



## **ABAC ODI JOURNAL Vision. Action. Outcome**

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

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ABAC ODI JOURNAL Vision. Action. Outcome Vol 12(2) pp. 146-166

<http://www.assumptionjournal.au.edu/index.php/odijournal>

Published by the  
Organization Development Institute  
Graduate School of Business and Advanced Technology Management  
Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome  
is indexed by the Thai Citation Index and ASEAN Citation Index

**Impact of Transformational Leadership on Coworker Support,  
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Among Employees of Major Retail Companies in Bangkok, Thailand**

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Received: 6 June 2024. Revised: 16 September 2024. Accepted: 2 October 2024

### **Abstract**

This study investigated the impact of transformational leadership on coworker support, work-life balance, and organizational commitment, thus enhancing job satisfaction and reducing emotional exhaustion among employees in major retail companies of Bangkok, Thailand. The proposed model was based on the theoretical evidence of social exchange theory (SET) and the social identity theory (SIT). The SET posits that when one person receives a favor from another, he tends to reciprocate it to the other person. Social identity theory (SIT) theory, on the other hand, proposes that when a person identifies himself as a member of the organization, he will be more committed to the organization's goal. A self-administered questionnaire was distributed among 433 employees in major retail companies in Bangkok. Multiple Linear Regression analyses were used to test the hypotheses for analysis. Findings revealed that transformational leadership has a significant influence on increasing work-life balance, coworker support, and organizational commitment among employees while coworker support and work-life balance significantly increase organizational commitment. Coworker support was also found to reduce emotional exhaustion. Finally, organizational commitment causes a significant increase in job satisfaction and reduces emotional exhaustion.

Keywords: Transformational Leadership, Coworker Support, Work-Life Balance

### **Introduction**

Shopping malls have recently emerged as exciting social hubs that strengthen communities and shape urban areas, meet the needs and desires of customers who can purchase a wide range of goods, and provide a place for friends to gather and have fun (Gardi et al., 2020; Prabhu et al., 2020). Shopping malls contribute significantly to a country's socioeconomic aspects (Ali & Anwar, 2021) by creating job opportunities such as security staff, managers, marketing teams, cleaners, and so on, thereby increasing national income and aiding in infrastructure development.

Bangkok, Thailand has been dubbed as the shopping haven in Southeast Asia. One major retail chain boasts of its 19 shopping mall branches where around 8,280 employees are employed. One challenge for this major Thai retail store chain is the generation gap in the workplace. Because global business trends change quickly, there is a need for effective cooperation among generations. The younger generation excels at using innovative technologies, whereas the older generation has extensive business knowledge and experience. Without one another, the company's goals cannot be achieved, so it is critical to train everyone to strive for the same goals. In Bangkok, approximately 56% of the workers are from Generation Y, which is distinguished by their adaptability to information technology conditions, expanded employment opportunities, and increased career space.

Retail leaders face increased performance challenges due to employee disengagement. Employees must be engaged with transformational leadership principles to improve workforce productivity and financial stability, thereby improving the local community's quality of life, economic independence, and well-being (Jaman, 2020). This investigation was conducted within the framework of this paradigm.

### **Research Objectives**

This study looks at how transformational leadership (TL) affects work-life balance (WLB), coworker support (CS), and organizational commitment (OC) among Bangkok retail workers. In the context of a retail business, OC intends to reduce emotional exhaustion (EE) and improve employee job satisfaction (JS), whereas CS intends to reduce EE and WLB to increase JS.

### **Research Questions**

What is the impact of the following:

1. Transformational leadership on co-worker support among the employees in major retail stores in Bangkok, Thailand;
2. Transformational leadership on organizational commitment among the employees in major retail stores in Bangkok, Thailand;
3. Transformational leadership on work-life balance among the employees in major retail stores in Bangkok, Thailand;
4. Coworker support on organizational commitment among the employees in major retail stores in Bangkok, Thailand;
5. Coworker support on emotional exhaustion among the employees in major retail stores in Bangkok, Thailand;
6. Organizational commitment on job satisfaction among the employees in major retail stores in Bangkok, Thailand;
7. Organizational commitment on emotional exhaustion among the employees in major retail stores in Bangkok, Thailand;
8. Work-life balance on organizational commitment among the employees in major retail stores in Bangkok, Thailand; and
9. Work-life balance on job satisfaction among the employees in major retail stores in Bangkok, Thailand.

## **Significance of the Study**

### ***Benefit to Employees***

This may provide a better understanding of young Thai employees' workspace preferences in relation to motivational factors that influence their organizational performance and factors that contribute to their OC which increases in JS and lessens EE.

