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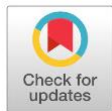
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Workplace Happiness and Transformational Leadership as Drivers of Organizational Commitment in Networked Work Environments

Edwin Desara¹, Devi Yasmin¹

¹Universitas Muhammadiyah Pontianak

Article History



Keywords

Workplace Happiness
Transformation
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Abstract

This study examines the influence of workplace happiness and transformational leadership on organizational commitment within PT Bumi Mekanika Utama. Using a quantitative design with saturated sampling of 42 employees, data were analyzed through multiple linear regression, correlation tests, and significance testing. The results demonstrate that workplace happiness exerts a significant positive effect on organizational commitment, while transformational leadership alone does not. However, when combined, both variables significantly strengthen commitment, indicating that leadership effectiveness depends on the presence of supportive and happiness-enhancing work conditions. These findings highlight the primacy of workplace happiness as the foundation of organizational loyalty, with leadership playing a complementary role when aligned with employees lived experiences. Practically, organizations should prioritize recognition, fairness, and social support as strategies to foster happiness, thereby enabling leaders to amplify commitment through transformational behaviors.

Introduction

Work in the contemporary era is increasingly shaped by social and digital connectivity where organizations function not only as economic entities but also as communities of interaction. Employees engage in constant exchange of knowledge, recognition, and support which creates a networked environment that strongly influences their loyalty and performance. In this context human resources remain a vital driver of organizational success but their contribution is determined by how far organizations can provide meaningful social experiences. According to Xanthopoulou et al. (2018) the realization of organizational vision depends on human resources that are well managed and socially empowered.

Evidence shows that employees now evaluate their commitment based on both material and relational experiences. The LinkedIn Global Talent Trends report (2022) found that the average turnover rate in Southeast Asia reached 40 percent while a Jobstreet survey (2021) reported that 74 percent of Indonesian employees considered changing jobs because of dissatisfaction

¹ Corresponding Author: Edwin Desara, Email: edwindesara28@gmail.com, Address: Jl. Jenderal Ahmad Yani No.111, Bangka Belitung Laut, Kec. Pontianak Tenggara, Kota Pontianak, Kalimantan Barat 78123

with management and compensation. These results suggest that effective human resource practices today must address not only pay structures but also happiness, trust, and social belonging in order to sustain organizational commitment. The case of PT Bumi Mekanika Utama illustrates this challenge. Established in 2018 as a mining consulting service with branches and subsidiaries such as PT Bumi Sedaya Utama PT Bumi Energi Utama CV Bhumi Geost Corp and PT Bumi Mekanika Service the company operates with 82 permanent employees across several divisions. As project numbers rose from 26 in 2020 to 48 in 2022 the workload per employee increased beyond the average of 30 to 35 projects recorded by medium scale mining consultancy companies (Indonesian Mining Services Association 2022). Suhardi (2022) explains that when workloads exceed manageable limits employees experience pressure that weakens commitment and retention.

Employee data confirm this dynamic. Attendance is tracked with a fingerprint system and although employees work five days per week absenteeism rates fluctuated between 2020 and 2022. Turnover peaked at 59.5 percent in 2021 before decreasing to 41 percent in 2022. This remains far above the national average of 15.8 percent in 2021 reported by the Ministry of Manpower of the Republic of Indonesia (2022). These patterns indicate that employees are influenced by their day to day experiences of happiness at work and the leadership approaches they encounter in a socially interconnected organizational setting. Organizational commitment is understood as pride satisfaction and loyalty to the organization (Babbie, 2021) and Bass & Riggio (2006) emphasizes that fairness is a key to building such commitment. Leadership style also plays a central role. Transformational leadership allows leaders to inspire and motivate while addressing individual needs which increases employee trust and attachment (Northouse 2013 Robbins 2015). Previous research confirms that transformational improves commitment in educational and corporate organizations (Hidayat, 2017).

Workplace happiness strengthens commitment by enabling positive emotions and stronger identification with organizational goals. Salas-Vallina et al. (2017) found that happiness at work contributed 46 percent to commitment and transformational leadership contributed 52 percent. Fisher (2019) highlights that employees who experience happiness are more loyal and engaged. Recent studies also confirm this trend. Grant (2019) and Parker (2019) found that relational support and flexible workplace design increase well-being and commitment. Alshaabani (2021) reported that transformational leadership enhanced retention in multinational corporations while Cunha (2019) emphasized the combined role of leadership and happiness in retaining employees. Sarwar (2022) confirmed that in Indonesian firms organizational commitment is deeply connected to leadership practices in socially interdependent environments.

