
**Transformational Leadership and Quality of Work Life: Mediation Model
Commitment to Organizational Change and Trust Climate (Study on Pt.
Telkomsel)**

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Abstract

This study aims to determine the impact of transformational leadership on the quality of employee work life through the mediating effect of commitment to organizational change and climate of trust in PT. Telekomunikasi Selular (Telkomsel). Random Sampling method was used and obtained 168 respondents from organic employees of PT Telkomsel across the regions of Papua, Maluku, Sulawesi, and Kalimantan (Area Pamasuka). Data processing uses the SmartPLS application to test the hypothesized model. The results show that transformational leadership has a positive and significant impact on quality of life. Transformational leadership has a positive and significant impact on affective commitment, continuance commitment to change, and normative commitment to change. Transformational leadership has a positive and significant impact on the climate of trust. Affective commitment to change, and normative commitment to change have positive and significant impacts on the quality of work life, continuance commitment to change has no significant impact on quality of work life. Trust climate has a positive and significant impact on the quality of work life. Affective commitment to change and normative commitment to change mediate the positive influence of transformational leadership on the quality of employee work life. Continuance commitment to change has no significant impact on mediating transformational leadership on the quality of employee work life. The climate of trust mediates the relationship between transformational leadership and quality of work life.

Keywords: transformational leadership, quality of employee work life, commitment to organizational change, trust climate.

1. Introduction

The Covid-19 pandemic sparked numerous changes in various aspects of life including business activities. Crises such as public health emergencies and industrial accidents can disrupt organizations' normal operations (Racherla & Hu, 2009). Society has been struggling to overcome the pandemic in recent years, and though progress is being made, organizations still

require readjustment. To thrive amid changing and challenging times, many consider transformational leadership as a key driver for an organization (Hannah et al., 2009). Transformational leaders are expected to enhance the quality of work life for employees, which can contribute to organizational happiness and customer satisfaction (Burtson & Stichler, 2010).

According to Walton's (1975) findings, improving the quality of work life involves companies introducing and implementing mechanisms that encourage employees to participate in organizational decision-making regarding the design of their work life. The results of previous research show that employees' work lives are unsatisfactory because they work long hours and irregular work shifts, also resulting in insecurity in the workplace (Gordon et al., 2019). Employees are even unable to balance family life, personal life, and professional life which harms their performance.

Transformational leadership is a management mechanism to identify employee satisfaction in the quality of employee work life (Akar & Ustuner, n.d.) When companies experience change, transformational leadership is often associated with managerial effectiveness to facilitate performance and ease tensions between employees (Yang, 2012). Kim et al. (2013) noted there are certain limitations when it comes to identifying potential mediating factors that can explain the positive impact of transformational leadership on employees.

Leaders with transformational leadership characteristics help companies deal with change and increase employee commitment (Yang, 2012). It is expected that the employees' commitment to change mediate between transformational leadership and positive outcomes including employees' perceptions of quality of life. High levels of employees' commitment to change can reduce the negative impact of change-related stress on employees' well-being and health (Herscovitch & Meyer, 2002). Commitment to organizational change consists of an affective, normative, and ongoing commitment to change.

Molero Jurado et al. (2018) said the importance of transformational leadership style to improve employee well-being in the information and communication technology sector. Jacobs et al., (2013) argue that leaders who possess a transformational leadership style can effectively communicate the significance of work to their employees. By doing so, these leaders can promote employee well-being, which ultimately leads to a greater benefit for society as a whole. Transformational leadership can be used as a management mechanism in understanding employee satisfaction with the quality of work life (Kara et al., 2013).

Literature Review

1. Transformational Leadership

Leaders with a transformational leadership style play the role of visionary and empower followers to take responsibility for achieving the vision, engaging in promoting followers' growth and development (Bass, 1993). Characteristics of transformational leaders increase employee motivation toward work (Dust et al., 2014) employee trust in leaders and teams, and finally affecting employee attitudes toward work (Braun et al., 2013).

