

# Quality of Work Life as a Mediator between Ethical Leadership and Organizational Commitment for Sustainability in STC

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## ABSTRACT:

Secondary processes in hospitals are causing a major part of hospitals' carbon footprint. At the same time, the study aimed to determine the direct and indirect impact of ethical leadership dimensions on organizational commitment using mediating the quality of work life to enhance sustainability in Saudi Telecom Company (STC). The researcher relied on the descriptive analytical approach in this study, by collecting theoretical information, in addition to developing a questionnaire consisting of (52) statements that were distributed to (287) individuals from employees in Saudi Telecom Company (STC), the correct questionnaires was (209) with a response rate of (73%), information was examined utilizing structural equations modeling method (PLS-SEM), the study concluded that there's the direct positive impact of ethical leadership on both organizational commitment and quality of work life, and a positive impact of quality of work life on organizational commitment, additionally, there is an indirect positive moral impact of ethical leadership on organizational commitment, mediated by quality of work life.

The study recommended the necessity of spreading the culture of the three study variables in the organization through all available tools and working to enhance it permanently, with a focus on measuring the indicators of organizational commitment of employees periodically and enhancing these indicators through various administrative practices related to organizational commitment, most notably ethical leadership and quality of work life. Additionally, continuous efforts ought to be made to develop policies and procedures related to the work environment and improve internal communication to enhance quality of work life consistently.

*Keywords: ethical leadership, quality of work life, organizational commitment, saudi telecom company*

## 1. Introduction

The human element is the cornerstone of efforts aimed at the progress and development of business organizations, as it represents the most crucial influential forces in figuring out organizational identification and its future, the organization's most valuable asset is its human capital, and therefore any organization seeks to attract distinguished human resources that help it achieve its strategic goals, in addition to that the organization also seeks to develop and develop the capabilities, skills and behaviors of its human resources, and provide a stable environment for them through the application of the best modern and advanced administrative methods and concepts.

(EL) is one of the most prominent management concepts that support taking responsibility and motivating employees, and makes them focus on distinguishing between right and wrong in their actions, and enhances resistance to corruption and moral decay, and thus significantly affects the behaviors and actions of employees, which strongly

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reinforces their belief in the organization's goals, plans, and systems (Özgenel & Aksu, 2020).

(EL) enhances employee engagement in the organization, which motivates them to integrate into work and adopt the organization's beliefs, which affects the organization's efficacy (Pradhan et al., 2016), and the (QWL) is an essential element that the organization attempts to provide to all its employees to supply a healthy and safe work environment for all its human resources, which achieves a harmony between personal and professional lives of the human element, which has a favorable impact on the performance of tasks efficiently and effectively, and the creation of opportunities the growth and development of both the organization and its human elements.

(EL) plays a prominent role in boosting employee morale through the unique ethical principles it provides, these principles take transparency, fairness, and integrity into account when making decisions, these principles encompass a set of ethical principles that emphasize respect and humanity in dealing with employees.

This study aims to identify the mediating role of (QWL) in the relationship between (EL) and (OC) within Saudi Telecom Company (STC).

This leads to several sub-questions: Does (EL) affect both (OC) and (QWL), does the (QWL) affect (OC), is there an indirect impact of (EL) on (OC) through the mediating role of the (QWL) in the Saudi Telecom Company (STC).

The objectives of the study are to recognize the fundamental ideas of their variables, determine the nature of the relationship between them, in addition to determining the direct and indirect influence of (EL) on (OC) by mediating (QWL) in the Saudi Telecom Company (STC), as well as reaching a set of findings that help those in charge of the entity subject to application in taking steps that will enhance the quality of services provided to customers.

The study also acquires its scientific importance in terms of its focus on clarifying the importance of the three variables of the study (EL) - (QWL) - (OC) as one of the important concepts in the field of administrative work, as well as identifying the relationship between (EL) and (OC) by mediating the (QWL), and the practical importance of the study stems from its application in the field of service provision affecting all aspects of economic and social life, and given the significant increase in the telecommunications sector. In the numbers and segments of customers, which imposes on companies working in this field the need to develop and improve their services continuously, through the application of administrative concepts that contribute effectively to achieving this.