This evidence shows that in networked work environments organizational commitment is the product of both leadership quality and workplace happiness. Employees remain engaged when they experience recognition trust and relational satisfaction in their daily work interactions. Based on this background the present study examines the influence of workplace happiness and transformational leadership on organizational commitment among employees of PT Bumi Mekanika Utama.

Theoretical Framework

Workplace Happiness

Pryce (2010) states that workplace happiness is a condition in which individuals consistently experience positive feelings because they are able to understand, manage, and influence their work environment. This condition enables employees to maximize their performance while

simultaneously deriving satisfaction from their work. Thummakul et al. (2012) emphasize that workplace happiness can be measured through several key indicators, namely positive relationships with others, recognition of achievements, the physical work environment, compensation, and physical and mental health. Positive relationships with others are an essential aspect of workplace happiness. Dutton et al. (2017) defines positive relationships as interactions between individuals that are productive, constructive, and satisfying. This concept is rooted in the notion that humans are social beings who depend on one another, making supportive and healthy interactions crucial in daily activities.

Recognition of achievements plays a significant role in determining workplace happiness. According to Duckworth et al. (2015), achievements can only be attained when individuals direct their strengths, abilities, and efforts toward specific goals. Recognition of results achieved through learning, skills, or work efforts not only reinforces motivation but also fosters pride, which supports greater workplace happiness. The physical work environment is vital in ensuring employee comfort and productivity. Al Amin & Chakraborty (2021) defines the physical work environment as the overall surrounding conditions that influence task performance, including adequate equipment, lighting, temperature, workspace, safety, and cleanliness. A supportive physical environment enhances satisfaction, focus, and employee morale.

Compensation serves as an external factor contributing to workplace happiness. Reddy (2020) explains that compensation encompasses all forms of remuneration received by employees for their work, including salaries and incentives. Fair and appropriate compensation motivates employees, strengthens loyalty, and improves organizational retention. Physical and mental health is also a critical element of workplace happiness. Good health enables employees to work more effectively and efficiently. Health encompasses not only physical well-being but also mental balance, including relaxation and psychological stability. Therefore, maintaining both physical and mental health directly contributes to increased workplace happiness.

Transformational Leadership

Transformational leadership is an approach that goes beyond directing employees; it promotes positive change and inspires subordinates to go beyond personal interests for the sake of collective goals. The term transformational comes from “to transform,” which means changing something from one form to another. Thus, transformational leadership can be understood as a leader’s ability to turn ideas into reality and concepts into concrete actions. Sunaengsih et al. (2021) explains that transformational leadership consists of four key dimensions, known as the “4I” concept. Idealized influence, which refers to the leader’s ability to serve as a role model, thereby earning trust and respect from subordinates. Second, inspirational motivation, in which leaders inspire and motivate employees by setting clear and meaningful goals. Third, intellectual stimulation, which involves encouraging subordinates to think creatively, solve problems, and innovate under proper guidance. Fourth, individualized consideration, which refers to leaders providing personal attention to employees by listening, mentoring, and addressing their individual needs. When these dimensions are effectively implemented, leaders can build positive workplace relationships, improve employee performance, nurture creativity, and strengthen motivation and loyalty within the organization.

Employee Commitment

Employee commitment reflects the degree of attachment, involvement, and willingness of individuals to contribute their best to the organization. Vance (2006) define employee commitment as the extent to which employees are engaged, accept their work environment, and strive to achieve organizational goals while delivering their best service. Solinger et al.

(2008), categorizes organizational commitment into three primary forms. First, affective commitment, which refers to positive emotional attachment that makes employees feel happy, willing to give their best effort, and remain in the organization. Second, normative commitment, which arises from moral obligations or cultural values that encourage employees to stay and contribute to the organization. Third, continuance commitment, which occurs when employees remain because of personal investments such as time, energy, and financial considerations, as well as the potential economic or social losses they may face if they leave. These three dimensions indicate that employee loyalty is not solely based on emotional factors, but also involves moral responsibility and rational considerations. Strong commitment thus serves as a vital foundation for organizational sustainability and the achievement of long-term goals.

