

## Mediators of Work-Life Quality and Happy Workplace to the Link between Transformational Leadership and Employees' Organizational Commitment



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**ABSTRACT:** The research used a quantitative methodology to examine the impact of work-life quality and a positive environment on employees' organizational commitment. The role of work-life quality (WLQ) and a happy workplace (HWP) is regarded as a mediating variable and their significant contributions to the relationship between transformational leadership and organizational commitment of employees are verified. The research involved 202 participants employed at rubber industries in southern Vietnam. The findings validated the existence of WLQ and HWP as mediators. This represents the novel focus of the research.

**KEYWORDS:** Workplace happiness, work-life quality, transformational leadership, organizational commitment

### 1. INTRODUCTION

The evolution of mankind and governance diversity necessitates a transformation in leadership styles. Transformational leadership has emerged as a significant paradigm in recent years. This causes a significant change in scholars toward investigation. As argued by Hermanto et al. (2024), a transformational leadership approach, companies can gain expectations of benefits in business and maintaining good employees, even improved work-life quality (WLQ) of employees (Hermanto et al., 2024). Employees are the backbone of any organization, and their well-being should be a top priority. WLQ is not only just about providing competitive salaries and benefits, but also creating an environment where employees feel valued, respected, and empowered to contribute to the organization's success (Hermanto et al., 2024).

We cannot say no that employees' organizational commitment expect their work-life quality. As found by Syamsuddin et al. (2020), there is an existing of the positive relationship between WLQ and employees' organizational commitment (EOC). According to Mory et al. (2015), affective and normative organizational commitment are contained in the employees' organizational commitment. Likely, Nanjundeswaraswamy et al. (2020) found a positive impact of WLQ on employee commitment through the moderating role of leadership styles. While Currivan (1999) has a private argument and proved that organizational commitment of employee are caused by their job satisfaction, working environment, and individual characteristics.

There is a substantial body of prior research on the organizational commitments of employees. However, studies have demonstrated that the antecedent variables of work-life quality and happiness at work, which are responsible for changes in employees' organizational commitment, are limited. This research gap is identified and addressed by this study, which takes into account the mediating variables of work-life quality and happiness at work in the relationship between transformational leadership and organizational commitment of employees.

The purpose of this paper is to examine the potential role of mediators of work-life quality and workplace satisfaction in mediating the relationship between transformational leadership and the organizational commitment of employees. The subsequent section of the literature review is the framework for the remainder of the paper. The method is the primary focus of the subsequent section. The subsequent section is dedicated to the design of data analysis, within which the results of hypothesis testing are presented. Finally, the results and ensuing discussions are assessed.

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## 2. LITERATURE REVIEW

### **Transformational leadership (TLE):**

Transformational leadership is the culmination of elements of task performance, innovative work behavior, and information exchange among leaders (Saif et al., 2024). Task performance is defined as a metric for measuring leadership success. Innovative work behavior demonstrates favorable changes in leadership toward integration for both home and foreign markets. Knowledge sharing is a positive mindset of executives who are always accessible and willing to share their knowledge with staff to increase firm performance.

Bass et al. (2003) delineated four essential attributes of transformational leadership: intellectual stimulation, idealized influence, individualized concern, and inspirational motivation. Transformative power is supported by a collection of essential traits that characterize the transformational leadership style. These encompass robust communication abilities, emotional intelligence, strategic acumen, and a sincere dedication to the growth and empowerment of people. Transformational leaders are unafraid to assume risks, accept uncertainty, and lead proactively, motivating their followers to achieve their utmost potential.

### **Work-life quality (WLQ)**

The work-life quality of employees is evaluated based on the balance between their professional and personal lives within the organization (Syamsuddin et al., 2020). The well-being of employees, job satisfaction, and overall productivity are contingent upon a favorable work-life balance. When individuals emphasize work-life quality, they are more likely to be engaged, motivated, and committed to their careers (Ton et al., 2021).