## **2. Theoretical literature**

### **2.1. Ethical leadership (EL)**

Having ethical behavior is essential of leadership, ethical behavior is necessary for the individual's success as a leader in the organization. Multiple models of organizational effectiveness and leadership have confirmed that attention to ethical issues is one of the basic elements of leadership (Morgan, 1993), Ponnu et al., (2009) believe (EL) is the practical clarification of naturally proper conduct by one's own acts and interactive relationships, and enhancing this behavior among workers via dialogue and making choices, Resick et al., (2011) also confirms that (EL) with all its implications in the modern sense calls on the

leader to exercise moral powers motivated by values, in accordance with moral principles in life, and to build human relationships with others in line with his goals.

Daft et al., (2015) believes that the leader has an important influence on moral values, by expressing the organizational values that employees should embrace, and disseminating these values throughout the organization, he should establish these values in his daily behavior, and thus leadership results in a high level of respect and appreciation from subordinates.

(EL) is crystallized through a group of components, represented in the first place by the administrative characteristics that focus on areas of making decisions objectively, applying laws and systems fairly and transparently, and encouraging and motivating subordinates to achieve, while supporting teamwork, and in the second degree by the personal characteristics that focus on Areas of applying equality in the distribution of tasks while ensuring honesty, and developing a system that rewards the committed and punishes those who violate the values, the third level is represented by the characteristics associated with human relationships that focus on the areas of communication with others, appropriate appreciation for them, and interest in satisfying their needs and desires (Tayfour, 2020), (EL) is demonstrating relatively proper conduct demonstrated by actions and personal relationships, and promoting this behavior through two-way communication that contributes to enhancing the decision-making process (Martin et al., 2022).

Kalshoven, et al., (2011) explains that (EL) consists of several dimensions: integrity and justice, role clarity, power sharing, concern for employees, and moral orientation.

## **2.2. Quality of Work Life (QWL)**

(QWL) means employees' expectations towards work organizations in terms of justice, wages and compensation, the growth of human potential, the presence of stability and career stability (Walton, 1974). It also means decent working conditions, excellent supervision, fair and rewarding salaries, benefits motivation, encouragement and more care for work. The (QWL) grows through building positive relationships between employees, (Werther & Davis, 2002).

(QWL) is therefore essential for organizations to continue to attract and retain employees, through a comprehensive programme to improve employee satisfaction (Nasl & Dargahi, 2006), therefore, taking serious steps towards enhancing the (QWL) and achieving happiness in work environment and increasing productivity, and the happiness of employees is directly reflected in the quality and volume of services that the organization provides to its customers (Sgroi, 2015).

Perangin et al. (2020) believes that the (QWL) is about strengthening the workforce, so that it is ready to contribute optimally to achieving the organization's goals, Karoso et al., (2022) noted that (QWL) is a program that effectively improves working conditions (from the perspective of employees) and increases organizational effectiveness (from the perspective of leadership), Jindal (2014) considers the factors that affect the (QWL) to be the work environment, health and safety, job security, job satisfaction, work stress and human relations.

## **2.3. Organizational Commitment (OC)**

(OC) might be characterized as the degree to which employees relate to their place of employment, the level of dedication they exhibit, and their willingness to leave (Baron & Greenberg, 1990).

The concept of (OC) has gained great attention from researchers in the field of administrative sciences during the present times, as it is defined as individuals' belief and embracing of the organization's objectives and their inclination should put in their best effort for the benefit of the organization in which they work, with a strong desire to continue its membership (Mowday et al., 2013).

(OC) also refers to the individual's responsibility towards his organization and taking it seriously to achieve organizational goals with high efficiency (Sigal, 2013), it is also known as the binding force that drives an individual to a specific action in order to achieve specific goals (Rahman et al., 2016).

The model presented by Allen & Meyer (1990) includes three dimensions of (OC), the first of which is emotional commitment, which is emotional attachment to the organization, participation in the organization's work and adherence to it. It is based on the positive feeling of employees towards their organizations, as a findings of the presence of organizational policies in the organization that encourage positive communication between employees (Tolentino, 2013), and normative commitment, which means normative commitment, is the employees' sensation of the necessity of committing to remain in the organization, sticking to it, and working to achieve its goals, and feeling that this is his duty towards the organization (Johar et al, 2019). Continuance commitment is a situation where the main link between employees and the organization is based on continuity of commitment, and employees continue to work there because they feel they need to do so (Ellis & Gordon, 2019).

