

Leader's Openness and Tolerance of Ambiguity as Mediator in the Relationship Between Leader's Intellectual Humility and Employee's Job Satisfaction

Chintya^a, Fajar Rezeki Ananda Lubis^b, Dede Ansyari Guci^c

Universitas Prima Indonesia

ABSTRACT

Amidst intense competition, companies must maintain innovation and service excellence to the public. Employee job satisfaction plays a crucial role in enhancing innovation and company performance. This study aims to analyze the role of leader openness and tolerance of ambiguity as mediators in the relationship between leader intellectual humility and employee job satisfaction. Using a quantitative approach, data were collected through surveys of employees and leaders at PT Jaya Prima Express, a logistics company in Medan City. The research variables include intellectual humility as an independent variable, openness and tolerance of ambiguity as mediator variables, and job satisfaction as a dependent variable. Results from the GLM Mediation Analysis indicate that leader intellectual humility does not have a significant positive effect on employee job satisfaction. However, leader openness and tolerance of ambiguity were found to mediate the relationship, suggesting that these leadership traits foster a more inclusive and adaptive work environment. These findings provide theoretical contributions to leadership literature and practical benefits for organizations seeking to improve employee job satisfaction through leadership styles that support innovation and adaptability to change.

Keywords : Intellectual Humility, Tolerance of Ambiguity, Openness, Job Satisfaction.

INTRODUCTION

In facing intense competition in the global economic era, national companies must maintain customer satisfaction through innovation and superior services. The role of employees has become increasingly crucial as they need to maintain optimal performance and contribute to the company's success (Wolor et al., 2020). Recent research indicates that 47% of employees tend not to be psychologically engaged with their jobs or the companies they work for, making them more likely to seek opportunities elsewhere and willing to switch companies when offered better positions (Gallup, 2020). In the courier and logistics industry, particularly in Indonesia, changes in the business environment—such as technological advancements and market uncertainties—require leaders to embrace new ideas and develop tolerance for ambiguity. However, field observations reveal that many leaders struggle to demonstrate openness to innovation and adaptability to change, negatively impacting employee job satisfaction. Companies often face challenges in retaining employees due to low job satisfaction, which leads to high turnover rates. This situation is exacerbated by leadership styles that do not support innovation or diversity of ideas and the inability of leaders to handle ambiguous situations effectively. This phenomenon highlights the need for leaders who possess not only intellectual humility but also openness and tolerance of ambiguity to create a more inclusive, adaptive, and supportive work environment. This