### ***Benefit to Employers/Management***

This would benefit human resource management by reducing turnover rates among young employees. This may assist business owners and entrepreneurs in developing policies that promote millennial loyalty, commitment, and work excellence while also maximizing their potential for company growth and benefits.

### ***Contribution to Academia***

The results are expected to fill in the research gaps in this area. First, this may provide more evidence about the motivational factors that drive millennials' increased commitment to work in an organization. Second, this strengthens previous research findings and provides impetus for critical thinking in future research. This paper contributes to the literature on TL, CS, WLB, OC, JS, and reducing EE in employees.

## **Literature Review**

### **Transformational Leadership (TL)**

Gaston (2021) proposed that leadership entails motivating subordinates to achieve goals that demonstrate value and encouragement. TL hence refers to a leader who possesses distinct characteristics that not only motivate but inspire subordinates to achieve organizational goals (Akdere & Egan, 2020), emphasizes moral values, ethical concerns, and motivators that inspire members beyond their primary goals (Ripki et al., 2020). A transformational leader attends to employee transformations with the goal of maximizing company benefits and organizational goals rather than focusing on themselves (Virgiawan et al., 2021).

### **Coworker Support (CS)**

This refers to the support employees obtain from their colleagues in the workplace and an effective form of social interactions that takes place among coworkers. It is a factor that can lead to a productive workplace and foster a pleasant and productive working atmosphere. CS has been found to moderate the positive relationship between day-to-day assignment and anxiety and employee depression (Agyapong et al., 2022).

### **Organizational Commitment (OC)**

OC could be defined as the attachment that employees have to their workplace (Wang et al., 2020), such that they remain loyal to the company despite adverse circumstances (Uhl-Bien et al., 2020). OC is classified into three types: affective commitment (emotional attachment to coworkers), continuity commitment (benefit accrual), and normative commitment (obligation to uphold firm values) (Hussain & Khayat, 2021; Yousef, 2017).

### **Work-life Balance (WLB)**

Work has become more demanding in this technological age because of changes in the nature of work and its shifting patterns (Thilagavathy & Geetha, 2020). This aggressive yet proactive approach has jeopardized the employees' work-life balance. Despite extensive research on work-life balance, many workers continue to struggle to achieve it (Powell et al., 2019).

Today, millennials value flexibility in their jobs. This means that a sustainable WLB becomes an important factor that keeps them going in their respective job assignments. A balanced working life gives employees' JS because they can perform their work well inside the office and are not deterred by problems at home. In fact, this ideal WLB also increases employee retention, giving the company the trouble-free mechanism to keep their employees with them.

### **Emotional Exhaustion (EE)**

Overburdened work can deplete emotional resources. Employees may experience EE if they are exhausted from their work and have a sense of constant fatigue and being "worn out" (Lambert et al., 2018), and if they believe their resources are insufficient to carry out their assigned responsibilities (Tourigny et al., 2012). When an employee faces both emotional and psychological demands, he develops a sense of EE (Witt et al., 2004). As a result, workers who suffer from this appear to have lower motivation to go to work, as well as a strong sense of powerlessness over what happens at work. EE can affect workers' motivation, job performance, and psychological well-being; thus, employees become less engaged at work and, eventually, quit. The frequency of interaction with customers for service industry workers makes EE prevalent (Noor et al., 2021), as service work requires significant interaction between employees and customers, which may result in emotional labor due to work demands.

### **Job Satisfaction (JS)**

This refers to a person's emotions toward their respective work assignments (Raziq & Maulabakhsh, 2015), as well as the positive emotions felt when evaluating his work experience and performance. JS is a sense of accomplishment among employees that is directly related to work performance, productivity, and well-being. A person with a high JS enjoys his work, does it well, and feels rewarded for his efforts (Aziri, 2011). People perceive JS differently because they have different perspectives on various job aspects such as the nature of their job, their coworkers, their relationship with their subordinates or superiors, and, of course, their take-home pay (George & Jones, 2008).

### **Theoretical Framework**

The following theories served as foundation for the current study.

#### ***Social Exchange Theory (SET)***

When one person receives a favor from another, they return the favor to the giver. In the context of an organization, when a subordinate believes that TL treats employees well, they are more likely to demonstrate OC by doing their jobs well. Employees communicate with one another in a variety of social exchange relationships. When a supervisor or coworker treats a

person positively or negatively, SET occurs (Audenaer et al., 2019). In the supervisor-member relationship, positive treatment of the member implies social support (Bell et al., 2022), respect (Van Jaarsveld, 2021), or fairness. On the contrary, SET can take the form of aggressive management (DeJuliis & Saylor, 2021) or harassment. This implies that when a leader treats their members well, they are more likely to reciprocate with positive behavior toward the leader (Charoensukmongkol, 2021).