Methods

This study adopts a causal associative (correlational) research design with a quantitative approach. Correlational research, according to Werang (2015), seeks to determine whether and to what extent a relationship exists between two or more quantitative variables. Quantitative research itself is rooted in positivist philosophy, emphasizing objectivity, measurement, and hypothesis testing (Sugiyono, 2017). The data used in this study consisted of both primary and secondary sources. Primary data were obtained through unstructured interviews with the HRD of PT Bumi Mekanika Utama in Pontianak, conducted informally without a systematic guide to allow greater flexibility, as well as questionnaires distributed directly to employees. These questionnaires applied a Likert scale with five response options ranging from Strongly Agree (5) to Strongly Disagree (1) (Taherdoost, 2018; Sekaran & Bougie, 2021). Meanwhile, secondary data were derived from company records, such as employee numbers, attendance, and performance reports. The research population included all 41 employees of PT Bumi Mekanika Utama (Montgomery et al., 2021), and the sample size was determined using Slovin's formula (Hair et al., 2022) to ensure adequate representativeness.

The research instrument was a structured questionnaire designed to measure the three core variables: workplace happiness, transformational leadership, and organizational commitment, all of which were operationalized using Likert-scale items. To ensure the instrument's accuracy, validity testing was conducted using the Pearson Product Moment correlation with SPSS v21 (Field, 2022), while reliability was assessed using Cronbach's Alpha to measure internal consistency (Werang, 2015). Before hypothesis testing, classical assumption tests were performed to verify the suitability of regression analysis, including a normality test using the Kolmogorov-Smirnov method. The hypothesis testing involved several stages: Pearson's product-moment correlation to assess the relationships among variables, coefficient of determination (R^2) to measure the explanatory power of independent variables on the dependent variable (Widarjono), an F-test to examine the joint effect of independent variables with a significance level of 0.05, and t-tests to evaluate the partial influence of each independent variable while controlling for others. Together, these analytical steps provided a comprehensive quantitative assessment of the relationship between workplace happiness, transformational leadership, and organizational commitment at PT Bumi Mekanika Utama.

Results and Discussion

Based on the interview with the Head of HRD of PT Bumi Mekanika Utama, Mr. Agus Hasdian Noor, S. Hut., the company implements several initiatives to ensure that employees feel comfortable and remain loyal to the organization.

Respondent Characteristics

Gender Distribution

Table 1. Gender Distribution

Gender	Total	%
Male	36	86%
Female	6	14%
Total	42	100%

Work Unit Distribution

Table 2. Work Unit Distribution

Work Unit	Total	%
Bintan	2	4.9%
Jakarta	5	13.6%
Pontianak	35	81.5%
Total	42	100%

The respondents consisted of 42 employees, with 36 males and 6 females. Work units were distributed across Bintan (2), Jakarta (5), and Pontianak (35).

Research Findings

Workplace Happiness

Workplace happiness refers to employees' overall well-being at work, which affects engagement and productivity. Employees experiencing higher levels of happiness are more engaged in their tasks (Bakker, 2017). Social support from colleagues enhances well-being and job satisfaction (Demerouti, 2017), while supervisor support positively affects motivation (Harter, 2020). A healthy work environment and flexible job arrangements contribute to employee satisfaction and work-life balance (Grant, 2019). Emotional attachment to work is strengthened through opportunities for self-development, and job autonomy further supports organizational commitment (Luthans, 2017).

Transformational Leadership

Transformational leadership plays a crucial role in fostering employee commitment by inspiring and motivating individuals to reach their full potential (Judge, 2004). This leadership style is reflected in four dimensions known as the "4I." First, idealized influence, where leaders act as role models and earn the respect and trust of their employees (Walumbwa, 2008). Second, inspirational motivation, in which leaders provide clear goals and instill enthusiasm to achieve them (Avolio, 2008). Third, intellectual stimulation, where leaders encourage creativity, innovation, and effective problem-solving among their team members. Finally, individualized consideration, which involves leaders giving personal attention and support tailored to employees' individual needs (Rego, 2019). By applying these dimensions effectively, transformational leaders not only increase intrinsic motivation but also strengthen employee loyalty and retention, thereby enhancing overall organizational commitment (Ribeiro, 2019).