The quality of life at work and workplace happiness are distinct concepts. WLQ will prioritize the physical and mental well-being of its employees. Workplace happiness encompasses both physical and mental well-being. A comfortable workplace characterized by friendly interactions between employees and between employees and management.

### **Happy workplace happiness (HWP)**

Happiness is an essential element of both subjective and objective well-being within the framework of global model theory (Ventegodt et al., 2003). Subjective well-being is determined by individuals' self-assessment of life satisfaction and happiness, but objective well-being is affected by income, education, health, and other material and social resources that enhance personal wellbeing. The widespread appeal of the happiness idea, which stimulates economies and society, prompted the United Nations (UN) to release the World Happiness Report (WHR) in 2010.

Upon joining a company, employees frequently expect to get a competitive salary. Subsequently, they appear to anticipate workplace satisfaction. As a result of their tenure at the organization, they acquired knowledge regarding the working environment. Occasionally, a few of them are amenable to accepting a slightly lower salary in exchange for improved physical and mental health.

### **Employee's organizational commitment (EOC)**

Employees typically expect a good wage and a positive work environment. They are prepared to work well if the firm's promises to them are fulfilled as commitments. As argued by (Syamsuddin et al., 2020), employees' organizational commitment was assessed based on their devotion to and involvement with the institution. Several markers were utilized to measure engagement. (1) favorable attitude toward the institution, (2) involvement in the job, (3) strong willingness to complete the tasks, (4) sincerity i

## 3. HYPOTHESES

### **Transformational leadership and work-life quality**

With positive changes of transformational leadership, it can make a stimulation to employees' organizational commitment to succeed their performance (Parvar et al., 2013). As stated by Hermanto et al. (2024), employees are people who work in an unpredictable environment and frequently expect their bodily and emotional well-being to be assured. Health care is also critical in a hostile working environment where medical services are expected to be provided at a minimum. According to A, the quality of life at work requires suitable remuneration and occasional health checks. Based on the preceding points of view, the hypothesis is proposed as follows:

*H1: A positive change in transformational leadership makes an increase in work-life quality*

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## Transformational leadership and happy workplace

Employees share worries about their company when they perceive organizational care (Al-shami et al., 2023). Companies should expect high levels of commitment and performance, as well as other positive behaviors, from equitably treated personnel (a perspective on diversity management techniques) (Njaramba, 2024).

*H2: A positive change in transformational leadership makes an increase in happy workplace.*

## Work-life quality and employees' organizational commitment

Despite the abundance of research on HWP and its antecedents, little is known about the impact of happiness on employees' organizational commitment and the degree to which it (directly or indirectly) influences HWP through other variables. As a result, with the second hypothesis, this study filled the aforementioned literature gap and added to the existing body of information.

*H3: A positive change in work-life quality makes an increase in employees' organizational commitment*

## Happy workplace and employees' organizational commitment

A happy workplace is a multidimensional notion that incorporates employees' general well-being and contentment in the job (Al-shami et al., 2023). It encompasses not only the physical work environment, but also job security, happy work, possibilities for growth and development, and the organization's overall culture and principles.

Establishing a good standard of happy workplace is critical for employee engagement, productivity, and retention. Employees who feel valued, supported, and empowered in their roles are more likely to be driven, devoted, and invested in the organization's success. Companies that prioritize happiness at the workplace can create a good and rewarding work environment that attracts and keeps top personnel, encourages innovation and creativity, and, ultimately, drives business success (Ventegodt et al., 2003). It benefits both the organization and the personnel. As a result, the hypothesis is stated as follows.

*H4: A positive change in happy workplace makes an increase in employee's organizational commitment*

## 4. RESEARCH METHODOLOGY

Respondents in the study are employees who are working in the rubber industry. Initially, the survey is planned to directly interview 230 employees. Unluckily, 202 employees cooperated to answer questions designed in the questionnaire. The questionnaire is structured in two parts. Firstly, demographic information of respondents is enclosed. Secondly, the questions with measures of four factors, each factor has its own observed variable. Accordingly, the factor as transformation leadership contains three observed variables, work-life quality has four observed variables, happy workplace has three observed variables, and employees' organizational commitment include four observed variables (Table 1). The scale of observed variables is based on five-point Liker-scale, 1 being unlikely to 5 being extreme likely.