Many scholars have used SET to describe the characteristics of leaders. These characteristics include caring (Deng et al., 2022), being fair in their judgments (Ramli et al., 2020), being kind (Peng et al., 2021), trusting members (Khattak et al., 2020), and being willing to share resources (Ramli et al., 2020). Previous research discovered that subordinates who worked with these transformational leaders had higher levels of OC (Yuan et al., 2022), WLB (Gomes et al., 2021), CS (Cortes & Herrmann, 2020), JS (Khan et al., 2020), and lower EE (Stein & Vincent-Höper, 2020).

### ***The Social Identity Theory (SIT)***

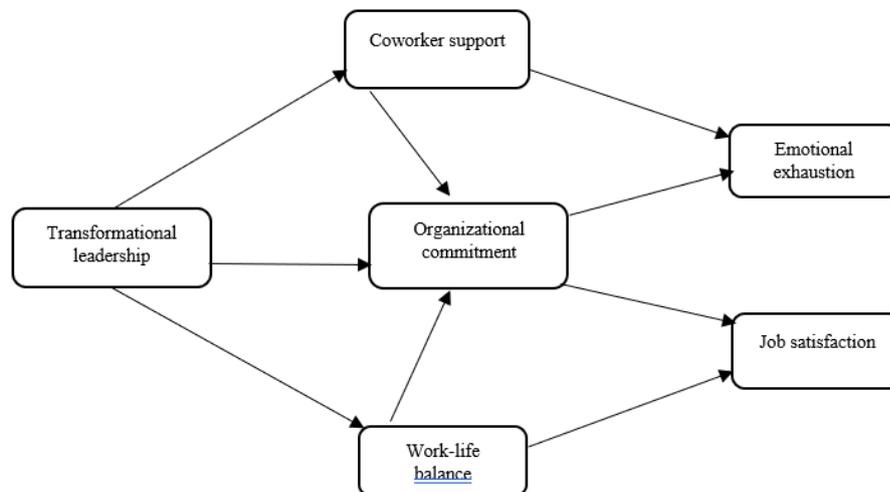
SIT indicates that a person identifies with other colleagues in the organization and thus feels a sense of belonging to them (Charness & Chen, 2020). Transformational leaders can stimulate the SIT by encouraging their subordinates to feel a sense of unity with the organization (Gaviria-Rivera & Lopez-Zapata, 2019), which eventually leads to OC.

SIT is classified into three dimensions: cognitive, affective, and evaluative (Bagozzi & Lee, 2002). Mullen et al. (2003) define the cognitive dimension as self-awareness of one's membership in a group. The observed resemblance between a person and other team members can lead to the formation of a sense of self (Cheng & Guo, 2015). As a result, a person may identify himself based on his workplace affiliation, gender, and race (Ellemers et al., 2004). Bergami and Bagozzi (2000) define the affective dimension as the psychological connection among team members. Positive associations with other people, such as passion, affinity, and honor, can help a person develop self-identity (Johnson, 2022). Finally, the evaluative dimension includes a person's self-esteem development and how others perceive the team (Bergami & Bagozzi, 2000).

The theories discussed above are consistent with the proposed model for the current study. The SET is linked to the hypotheses that discuss TL, CS, WLB, and OC. A key tenet of SET is that when employees receive positive treatment or support from a leader, they are more likely to reciprocate, promote WLB, and increase OC. SIT, on the other hand, may encourage OC, JS, and low EE. SIT refers to how an employee is perceived to fit in at the company. It emphasizes that employees who identify with the group are more committed to the organization, have higher JS, and experience less EE.

### **Conceptual Framework**

This present study contends that TL plays a big role in enhancing CS and WLB of employees which in turn leads to increase in OC. Moreover, OC and WLB tend to increase job satisfaction while OC and CS decrease EE.

**Figure 1***Conceptual Framework***Hypotheses**

The study presents the following hypotheses:

Ho1: TL has no significant impact on increasing CS.

Ha1: TL has a significant impact on increasing CS.

Ho2: TL has no significant impact on increasing OC.

Ha2: TL has a significant impact on increasing OC.

Ho3: TL has no significant impact on increasing WLB.

Ha3: TL has a significant impact on increasing WLB.

Ho4: CS has no significant impact on increasing OC.

Ha4: CS has a significant impact on increasing OC.

Ho5: CS has no significant impact on decreasing EE.

Ha5: CS has significant impact on decreasing EE.

Ho6: OC has no significant impact on increasing JS.

Ha6: OC has a significant impact on increasing JS.

Ho7: OC has no significant impact on decreasing EE.