(OC) profoundly impacts employees through its three dimensions: affective, normative, and continuance commitment, through these dimensions, employees move between these types over time, in the first stage, employees are emotionally affected, which enhances their feeling of fulfillment and belonging, and this leads them to move to another stage, which is normative commitment, through a growing sense of responsibility towards their jobs, this reinforces their commitment to continuing should spend as much time as possible working for the company, at this stage, the employee is certain that he or she will lose more than he or she will gain if he or she leaves the organization. Moving between these three stages certainly enhances the chances of sustained commitment.

### **3. Literature Review**

(EL) greatly affects administrative and organizational practices. The study of Koonmee et al., (2010) pointed out that there are positives when ethics are put into practice through leader behaviors and the (QWL), it also confirmed that the implicit form of institutionalizing ethics and the (QWL) have positive effects on the three outcomes related to employee performance, which are job satisfaction, (OC), and group mentality, Poohongthong et al., (2014) explained that (EL) helps enhance organizational and ethical socialization, and therefore organizational socialization in an ethical manner enhances good citizenship and work effectiveness in organizations. In addition, (EL) helps achieve happiness at work and success, Engelbrecht et al., (2014) concluded that there are positive

relationships between (EL) and work engagement and between (EL) and believe in the leader, in addition to the importance of the role that (EL) behavior plays in enhancing involvement in the workplace by creating relationships with employees based on trust.

Khaleghkhah et al., (2021) also confirmed that (EL) has impact on the (QWL) in addition managers can significantly enhance the quality of (EL) by training and employee consciousness, Khan et al., (2022) concluded that (EL) supports various aspects of work by providing assistance to employees and creating motivation through attention to human aspects, which boosts their morale and motivates them to contribute their full potential to the organization, Akinwale & Amah (2024) concluded that there's a common relationship between the dimensions of organizational justice and the (QWL).

Regarding the relationship between (EL) and (OC), the study of Celik et al., (2015) revealed that (EL) has a positive impact on (OC) and job satisfaction that (OC) has a positive impact on job satisfaction, and that (OC) has a positive impact on job satisfaction. commitment has a partial mediating function between (EL) and contentment at work, Dustar et al., (2016) concluded that the effect of (EL) on the (OC) differed, as it showed the effect of role clarity on emotional commitment only, and that ethics and fairness affect emotional and normative commitment, and sharing Authority on the three dimensions of (OC), Abuzaid (2018) showed that there's strong relationship between (EL) with affective commitment and normative commitment.

Cheng et al. (2020) showed that there is a strong relationship between (EL) and job satisfaction, the study by Bahadori et al., (2021) demonstrated a high link as well between (EL) and each element of (OC) that is, emotional commitment, continuance commitment, and normative commitment. Additionally, the (EL) can predict (87%) of the changes in (OC).

Kim & Vandenberg (2021) revealed that (EL) is favorably connected to emotional and normative commitment, and there's an indirect effect of (EL) on all elements of (OC) through the mediation of points of sale, and the study of Tamer (2021) concluded that there's a positive relationship Statistically significant between (EL), (OC), and employee performance. It was also noted that (OC) plays a mediating role between (EL) and employee performance, Ashfaq et al. (2021) indicated a relationship between (EL) and employee engagement with the effects of self-efficacy. Self-efficacy mediates the relationship between (EL) and employee engagement, and leader support helps employees utilize resources effectively, Albdareen et al., (2024) also revealed that employees' innovative behavior is influenced by (EL).

On the other hand, Asgari & Dadashi (2011); Farid et al. (2015); Eren & Hisar (2016) also conducted studies indicating a close positive relationship between (QWL) and (OC), Hussain & Saleem's study (2014) confirmed that the (QWL) has a strong positive effect on employee retention, and that job satisfaction, participation, and (OC) mediate the relationship between the (QWL) and employee retention, Afşar (2015) showed that the (QWL) has a positive impact on emotional and normative commitment, while it has a negative impact on continuing commitment, and that the number of years of work in the organization has the greatest impact on continuing commitment for them.