**Table 1: Component measure with observed variables and its reference**

Components	Authors
<b>Transformational leaders (TLE)</b>	
Leadership principle and behavior help employees believe in themselves (TLE1)	Saif et al. (2024)
Principals communicate to solve problems and challenges (TLE2)	
The principal support personnel to attain goals (TLE3)	
<b>Work-life quality (WLQ)</b>	
Fair and sufficient salary drives me to participate in the task (WLQ1)	Syamsuddin et al. (2020)
I feel inspired to participate in my job when dispute resolution is founded on the ideals of openness, honesty, and justice (WLQ2)	
I am eager to improve my work-life quality and contribution through good support regulations (WLQ3)	
A pleasant working atmosphere and high-quality working circumstances inspire me to do my best (WLQ4)	
<b>Happy workplace (HWP)</b>	
Because to good policy improvements in my company, I feel awesome	Al-shami et al. (2023)

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It is happy to spend my time at the company (HWP2)	
Spending the rest of my career with this company would make me rather happy (HWP3)	
I'm glad the company takes my family into account once difficulties arise, not merely myself (HWP4)	
<b>Employees' organizational commitment (EOC)</b>	
I have a strong desire to remain a member of the organization	Hermanto et al. (2024)
I aim to align my efforts with the organization's objectives (EOC2)	
I hold the organization's the principles and objectives in high regard (EOC3)	
I always endeavor to finish the task in order to satisfy the organization's requirements (EOC4)	

Based on previous scholars with arguments, the research model is depicted in Figure 1, which four factors, e.g. TLE with three observed variables, WLQ with four observed variables, HWP with three observed variables, and EOC with four observed variables are employed, in which EOC plays as a dependent variable, and WLQ and HWP are mediating variables between TLE and EOC. This model will be tested in the next section.

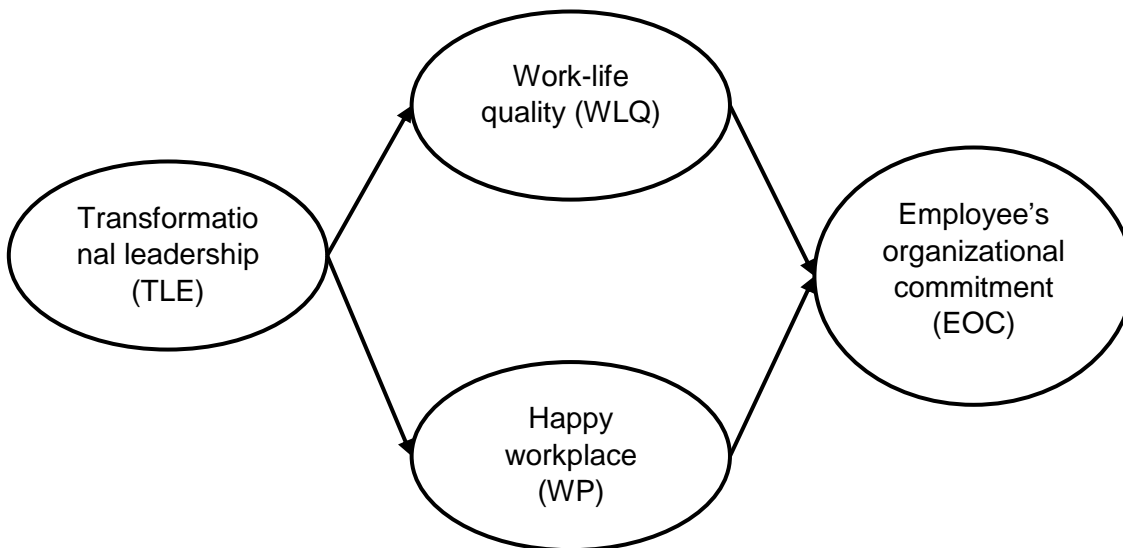


Figure 1: Research model

As mentioned, four hypotheses are stated to test the research model as follows.