Ha7: OC has significant impact on decreasing EE.

Ho8: WLB has no significant impact on increasing OC.

Ha8: WLB has significant impact on increasing OC.

Ho9: WLB has no significant impact on increasing JS.

Ha9: WLB has significant impact on increasing JS.

**Research Methodology****Sample Selection**

The researcher utilized a nonprobability sampling method, specifically convenience sampling, in which samples were chosen at the researcher's convenience (Andrade, 2021). Purposeful sampling was also used, in which people who are knowledgeable about the subject,

have experienced specific events, or can provide valuable insights were chosen. The researcher chose one major retail chain in Thailand with 19 shopping mall branches. Ten percent of the 4,393 Gen Y employees working in the ten largest branches having more than a hundred employees that sell a wide range of products and services were chosen for interviews, with 433 respondents.

### **Data Collection Process**

An online questionnaire was used (Bell et al., 2018). Online surveys also allowed for dissemination to respondents who were difficult to reach through other channels (Braun et al., 2021). Furthermore, respondents could simply complete the survey assessment during their free time (Saunders, 2011). Using a self-conducted survey also prevented biases from occurring because the researcher was not involved, and this approach ensured respondents' anonymity. All responses were kept confidential, which encouraged respondents to provide honest answers (Bell et al., 2018).

Before proceeding, each retail store's HR management was contacted to obtain permission. The online questionnaire was distributed to the HR offices using the QR code or link provided. Participation in the survey was entirely voluntary, and participants were free to skip any questions they found uncomfortable answering. They were informed of the study's main objective in the cover letter to ensure the anonymity and confidentiality of their responses, and they were assured that the data collected would be used only for academic purposes. They were given at least two weeks to complete the questionnaire. No questions about the participants' identities were asked, and all data files and hard copies were password-protected and stored securely for one year before being deleted. For the interview part, the researcher interviewed the respondents in person and recorded the responses for data coding. Data were collected between October and November 2023.

### **Questionnaire Development**

Existing scales developed by other scholars were used by the researcher, which ensured validity because the scale had previously been tested and validated in empirical studies (Hyman et al., 2006). All major variables were measured using existing scales originally developed in English. However, because the participants were Thais, a Thai language questionnaire was required to help those who may not be fluent in English. A professional translator translated the original English questions into Thai, after which another language professional translated the Thai questions back into English. The two versions' meanings were then compared to ensure their consistency (Brislin & Freimanis, 2001).

TL was measured using a five-item scale adapted from Carless et al. (2000). CS utilized a 5-item scale adapted from Tews et al. (2013). OC used Meyer et al. (1993) four-item affective commitment scale. WLB used Shukla and Srivastava (2016)'s four-item scale. EE used four-item scale. JS used a three-item scale developed by Cammann et al. (1979). All measurements were taken on a 5-point Likert scale, with 1 representing strongly disagree (SD) and 5 representing strongly agree (SA).