Ojedokun et al. (2015) showed that one of the most important ways to enhance (OC) is to improve the (QWL) and enhance employees' understanding of the organization's external impression and appearance, Hashempour et al. (2018) confirmed that the (QWL)

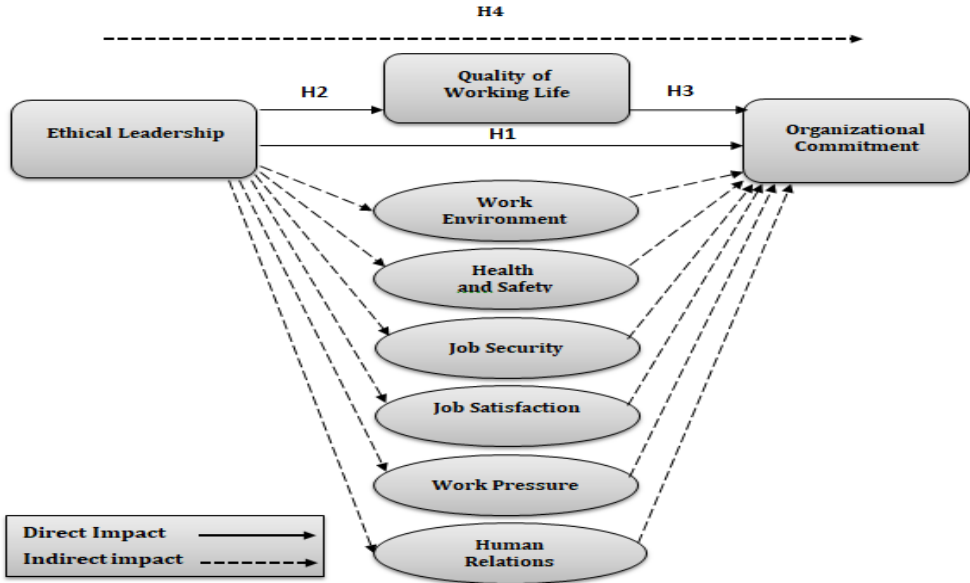
has a positive relationship, more specifically, with affective, then normative, and then continuity commitment, respectively, and a study of Burmansah et al. (2019) showed a strong relationship between (QWL) and employees' affective commitment, as well as between job engagement and employees' affective commitment.

4. Methodology

The study developed a conceptual basis for its three variables through the systematic use of descriptive analytical technique, where data were collected from different sources in order to create a theoretical basis, and in the analytical field the researcher relied on the design of a questionnaire in order to deduce and relevance check between the variables of the study through (PLS-SEM) it was also used to test the direct and indirect relationship between the study variables, additionally, the kind and strength of the association between two or more variables were measured using Pearson's correlation coefficient.

4.1. Study Model

Figure 1 shows the study model that includes the study variables that were designed based on a number of previous studies, in relation to the independent variable (EL), it was based on the model of (Kalshoven, et al., 2011), for the dependent variable (OC) it was based on the Jindal model (2014), and for the intermediate variable (QWL) It was modeled after (Allen & Meyer, 1990).



Source: Developed by author

4.2. Study Tool

Based on the hypotheses and variables of the study, the researcher constructed a questionnaire consisting of (52) statements on a sample of employees of the Saudi Telecom Company (STC), the questionnaire structure was divided into three sections, model of Kalshoven et al. (2011) was applied to measure (EL) through (18) statements distributed across its five dimensions, and (QWL), the Jindal (2014) model was applied through (21) statements distributed across its six dimensions, regarding (OC), the Allen & Meyer (1990) model was applied through (13) statements distributed across its three dimensions, the relative weight of the questionnaire statements was measured using the Likert scale, as the respondents' answers to the questionnaire statements ranged from strongly disagree (1) to strongly agree (5), this scale was used to calculate the research paragraphs.

