The Impact Transformational Leadership Through Affective Commitment with Mediasi Quality Work of Life and Spiritual Well-beingin COVID-19 era

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Abstract. *In a situation of uncertainty due to the current COVID-19 outbreak, business actors must always be ready to face changes. Many companies experienced a very large decline in service sales, especially in the automotive world. This is a very big challenge for leaders/managers to survive during this pandemic. This study aims to examine the impact of transformational leadership (TL) on affective commitment (AC) to maintain the company's sustainability. In previous studies, AC was influenced by several variables, namely TL directly or mediated by spiritual well-being (SWB) and quality work of life (QWL). And most of the research that was done previously was still in the health and hospitality fields, there was still no research in the field of automotive services in the application of TL in supporting the increase in QWL and SWB especially during the current pandemic which had never happened in previous times. of this study is to describe and analyze the effect of increasing AC through SWB and QWL supported by TL on Nasmoco Group employees. The sample in this study were 201 after-sales employees of the Nasmoco group in Semarang, Jogja, and Solo. The data collection method is by sending digital questionnaires to several nasmoco branches and analyzed using SEM with PLS. The results showed that TL and QWL had a significant positive effect on AC, but not with SWB. This illustrates that in the current crisis, the influence of TL is very important in increasing AC. And QWL is one of the factors that can improve AC.*

Keywords: *Leadership, Quality; Tranformational; Spiritual.*

1. Introduction

The existence of the COVID-19 pandemic has not been realized that companies are making changes in the quality of work of life/ quality of employee life of an employee. Whereas we know that a high quality of work life/ quality of work of life is very important for organizations to continue to attract and retain employees. (Sandrick k, 2003). With a good quality of work life, employees will increase employee satisfaction, strengthen workplace learning, and help employees manage change and transition better (Anonymous, 2005).

However, what is the reality that cannot be avoided if the quality of work life decreases due to company policies issued to maintain the company due to the impact of the current pandemic. This is interesting to study, because it is undeniable that in the current crisis situation, employees also have no choice in choosing a job because almost all companies are experiencing the same thing.

Therefore, the role of a leader is very necessary to be able to grow employee motivation and employee commitment. The hope is that employees can also be involved in dealing with the problems of companies that are experiencing a decline in performance. According to Bass and Avolio (1990) suggest that the role of leaders is becoming increasingly important, successful leaders know how to inject their professional effectiveness into the organization and gain the approval of all employees while leading organizational development, thereby helping the organization achieve the goals set in the strategic vision and together direct the organization towards success.

A reliable leader is needed to maintain employee performance in dealing with crisis situations experienced by the company so that the company survives. There are two leadership styles, namely transactional leadership and transformational leadership. Transactional leadership is a leadership style that helps organizations achieve their goals or goals more efficiently (McShane & Glinow, 2010, Gao et al., 2020). Leaders ensure that all team members get or have the skills and equipment needed to complete their work. And leaders are oriented to improving employee performance and satisfaction. Meanwhile, transformational leadership is a leadership style that changes its team in an organization by creating, communicating, and translating a vision for the organization, and inspiring the team to achieve that vision (McShane & Glinow, 2010). In addition, McShane & Glinow (2010), said that transactional leadership can be called "managing" or "doing something right" because leaders focus on improving employee achievement and satisfaction. And according to Mcshane & Glinow (2010), said that transformational leadership can be called "leading" because it concentrates on making and changing steps to be able to adapt to changing circumstances and situations. It takes a strong person to face challenges and threats that often arise, including leaders who have transformational abilities. Transformational leadership is carried out when leaders mobilize all available resources to build, involve and motivate their teams (Bass & Avolio, 2002; Hartiti, 2013) quoted in Olifiansyah et al., (2020).

That a reliable leader is able to influence his team in the desired way to achieve the expected goals. Therefore, it is important for leaders to understand how their team views their leadership behavior and how it changes and affects the quality of employee work life. In line with that, good quality of work life will lead to higher organizational commitment (Tarek et al., 2017).

Therefore, employees who are highly committed to the organization will be able to overcome negative emotions, such as turnover intention, and perform good behavior, such

as helping others and doing more effort (Luo, et al., 2013). It is known that there are 3 (three) types of commitment, namely, "affective", "continuance" and "normative commitment" (Gellatly et al., 2006; Lee et al., 2001; Meyer et al., 2002; Powell & Meyer, 2004). Continuance commitment is considered a self-serving or selfish attitude. This commitment arises because of an employee's desire to continue / maintain their job for fear of losing their job. Normative commitment is a commitment that arises because of moral obligations due to social relationships. This happens when an employee feels indebted to the organization. While affective commitment, appears as an individual's emotional attachment to their organization. (Powell & Meyer, 2004).