research aims to address these issues by analyzing how openness and tolerance of ambiguity mediate the relationship between leaders' intellectual humility and employee job satisfaction, particularly in the dynamic and evolving courier industry. Studies on job satisfaction have been rapidly increasing due to its broad impact. Research shows that job satisfaction significantly influences overall quality of life, including social relationships, family connections, health status, job performance, attendance, and employee loyalty (Montuori et al., 2022). High job satisfaction is a key factor in improving employee productivity and enhancing company profitability (Waworuntu et al., 2022). Conversely, dissatisfaction is a major reason employees leave their jobs (Deloitte, 2022). For employees, job satisfaction also plays a critical role in their personal well-being. Employees with high job satisfaction tend to be happier and more motivated at work. On the other hand, those with low job satisfaction are less driven to perform well, which can disrupt their work activities. They may avoid responsibilities or take excessive time off under the pretext of illness (Judge et al., 2001). Job satisfaction also influences employees' sense of security; those with high job satisfaction are more likely to feel secure in their positions because they perceive a clear future with the company (Wolniak & Olkiewicz, 2019). Thus, understanding the factors influencing job satisfaction is essential for creating a positive and sustainable work environment. Job satisfaction describes an individual's relationship with their work situation (MacDonald & MacIntyre, 1997). It can be defined as a positive or pleasant emotional state resulting from work experiences (Locke, 1976). Job satisfaction is considered an essential component of overall satisfaction that provides individuals with the energy needed to perform well and remain committed to their jobs. Additionally, it fosters the strength to grow and innovate in their roles (Malik et al., 2014). Leadership is a significant factor influencing job satisfaction. Leadership styles, reflected in leaders' attitudes, behaviors, skills, and the values of the organization, significantly impact employee satisfaction (Mosadegh Rad & Yarmohammadian, 2006). Intellectual humility is one such leadership trait that has garnered attention in leadership literature. Krumrei-Mancuso and Rouse (2016) define intellectual humility as an awareness of one's intellectual fallibility that does not threaten the individual. This awareness is evident in openness to revising one's viewpoint, lack of intellectual overconfidence, respect for others' viewpoints, and independence from ego when encountering differing opinions. Leaders with high intellectual humility benefit both the company and employees by being aware of their fallibility, open to new information, willing to revise their perspectives, unthreatened by differing opinions, and respectful of others' viewpoints (Pratiwi & Septiana, 2020). Such leaders foster an adaptive and collegial environment, enhancing job satisfaction and encouraging employee retention (Church & Samuelson, 2017). However, the relationship between leaders' intellectual humility and employees' job satisfaction is not straightforward. Research suggests mediating variables, such as leaders' openness to new ideas and tolerance of ambiguity. Leaders with high openness tend to adapt easily and are motivated to seek new knowledge and skills, fostering a more dynamic workplace (Şengün & Tuğrul, 2023). Openness, a dimension of the Big Five personality traits, is characterized by originality in generating new ideas, curiosity, deep thinking, and imagination (Goldberg, 1990). It includes facets such as fantasy, aesthetics, feelings, actions, ideas, and values (Costa & McCrae, 1992). Tolerance of ambiguity, another critical factor, involves individuals' acceptance or rejection of ambiguous stimuli, which are novel, complex, uncertain, or contradictory (McLain, 1993). Leaders with low tolerance for ambiguity are more likely to experience stress and react immaturely, while those with high tolerance find ambiguous situations engaging and

stimulating (Furnham & Ribchester, 1995). Recent studies reveal that openness and tolerance of ambiguity can mediate the relationship between intellectual humility and job satisfaction. For example, Abdullah (2013) found that leaders' openness positively correlates with employee satisfaction. Similarly, Katsaros (2012) highlighted that leaders with high tolerance for ambiguity are more flexible and adaptive, enhancing employee satisfaction. In dynamic industries like logistics, such as PT Jaya Prima Express, leadership with intellectual humility, openness, and tolerance for ambiguity is critical to navigating uncertainty and improving employee satisfaction. This study aims to explore how these traits mediate the relationship between leadership and employee satisfaction, offering insights into effective leadership strategies to foster innovation, reduce turnover, and create supportive work environments.

LITERATURE REVIEW

Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory is highly significant. Maslow describes the pattern of human motivation, which typically progresses from one stage to the next, using terms such as physiological needs, safety, love and belonging, esteem, and self-actualization. According to Maslow's hierarchy, the most fundamental needs, referred to as deficiency needs (esteem, belongingness and love, safety, and physical needs), must be fulfilled first before individuals strongly desire secondary or higher-level needs (Rahimi et al., 2016). Hariandja, as cited in Handayani et al. (2020), identifies several factors influencing job satisfaction such as salary, the job itself, coworkers, supervisors, promotion, and work environment. Research by Artaya (2019) reveals a positive correlation between need fulfillment and job satisfaction, concluding that greater fulfillment leads to higher job satisfaction. Another study by Abedini (Rahimi et al., 2016) examined the relationship between job satisfaction among sports trainers in Southern Khorasan and their needs based on Maslow's hierarchy. The findings indicate a significant relationship between job satisfaction and psychological needs, safety needs, and esteem needs.

Transformational Leadership Theory

Transformational leadership involves leaders interacting with others to build relationships that enhance motivation and morality for both leaders and followers. This leadership style encourages followers to achieve results beyond expectations by providing a vision, setting an example, offering support, and stimulating the desire for positive change. Followers trust, admire, and respect transformational leaders, making them more willing to exceed expectations (Purwanto et al., 2021). Transformational leaders directly impact followers by influencing and motivating them to achieve common goals, emphasizing interaction and building trust. Research also shows that job satisfaction positively affects organizational citizenship behavior, making it vital for organizations to prioritize employee satisfaction (Purwanto, 2020; Purwanto et al., 2021).