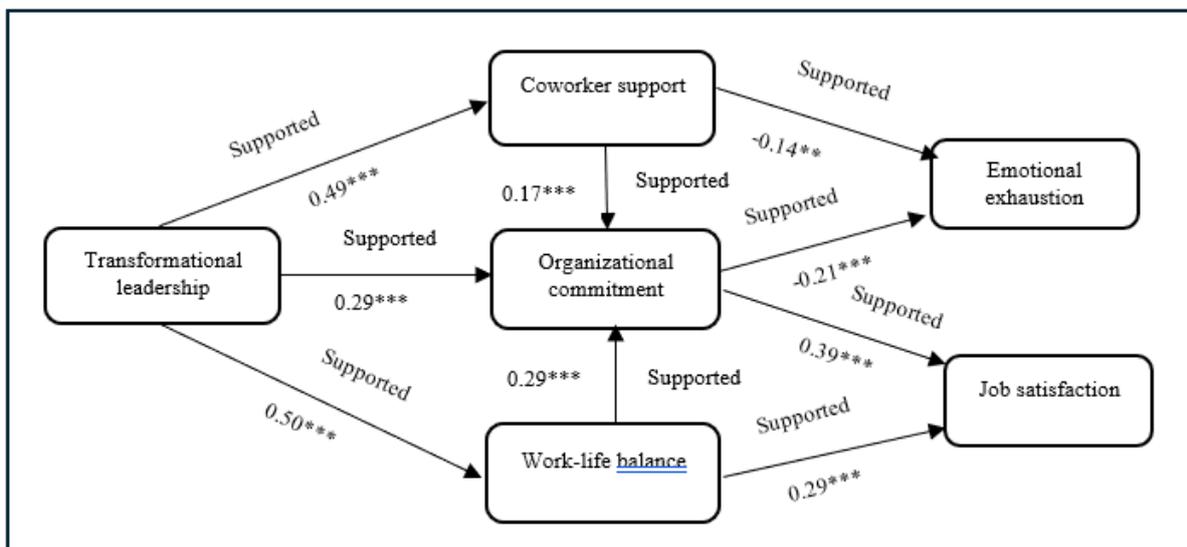
## Results and Discussion

### Standardized Coefficients between the Variables

The nine hypotheses yielded statistically significant standardized coefficients for the causal relationships between latent variables. According to the R2 values, TL explained 31% of the variance in WLB and 30% of the variance in CS. Furthermore, JS antecedents (WLB and OC) could account for 45% of the variance. The highest R2 value was found in OC, indicating that its three antecedents (TL, WLB, and CS) could account for 46% of the variance. Notably, EE had the lowest R2 value, indicating that CS and OC attributed only 9% of its variance. Overall, these findings supported the structural model, as illustrated in Figure 2.

Figure 2

Regression Findings in SPSS



### Hypotheses Testing Results

A sequence of regression analyses was conducted to test the hypotheses. To examine *H01*, the regression model  $Y = \beta_0 + \beta_1X + \varepsilon$  was utilized, wherein *Y* denotes the expected change in coworker support corresponding to a one-unit increase in *X*, representing transformational leadership.  $\beta_0$  represents the estimated regression intercept,  $\beta_1$  is the standardized regression coefficient representing the effect size, and  $\varepsilon$  signifies the random error term. The findings revealed a substantial standardized effect ( $\beta = 0.49, p < 0.001$ ), rejecting *H01* and lending strong support to *H01*, affirming the positive impact of transformational leadership on work-life balance. The coefficient of determination ( $R^2$ ) was 0.49, indicating that transformational leadership accounts for 49% of the variability observed in customer support.

In order to investigate *H03*, the regression model  $Y = \beta_0 + \beta_1X + \varepsilon$  was utilized, where *Y* represents the anticipated shift in work-life balance associated with a unit increase in *X*, which is indicative of transformational leadership. The results showed a highly significant

standardized effect ( $\beta = 0.50, p < 0.001$ ), rejecting *Ho3* and strongly supporting *Ha3*. These results validate the favorable influence of transformational leadership on work-life balance. The  $R^2$  value was 0.50, revealing that transformational leadership accounts for approximately 50% of the variance observed in work-life balance.

The subsequent hypotheses under scrutiny were *Ho2*, *Ho4*, and *Ho8*. These hypotheses collectively posited that transformational leadership, coworker support, and work-life balance positively influence organizational commitment. Employing the multiple regression model  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$ , where  $Y$  represents the expected change in organizational commitment, and  $X_1$  (transformational leadership),  $X_2$  (coworker support), and  $X_3$  (work-life balance) represent the independent variables. The findings supported the notion that organizational commitment is indeed positively influenced by transformational leadership ( $\beta = 0.29, p < 0.001$ ), coworker support ( $\beta = 0.17, p < 0.001$ ), and work-life balance ( $\beta = 0.23, p < 0.001$ ). Based on these results, *Ho2*, *Ho4*, and *Ho8* were rejected and *Ha2*, *Ha4*, and *Ha8* were accepted. With an adjusted  $R^2$  of 0.32, it is evident that the combined influence of these three independent variables accounts for 32% of the observed variance in organizational commitment, underscoring their significant explanatory power in the model.

The study tested *Ho5* and *Ho7* using the regression model  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$ , where  $Y$  represents the expected change in emotional exhaustion due to the changes in  $X_1$  (coworker support) and  $X_2$  (organizational commitment). The results of the study showed that both coworker support ( $\beta = -0.14, p < 0.01$ ) and organizational commitment ( $\beta = -0.23, p < 0.001$ ) have significant negative impacts on emotional exhaustion. In simpler terms, increased coworker support and organizational commitment are associated with lower emotional exhaustion, rejecting *Ho5* and *Ho7* while accepting *Ha5* and *Ha7*. The adjusted  $R^2$  of 0.08 indicates that coworker support and organizational commitment only account for 8% of the observed variance in emotional exhaustion.

The study assessed *Ho6* and *Ho9* through the regression model  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$ , where  $Y$  indicates the expected change in job satisfaction due to changes in  $X_1$  (organizational commitment) and  $X_2$  (work-life balance). Both null hypotheses were rejected while the alternative hypotheses *Ha6* and *Ho9* were accepted. These results indicate that organizational commitment ( $\beta = 0.39, p < 0.001$ ) and work-life balance ( $\beta = 0.29, p < 0.001$ ) positively impact job satisfaction. The adjusted  $R^2$  was 0.34, which means that organizational commitment and work-life balance contribute to 34% of the variance in job satisfaction.