2. Employee commitment to change

Commitment to organizational change in the opinion of Meyer & Allen (1991) is to conceptualize commitment as a psychological state, and mindset, which makes it likely that employees will maintain membership in an organization. Commitment to organizational change refers to the strength of the mindset that binds individual employees to actions deemed necessary for the successful implementation of change initiatives and explains the degree of behavioral support of employees in creating organizational change initiatives (Herscovitch & Meyer, 2002). It includes three components:

2.1 Affective commitment to change

Affective commitment to change is a desire to support change because one believes that the change will be beneficial to the organization (Herscovitch & Meyer, 2002).

2.2 Continuance commitment to change

Continuance commitment to change is a belief that failing to support change will bring costly consequences for the organization (Herscovitch & Meyer, 2002).

2.3 Normative commitment to change

Normative commitment to change is a sense of responsibility to support change (Herscovitch & Meyer, 2002).

3. Trust Climate

Organizational climate is a perception related to policies, work practices, and expected behavior in the organization (Schneider et al., 2013). Trust is trusting and expecting others to perform certain functions to maintain that trust when monitoring and controlling is not practicable (Mayer et al., 1995). The climate of trust is the view of a trustworthy aggregate to which team members belong (Langfred, 2004). A high level of trust forms the basis for social order, good cooperation, and effective teamwork and has a positive effect on a country's social and economic development (Fukuyama, 1995).

4. Quality of Employee Work Life

According to (Adisa & Gbadamosi, 2019) healthy life at work and work life satisfaction have been acknowledged as critical aspects that lead to good quality of work life within an organization. Quality of work life leads to employees being satisfied with their jobs and affects customer satisfaction (Burtson & Stichler, 2010). Effective quality of work life meets the needs of employees and humanizes work by improving working conditions, thereby benefiting the employees' quality of life (Sirgy & et. al., 2001). According to Gillet et al. (2013), managerial or leadership style and support from superiors were identified as important determinants of quality of work life.

Hypothesis Development

1. Transformational Leadership and Quality of Work Life

Transformational leadership helps employees better manage stress in the workplace by recognizing challenges and turning them into opportunities, reducing employee fears, inspiring

employees through participation in decision-making, and empowering employees to make quality decisions (Bass, 1993). The literature on the impact of transformational leadership that focuses on the lives of employees continues to grow. A study by Jacobs et al. (2013) found that transformational leaders communicate the meaningfulness of work to employees by facilitating their well-being. In the information technology sector, transformational leadership was also found to be related to professional work life, job satisfaction, and retention (Eom et al., 2019). Research by Kim et al. (2013) proved that transformational leadership has a positive impact on the work life quality of restaurant workers. Based on previous research, the hypothesis is formulated.

H1: Transformational leadership is positively associated with the quality of work life.

2. Transformational leadership and commitment to organizational change

Developing a compelling vision and engaging employees individually through inspiration and intellectual stimulation are key components of transformational leadership. Transformational leaders effectively guide and communicate the process of organizational change, thus fostering a greater willingness among employees to support such change. This increased support stems from employees feeling more assured about the positive outcomes that organizational change can bring (Hill et al., 2012). Employees are more likely to believe that managers have their best interests in mind when managers demonstrate that they understand their employees' needs and concerns. (Hill et al., 2012). Bommer et al. (2005) discovered that employees are more inclined to comply with organizational change initiatives when under the guidance of transformational leaders, as these leaders help to mitigate negative reactions towards change. Furthermore, transformational leaders adopt a follower-centric approach by considering the values and concerns associated with change, and effectively communicating them. As a result, leaders can facilitate followers in evaluating the costs and benefits of change (Kim et al., 2013). Furthermore, Kim et al. (2013) discovered that transformational leadership has a positive impact on normative commitment to change, affective commitment to change, and continuance commitment to change.

H2a: Transformational leadership is positively associated with affective commitment to change.

H2b: Transformational leadership is positively associated with continuance commitment to change

H2c: Transformational leadership is positively associated with normative commitment to change

3. Transformational Leadership and Trust Climate

Transformational leaders can establish a work climate that supports and encourages group work by developing trust and respect among their members (Bass, 1993). Organizational climate is employees' collective perception of work policies, practices, and expected behaviors in the workplace (Schneider et al., 2013). According to Yue et al. (2019), Transformational leaders articulate a charismatic vision, therefore followers can gain knowledge about everyone and the organization, to facilitate team spirit, develop follower confidence, and create a pleasant organizational climate. Leaders who have a transformational leadership attitude can be relied upon by followers because they have a high level of concern for followers' uncertainties and

risks (Afsar & Masood, 2018). Research by Akter et al. (2021) proves that transformational leadership has a considerable influence on the climate of trust.