Job Satisfaction

Job satisfaction can be defined as the feeling of achievement and success experienced by employees. It is widely believed that job satisfaction directly correlates with productivity, work performance, and personal well-being. Job satisfaction means performing a job one enjoys, doing it well, and receiving appropriate rewards for one's efforts (Kaliski, 2007; Aziri, 2011). From a classical perspective, job satisfaction is a construct arising from an individual's perception of their activities as enabling the attainment of significant values that align with their needs, thus helping fulfill basic human necessities (Dziuba et al., 2020).

Wexley and Youkl (1984) define job satisfaction as the feelings and attitudes employees have toward their jobs. Certain factors, termed "motivators" by Herzberg, contribute to long-term satisfaction, including achievement, recognition, the nature of the work itself, and responsibility (Herzberg et al., 1959). In 1974, Churchill et al., in their article *Measuring the Job Satisfaction of Industrial Salesmen*, identified that job satisfaction encompasses job features and associated workplace conditions. They operationally defined job satisfaction as an affective state related to work, encompassing five aspects: supervision, job itself, coworkers, compensation, and promotion opportunities (Churchill et al., 1974). Locke (1976) refined these perspectives, describing job satisfaction as a pleasant emotional state arising from evaluating one's work experiences. This view framed job satisfaction as an affective reflection of work experiences. From a cognitive perspective, job satisfaction is understood as a psychological recognition process involving awareness, perception, reasoning, and judgment (Organ & Near, 1985). From an affective perspective, it is viewed as a positive emotional evaluation of work. Collectively, regardless of the perspective, job satisfaction relates to individual emotional well-being. Positive feelings toward work reflect satisfaction, while negative feelings reflect dissatisfaction (Zhu, 2013). Warr et al. (1979) developed an early measurement tool for job satisfaction, measuring work attitudes using 15 items, categorized into satisfied and dissatisfied responses, covering intrinsic and extrinsic factors. Its reliability score was 0.72. Another measurement tool by Ng (1993), *Job Satisfaction Scale for Nurses*, comprised 24 items using a 7-point Likert scale, specifically for nurses, with reliability scores between 0.84 and 0.85. Macdonald and MacIntyre (1997) developed the *Generic Job Satisfaction Scale* with 10 items on a 5-point Likert scale, reduced from an initial 44 items. Its reliability score was 0.77. This tool was chosen for the current study due to its applicability in various organizational sectors. Job satisfaction involves factors grouped into four areas: economic aspects, interpersonal relationships, tasks and activities, and working conditions. Herzberg's Two-Factor Theory (1965) divides influencing factors into external (hygiene factors) and internal (motivators). Hygiene factors, such as pay and working conditions, prevent dissatisfaction, while motivators like recognition and achievement drive satisfaction.

Intellectual Humility

Intellectual humility is a topic of ongoing discussion among scholars, varying by context. McElroy et al. (2014) define it as an individual's modesty regarding their knowledge and worldview. It involves regulating self-interest in being correct, openness to new ideas, and basing arguments on evidence. Leary et al. (2017) distinguish intellectual humility from low self-confidence. Individuals with intellectual humility recognize the uncertainty of knowledge, are open to revising beliefs based on new evidence, and are unaffected by personal ego. Samuelson and Church (2015) view intellectual humility as an outcome of human-environment interaction. It is a skill that can be developed, trained, and strengthened. Similarly, Alfano et al. (2017) link intellectual humility to self-image, describing it as composed of traits like openness and inquisitiveness. Krumrei-Mancuso and Rouse (2016) define intellectual humility as awareness of one's fallibility, demonstrated through openness to revising beliefs, respect for others' viewpoints, and lack of overconfidence. This conceptualization, encompassing interpersonal and intrapersonal dimensions, is adopted for this study. Several tools measure intellectual humility: *Intellectual Humility Scale (IHS)* by McElroy et al. (2014) measures intellectual openness and regulation of emotions, with reliability scores of 0.9–0.97; *General Intellectual Humility Scale (GIHS)* by Leary et al. (2017) is a unidimensional measure with six items and a reliability score of 0.82.