### ***Cronbach's alpha***

The reliability of the measurements is assessed through Cronbach's alpha, which is a crucial step in determining the consistency and internal coherence of a set of measurements or items within a questionnaire or scale (Hair et al., 2010). As shown in Table 1, all Cronbach's alpha coefficients exceeded the recommended minimum threshold of 0.70, indicating strong internal consistency among the measurement items. This suggests that the items within the measurement instrument are measuring the same underlying construct and are highly correlated with each other.

**Table 1**

*Cronbach's alpha*

Variable	Cronbach's alpha
Transformational Leadership (TL)	0.95
Coworker Support (CS)	0.93
Work-life balance (WLB)	0.81
Organizational Commitment (OC)	0.82
Emotional Exhaustion (EE)	0.77
Job Satisfaction (JS)	0.78

**Transformational Leadership**

Employees all agree that their leaders have a clear vision and a positive attitude at work, care about and promote the development of their knowledge and abilities, encourage and praise them for their work, foster trust, engagement, and collaboration among colleagues, and encourage them to propose unconventional solutions to problems. Responses from the interview emphasized the importance of change-oriented leadership to make things easier, increase productivity, and gain the support of subordinates and colleagues. Their leaders are considered transformational because they are willing to adopt new technology and innovations. This link between forward-thinking, transformational leadership that emphasizes using technology to increase work efficiency and productivity appears to confirm the quantitative part of this study's finding that TL increases CS which has also been confirmed by previous studies (Lai et al., 2021; Lauritzen et al., 2022).

**Table 2**

*Analysis of TL*

Transformational Leadership	n	Mean	SD
Leaders have a clear vision and a positive attitude during work.	433	3.55	0.830
Leaders care for and promote the development of employees' knowledge and abilities.		3.61	0.815
Leaders encourage and praise employees for their work		3.50	0.890
Leaders promote trust. Engagement and collaboration among colleagues		3.58	0.813
Leaders encourage you to offer unconventional ideas for solving problems, such as asking questions or offering new perspectives.		3.53	0.847
<b>Total</b>		<b>3.55</b>	<b>0.824</b>

**Coworker Support**

The respondents all agree that their colleagues are available to assist them as their workload increases and when they have problems, are honest with one another, work as a team, and are available when they receive a new or challenging assignment. Unity among colleagues, mutual support, and camaraderie are critical for task completion. A healthy work environment

requires effective communication, positive teamwork, and mutual assistance, which are positively associated with OC and negatively correlated with EE (Rathert et al., 2022).

**Table 3**

*Analysis of CS*

<b>Co-worker Support</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>
Colleagues are available to help you as your workload increases.	433	3.76	0.660
Colleagues are ready to help you when you have problems.		3.78	0.644
Colleagues are honest with each other.		3.60	0.766
You work together as a team to support each other.		3.79	0.712
Colleagues are available to advise you when you receive a new or difficult assignment.		3.69	0.732
<b>Total</b>		<b>3.72</b>	<b>0.703</b>

The quantitative findings in this study align with previous research (Kmieciak, 2021) in providing empirical support to the importance of a supportive work environment as it was unveiled that CS significantly enhances OC. Moreover, the respondents accentuated the significance of emotional and moral support in nurturing a positive workplace culture, stressing the value of collaborative teamwork and mutual encouragement in boosting motivation and OC (Kmieciak, 2021).

### **Organizational Commitment**

Respondents agree that they are willing to work extra and sacrifice their time to help the organization; and their values align with that of the organization. However, they are neither proud nor ashamed working in the retail companies they are currently in. Benefits, encompassing salary increments, bonuses, and additional perks, significantly impact their motivation.

**Table 4**

*Analysis of OC*

<b>Organizational Commitment</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>
You are willing to work extra to help the organization succeed.	433	3.64	0.813
You are willing to sacrifice the time needed to advance this organization.		3.49	0.691
Your values align with the organization.		3.70	0.775
You are proud to work for this organization.		3.26	0.884
<b>Total</b>		<b>3.52</b>	<b>0.790</b>

Employees who believe their compensation does not reflect their contributions may suffer negative consequences. A male supervisor stated that when the organization recognizes and values their efforts, they feel satisfied, happy, and motivated. Receiving less than they deserve is unacceptable. Another male supervisor stated that everyone works for the benefits and salary. These imply that employees expect fair benefits and incentives. Feeling undervalued or inadequately compensated reduces their OC, which can lead to EE and reduced JS. This supports the quantitative findings of a negative correlation between OC and EE (Li et al., 2020). It also revealed that diminished organizational support leads to reduced JS (Eslami & Gharakhani, 2012).