H3: Transformational leadership is positively associated with climate trust

4. Commitment to Organizational Change and Quality of Work Life

Commitment to organizational change is expected to influence employee perceptions (Hobfoll, 1989). First, affective commitment to change is their voluntary desire to support organizational change and to support their favorable opinions of their jobs by viewing change as a means of meeting those needs at work. Moreover, when workers perceive that there are more costs connected with change than advantages to their interests, they may be more content with their work lives if they engage in self-indulgent entertainment to lessen the costs of change. Finally, when workers agree to support change out of obligation, they often do it proactively, which has a positive impact on their work life evaluations. Research by Kim et al. (2013) has proven that affective commitment and continuance commitment to change positively impacts employees' work life quality, while normative commitment to change is not. Meanwhile, Meyer & Allen's (1991) research proves that affective commitment and normative commitment have a strong organizational correlation. Continuance commitment is negatively related.

H4a: Affective commitment to change is positively associated with the quality of work life

H4b: Continuance commitment to change is positively associated with the quality of work life

H4c: Normative commitment to change is positively associated with the quality of work life

5. Trust Climate and Quality of Work Life

The collective perception of trustworthiness in which team members feel a sense of belonging is referred to as the trust climate. (Langfred, 2004). Organizational outcomes, such as company performance (Lin et al., 2016), job security (Jiang & Probst, 2015), and firm competitive advantage (Fainshmidt & Frazier, 2017) have been observed in trust climate research. Furthermore, a climate of trust is positively related to employee-focused outcomes, e.g., job satisfaction (Flaherty & Pappas, 2000) and employee well-being (Leat & El-Kot, 2009). Employees' work life is enriched by the mutual trust and confidence between them and their managers (Cascio, 1992). According to Akter et al. (2021), the company's trust climate is a strong predictor of the quality of working life. A positive working environment characterized by mutual trust and exchange ensures job satisfaction and employee satisfaction in the workplace.

H5: Trust climate is positively associated with the quality work life

6. The mediating role of commitment to organizational change

The main way to explain the impact of transformational leadership on employee well-being is through transformational leadership qualities and influential tactics (C. M. Kim et al., 2013). Research is needed to examine how transformational leadership impacts changes in employee attitudes and behavior in the workplace because its impacts on employee performance are not always straightforward (Buil et al., 2019). Researchers identify partial or full mediating variables to better understand the processes underlying the impact of transformational leadership and the outcomes which relate to employees (Kim et al., 2021). Kim et al. (2021) research shows that

commitment to organizational change influences, in part, the relationship between transformative leadership and the quality of employees' work lives. That is, transformative leadership not only directly leads to higher quality of employees' work lives, but also indirectly affects the quality of employees' work lives through the influence of commitment to change.

H6: Commitment to organizational change mediates the relationship between transformational leadership and work-life quality for employees

7. Mediating Role of Trust Climate

To expose individuals to new cognitive domains and strengthen shared notions of mutual trust, transformational leaders encourage people to step outside of their comfort zones and approach problems in new ways (Schaubroeck et al., 2011). According to Lin et al. (2016), the climate of trust is one of the key organizational factors influencing the relationship between transformational leadership and effective team performance. Further research on the impact of transformational leadership on trust climate and the impact of trust climate on employee outcomes is needed. This study proposes trust climate to be a mediating factor between transformational leadership and the quality of work life. Akter et al. (2021) research shows that the climate of trust absorbs just a portion of the direct impact of transformational leadership.