;Comprehensive Intellectual Humility Scale (CIHS) by Krumrei-Mancuso and Rouse (2016) consists of 22 items across four dimensions with good reliability and validity scores. This tool is used in the current study due to its multidimensional approach.

Openness

Openness, or openness to experience, is one of the Big Five personality dimensions. To define openness, it is essential first to understand the Big Five. The origins of the Big Five stem from Allport and Odbert's (1936) study, which identified 18,000 terms describing human behavior, later categorized into four main groups: general tendencies, temporary conditions, evaluative judgments about personal reputation, and physical characteristics. Cattell (1943) refined these into 4,500 traits, later distilled into 12 personality factors and ultimately the 16 Personality Factors (16PF). Further research by Tupes and Christal (1961) identified five dominant factors, termed by Norman (1963) as extraversion/surgency, agreeableness, conscientiousness, emotional stability, and culture. These factors, later referred to as the Big Five, broadly encompass human personality (Goldberg, 1981). Norman (1963) initially termed the fifth factor as "culture," but Goldberg (1990) argued that "intellectual interest" or "openness" was more suitable. Openness includes originality, intellectual curiosity, imagination, and aesthetic sensitivity. Costa and McCrae (1992) expanded on this, identifying six facets of openness: fantasy, aesthetics, feelings, actions, ideas, and values. This study adopts Goldberg's (1990) definition, as it forms the foundation of the Big Five Inventory (John et al., 1990), widely used to measure openness. Costa and McCrae (1985) initially developed the NEO Personality Inventory, revised in 1992 as the NEO Personality Inventory Revised (NEO PI-R), comprising 240 items. Recognizing its length, they created the shorter NEO Five Factor Inventory (NEO-FFI) with 60 items and a reliability score of 0.79. Goldberg (1992) developed the Trait Descriptive Adjectives Scale (TDA), a 100-item tool with a reliability score of 0.89. John et al. (1990) introduced the Big Five Inventory (BFI), consisting of 44 items. The BFI is the most efficient tool due to its brevity, ease of understanding, and strong reliability (0.83). This study employs the BFI. Openness influences various aspects of life, including relationships, attitudes, political activities, and artistic endeavors (McCrae & Sutin, 2009). Research shows openness correlates with creativity, problem-solving abilities, goal-oriented behavior, resilience to stress, and overall well-being (Peterson & Seligman, 2004). Additionally, it is closely associated with performance in creativity-driven tasks, crystallized intelligence, and verbal skills (John & Srivastava, 1999; Schwaba et al., 2019).

Tolerance of Ambiguity

Researchers often define tolerance of ambiguity through its opposite—ambiguity intolerance. McLain (1993) describes tolerance of ambiguity as an individual's spectrum of acceptance or rejection of ambiguous stimuli, where ambiguous stimuli refer to situations that are unfamiliar, complex, uncertain, or capable of multiple conflicting interpretations. Individuals with low tolerance for ambiguity often experience stress and immaturity, such as attempting to escape ambiguous situations. Conversely, those with high tolerance perceive ambiguous scenarios as engaging and challenging, viewing them as opportunities rather than obstacles (Furnham & Ribchester, 1995). Several tools measure tolerance of ambiguity: Ambiguity Tolerance Scale by MacDonald (1970), measuring emotional, perceptual, and operational dimensions of ambiguity; Measurement of Ambiguity Tolerance by Norton (1975), focusing on cognitive aspects of ambiguity tolerance; Multiple Stimulus Ambiguity Tolerance Scale by McLain (1993), emphasizing the behavioral response to ambiguous stimuli. McLain's tool is particularly relevant for workplace studies and is adopted in this

research due to its applicability and reliability. Tolerance of ambiguity is crucial in modern organizations, as employees frequently encounter uncertainty due to dynamic roles, risks, and complex challenges. It correlates with creativity, decision-making skills, and performance (Furnham & Marks, 2013; Merrotsy, 2013). Research by Leary et al. (2017) indicates that tolerance of ambiguity positively relates to intellectual humility, curiosity, and open-mindedness. Individuals with high tolerance for ambiguity are better equipped to navigate organizational complexity, contributing to improved outcomes.