In this study, we try to see whether in a crisis situation where several indicators of quality of work life are currently declining, whether transformational leadership is still a determining factor in maintaining or increasing employee commitment or needs to be supported by other factors so that the influence of commitment will be much greater. These factors are spiritual well-being built from transformational leadership which will ultimately affect employee commitment. Or indeed quality of work of life is still a dominant factor in increasing employee commitment in the COVID-19 era. This study is interesting to see what factors are dominant in increasing organizational commitment built from transformational leadership, whether the leadership factor itself or leadership that supports quality of work life or leadership that builds spiritual well-being. Where the employee commitment needed at this time is affective commitment in dealing with the crisis conditions due to the COVID-19 pandemic, namely employee involvement in maintaining the organization during times of crisis.

2. Research Methods

The research conducted is quantitative research, namely systematic scientific research on parts and phenomena and the causality of their relationships. Or research that emphasizes testing theories through measuring the variables involved in the research with numbers and data analysis with statistical procedures.

While the type of research that will be used in this problem is explanatory research. Explanatory research is explanatory in nature and aims to test a theory or hypothesis in order to strengthen or even reject the theory or hypothesis of existing research results. According to Umar (1999), explanatory research is research that aims to analyze the relationships between one variable and another or how a variable affects another variable. In addition, explanatory research according to Singarimbun and Effendi (1995), is research that explains the causal relationship between research variables with previously formulated hypothesis testing. In explanatory research, the approach used in this study is the survey method, namely research conducted to obtain facts about the phenomena that exist in the research object and seek information actually and systematically. Explanatory research tries to provide an explanation of why and how a relationship can occur in a situation. The

variables in this study are affective commitment, quality work of life, spiritual well-being, and transformational leadership.

3. Results and Discussion

Evaluation of Measurement (Outer) Model

This model specifies the relationship between latent variables and their indicators. or it can be said that the outer model defines how each indicator relates to its latent variables. Tests performed on the outer model.

1. Validity Test with*convergent validity.*

An indicator is declared valid if it has a loading factor above 0.5 against the intended construct. The Smart PLS output for loading factors provides the following results:

Table3.1 Results For Outer Loading

	Affective Commitment	Quality Work Of Life	Spiritual Well Being	Transformational Leadership
x1.1				0.901
x1.2				0.853
x1.3				0.898
x1.4				0.912
x1.5				0.917
x1.6				0.865
y1.1			0.728	
y1.2			0.663	
y1.3			0.828	
y1.4			0.731	
y1.5			0.733	
y1.6			0.699	
y1.7			0.777	
y2.1		0.723		
y2.2		0.739		
y2.3		0.865		
y2.4		0.836		
y2.5		0.744		
y2.6		0.702		
y3.1	0.883			
y3.2	0.841			
y3.3	0.831			
y3.4	0.827			
y3.5	0.691			
y3.6	0.608			

Processed primary data sources, 2021

Validity testing for reflective indicators uses the correlation between item scores and construct scores. Measurement with reflective indicators shows a change in an indicator in a

construct if another indicator in the same construct changes (or is removed from the model). Reflective indicators are suitable for measuring perceptions so this study uses reflective indicators. The table above shows that the loading factor gives a value above the recommended value of 0.5. This means that the indicators used in this study are valid or have met convergent validity.

2. Reliability Test

Reliability testing is done by looking at the composite reliability value of the indicator block that measures the construct. The composite reliability result will show a satisfactory value if it is above 0.7. The following are the composite reliability values in the output:

*Table3.2*Composite Reliability

	Composite Reliability
Affective Commitment	0.905
Quality Work of Life	0.897
Spiritual Well Being	0.893
Transformational Leadership	0.959

Source: Processed primary data, 2021

Table3.13 above shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the discriminant validity criteria. To strengthen the reliability test, testing is carried out with the Average Variance Extracted (AVE) value, if the AVE value> 0.5 then the indicators used in the study are reliable, and can be used for research.