H7: Trust climate mediates the relationship between transformational leadership and work-life quality for employees

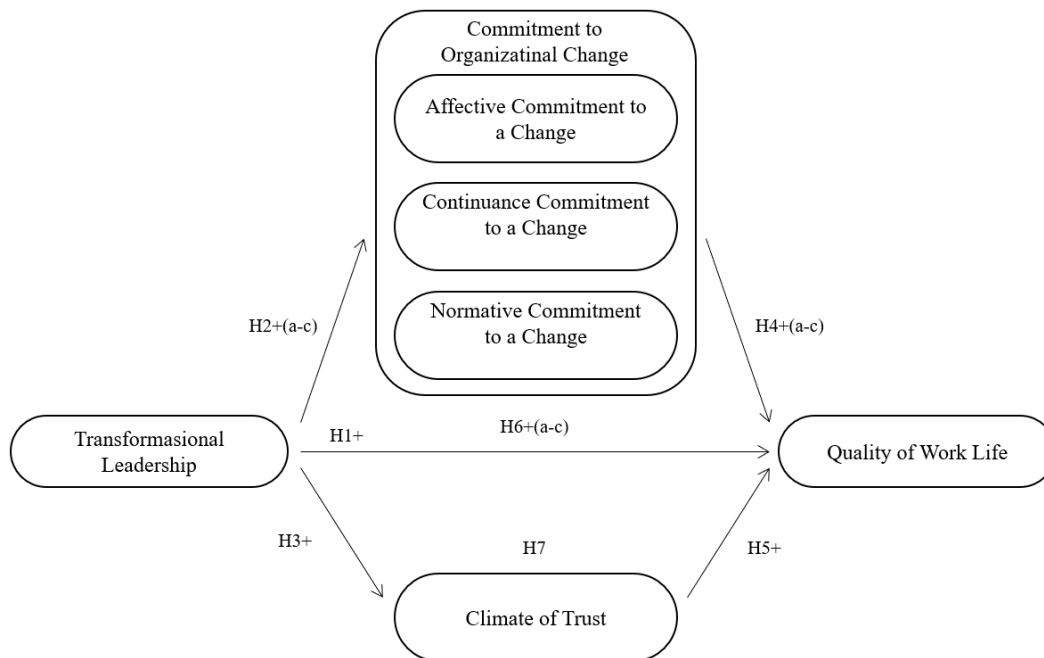


Figure 1. Theoretical Framework

2. Method

The data was analyzed using Partial Least Square (PLS) method. The research was conducted using simple random sampling and 168 responses were obtained from organic employees of PT Telkom Area IV consisting of Papua, Maluku, Sulawesi, and Kalimantan regions. Transformational leadership is measured by 7 question items taken from the study of Carless et al. (2000), affective commitment to change is measured by 6 question items taken from Herscovitch & Meyer (2002), Continuance commitment to change was measured by 6 question items, normative commitment to change measured by 6 question items taken from Herscovitch & Meyer (2002), trust climate measured by 4 question items taken from Huff & Kelley (2003), and quality of employee work life measured by 16 question items taken from the adapted study of Sirgy & et. al. (2001). All indicators use a 5-point Likert scale. Scale 1 means strongly disagree and scale 5 means strongly agree. Negatively worded items to the original measurement items were excluded from the questionnaire because they could affect the validity and reliability of the measurement through the reversely coded items (Magazine, Williams, & Williams, 1996).

3. Results

The final respondents to this study were 168 employees from PT Telkom. The gender characteristics of the respondents are: 87% were male and 13% were female. Respondent characteristics, based on most recent education, are: 81.2% were bachelor's degrees, 17.4% were master's degrees, and 1% were diploma graduates.

Validity Testing

The first step is to test for validity and reliability. An indicator is significant if its loading factor is greater than 0.7. The loading factor value indicates the importance of each indicator as a measure of each variable. The indicator with the highest loading factor indicates that it is the most important variable measure.

Table 1. Outer Loading Result

	ACC	CCC	CT	NCC	QWL	TL
ACC1	0.893					
ACC2	0.897					
ACC4	0.772					
CCC2		0.765				
CCC3		0.875				
CCC4		0.760				
CT1			0.779			
CT2			0.853			
CT3			0.824			
CT4			0.794			
NCC1				0.853		
NCC2				0.812		
NCC5				0.801		
QWL1					0.755	
QWL10					0.790	
QWL11					0.795	
QWL13					0.829	
QWL14					0.772	
QWL16					0.714	
QWL4					0.854	
QWL5					0.796	
QWL6					0.724	
QWL7					0.822	
QWL8					0.750	
QWL9					0.722	
TL2						0.863
TL3						0.875
TL4						0.771
TL5						0.844
TL6						0.860
TL7						0.746

Source: PLS results, 2023

Reliability Testing

In PLS, the reliability of a construct with indicators can be measured using two metrics: Cronbach Alpha and Composite Reliability, also known as Dillon-Goldstein Reliability. Because Cronbach Alpha produces a lower value in the construct reliability test, it is preferable to use Composite Reliability. The composite reliability score should be greater than 0.7 as a rule of

thumb for assessing construct reliability, though a score of 0.6 is acceptable(Hair J.F. & et al., 2010).