### 4.3. Study Population and Sample:

The study population is represented by all employees of the Saudi Telecom Company (STC) in Riyadh, which numbered (1127) employees, sample size, which amounted to (287) single, and the number of recovered forms valid for analysis was (209), the valid questionnaires equal (73%) and the sample size was verified based on the equation of (Thompson, 1987):

$$n = \frac{N \times P (1 - P)}{[N-1 \times (d^2 \div z^2)] + p(1 - p)}$$

### 4.4. Evaluating the Reliability of Measurement Model

Data were verified using loading coefficients, where the loading coefficient must be greater than (0.50) for each statement according to (Hair et al., 2014), and it is clear through table 1 that all standard loading coefficients for all phrases ranged between (0.685) and (0.969) and thus exceeded (0.50), which indicates the quality of all study statements, and Cronbach's Alpha for the study variables ranged between (0.731) and (0.972), and therefore, it is clear that for each axis the stability coefficient values were satisfactory, as well as the Composite Reliability (CR) at the level of all variables was exceed (0.50), it shows the elevated level of reliability of the study scales, in addition to the above, the values of average variance (AVE) for all variables were higher than (0.50), which indicates a high convergence of all dimensions and variables of the study.

**Table 1:** Confirmatory factor analysis and internal consistency

Variables	Dim.	Symbol	Loadings Transactions	Cronbach's Alpha	(CR)	(AVE)
Ethical Leadership (EL)	Integrity and Justice	IJ1	0.827	0.911	0.759	0.674
		IJ2	0.721			
		IJ3	0.902			
		IJ4	0.827			
	Clarity of Role	CR1	0.739	0.883	0.827	0.709
		CR2	0.805			
		CR3	0.913			
		CR4	0.891			

	<b>Power Sharing</b>	PS1	0.784	0.731	0.748	0.839
		PS2	0.737			
		PS3	0.937			
	<b>Attention to Employees</b>	AE1	0.876	0.842	0.707	0.811
		AE2	0.941			
		AE3	0.849			
		AE4	0.935			
	<b>Ethical Orientation</b>	EO1	0.883	0.925	0.926	0.693
		EO2	0.798			
		EO3	0.909			
<b>Quality of Work Life (QWL)</b>	<b>Work Environment</b>	WE1	0.857	0.803	0.839	0.762
		WE2	0.911			
		WE3	0.932			
		WE4	0.838			
	<b>Health and Safety</b>	HS1	0.844	0.794	0.956	0.859
		HS2	0.769			
		HS3	0.872			
		HS4	0.685			
	<b>Job Security</b>	JSE1	0.963	0.767	0.774	0.758
		JSE2	0.915			
		JSE3	0.772			
	<b>Job Satisfaction</b>	JSA1	0.829	0.964	0.852	0.723
		JSA2	0.953			
		JSA3	0.799			
	<b>Work Pressure</b>	WP1	0.859	0.885	0.818	0.837
		WP2	0.843			
		WP3	0.756			
		WP4	0.932			
	<b>Human Relations</b>	HR1	0.806	0.972	0.929	0.663
		HR2	0.908			
		HR3	0.824			
<b>Organizational Commitment (OC)</b>	<b>Emotional Commitment</b>	EC1	0.836	0.861	0.807	0.864
		EC2	0.935			
		EC3	0.855			
		EC4	0.907			
		EC5	0.813			
	<b>Normative Commitment</b>	NC1	0.789	0.783	0.958	0.695
		NC2	0.948			
		NC3	0.844			
		NC4	0.870			
	<b>Continuous Commitment</b>	CC1	0.764	0.943	0.798	0.744
		CC2	0.741			
		CC3	0.969			
		CC4	0.796			

#### 4.5. Evaluating Validity of Measurement Model

It is calculated through the square root of the value of convergent validity (AVE), and the results showed according to table 3 the square root values of the average variance extracted (AVE) is higher than its correlation with other variables, this indicates that there is internal consistency for the variables and no interference between them.