- H1: A positive change in transformational leadership makes an increase in work-life quality.
- H2: A positive change in transformational leadership makes an increase in happy workplace.
- H3: A positive change in work-life quality makes an increase in employees' organizational commitment.
- H4: A positive change in happy workplace makes an increase in employee's organizational commitment.

### 5. EMPIRICAL ANALYSIS

As previously stated, the final sample of this study is 202 respondents, who are working in rubber enterprises. As resulted in descriptive statistics, a difference in gender is found in the sample, in which male employees occupy 60% and female employee account for 40%. The sampling. The sampling method is convenient, respondents who accept to answer questions, they are used to the study. Respondents include office workers (19%), business workers (31%), factory workers (35%), department heads (10%), and directors (5%).

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Testing four hypotheses is based on the quantitative method of multivariate analysis. As depicted in table 2, observed variables of four factors are reliability, due to their loading value larger than 0.7 (Hair et al., 2017). In addition, the average variance extracted (AVE) is higher than 0.5. As a result, constructs with items meet reliable conditions to estimate the research model (Sarstedt et al., 2019).

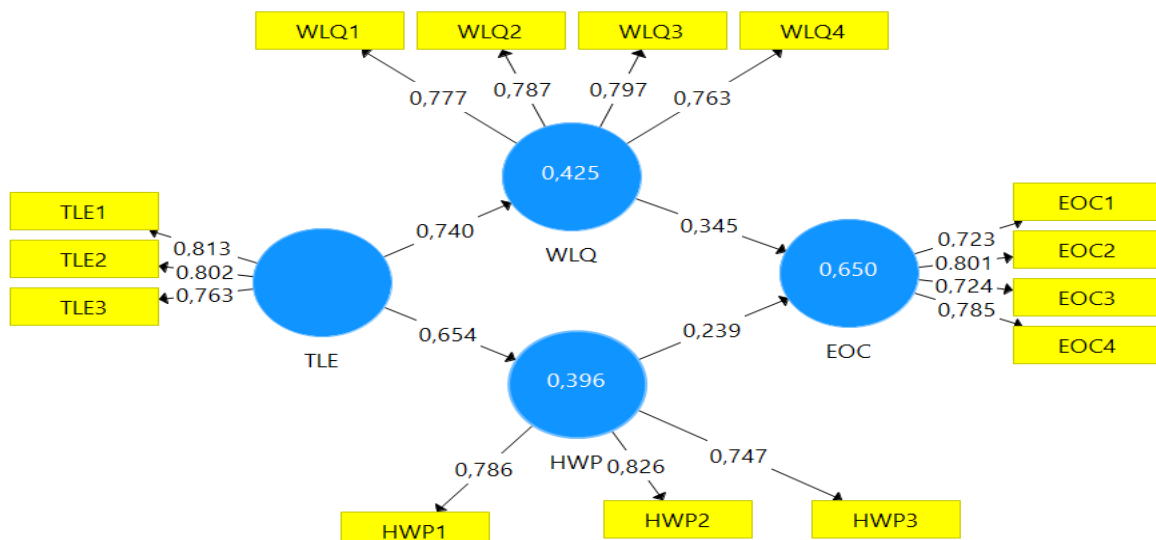
Applying the software of SmartPLS3 describes its results in figure 2. Accordingly, 42.5% of variations in work-life quality (WLQ) is explained by transformational leadership (TLE), while 39.6% variations in happy workplace (HWP) is explained by TLE. 65% variations in employees' organizational commitment are explained by WLQ and HWP.

The relationship among the four components is seen in Table 3. The paired factor connection is significant and positive. TLE exerts a beneficial influence on WLQ (H1) and HWP (H2), but EOC is contingent upon WLQ (H3) and HWP (H4). A positive alteration in TLE results in an elevation in WLQ and HWP. When the organization prioritizes enhancing WLQ and HWP, employees exhibit favorable opinions towards organizational commitment. The mediating function of WLQ and HWP is seen in the substantial contribution to connect between TLE and EOC.