Table 2. Reliability Result

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
ACC	0.816	0.827	0.891	0.733
CCC	0.728	0.761	0.843	0.643
CT	0.829	0.831	0.886	0.661
NCC	0.761	0.769	0.862	0.676
QWL	0.940	0.943	0.948	0.606
TL	0.907	0.909	0.929	0.686

Source: PLS results, 2023

Hypothesis Testing

The relationship between variables is explained by testing the structural relationship model. The model is tested using the bootstrapping test. The basis for direct testing of the hypothesis is that a p-value < 0.05 (level of significance = 5%) indicates that exogenous variables have a significant impact on endogenous variables.

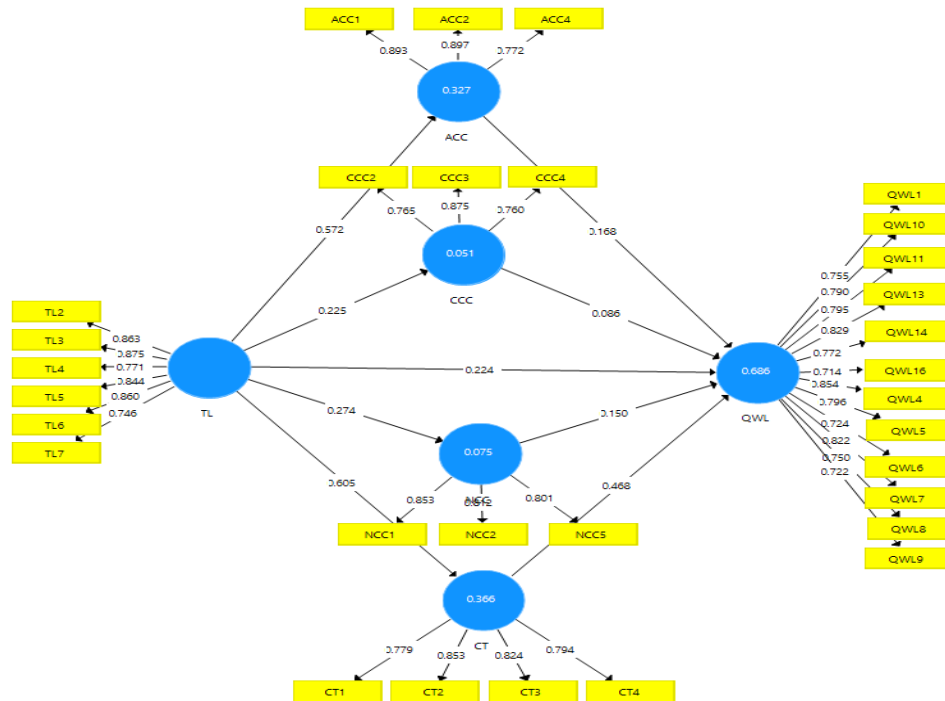


Figure 2. Bootstrapping Test
Source: PLS results, 2023

Direct Impact Results

Table 3. Direct Impact Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
TL -> QWL	0.224	0.221	0.071	3.153	0.002
TL -> ACC	0.572	0.576	0.051	11.201	0.000
TL -> CCC	0.225	0.237	0.063	3.554	0.000
TL -> NCC	0.274	0.277	0.084	3.271	0.001
TL -> CT	0.605	0.614	0.048	12.495	0.000
ACC-> QWL	0.168	0.168	0.075	2.243	0.025
CCC-> QWL	0.086	0.088	0.045	1.922	0.055
NCC -> QWL	0.150	0.148	0.049	3.074	0.002
CT -> QWL	0.468	0.470	0.064	7.256	0.000