*Table3.3 **Average Variance Extracted Value***

	AVE
Affective Commitment	0.618
Quality Work of Life	0.593
Spiritual Well Being	0.546
Transformational Leadership	0.794

Source: Processed primary data, 2021

Table3.16 shows the results of the Average Variance Extracted (AVE) of each construct is good, namely above 0.5. An indicator is said to have good reliability if its Average Variance Extracted (AVE) value is above 0.5. It can be seen here that the value for the Average Variance Extracted obtained has a value of > 0.5, from the results above all variables have an Average Variance Extracted value of > 0.5, meaning they have a good reliability value and can be used for further research processes.

Structural Model Testing (Inner Model)

After the estimated model meets the Outer Model criteria, the next step is to test the structural model (Inner model). The inner model test can be known through the results of the bootstrapping analysis by looking at the output on the path coefficients and Rsquare. The output is presented in the following table:

Table3.4Path Coefficients (Mean, STDEV, T-Values, P-Values)

The Impact Transformational Leadership ………. (**Arif Suwandi**)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDE|)	P Values
Quality Work of Life -> Affective Commitment	0.247	0.247	0.096	2,578	**0.010**
Spiritual Well Being -> Affective Commitment	0.098	0.106	0.064	1,535	**0.125**
Transformational Leadership -> Affective Commitment	0.508	0.505	0.092	5,537	**0,000**
Transformational Leadership -> Quality Work of Life	0.814	0.814	0.035	23,574	**0,000**
Transformational Leadership -> Spiritual Well Being	0.327	0.341	0.071	4,606	**0,000**

Source: Processed primary data, 2021

The analysis results of the output table path coefficients of the structural model (inner model) describe the relationship between latent variables. From the table, the significance of the influence can also be seen, the magnitude of the influence of each exogenous variable on the endogenous variable. The results of the significance test can be seen in Figure3.

*Figure3.1*Bootstrapping Output

In addition, the equation formed based on the table above is:

Equation 1: Y1 = 0.327X

Equation 2: Y2 = 0.814X

Equation 3: Y3 = 0.508X + 0.098Y1 + 0.247Y2

Then, to see the magnitude of the influence of the independent variables (exogenous) together on the dependent variable (endogenous), the following table will be presented. The following is the Adjusted R-Square value for the construct:

*Table3.5*AdjustedR-Square

	AdjustedR-square
Affective Commitment	0.577
Quality Work of Life	0.661
Spiritual Well Being	0.102

Source: Processed primary data, 2021

Table3.15 gives a value of 0.577 for the affective commitment construct and which means that transformational leadership, spiritual well being and quality of work of life are able to explain the variance of affective commitment by 57.7%, the remaining 42.3% is explained by other variations that are not included in the model. The R value is also found in the quality of work of life which is influenced by transformational leadership, which is 66.1%, the remaining 33.9% is influenced by other variables that are not included in the model. And the R value is also found in Spiritual well being which is influenced by transformational leadership, which is 10.2%, the remaining 89.8% is influenced by other variables that are not included in the model.

Hypothesis Testing

Next, testing was carried out on the 5 hypotheses proposed.

Testing is done using t-statistics value with a significance level of 0.05. The t-statistics value in the SmartPLS 3.3.2 program can be seen in the output table path coefficients. If the t-statistics value ≥ 1.967 or the probability value (P Values) ≤ 0.05 then H0 is rejected (the research hypothesis is accepted).

a. **The influence of transformational leadership on spiritual well being**

Table3.16 shows that the original sample estimate value of transformational leadership on spiritual well-being is 0.327, indicating that the direction of the relationship is positive. The relationship between transformational leadership on spiritual well-being is significant with a T-statistic of3.606> 1.97. Thus, the hypothesis H1 in this study which states that 'between transformational leadership has an influence on spiritual well-being' is accepted.

This means that transformational leadership has an impact on the spiritual well-being of employees.

b. **The influence of transformational leadership on quality of work of life**

Table3.16 shows the original sample estimate value between Transformational Leadership and quality of work of Life of 0.814 which indicates that the direction of the relationship is positive. The T-statistic value of 23.574> 1.97 so that it is stated to have a significant relationship. Thus, the H2 hypothesis in this study which states that transformational leadership has an effect on quality of work of life is accepted.

This means that transformational leadership influences policies made to improve the quality of employees' work lives.

c. **The influence of transformational leadership on affective commitment**

Table3.16 above shows that the T-statistic value of the relationship between transformational leadership and affective commitment is 5.537 > 1.97 and the original sample estimate value is 0.508 which indicates that the direction of the relationship between transformational leadership and affective commitment is significantly positive. Thus, the hypothesis H3 in this study which states that transformational leadership has an effect on affective commitment is accepted.