Relationship Between Intellectual Humility and Job Satisfaction

The relationship between intellectual humility and job satisfaction has been widely discussed in recent studies. Leaders with intellectual humility are aware of their limitations, open to feedback, and willing to learn from others. These traits foster a positive work environment where employees feel valued, respected, and supported, ultimately improving job satisfaction (Church & Samuelson, 2017). Intellectual humility enables leaders to handle workplace challenges effectively by demonstrating openness to new perspectives and acknowledging their fallibility. This attitude positively influences employee engagement and reduces conflict in the workplace (Krumrei-Mancuso & Rouse, 2016). Moreover, leaders with intellectual humility create a culture of trust and collaboration, which strengthens employees' connection to the organization and enhances their job satisfaction (Pratiwi & Septiana, 2020). However, the relationship between intellectual humility and job satisfaction is not always direct. Other factors, such as organizational culture, employee expectations, and mediating variables like openness and tolerance of ambiguity, may influence this relationship.

Relationship Between Openness and Job Satisfaction

Openness is one of the Big Five personality traits that significantly impact how individuals perceive and respond to their work environment. Leaders with high openness exhibit curiosity, flexibility, and creativity, making them more adaptable to change and open to new ideas. These characteristics contribute to a supportive and dynamic workplace, which enhances employee job satisfaction (Şengün & Tuğrul, 2023). Research shows that openness is positively correlated with innovation and problem-solving capabilities, enabling leaders to address workplace challenges effectively. Leaders who encourage open communication and value diverse perspectives foster an inclusive work culture, improving employee morale and satisfaction (Goldberg, 1990). Furthermore, openness allows leaders to connect with employees on a deeper level, understanding their needs and motivations. This connection promotes trust and loyalty, which are crucial for sustaining high levels of job satisfaction (Costa & McCrae, 1992).

Relationship Between Tolerance of Ambiguity and Job Satisfaction

Tolerance of ambiguity refers to an individual's ability to manage and adapt to uncertain or ambiguous situations. Leaders with high tolerance of ambiguity remain calm and composed in the face of uncertainty, which helps create a stable and secure work environment for employees (Furnham & Ribchester, 1995). In modern organizations, where rapid technological advancements and market uncertainties are common, tolerance of ambiguity is an essential leadership trait. Research shows that leaders with high tolerance of ambiguity are better at decision-making, creativity, and problem-solving, which positively impacts employee performance and job satisfaction (Furnham & Marks, 2013; Merrotsy, 2013). Additionally, leaders who demonstrate tolerance of ambiguity foster a culture of resilience and adaptability, enabling employees to navigate workplace challenges more effectively.

This reduces stress and promotes a sense of security, further enhancing job satisfaction (Katsaros et al., 2014).

METHODS

This research employs a quantitative approach using a cross-sectional design to examine the relationships between variables at a specific point in time. The study focuses on analyzing how leader openness and tolerance of ambiguity mediate the relationship between leader intellectual humility and employee job satisfaction. The participants in this study include employees and leaders at PT Jaya Prima Express, a logistics company in Medan. Leaders are selected based on their supervisory roles, while employees represent team members reporting to these leaders. The sample size was determined using Slovin's formula with a margin of error of 5%. The calculation resulted in a sample size of 120 respondents, consisting of 30 leaders and 90 employees. A proportional sampling technique was used to ensure representativeness across the organizational hierarchy. The research process was conducted in two main stages: the preparation stage and the implementation stage. During the preparation stage, a thorough literature review was conducted to examine relevant theories and previous studies, which served as the basis for developing the study's conceptual framework. Additionally, instruments such as questionnaires were carefully adapted to measure the constructs investigated, including intellectual humility, openness, tolerance of ambiguity, and job satisfaction. In the implementation stage, data collection was carried out by distributing surveys to employees and leaders through both online and offline channels. Before participation, respondents were informed about the purpose of the research and assured of the confidentiality of their responses. Following the data collection process, the responses were meticulously reviewed to ensure completeness and accuracy before proceeding with the analysis.

