al. (2019), which recommend a minimum size of five times the number of indicators for Structural Equation Modeling (SEM) analysis. Furthermore, Bentler and Chu as cited in Hendryadi et al. (2019), suggest that a sample size ranging from 100 to 150 is the minimum for SEM research. As a result, this study employed a sample size of 150, utilizing a convenience sampling method (Anderson & Gerbing, 1984; Chou et al., 1991).

A total of 150 respondents participated in this study. The majority, 123 respondents (82%), were aged between 19 and 30 years, while 16 respondents (10.7%) were in the 31-40 age range, and 11 respondents (7.3%) were aged 41-51 years. Regarding gender, 90 respondents (60%) were female, and 60 (40%) were male. Educationally, most respondents held undergraduate degrees (S1), totaling 78 individuals (52%), followed by high school/vocational high school graduates at 60 (40%), Diploma 3 (D3) graduates at 9 (6%), and junior high school graduates at 3 (2%). Regarding employment type, 85 respondents (56.7%) were on contract, while 65 (43.3%) held permanent positions. In terms of work experience, 71 respondents (47.3%) had over three years of experience, 43 (28.7%) had 1-2 years, 19 (12.7%) had 0-6 months, and 17 (12.7%) had 6-12 months of work experience.

3.2. Measurement

Leader humility is assessed using a scale adapted from the works of Owens et al. (2013) and Owens and Hekman (2016), which consists of 12 items. An example of an item on this scale is, "My leader appreciates employee contributions by giving rewards or recognition." The affective commitment variable has been adapted from Cohen (1996) and includes nine items. An example of an item in this category is, "I feel happy to spend my career in this company." Lastly, Porath et al. (2012) adapted the thriving at work variable, comprising ten items. An example from this scale is, "At work, I feel full of enthusiasm." (Porath et al., 2012).

4. Results and discussion

The first step in Structural Equation Modeling (SEM) analysis is to assess the model's goodness of fit. As shown in Table 1, the Standardized Root Mean Square Residual (SRMR) is less than 0.06, indicating that the model is acceptable. Furthermore, the Comparative Fit Index (CFI), Adjusted Goodness of Fit Index (AGFI), and Relative Noncentrality Index (RNI) all exceed 0.90, which further supports the model's acceptability. Overall, the goodness of fit parameters demonstrates favorable results, concluding that the model exhibits a good fit.

Table 1. Goodness of Fit Evaluation

Goodness of Fit Model	Cut of value	Result
Chi Square	(> 0.05)	<0.05
SRMR	(< 0.06)	0.058
RMSEA	(< 0.06)	0.095
CFI	(> 0.90).	0.900
TLI	(> 0.90).	0.885
AGFI	(> 0.90).	0.932
RNI	(> 0.90).	0.900

Source: data processing (2024)

4.1. Confirmatory factor analysis

The findings presented in Table 2 illustrate that the measurement model exhibits convergent validity. A significant correlation exists between the items or instruments and their respective construct scores, as evidenced by loading factors with p-values for each instrument falling below .001. This indicates that the items effectively capture the intended constructs. Moreover, Table 3 affirms that all variables are associated with valid instruments, with p-values also below .001, further strengthening the reliability of the measurements utilized in the study. To ensure reliability, Cronbach's Alpha values must exceed 0.70, and Average Variance Extracted (AVE) values must be greater than 0.50, establishing valid discriminant validity. The results confirm that all variables in the study successfully meet these reliability and validity criteria, underscoring the robustness of the measurement model applied in the research.

The discriminant validity test is a crucial aspect of validating measurement models in research, ensuring that different constructs are measuring distinct concepts rather than overlapping. In this case, the Heterotrait-Monotrait Ratio (HTMT) method was employed to assess the discriminant validity of the constructs involved in the study. The results, as presented in Table 2, show that none of the correlations between the variables exceed the threshold value of 0.95. Since all correlations are below this threshold, it confirms that each construct or latent variable is unique and measures a different aspect of the research topic.

Tabel 2. Discriminant validity

Heterotrait-monotrait (HTMT) ratio of correlations			
	LH	THR	AFF
LH	1	0.565	0.678
THR	0.565	1	0.821
AFF	0.678	0.821	1

Source: data processing (2024)

Table 3. Convergent validity

	indikator	Loading factor	Cronbach Alpha	AVE	Decision
Leader Humility	LH1	0.818	0.968	0.728	*valid*
	LH2	0.867			*Valid*
	LH3	0.880			*Valid*
	LH4	0.876			*Valid*
	LH5	0.765			*Valid*
	LH6	0.879			*Valid*
	LH7	0.894			*Valid*
	LH8	0.894			*Valid*
	LH9	0.859			*Valid*
	LH10	0.700			*Valid*
	LH11	0.899			*Valid*
	LH12	0.866			*Valid*
Thriving at Work	THR3	0.717	0.893	0.588	*valid*
	THR6	0.817			*Valid*
	THR7	0.869			*Valid*
	THR8	0.709			*Valid*
	THR9	0.716			*Valid*
	THR10	0.804			*Valid*
Commitment Affective	AFF1	0.886	0.949	0.681	*Valid*
	AFF2	0.838			*Valid*
	AFF3	0.851			*Valid*
	AFF4	0.758			*Valid*
	AFF5	0.788			*Valid*
	AFF6	0.815			*Valid*
	AFF7	0.852			*Valid*
	AFF8	0.832			*Valid*
	AFF9	0.829			*Valid*

Source: data processing (2024)

4.2. Hypotheses testing

The analysis of the hypotheses provides significant insights into the relationships between leader humility, affective commitment, and thriving at work. The first hypothesis shows a positive influence of leader humility on affective commitment, with a coefficient value of 0.478 and a p-value of less than 0.001. This finding suggests that when employees perceive their leaders as humble, their emotional attachment and commitment to the organization will likely increase. This relationship emphasizes the importance of leader humility in creating a supportive work environment that boosts employee engagement.