This means that affective commitment can be developed from a transformational leadership style.

d. **The influence of spiritual well being on affective commitment**

Table3.16 also shows that the relationship between spiritual well being and affective commitment is not significant with a T-statistic of 1.535 <1.97. The original sample estimate value is positive, which is 0.098, indicating that the direction of the relationship between spiritual well being and affective commitment is positive. Thus, the H4 hypothesis in this study which states that Spiritual Well Being has an effect on Affective Commitment is not accepted.

This means that affective commitment may not be related to the spiritual well-being of employees. However, spiritual well-being can increase affective commitment.

e. **The influence of spiritual well being on affective commitment**

Based on table3.16, the original sample estimate value of quality work of life on affective commitment is 0.247, which indicates that the direction of the relationship between quality work of life on affective commitment is positive. The table data shows that the relationship between quality work of life on affective commitment has a T-statistic value of 2.578 > 1.97. Thus, the H5 hypothesis in this study which states that quality work of life has an effect on affective commitment is accepted.

This means that affective commitment can be influenced by the quality of work life perceived by employees.

In addition, the analysis obtained, based on the original sample estimate value, it was obtained that the highest value that influences affective commitment is in transformational leadership, which is 0.508. This shows that transformational leadership has a higher influence on affective commitment than the influence of spiritual well-being and quality of work of life. While the least dominant variable is spiritual well-being, which has the smallest original sample estimate of 0.098.

2) Direct and indirect influences

The analysis of direct, indirect and total influence is intended to determine the influence of the hypothesized variables. The direct influence is the coefficient of all coefficient lines with one-ended arrows or often called the path coefficient, while the indirect influence is the influence caused by the intermediate variable. While the total influence is the total multiplication of the direct and indirect influences. Testing of the direct, indirect and total influence of each variable is presented in Table3.17.

Table3.6Direct and Indirect Influence
Transformational LeadershipTowards Affective Commitment Through
Spiritual Well Being

Influence	Connection	Coefficient	P-Value	Information
Direct	*Transformational Leadership*towards Affective Commitment	0.508	0,000	**Significant**
Indirect	*Transformational Leadership*towards Affective Commitment through Spiritual Well Being (0.327 x 0.098)	0.032	0.182	**Not Significant**
Total Score		0.540		

Source: Processed primary data, 2021

Table3.17 shows that the direct influence of transformational leadership on affective commitment (0.508) > Indirect influence of transformational leadership on affective commitment through spiritual well being (0.032). So it can be seen that spiritual well being cannot mediate the relationship between transformational leadership and affective commitment. So to increase affective commitment, the organization must increase transformational leadership to the maximum.

Table3.7Direct and Indirect Influence
Transformational LeadershipTowards Affective Commitment Through
Quality Work of Life

Influence	Connection	Coefficient	P-Value	Information
Direct	*Transformational Leadership*towards Affective Commitment	0.508	0,000	**Significant**
Indirect	*Transformational Leadership*towards Affective Commitment through Quality Work of Life (0.814 x 0.247)	0.201	0.011	**Significant**
Total Score		0.709		

Source: Processed primary data, 2021

From table3.18 above, it is known that the direct influence of transformational leadership on affective commitment (0.508) > Indirect influence of transformational leadership on affective commitment through quality of work of life (0.201). So it can be seen that transformational leadership has a direct influence on affective commitment. The indirect relationship between transformational leadership and affective commitment through quality of work of life as an intervening variable has a low coefficient of 0.201 with a p-value of 0.011 > 0.05. So that the quality of work of life variable can mediate the relationship between transformational leadership and affective commitment. However, to increase

affective commitment, organizations can directly increase transformational leadership optimally.

Table3.8Total Influence
***Transformational Leadership*Towards Affective Commitment Through**
***Spiritual Well Being*and Quality Work of Life**

Connection	Coefficient
*Transformational Leadership*towards Affective Commitment through Spiritual Well Being	0.540
*Transformational Leadership*towards Affective Commitment through Quality Work of Life	0.709

Source: Processed primary data, 2021

From table3.19 it is known that the total influence of transformational leadership on affective commitment through spiritual well being (0.540) < The total influence of transformational leadership on affective commitment through quality work of life (0.709). So it can be seen that transformational leadership on affective commitment through quality work of life has the greatest total influence.