Organizational Commitment

Organizational commitment influences employee behavior, engagement, productivity, and retention. Employees with higher commitment are more loyal and actively contribute to organizational goals (Bakker, 2017). Job satisfaction, trust in leadership, and organizational support strengthen commitment (Demerouti, 2017). The three dimensions of commitment affective, continuance, and normative serve as key indicators of loyalty and attachment

(Youssef-Morgan, 2017). This study finds that PT Bumi Mekanika Utama employees exhibit relatively high organizational commitment, fostering a positive and productive work climate (Salanova, 2005).

Multiple Linear Regression Analysis

Regression Coefficients

Table 3. Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	1.018	0.927	—	1.099	0.279
Workplace Happiness (X1)	0.649	0.149	0.566	4.349	0.000
Transformational Leadership (X2)	0.157	0.175	0.117	0.897	0.375

The regression equation:

$$Y = 1.018 + 0.649X1 + 0.157X2$$

The regression results indicate that the constant value of 1.018 suggests that when both workplace happiness (X1) and transformational leadership (X2) are absent or equal to zero, the baseline level of organizational commitment (Y) is 1.018. Furthermore, the regression coefficient of 0.649 for workplace happiness demonstrates that every one-unit increase in X1 contributes to a 0.649-unit increase in organizational commitment, highlighting its strong influence. Meanwhile, the regression coefficient of 0.157 for transformational leadership shows that each one-unit increase in X2 leads to a 0.157-unit rise in organizational commitment, indicating that while leadership also plays a role, its effect is smaller compared to workplace happiness.

t-Test Results (Partial Test)

Table 4. t-Test Results (Partial Test)

Independent Variable	t-Statistic	Significance (Sig.)	Interpretation
Workplace Happiness (X1)	4.349	0.000	Significant at $\alpha = 0.05$ – X1 positively affects Organizational Commitment
Transformational Leadership (X2)	0.897	0.375	Not significant at $\alpha = 0.05$ – X2 has no significant effect on Organizational Commitment

F-Test Results (Simultaneous Test)

Table 5. F-Test Results (Simultaneous Test)

Model	F-Statistic	Significance (Sig.)	Interpretation
X1 + X2 → Organizational Commitment	9.432*	0.001	Significant at $\alpha = 0.05$ – Together, X1 and X2 significantly influence Organizational Commitment

The results of the hypothesis testing reveal that partially, workplace happiness exerts a significant influence on organizational commitment, while transformational leadership does not show a significant individual effect. However, when tested simultaneously through the F-

test, both workplace happiness and transformational leadership together demonstrate a significant impact on organizational commitment. This indicates that although transformational leadership alone may not directly affect commitment, in combination with workplace happiness it contributes positively to strengthening employees' overall commitment to the organization.

Exploring the Drivers of Commitment

The findings of this study highlight that workplace happiness exerts a stronger influence on organizational commitment than transformational leadership in the context of PT Bumi Mekanika Utama. This is a meaningful result because it underscores how emotional and relational experiences at work become decisive in sustaining loyalty, especially in organizations operating in networked and socially connected environments. The evidence confirms what Ata et al. (2018) found, that positive emotions contribute significantly to organizational commitment, and it resonates with Fisher (2019) who argued that employees' sense of happiness shapes identification with organizational values more effectively than many formal practices. The consistency of these findings across different contexts indicates that happiness is not simply a byproduct of good management but a central mechanism in organizational behavior.

The importance of happiness is further explained by the conditions in which PT Bumi Mekanika Utama operates. Employees face high workloads, with project numbers almost doubling in three years, and turnover rates well above national averages. Under such conditions employees naturally look for supportive social relations and fair recognition to buffer the strain. Mehdad & Iranpour (2014) showed that workplace satisfaction strengthens all three dimensions of commitment, affective, continuance, and normative, which supports the interpretation that happiness provides employees with reasons to remain loyal even when external pressures are high. Grant (2019) added that organizations which design work environments that foster positive emotions benefit from employees who invest discretionary effort and maintain stronger commitment. Parker (2019) confirmed this view by emphasizing that well-being initiatives and relational support serve as critical organizational resources. These studies together explain why in the present research happiness became the dominant predictor of commitment.