Furthermore, the study found that respondents unanimously agreed on the importance of employee benefits in motivating employees to work harder and maintain enthusiasm. Hence, providing competitive employee benefits is critical in attracting, retaining, and motivating employees to perform better while maintaining organizational culture. Companies that prioritize employee well-being, provide support and resources during stressful situations, and recognize their employees' efforts are more likely to foster a positive work environment and strong relationships between the organization and its workforce. This, in turn, can lead to increased employee well-being, increased OC, and decreased EE. These key aspects are consistent with the findings of the quantitative analysis and are supported by earlier studies (Li et al., 2020).

**Work-Life Balance**

Employees can balance their time at work, at home, or privately; they can manage their time appropriately between personal and professional lives; their personal and professional lives are balanced; and they can truly relax on vacation. Some were happy to be available for work-related calls during their designated time off, while others preferred to keep their professional and personal lives separate. For example, one male employee stated that he has no objections to being called to work and is eager to assist. However, a female employee never works overtime because she takes time off on weekends, and a supervisor is available to assist anyone who requires assistance.

**Table 5**

*Analysis of WLB*

<b>Work-Life Balance</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>
You can balance your time at work and at home or privately.	433	3.63	0.718
You can manage your time appropriately between your personal life and work time.		3.41	0.820
Your personal life and work are balance.		3.44	0.931
On your vacation you can really get to relax.		3.73	0.787
<b>Total</b>		<b>3.55</b>	<b>0.814</b>

Furthermore, interviewees who were willing to work on their day off preferred advance notice before being called to work, while others were more adaptable and willing to assist on short notice if the task was urgent or critical. Furthermore, the study identified critical themes such as work-life integration, the distinction between professional and personal life, and how work obligations can interfere with personal time. These findings highlight the importance of striking a work-life balance for overall well-being.

### Emotional Exhaustion

All had a neutral response on these three statements that: they are exhausted from work; lost their willingness to work; and are refreshed upon waking up in the morning and know that they have to go to work. It is important to effectively separate personal life from work duties to bolster work efficiency and reduce emotional strains. Maintaining emotional stability by keeping personal matters significantly impacts work quality and productivity. Aligning with this study's findings that a negative correlation exists between OC and EE, which was consistent with previous research (Li et al., 2020), it can be inferred that enhancing overall employee commitment may mitigate the risk of EE.

**Table 6**

*Analysis of EE*

<b>Emotional Exhaustion</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>
You are exhausted from work.	433	2.73	0.935
You have lost your willingness to work.		2.69	0.797
You refreshed when you wake up in the morning and know you have to go to work.		2.64	0.950
<b>Total</b>		<b>2.68</b>	<b>0.894</b>

### Job Satisfaction

Respondents agree that they are satisfied with their work and would like to continue developing themselves through it. However, they respond neutrally to the statement that they are satisfied with the compensation they receive for their work. Individual experiences and expertise influenced their perception of the fairness of the organization's benefits and their salary satisfaction. Furthermore, they expressed a desire for more precise evaluation criteria that better reflect their knowledge and contributions to the organization.

**Table 7***The Analysis of JS*

<b>Job Satisfaction</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>
Overall, you are satisfied with your work here.	433	3.62	0.742
You are satisfied with the compensation you receive for your work.		3.27	0.761
You continuously develop yourself through work.		3.74	0.716
<b>Total</b>		<b>3.54</b>	<b>0.739</b>

Several interviewees also proposed changes to the benefit structures, such as increased benefits for long-term employees or revised evaluation methods. It can be implied from these results that managers must delve into these aspects that affect job satisfaction of employees. They must review their HR manual on employees' benefits and incentives and evaluation.

There is a strong link between the benefits received and the associated responsibilities, as well as satisfaction and dissatisfaction with the benefits. A female staff member was unequivocal, saying, "Some find it worthwhile, while others do not. Some people are willing to help, while others are not. However, my time in this department has provided me with invaluable knowledge and experience, allowing me to not only better understand my current role but also transition smoothly to other departments. I have a sense of worth and would rate my job satisfaction as 9 out of 10."

Moreover, results strongly indicate that participant satisfaction levels are significantly impacted by workload. Given the pivotal role of workload in maintaining a healthy WLB (Johari et al., 2018), it becomes crucial to establish manageable workloads that align with employees' capabilities. This, coupled with fair compensation, is essential for enhancing JS and fostering a better WLB. The existing empirical literature and the quantitative findings from this study validate the intrinsic links between WLB, JS, and OC (Emre & De Spiegeleare, 2019). Hence, it becomes imperative only to give manageable workloads to bolster JS, promote a healthier WLB, and enhance OC.