Discussion

The discussion in this study will present the results of the variable testing in this study as a whole and in depth. Based on data processing, both descriptive data and data processing using SEM PLS to determine the hypothesis testing, the following discussion is obtained:

Transformational Leadership

The results of the study illustrate that transformational leadership has an effect on spiritual well-being, quality of work of life and affective commitment. The discussion of the influence of transformational leaders on the variables above is as follows:

1. The influence of transformational leadership on spiritual well being

The results of the study illustrate that transformational leaders have an effect on spiritual well-being. From the results of this study on each variable and its indicators, it can be seen that the higher the transformational leadership, especially the leader's attention to employees, the more it will increase spiritual well-being from the religious well-being side on the side of the belief that God cares about all the problems being faced by employees. The influence of idealistic leaders and literacy or experience in spiritual elements possessed by leaders in providing motivational inspiration through communication that is instilled in individuals as a form of attention to individuals will affect employees' self-assessment of their relationship with God, their life goals and overall life satisfaction in their team members. This can be seen during the pandemic, leaders always motivate employees to remain patient, always be grateful and pray that the current crisis situation will end soon and the company's condition will return to normal. It is undeniable that the spirituality of this leader will be important in building a spiritual team. Even leaders pay attention to the

health of their team, such as providing food supplements once a week or some are given herbal medicine and vitamins to maintain the health and immunity of their employees.

In addition, based on the results of the PLS test in table3.16 above regarding the first hypothesis, namely the influence of transformational leadership on spiritual well-beinghas a significant positive effect. This result is in accordance with the researchtransformational leadership with spiritual well-being, where spiritual well-being is built through cultivating attitudes of meaningfulness and service that emerge from transformational leadership. (Vali et al, 2016), and according to Vali & Nouri (2016) there is a positive relationship between transformational leadership and spiritual well-being.

Many previous studies have confirmed that*transformational leadership*can affect the level*spiritual well being*employees. Among them are research results which state that*leaders influence*spiritual well being*through their ability to enhance employees' sense of togetherness in the workplace (mckee, et.al, 2011). Transformational leadership positively predicts positive steps*wellbeing*. The importance of transformational leadership for*spiritual well being*is a question worthy of our attention, especially when we consider the individual and organizational consequences of having a healthy workforce, and the fact that leadership training can be a productive occupational health intervention (Arnold, 2017). Transformational leaders play a critical role in shaping*spiritual well being*(Arokiasamy & Tat, 2020).

So it can be concluded that*transformational leadership*as a construct has the potential to positively influence spiritual well-being among employees.

2. The influence of transformational leadership on quality of work of life

The results of the study illustrate that transformational leaders have an effect on quality of work of life. From the results of this study on each variable and its indicators, it can be seen that the higher the transformational leadership, especially the leader's attention to employees, the higher the quality of work of life from the employee participant side, namely the opportunity for employees to convey their ideas. The influence of intellectual stimulation carried out by leaders as a form of attention to individuals in providing motivation to employees in forming intensive communication patterns will affect the level of employee participation in providing ideas in dealing with existing problems and become a form of non-financial compensation that is very meaningful for employees. Because it is undeniable that in a crisis like this, financial needs (compensation) are prioritized in supporting the basic needs of employees, but there are other values that need to be carried out besides those related to finance, one of which is attention and appreciation for ideas. This was found in the current crisis conditions, employees participated in providing ideas to improve company performance. As is known, even in the current crisis conditions, ideas for improvement are growing rapidly, for example the emergence of the HaloBeng application (Hallo Bengkel→workshop consultation services via digital media), the availability of

disinfectant services in the car space and others. This is what is a booster to get out of the current crisis.

In addition, based on the results of the PLS test in table3.16 above regarding the second hypothesis, namely the influence of transformational leadership on quality of work lifesignificant influence. Previous research supports the results of this study, it is said that transformational leadership is an important element in improving the quality of work of life. With the wisdom, understanding and innovation of the leadership, employee self-confidence will arise so that it can increase work capacity and responsibility in achieving organizational success which leads to the quality of work life (Suratno et al, 2021). Transformational and transactional leadership styles are significant predictors of the quality of work life (Kara et.al, 2018). A transformational leadership style is a leadership style that is not only limited to working relationships, but rather leads to providing motivation, attention to individual needs, and others that lead to respect for employees as human beings who have basic rights, one of which is the right to have their ideas heard. Transformational leadership will make followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than was originally expected of them.