The Comprehensive Intellectual Humility Scale (CIHS) developed by Krumrei-Mancuso and Rouse (2016) was used to measure Intellectual Humility. This scale comprises 22 items across four dimensions: Openness to Revising One's Viewpoint, Lack of Intellectual Overconfidence, Respect for Others' Viewpoints, and Independence of Intellect and Ego. The instrument demonstrated strong reliability (Cronbach's $\alpha = 0.82$) and was adapted to the Indonesian context for this study. The Generic Job Satisfaction Scale by Macdonald and MacIntyre (1997) was used to measure employee satisfaction. It consists of 10 items rated on a 5-point Likert scale, with reliability scores of 0.77 in previous studies. Openness was measured using the Big Five Inventory (BFI) by John et al. (1990), which includes items that assess intellectual curiosity, creativity, and openness to new ideas. The scale was chosen for its brevity and high reliability (Cronbach's $\alpha = 0.83$). The Multiple Stimulus Ambiguity Tolerance Scale by McLain (1993) was employed to assess leaders' responses to ambiguous situations. It consists of 12 items with strong psychometric properties.

Operational Definitions of Variables

Independent Variable: Intellectual Humility defined as a leader's awareness of their knowledge limitations and willingness to revise their views based on evidence.

Mediating Variables: Openness defined as leader's willingness to explore and accept new ideas and experiences; Tolerance of Ambiguity defined as the leader's ability to remain calm and effective in uncertain or complex situations.

Dependent Variable: Job Satisfaction defined as employees' overall emotional response to their work environment, tasks, and leadership.

Data Analysis

The data was analyzed using GLM Mediation Analysis in the Jamovi 2.3.28 software. Mediation tests were conducted to determine whether openness and tolerance of ambiguity mediated the relationship between intellectual humility and job satisfaction. Descriptive and inferential statistics were used to interpret the results.

RESULTS

The participants in this study consisted of 35 employees from PT. Jaya Prima Express, including 18 women and 17 men. The average age of the participants was 25.6 years. Most participants were in the age range of 21–30 years, and the average length of service in the company was 2.4 years. The education levels of the participants were dominated by high school graduates (45.7%) and bachelor's degree holders (42.8%).

Leader's Intellectual Humility: The range of scores for the intellectual humility variable was between 22 and 110, with an average score of 76.4 and a standard deviation of 9.8. This indicates that the majority of participants perceived their leaders as demonstrating moderate levels of intellectual humility. **Employee Job Satisfaction:** The possible score range for job satisfaction was 10 to 50. The average score was 36.2 with a standard deviation of 6.3, indicating a moderate level of employee satisfaction in their jobs. **Leader Openness:** The possible score range of 12 to 60. The average score for this variable was 43.5 with a standard deviation of 7.4, suggesting that leaders at PT. Jaya Prima Express exhibit moderate openness toward new ideas. **Leader Tolerance of Ambiguity:** scores for leader tolerance of ambiguity ranged from 10 to 50, with an average score of 35.8 and a standard deviation of 5.6. This demonstrates that most participants perceived their leaders as moderately tolerant of ambiguous situations.

Mediation Analysis Results

The mediation analysis was conducted using the General Linear Model (GLM) mediation analysis technique to examine the roles of leader openness and ambiguity tolerance as mediating variables in the relationship between leader intellectual humility and employee job satisfaction. The results showed no significant direct effect of leader intellectual humility on employee job satisfaction ($p > 0.05$). This indicates that intellectual humility, as an independent variable, does not directly influence job satisfaction. Leader openness significantly mediated the relationship between leader intellectual humility and employee job satisfaction ($p < 0.05$). This suggests that intellectual humility positively impacts job satisfaction indirectly through the leader's openness to new ideas and approaches. Leader ambiguity tolerance also mediated the relationship between leader intellectual humility and employee job satisfaction ($p < 0.05$). Leaders with high ambiguity tolerance can create a more inclusive and adaptive work environment, indirectly enhancing employee job satisfaction. When both mediating variables (openness and ambiguity tolerance) were included in the model simultaneously, the indirect effects remained significant ($p < 0.05$). This indicates that both factors collectively play essential roles in connecting intellectual humility to job satisfaction.