Findings reveal that TL improves employee CS, making colleagues are willing to assist others. TL has also been identified to increase OC; employees are willing to go the extra mile and sacrifice their time to help the organization succeed. This also implies that technology-mediated communication tools and effective communication processes are essential for achieving desired organizational transformations. Furthermore, TL also increases WLB because change-oriented leadership simplifies tasks, boosts productivity, and elicits support from colleagues and subordinates. Employees can balance their work and personal lives.

CS is also supported to increase OC, demonstrating that employees who receive support from coworkers reciprocate by going above and beyond to help the organization succeed, thereby lowering EE. Benefits like salary increases, bonuses, and other perks also have a significant impact on OC. When a company recognizes and cultivates its employees' dedication and loyalty, particularly during difficult times, a positive work environment and strong

relationships are fostered, which improves WLB, OC, and JS.

Findings demonstrated the importance of effectively separating personal life from work to reduce emotional strain. When employees are committed to the organization, their values align with the organization and they are proud to belong with the organization, they are always energized to go to work hence feel less exhausted and disengaged. Work responsibility has impacted an employee’s WLB and mental health because, even at home and on days off. Furthermore, employees who can manage and balance their time between work and personal life or have healthy WLB; tend to be committed to the organization.

### Conclusions and Recommendations

All nine hypotheses are supported, indicating that TL has a significant effect on increasing WLB, CS, and OC. CS also has a significant impact on employees' OC while potentially reducing EE. OC has a significant impact on increasing JS and decreasing EE among employees. Finally, WLB significantly raises employees' OC and JS.

Leaders in large retail companies in Bangkok, Thailand, are regarded as transformational leaders who help to maintain their employees' OC. They are forward-thinkers, change-oriented leaders with a vision for transforming the organization to meet modern demands. They simplify, think, increase productivity, and gain the support of colleagues and subordinates. They emphasized the value of individual empowerment, support, and reinforcement among coworkers, which can lead to positive workplace outcomes.

Furthermore, the majority are interrupted by work responsibilities even on their days off. In their case, it is unavoidable to distinguish between work and personal life. There is a strong link between the benefits employees receive and the responsibilities they undertake. They believed that as OC waned, it could lead to EE, lowering JS.

**Table 8**

*Hypotheses statements and findings remarks*

No	Hypothesis Statement	Remark
Ha1	Transformational leadership has a significant impact in increasing coworker support among employees in big retail stores in Bangkok, Thailand.	Supported***
Ha2	Transformational leadership has a significant impact in increasing organizational commitment among employees at the big retail companies in Bangkok, Thailand.	Supported***
Ha3	Transformational leadership has a significant impact in increasing work-life balance among employees in big retail stores in Bangkok, Thailand.	Supported***
Ha4	Coworker support has significant impact in increasing organizational commitment among employees in big retail stores in Bangkok, Thailand.	Supported***
Ha5	Coworker support has a significant impact in decreasing emotional exhaustion among employees in big retail stores in Bangkok, Thailand.	Supported**
Ha6	Organizational commitment has a significant impact in increasing job satisfaction among employees in big retail stores in Bangkok, Thailand.	Supported***

No	Hypothesis Statement	Remark
Ha7	Organizational commitment has a significant impact in decreasing emotional exhaustion among employees in big retail stores in Bangkok, Thailand.	Supported***
Ha8	Work-life balance has a significant impact in increasing organizational commitment among employees in big retail stores in Bangkok, Thailand.	Supported***
Ha9	Work-life balance has a significant impact in increasing job satisfaction among employees in big retail stores in Bangkok, Thailand.	Supported***

Notes: \*\*\*, \*\*, \* means significant at 0.001, 0.01, 0.05 level.

There is an urgent need to further investigate mechanisms for mitigating EE among employees in large retail companies of Bangkok. This study unequivocally recommends that, as a company grows, leaders within it must demonstrate a profound and unwavering commitment to guiding their teams toward the achievement of company goals such as recruiting managers who have the potential to undertake TL; revisit and review their evaluation criteria in the promotion of employees and the provision of salaries and benefits commensurate to the length of experience, expertise, job responsibilities, and workload. Future research should look beyond the current mediators to uncover additional factors influencing the relationship between TL and various performance outcomes in Thailand's major retail companies, to gain a more comprehensive understanding of the intricate dynamics at work. Furthermore, the influence of demographic characteristics of the employees on OC, WLB, EE, and JS be studied as well as differences of these variables based on the generation where the employee belongs.

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