**Table 2: Components with reliability and validity.**

Construct	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
Transformational leader (TLE)	TLE 1	0.813	0.707	0.844	0.576
	TLE2	0.802			
	TLE3	0.763			
Work-life quality (WLQ)	WLQ1	0.777	0.787	0.862	0.629
	WLQ2	0.787			
	WLQ3	0.797			
	WLQ4	0.763			
Happy workplace (HWP)	HWP1	0.786	0.782	0.830	0.619
	HWP2	0.826			
	HWP3	0.747			
Employees'	OCB1	0.723	0.787	0.862	0.610
	OCB2	0.801			
	OCB3	0.724			
	OCB4	0.785			

Note: AVE = Average Variance Extracted



**Figure 2: Estimated model**

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**Table 3: Relationships amongst factors and total effects**

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
HWP -> EOC	0.398	0.396	0.056	7.059	0.000
TLE -> HWP	0.629	0.634	0.050	12.677	0.000
TLE -> WLQ	0.652	0.656	0.064	10.248	0.000
WLQ -> EOC	0.478	0.479	0.052	9.127	0.000

The combined indirect effects of the link between TLE and EOC (0.563 – Original sample) (Table 4) are statistically significant. It confirms the existing indirect relationship between TLE and EOC. With the presentation of the indirect effects of TLE -> WLQ -> EOC and of TLE -> HWP -> EOC (Table 5), which are significant. So, we can conclude that specific indirect effects are substantial.

**Table 4: Total indirect effects**

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
HWP -> EOC					
TLE -> EOC	0.563	0.567	0.056	10.059	0.000
TLE -> HWP					
TLE -> WLQ					
WLQ -> EOC					

**Table 5: Specific indirect effects**

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
TLE -> HWP -> EOC	0.251	0.252	0.043	5.783	0.000
TLE -> WLQ -> EOC	0.312	0.315	0.050	6.258	0.000

Through the quantitative method, hypotheses are tested and confirm that four hypotheses are accepted and summarized in table 6. This finding confirms the mediating role of work-life quality and happy workplace increases employees' organizational commitments.

**Table 6: Result of hypotheses**

Hypotheses	Confirmation
H1: A positive change in transformational leadership makes an increase in work-life quality	Supported
H2: A positive change in transformational leadership makes an increase in workplace happiness	Supported
H3: A positive change in work-life quality makes an increase in employees' organizational commitment	Supported
H4: A positive change in happy workplace makes an increase in employee's organizational commitment	Supported

## 6. DISCUSSION

Although the direct relationship between transformational leadership and employees' organizational commitment is concerned, e.g. Hermanto et al. (2024), this relationship through the mediators of work-life quality and happy workplace of employees in an organization have been seen popularly. This is a new point of the current paper. The link between transformational leadership and

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work-life quality present is positive, this is consistent to Hermanto et al. (2024). The contribution of work-life quality on employees' organizational commitment is similar to Parvar et al. (2013), Syamsuddin et al. (2020), and Hermanto et al. (2024).

Al-shami et al. (2023) found the impact of happy workplace on organizational citizenship behavior of employees, while this study verifies a positive link between happy workplace and organizational commitment of employees. As a result, the finding confirms that the material and spiritual well-being of employees inside an organization are consistently significant concerns. When employees are content with their living and working conditions, which guarantee the quality and satisfaction provided by the company, they are inclined to exert effort and remain positively committed to the organization. It is essential to acknowledge that for employees to meet the aforementioned parameters, the role of leadership is crucial, particularly transformational leadership, which fosters good change and significantly influences organizational cohesion among employees.

### 7. CONCLUSION

The research used a quantitative methodology to examine the impact of work-life quality and a positive environment on employees' organizational commitment. The role of work-life quality and a happy workplace is regarded as a mediating variable. The research involved 202 participants employed at rubber industries in southern Vietnam. The findings validated the presence of work-life quality and happy workplace affecting the indirect correlation between transformational leadership and employees' organizational commitment. This represents the novel focus of the research.

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