Source: PLS results, 2023

Results of Indirect Impact

Table 4. Result of Indirect Impact

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
TL -> ACC -> QWL	0.096	0.097	0.044	2.160	0.031
TL -> CCC -> QWL	0.019	0.021	0.012	1.577	0.115
TL -> NCC -> QWL	0.041	0.041	0.020	2.086	0.037
TL -> CT -> QWL	0.283	0.289	0.048	5.837	0

Source: PLS results, 2023

4. Discussion

The results of testing the first hypothesis, namely the relationship between transformational leadership and work life quality, show a coefficient value of 0.224, p-values of 0.002, and t-statistics of 3.153. The p-value of 0.002 is less than 0.05, and the t-statistic value of 3.153 is greater than the t-table coefficient value of 1.960. These findings indicate that transformational leadership is positively related to work life quality, and thus the hypothesis "Transformational leadership is positively associated with the quality of work life" is supported.

Hypothesis 2a shows the results of testing hypothesis 2a, namely the relationship between transformational leadership and affective commitment to change shows a coefficient value of 0.572, p-values of 0.000, and a t-statistic of 11.201. The p-value of 0.000 is less than 0.05 and the t-statistic value of 11.201 is more than the coefficient value on the t-table of 1.960. These results indicate that transformational leadership is positively related to affective commitment to

change so the hypothesis stating "Transformational leadership is positively associated with affective commitment to change" is supported.

Hypothesis 2b shows the results of testing hypothesis 2b, namely the relationship between transformational leadership and Continuance commitment to change shows a coefficient value of 0.225, a p-value of 0.000, and a t-statistic of 3.554. The p-value of 0.000 is less than 0.05 and the t-statistic value of 3.554 is more than the coefficient value on the t-table 1.960. These results indicate that transformational leadership is positively related to continuance commitment to change so the hypothesis which states "Transformational leadership is positively associated with continuance commitment to change" is supported.

Hypothesis 2c shows the results of testing hypothesis 2c, namely the relationship between transformational leadership and normative commitment to change shows a coefficient value of 0.274, p-values of 0.001, and a t-statistic of 3.271. The p-value of 0.001 is less than 0.05 and the t-statistic value of 3.271 is more than the coefficient value on the t-table of 1.960. These results indicate that transformational leadership is positively related to normative commitment to change so the hypothesis stating "Transformational leadership is positively associated with normative commitment to change" is supported.

Hypothesis 3 shows the results of testing the third hypothesis, namely the relationship between transformational leadership and trust climate shows a coefficient value of 0.605, p-values of 0.000, and t-statistics of 12.495. The p-value of 0.000 is less than 0.05 and the t-statistic value of 12.495 is more than the coefficient value on the t-table of 1.960. These results indicate that transformational leadership is positively related to the climate of trust so the hypothesis stating "Transformational leadership is positively associated with the climate of trust" is supported.

Hypothesis 4a shows the results of testing hypothesis 4a, namely the relationship between affective commitment to change and quality of work life shows a coefficient value of 0.168, p-values of 0.025, and a t-statistic of 2.243. The p-value of 0.025 is less than 0.05 and the t-statistic value of 2.243 is more than the coefficient value on the t-table of 1.960. These results indicate that affective commitment to change is positively related to the quality of work life so the hypothesis stating "Affective commitment to change is positively associated with the quality of work life" is supported.

Hypothesis 4b shows the results of testing hypothesis 4b, namely the relationship between continuance commitment to change and quality of work life shows a coefficient value of 0.086, a p-value of 0.055, and a t-statistic of 1.922. The p-value of 0.055 is more than 0.05 and the t-statistic value of 1.922 is less than the coefficient value on the t-table of 1.960. These results indicate that continuance commitment to change has no positive relation to the quality of work life, therefore the hypothesis stating "Continuance commitment to change is positively associated with the quality of work life" is not supported.

Hypothesis 4c shows the results of testing hypothesis 4c, namely the relationship between normative commitment to change and quality of work life shows a coefficient value of 0.150, p-values of 0.002, and a t-statistic of 3.074. The p-value of 0.002 is less than 0.05 and the t-statistic value of 3.074 is more than the coefficient value on the t-table of 1.960. These results indicate that normative commitment to change is positively related to the quality of work life so the

hypothesis that states "Normative commitment to change is positively associated with the quality of work life" is supported.