Indirect and Total Effects

Type	Effect	Estimate	SE	95% C.I. (a)		β	z	p
				Lower	Upper			
Indirect	IH \Rightarrow O \Rightarrow WS	0.2436	0.0603	0.1255	0.362	0.528	4.04	<.001
	IH \Rightarrow TOA \Rightarrow WS	0.1132	0.0343	0.0460	0.180	0.246	3.30	<.001
Component	IH \Rightarrow O	0.4480	0.0147	0.4191	0.477	0.982	30.41	<.001
	O \Rightarrow WS	0.5438	0.1333	0.2825	0.805	0.538	4.08	<.001
	IH \Rightarrow TOA	0.9824	0.0573	0.8700	1.095	0.945	17.13	<.001
	TOA \Rightarrow WS	0.1152	0.0343	0.0481	0.182	0.260	3.36	<.001
Direct	IH \Rightarrow WS	0.0942	0.0603	-0.0240	0.212	0.204	1.56	0.118
Total	IH \Rightarrow WS	0.4510	0.0164	0.4188	0.483	0.978	27.44	<.001

Note. Confidence intervals computed with method: Standard (Delta method)

Note. Betas are completely standardized effect sizes

DISCUSSION

The findings of this study align with existing leadership and job satisfaction literature. Although intellectual humility does not directly affect job satisfaction, it provides a foundation for developing other essential leadership traits. Intellectual humility allows leaders to recognize their limitations, seek input from others, and remain open to new ideas. This characteristic, while not directly influencing satisfaction, helps leaders build a more supportive and flexible leadership style. Leader openness, one of the mediating factors, significantly enhances job satisfaction by fostering innovation and inclusivity within the organization. Employees tend to feel more valued and satisfied in workplaces where leaders are open to diverse perspectives and new approaches. On the other hand, ambiguity tolerance also serves as a crucial mediator. In today's fast-changing business environment, leaders with high ambiguity tolerance can navigate uncertainty more effectively. Such leaders instill confidence in their teams, reduce anxiety caused by unclear circumstances, and encourage adaptability, thereby enhancing overall employee satisfaction. This research underscores the importance of combining intellectual humility with openness and ambiguity tolerance to create a positive and adaptive workplace culture. Together, these traits empower leaders to respond effectively to the dynamic challenges of modern organizations while ensuring employee well-being and satisfaction.

CONCLUSION

This study investigated the role of leader openness and ambiguity tolerance as mediators in the relationship between leader intellectual humility and employee job satisfaction at PT. Jaya Prima Express. The findings indicate that leader intellectual humility does not directly and significantly influence employee job satisfaction. However, leader openness plays a significant mediating role, as leaders who demonstrate high openness can create a work environment that is more adaptive and open to innovation, which positively impacts employee job satisfaction. Similarly, leader ambiguity tolerance also mediates the relationship between intellectual humility and job satisfaction. Leaders who exhibit high tolerance for ambiguity can foster a more inclusive and adaptive work environment, which helps employees feel more comfortable and satisfied even in uncertain or challenging situations.

LIMITATION

This study has several limitations that should be acknowledged. First, the small sample size of only 35 participants limits the generalizability of the findings to broader populations or other organizational contexts. Future studies should consider including larger and more diverse samples to enhance the external validity of the results. Second, the study was conducted in a single organization, PT. Jaya Prima Express, which might not represent the dynamics of other industries or cultural settings. Expanding the scope to multiple organizations or industries could provide more comprehensive insights. Additionally, the measurement tools, although reliable, might not capture the full complexity of the variables studied. Incorporating qualitative approaches or mixed methods could offer a deeper understanding of the mediating processes and contextual factors influencing the relationships. Lastly, the cross-sectional design of this study captures data at a single point in time, limiting the ability to observe changes or causal relationships over time. Longitudinal research would be valuable in addressing these gaps and understanding the evolution of the relationships examined.

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