Transformational leadership, on the other hand, did not demonstrate a significant direct effect. This result stands in contrast with previous findings such as those of Hidayat (2017) who reported positive associations between transformational leadership and commitment. It also differs from Widyatmika & Riana (2020) and Mustaqim et al. (2021) who found that transformational behaviors such as inspiration and intellectual stimulation encouraged loyalty. The divergence may be explained by context. In PT Bumi Mekanika Utama leadership operates in an environment marked by heavy workloads and fluctuating retention, which reduces employees' ability to respond to visionary communication. Jiatong et al (2022) have argued that leadership influence is contingent on systemic support, and without mechanisms that reduce strain or enhance participation, leadership alone has limited impact. These perspectives suggest that the lack of significance found in this study does not diminish the theoretical importance of transformational leadership but instead shows its dependence on wider organizational conditions.

Although transformational leadership alone did not predict commitment, the combination of leadership with workplace happiness did have a significant effect. This finding supports Cunha (2019) who argued that retention emerges from the interplay between leadership practices and positive workplace experiences. Alshaabani (2021) also reported that transformational leadership is more effective when coupled with well-being initiatives, as leaders are able to

amplify the impact of positive emotions through vision and motivation. This perspective is consistent with Sarwar (2022) who found that in Indonesian organizations commitment is shaped by both relational interdependence and leadership, but the strength of leadership depends on how much employees already feel supported. The present study reinforces this by showing that leadership gains its meaning when it builds on happiness.

The findings therefore highlight an important shift in how commitment should be understood. Traditional models emphasized leadership as the primary driver, but contemporary evidence shows that happiness and relational well-being provide the foundation on which leadership operates. Luthans (2017) argued that psychological capital consisting of hope, resilience, and optimism is more predictive of commitment than structural factors. Bakker & Demerouti (2017) developed the Job Demands Resources model to explain how social and emotional resources sustain motivation and engagement. The present results confirm these ideas because they demonstrate that employees remain committed not only when they are inspired by leaders but more importantly when they experience happiness in daily work interactions.

The contribution of this study lies in demonstrating that workplace happiness can no longer be seen as a secondary or peripheral concern. It is the central element that binds employees to organizations. Leaders matter but they matter more when they reinforce a culture of fairness, recognition, and collaboration. This aligns with Han et al. (2022) who showed that relational trust and social support increase organizational loyalty. It also resonates with Cunha (2019) and Grant (2019) who both emphasize that leadership effectiveness is conditional upon the presence of well-being practices. The findings therefore provide a more nuanced understanding of how leadership and happiness interact in organizations that operate under high workload and social interdependence.

From a practical perspective organization should invest in policies that directly enhance employee happiness. Recognition programs, collaborative team structures, and fair workload distribution can create the supportive conditions that foster commitment. Leaders then need to align their transformational behaviors with these initiatives. When leaders provide individualized consideration and intellectual stimulation while employees already feel supported, the combined effect strengthens commitment. This was illustrated in Alshaabani's (2021) study and is consistent with the present results.

Conclusion

What stands out most from this study is that employees do not commit to their organization simply because leaders inspire them. They commit when their daily experience of work gives them reasons to stay. At PT Bumi Mekanika Utama this reality was clear. High workloads, a growing project portfolio, and turnover rates well above the national average created conditions in which inspiration alone could not guarantee loyalty. Yet when employees felt happiness through fairness, recognition, and support, they demonstrated stronger commitment even under pressure.

Leadership did not disappear from the picture, but it showed its limits. The results suggest that transformational behaviors matter only when they are connected to the lived experiences of employees. Leaders who motivate without ensuring a supportive climate may find their influence fading quickly. Leaders who connect vision with fairness and recognition can strengthen commitment because their words are matched with real improvements in daily life. The broader message of these findings is that organizational commitment in networked and socially connected environments rests more on the quality of relationships and happiness than on leadership standing alone. Employees interpret their work not only through salary or policies

but also through how they feel at work and how they are treated by colleagues and supervisors. Commitment grows out of this fabric of social and emotional experience. For organizations the implication is straightforward but demanding. Investments in workplace happiness are not secondary perks but central strategies. Recognition programs, fair distribution of work, and collaborative practices must be given priority. Leaders then need to work within this context, not above it, so that their transformational efforts reinforce the happiness that employees already feel.

This study therefore reframes the understanding of commitment. Happiness is not a byproduct of leadership. It is the foundation on which leadership becomes effective. When the two come together organizations create conditions where employees willingly invest their skills and loyalty in pursuit of shared goals.

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