The second hypothesis indicates a strong positive relationship between affective commitment and thriving at work, evidenced by a coefficient of 0.682 and a p-value of less than 0.001. This result implies that as employees' affective commitment increases, so does their ability to thrive in the work environment. Thriving encompasses both performance and overall well-being and satisfaction at work, highlighting the critical role of emotional commitment in fostering a flourishing workplace.

In contrast, the third hypothesis reveals no significant direct influence of leader humility on thriving at work, with a coefficient of 0.00527 and a p-value of 0.920. This finding suggests that while leader humility benefits affective commitment, it does not directly contribute to

thriving at work. Instead, it indicates that this relationship may be more complex and subject to mediation by other factors.

The fourth hypothesis clarifies this by demonstrating that leader humility does influence thriving at work indirectly through affective commitment, with a coefficient of 0.327 and a p-value of less than 0.001. High levels of leader humility can enhance employees' thriving at work by first increasing their affective commitment. Therefore, cultivating leader humility is essential for enhancing employee commitment and promoting a thriving work environment, as it catalyzes positive employee experiences and outcomes.

Table 4. Path coefficient and p-value

Hubungan	Estimate	SE	β	P-value
LH ⇒ AFF	0.478	0.065	0.670	< .001
AFF ⇒ THR	0.682	0.101	0.823	< .001
LH ⇒ THR	0.005	0.052	0.008	0.920
LH ⇒ AFF ⇒ THR	0.327	0.062	0.552	< .001

Source: data processing (2024)

4.2. Discussion

The findings of this study highlight the significant role of leader humility in influencing employee affective commitment, which in turn affects their ability to thrive at work. First, the research indicates that leader humility positively and significantly impacts affective commitment. This aligns with previous studies by Liborius and Kiewitz (2022) and Wang et al. (2022), which found that humble leaders create a supportive environment by actively listening to and valuing employee contributions. Such behavior enhances job satisfaction, as employees feel appreciated and recognized for their efforts. When employees perceive their leaders as humble, they are more likely to engage deeply with their work and align their personal goals with the organization's goals, leading to a stronger commitment to the company's objectives. Moreover, humble leaders promote open communication and foster community within the workplace. This sense of belonging enhances job satisfaction and boosts productivity, as employees feel more connected to their colleagues and the organization.

Second, the analysis further reveals that affective commitment positively and significantly influences thriving at work. Employees who are emotionally committed to their organization are likelier to take initiative, innovate, and exert greater effort to achieve company goals. This finding is consistent with studies by Alothmany et al. (2023) and Fatima and Hassan (2021), which also concluded that affective commitment is a key driver of thriving in the workplace. Employees who feel a strong emotional connection to their organization are more proactive in seeking opportunities for learning and development—characteristics essential for success in any professional setting. When employees experience satisfaction in their roles and a sense of accomplishment, they are likelier to exhibit loyalty and a desire to remain with the company.

Interestingly, the study also indicates that leader humility does not directly affect thriving at work. This suggests that while humility in leadership is beneficial for fostering affective commitment, it may translate into something other than employee development in

the workplace. Employees may have varying perceptions of what they need from their leaders; in some cases, they might prefer a more assertive leadership style that provides clear direction and decision-making. If employees perceive their leader as overly humble and lacking in assertiveness, it could lead to feelings of uncertainty and decreased motivation. This means that while leader humility alone may not directly enhance thriving, it creates a supportive environment for affective commitment, which fosters thriving. Humble leaders contribute to a positive workplace culture of mutual respect, empathy, and collaboration. This finding is supported by previous studies (Alothmany et al., 2023; Diao et al., 2019; Liborius & Kiewitz, 2022; Qian et al., 2022; D. Wang et al., 2022), which collectively affirm that leader humility enhances thriving at work by strengthening affective commitment among employees (Kleine et al., 2019; Yi et al., 2022).

5. Conclusion

The study presents several key conclusions regarding the relationship between leader humility, affective commitment, and thriving at work. First, it finds that leader humility positively influences employee affective commitment. This means humble leaders can foster a stronger emotional attachment among their employees, leading to greater organizational commitment. Second, the results show that affective commitment positively impacts thriving at work. Employees who feel emotionally connected to their organization are more likely to engage in learning and exhibit vitality in their roles, enhancing their overall work experience. However, the study also reveals no direct impact of leader humility on thriving at work. This suggests that while humble leaders create a supportive environment, their lack of assertiveness may lead to feelings of uncertainty among employees, potentially diminishing their confidence and motivation. Importantly, the research highlights that leader humility influences thriving at work indirectly through affective commitment. Employees who perceive their leaders as humble feel more valued and heard, strengthening their connection to the organization and enhancing their overall thriving.

The study acknowledges several limitations that may impact the interpretation of its findings. First, it did not establish a direct relationship between leader humility and thriving at work. This limitation indicates that future research should investigate the relationship between these two variables to better understand their interaction. Second, the study utilized a limited sample, which restricts the generalizability of the results to all employees in Jakarta. Subsequent studies should expand their geographical scope, increase the sample size, and employ different analytical techniques to enhance the robustness of future findings. This approach could provide a more comprehensive view of the dynamics between leader humility, affective commitment, and thriving at work across diverse contexts.

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Declarations

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