So it can be concluded that*transformational leadership*as a construct has the potential to positively influence the quality of work of life among employees.

3. The influence of transformational leadership on affective commitment

The results of the study illustrate that transformational leaders have an effect on affective commitment. From the results of this study on each variable and its indicators, it can be seen that the higher the transformational leadership, especially the leader's attention to employees, the more affective commitment will increase in terms of identification with the values and goals of the organization, namely the feeling that all teams are part of a family other than the nuclear family that they have. This is evident when colleagues who experience the impact of the outbreak such as self-isolating due to one of their colleagues being infected with the virus, they voluntarily help their colleagues. In addition, with declining performance, other colleagues help each other with work so that the work is completed quickly. This cannot be separated from the role of leaders in providing motivation and attention to them to stay enthusiastic so that they can survive in the midst of the current pandemic. This can be seen that employees are still carrying out their mandate well even in the crisis conditions faced by the company today. In fact, almost 80% of the open questions asked, employees still want to work well, be more productive and even want to maintain the company in order to survive.

In addition, based on the results of the PLS test in table3.16 above regarding the third hypothesis, namely the influence*transformationalleadership*to*affective commitment*significant positive effect. This study is supported by the results of previous studies which state that transformational leadership causes employees to feel that the organization supports, values, and cares about them and leads to attachment among

members of the organization and develops a high level of affective commitment to the organization (Ribeiro et.al, 2018). Transformational leadership has a positive effect on affective commitment (Astuti & Udin, 2020). Transformational leadership has a positive and significant effect on affective commitment. Organizations may be successful in maintaining positive mentality and behavior among employees by implementing transformational leadership styles and their transformational leadership styles include idealized influence behavior, idealized influence attribution, inspirational motivation, intellectual stimulation, and individual consideration (Luu & Phan, 2020).

So it can be concluded that*transformational leadership*as a construct has the potential to positively influence employee affective commitment.

Meanwhile, the indirect influence of transformational leadership on affective commitment is as follows:

a. Indirect Influence of transformational leadership on*affective commitment*through spiritual well being.

Based on table3.17, the transformational leadership variable has an influence on*affective commitment*directly without going through the spiritual well being variable. However, the transformational leadership variable on affective commitment through spiritual well being does not have a significant effect. So the spiritual well being variable is not an intervening variable. So to increase*affective commitment*, the organization must have good Transformational Leadership.

In an effort to increase employee loyalty, sense of pride, emotional attachment to the organization, identification with organizational values and goals, and employee involvement, organizations must increase the influence of idealistic leaders in providing motivational inspiration and intellectual stimulation as a form of attention to individuals and the charismatic nature of leaders.

b. Indirect Influence of transformational leadership on*affective commitment*through quality work of life.

Based on table3.17, quality of work life can mediate the relationship between transformational leadership and*affective commitment*, so to increase affective commitment, the organization can increase*quality of work and life*with maximum. However, the mediation effect of the results of this study is still small compared to the direct effect between the variables.*transformationalleadership*to*affective commitment.*

The influence of idealistic leaders in providing motivational inspiration and intellectual stimulation as a form of attention to individuals and the charismatic nature of leaders will influence the level of employee participation, career development, employee ability in conflict resolution, forming intensive communication patterns, improving occupational health, and becoming a form of non-financial compensation that is very meaningful for

employees who indirectlywill increase loyalty, pride, emotional attachment to the organization, identification with the values and goals of the organization, and involvement in the organization. So it can be concluded that to increase employee affective commitment, the organization must pay attention to*transformational leadership*in encouraging the creation of a good quality of work of life.

Spiritual Well Being

The results of this study also show that spiritual well-being can be built through transformational leadership but does not have a significant effect on affective commitment. That increasing spiritual well-being from the religious well-being side on the side of the belief that God cares about all the problems being faced by employees has not had an effect on increasing affective commitment on the side of identification with the values and goals of the organization, namely the feeling that all teams are part of a family other than the nuclear family that is owned.Self-assessment of relationship with God, purpose in life and overall life satisfaction were unable to increase loyalty, sense of pride, emotional attachment to the organization, identification with organizational values and goals, and involvement in the organization.