**Table 2: Study variables' correlation coefficients (discriminant validity)**

Variable	IJ	CR	PS	AE	EO	WE	HS	JSE	JSA	WP	HR	EC	NC	CC
<b>IJ</b>	0.913													
<b>CR</b>	0.457	0.884												
<b>PS</b>	0.621	0.294	0.930											
<b>AE</b>	0.383	0.716	0.278	0.789										
<b>EO</b>	0.438	0.371	0.491	0.574	0.847									
<b>WE</b>	0.728	0.472	0.267	0.360	0.611	0.942								
<b>HS</b>	0.174	0.347	0.498	0.329	0.534	0.801	0.826							
<b>JSE</b>	0.558	0.381	0.628	0.529	0.320	0.518	0.730	0.869						
<b>JSA</b>	0.291	0.483	0.531	0.659	0.754	0.749	0.394	0.447	0.907					
<b>WP</b>	0.681	0.738	0.211	0.258	0.704	0.468	0.559	0.639	0.483	0.814				
<b>HR</b>	0.726	0.517	0.433	0.427	0.693	0.579	0.601	0.528	0.372	0.603	0.805			
<b>EC</b>	0.155	0.329	0.681	0.782	0.252	0.093	0.668	0.138	0.459	0.639	0.800	0.921		
<b>NC</b>	0.270	0.397	0.550	0.684	0.479	0.673	0.085	0.763	0.176	0.560	0.329	0.711	0.949	
<b>CC</b>	0.722	0.591	0.456	0.184	0.368	0.379	0.660	0.741	0.393	0.828	0.752	0.449	0.679	0.894

#### 4.6. Indicators matching the measurement model

The quality regarding the measuring model was evaluated based on some statistical indicators namely the mean path coefficient (APC), the average correlation coefficient (ARS), the average variance of the inflation coefficient (AVIF), and table 3 shows this as follows:

**Table 3: Measurement model quality indicators**

Indicator	Value	P-Value	Acceptance Index
Average Path Coefficient (APC)	0.173	P <0.001	P <0.05

Average correlation coefficient (ARS)	0.237	P <0.001	P <0.05
Average variance of inflation coefficient (AVIF)	2.158		acceptable if $\leq 5$ , ideally $\leq 3.3$

4.7. Structural model study and hypothesis testing

The researcher relied on the method of (PLS-SEM), and in the light of the measurement model, the hypotheses of the study were examined utilizing the program (Warp PLS 7), and this is explained as follows:

**H<sub>1</sub>:** The organizational commitment at Saudi Telecom Company (STC) is significantly impacted by the ethical leadership.

This hypothesis is branches out into the following:

**H<sub>1A</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by integrity and justice.

**H<sub>1B</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by clarity of role.

**H<sub>1C</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by power sharing.

**H<sub>1D</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by attention to employees.

**H<sub>1E</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by ethical orientation.

**Table 4:** The direct impact of (EL) on (OC)

path	Hypothesis	Direct path coefficient	P-Value	T	R <sup>2</sup>	Hypothesis Supported
IJ → OC	H <sub>1a</sub>	0.091	0.000	3.441	0.427	Supported
CR → OC	H <sub>1b</sub>	0.236	0.001	3.220		Supported
PS → OC	H <sub>1c</sub>	0.127	0.000	3.006		Supported
AE → OC	H <sub>1d</sub>	0.163	0.000	3.756		Supported
EO → OC	H <sub>1e</sub>	0.204	0.000	3.392		Supported

Table 4 shows that there's the direct positive effect of (EL) on (OC), the findings showed a significant effect of integrity and justice on (OC), with the path coefficient reaching (0.091), it is significant at the level of (0.000), in addition, it was found that there's the positive effect of role clarity on (OC), with the path coefficient reaching (0.236), it is significant at the level of (0.000), with regard to power sharing only, the findings showed a positive effect of power sharing on (OC), with the path coefficient reaching (0.127), it is significant at the level of (0.000), the findings also revealed a direct positive effect of the ethical orientation of employees on (OC), with the path coefficient reaching (0.163), it is significant at the level of (0.000), finally, it was also found that there's the direct positive effect of the ethical orientation on (OC) it is significant at the level of (0.000), and the values of t-test for the five sub-hypotheses confirmed these findings, as they equal (3.441), (3.220), (3.006), (3.756), (3.392) respectively, and all of them are higher than (1.96), which confirms

the validity of the five sub-hypotheses ( $H_{1a}$ ,  $H_{1b}$ ,  $H_{1c}$ ,  $H_{1d}$ ,  $H_{1e}$ ), which means check the first main hypothesis "the organizational commitment at Saudi Telecom Company (STC) is significantly impacted by the ethical leadership".

It is also clear from the same table that ( $R^2$ ) equal (0.427), which means that all dimensions of (EL) explain about (42.7%) of the variation in (OC), and remaining percentage other things unrelated in the present model.