Hypothesis 5 shows the results of testing the fifth hypothesis, namely the relationship between the climate of trust and the quality of work life, showing a coefficient value of 0.468, p-values of 0.000, and a t-statistic of 7.256. The p-value of 0.000 is less than 0.05 and the t-statistic value of 7.256 is more than the coefficient value on the t-table of 1.960. These results indicate that the climate of trust is positively related to the quality of work life, therefore the hypothesis stating "the climate of trust is positively associated with the quality of work life" is supported.

Hypothesis 6a, showing the results of testing hypothesis 6a, namely affective commitment to change mediates the relationship between transformational leadership and quality of work life, shows a coefficient value of 0.096, p-values of 0.031, and a t-statistic of 2.160. The p-value of 0.031 is less than 0.05 and the t-statistic value of 2.160 is more than the coefficient value on the t-table 1.960. These results indicate that affective commitment to change mediates the relationship between transformational leadership and quality of work life so the hypothesis that states "Affective commitment to change mediates the relationship between transformational leadership and work life quality for employees" is supported.

Hypothesis 6b, shows the results of testing hypothesis 6b, namely continuance commitment to change has no impact on mediating the relationship between transformational leadership and quality of work life as indicated by a coefficient value of 0.019, a p-value of 0.115, and a t-statistic of 1.577. The p-value of 0.115 is more than 0.05 and the t-statistic value of 1.577 is less than the coefficient value on the t-table of 1.960. These results indicate that continuance commitment to change has no impact on mediating the relationship between transformational leadership and quality of work life, thus the hypothesis that states "Continuance commitment to change mediates the relationship between transformational leadership and work life quality for employees" is not supported.

Hypothesis 6c, showing the results of testing hypothesis 6c, namely normative commitment to change mediates the relationship between transformational leadership and quality of work life, shows a coefficient value of 0.041, p-value of 0.037, and a t-statistic of 2.086. The p-value of 0.037 is less than 0.05 and the t-statistic value of 2.086 is more than the coefficient value on the t-table 1.960. These results indicate that normative commitment to change mediates the relationship between transformational leadership and quality of work life so the hypothesis that states "Normative commitment to change mediates the relationship between transformational leadership and work life quality for employees" is supported.

Hypothesis 7, showing the results of testing the seventh hypothesis, namely the trust climate mediates the relationship between transformational leadership and quality of work life, shows a coefficient value of 0.283, p-values of 0.000, and a t-statistic of 5.837. The p-value of 0.000 is less than 0.05 and the t-statistic value of 5.837 is more than the coefficient value on the t-table 1.960. These results indicate that the climate of trust mediates the relationship between transformational leadership and quality of work life so the hypothesis stating "Climate of trust

mediates the relationship between transformational leadership and work life quality for employees" is supported.

5. Conclusion

The results showed that transformational leadership has a positive and significant impact on quality of life. Affective commitment, continuance commitment to change, and normative commitment to change all benefit from transformational leadership. Transformational leadership has a significant and positive impact on the trust climate. Affective and normative commitment to change have a positive and significant impact on work life quality, whereas continuance commitment to change has no significant impact on work life quality. The climate of trust has a significant and positive impact on the quality of work life. The positive influence of transformational leadership on the quality of employees' work lives is moderated by affective and normative commitment to change. While continuance commitment to change has no effect on mediating transformational leadership on employee work life quality. The trust climate mediates the relationship between transformational leadership and job satisfaction.

Transformational leadership has been well implemented in the company and needs to continue to be socialized by providing programs such as training for supervisors and creating weekly summaries that summarize best practices and recommendations for managers so that they can support employees in dealing with change and ultimately improve the quality of employees' work lives.

Limitations and Recommendations

This study has limitations. For starters, research shows that employees' commitment to change is dynamic and can shift over time. Longitudinal studies are required to see changes in employee commitment to change and climate of trust in the quality of work life. Second, this study was limited to a single company in Indonesia. Future research is expected to look into different companies within the same industry in order to validate the research model. Finally, the study began with a simple random sampling method, but in practice, the questionnaire delivery could not be submitted directly to respondents and had to be entrusted to the General Managers.

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