*Spiritual well being*is a relatively stable psychological attribute and is able to reflect a positive level of life in individuals including positive and negative affects, such as assessments and feelings about life satisfaction, reactions to feelings of happiness and sadness, and satisfaction with social life, religion, health, work environment, and other important domains. The affective component is a reflection of basic experiences in events that occur in a person's life which are divided into positive affects, namely reflections of pleasant emotions and moods and negative affects, namely representations of unpleasant emotions and moods. Fulfillment of the need for well-being is a need that must be achieved by the organization in order to increase employee commitment affectively. However, the fulfillment of spiritual well-being has not become the main goal either in meeting the physical or psychological needs of Nasmoco employees' well-being. The fulfillment of compensation provided by Nasmoco has not touched on the physical or spiritual needs of its employees spiritually, so that employees have not increased their affective commitment to the organization.

*Spiritual well being*owned by individuals still separate their worldly interests from their spiritual interests. The comfort/calmness born from spiritual well-being has not been able to be actualized in the work being done. In the current crisis situation, what the team can do to build their spiritual well-being is to be patient, grateful and sincere in facing the existing conditions. And believe that conditions will return to normal.

Based on the results of the PLS test in table3.16 above regarding the fourth hypothesis, namely the influence*spiritual well being*to*affective commitment*No*significant effect. The results of this study contradict several previous studies which stated that positive emotions can produce more positive employee attitudes about work and the organization. When

employees feel that the organization promotes their hopes and happiness, they tend to respond with positive attitudes toward the organization, including affective organizational bonds and feelings of loyalty (Rego & Cunha, 2008). The dimension of workplace spirituality has a positive effect on affective commitment (Haryokusumo, 2015).

So it can be concluded that spiritual well-being has no influence in increasing employee affective commitment.

Quality of work of Life

The results of the study illustrate that quality of work of life has an effect on affective commitment. From the results of this study on each variable and its indicators, it can be seen that the higher the quality of work of life in terms of employee opportunities to provide ideas, the more affective commitment will increase in terms of identification with organizational values and goals, namely the feeling that all teams are part of a family other than the nuclear family that is owned. This can be found in the presence of small group activities (sharing groups) which contain sharing related to problems faced in the work, making individuals become part of the idea givers for the good of the company. Activities that are carried out routinely in each section make the individuals who exist become part of the family. Even innovations have emerged by each employee when the employee or organization develops or adopts a new system/new way of completing their work. This makes each individual a part of the company, because it is undeniable that in a crisis like today, creative ideas are needed, so that not only from the leadership who come up with ideas but from team members also become part of developing creative ideas.Based on the above, it can be stated that the concept of quality of work life as measured by employee participation will increase identification with organizational values and goals, as well as involvement in the organization.

Based on the results of the PLS test in table3.16 above regarding the fifth hypothesis, namely the influence*quality of work and life*to*affective commitment*significant influence. A successful organization considers the quality of employee work life as a strategy to provide competitive advantage because the quality of work life has benefits to achieve positive behavior and attitudes in the workplace such as job satisfaction, organizational commitment (Ozgenel, 2021). The quality of work life is improved to increase organizational commitment factors (Kaur, 2016). Quality of work life (QWL) has a positive and significant effect on employee organizational commitment which shows that the quality of work life can increase employee organizational commitment (Syamsuddin, et.al, 2020).

So it can be concluded that quality of work life has an influence in increasing employee affective commitment.

Affective Commitment

The results of the study illustrate that affective commitment occurs on the side of the identification indicator of the values and goals of the organization, where team members feel that the organization is part of a new family besides the nuclear family they have. A sense of comfort and kinship occurs in the organization they are in, but for the loyalty side it is still quite low from the results of the study, this happens to team members aged 25 to 30 years more than 50% of them are still a value of 1 to 4, this happens to the millennial generation. Where they still hope to be able to try other things.

4. Conclusion

*Transformational Leadership*proven to have a significant positive influence on spiritual well being. These results indicate that the better the transformational leadership, the more it will increase spiritual well being. So to improve the spiritual well being of the organization, it can be improved through the implementation of spiritually oriented transformational leadership. Transformational leadership is proven to have a significant positive influence on the quality of work of life. These results indicate that the better the transformational leadership, the more it will increase the quality of work of life. So to improve the quality of work life, it can be improved through the implementation of transformational leadership. Transformational leadership has a significant positive influence on affective commitment. These results indicate that the better the transformational leadership, the more it will increase affective commitment. So to improve employee affective commitment, it can be improved through transformational leadership in the organization.

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