**H<sub>2</sub>:** The quality of work life at Saudi Telecom Company (STC) is significantly impacted by the ethical leadership.

This hypothesis is branches out into the following:

**H<sub>2A</sub>:** The quality of work life at Saudi Telecom Company is significantly impacted by integrity and justice.

**H<sub>2B</sub>:** The quality of work life at Saudi Telecom Company is significantly impacted by clarity of role.

**H<sub>2C</sub>:** The quality of work life at Saudi Telecom Company is significantly impacted by power sharing.

**H<sub>2D</sub>:** The quality of work life at Saudi Telecom Company is significantly impacted by attention to employees.

**H<sub>2E</sub>:** The quality of work life at Saudi Telecom Company is significantly impacted by ethical orientation.

**Table 5:** The direct impact of (EL) on (QWL)

path	Hypothesis	Direct path coefficient	P-Value	T	R <sup>2</sup>	Hypothesis Supported
I J → QWL	H <sub>2a</sub>	0.371	0.000	4.004	0.312	Supported
CR → QWL	H <sub>2b</sub>	0.169	0.000	3.940		Supported
PS → QWL	H <sub>2c</sub>	0.097	0.066	1.552		Not Supported
AE → WL	H <sub>2d</sub>	0.380	0.000	4.283		Supported
EO → QWL	H <sub>2e</sub>	0.106	0.000	3.116		Supported

Table 5 shows that there is a direct positive effect of (EL) on (QWL), as the results showed a positive effect of integrity and fairness on (QWL), with a path coefficient of (0.371), there is also a positive effect of role clarity on (QWL), with a path coefficient of (0.169), in addition, there is a direct positive effect of employee care on (QWL), with a path coefficient of (0.380), finally, it was also found that there is a direct positive effect of ethical orientation on (QWL), with a path coefficient of (0.106), the path coefficient for the four dimensions is statistically significant at the (0.000) level, as for power sharing, the results confirmed that there is no positive effect of power sharing on (QWL), with a path coefficient of (0.097), it is not significant at a level of (0.066) as it is greater than (0.05), and the values of t-test for the four sub-hypotheses ( $H_{2a}$ ,  $H_{2b}$ ,  $H_{2d}$ ,  $H_{2e}$ ) confirmed these findings, as they equal (4.004), (3.940), (4.283), (3.116) respectively, all of which are higher than (1.96), and the sub-hypothesis ( $H_{2c}$ ) was rejected, as the t-test value equal (1.552), which is less than (1.96), which means check the second main hypothesis, which states that "the quality of

work life at Saudi Telecom Company (STC) is significantly impacted by the ethical leadership".

From the same table ( $R^2$ ) equal (0.312), which means that dimensions of (EL) explain about (31.2%) of the variation in the (QWL), and remaining percentage other things unrelated in the present model.

**H<sub>3</sub>:** The organizational commitment at Saudi Telecom Company (STC) is significantly impacted by the quality of work life.

This hypothesis is branches out into the following:

**H<sub>3A</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by work environment.

**H<sub>3B</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by health and safety.

**H<sub>3C</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by job security.

**H<sub>3D</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by job satisfaction.

**H<sub>3E</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by work pressure.

**H<sub>3F</sub>:** The organizational commitment at Saudi Telecom Company is significantly impacted by human relations.

**Table 6:** The direct impact of (QWL) on (OC)

path	Hypothesis	Direct path coefficient	P-Value	T	R <sup>2</sup>	Hypothesis Supported
WE → OC	H <sub>3a</sub>	0.199	0.000	2.562	0.329	Supported
HS → OC	H <sub>3b</sub>	0.278	0.000	4.603		Supported
JSE → OC	H <sub>3c</sub>	0.339	0.000	4.447		Supported
JSa → OC	H <sub>3d</sub>	0.284	0.000	2.963		Supported
WP → OC	H <sub>3e</sub>	0.306	0.000	3.391		Supported
HR → OC	H <sub>3f</sub>	0.148	0.000	4.118		Supported

Table 6 shows that there is a direct positive effect of (QWL) on (OC). The results also showed a direct and strong positive effect of the work environment on (OC), as the path coefficient value equal (0.199), they also showed a direct and statistically significant positive effect of occupational health and safety on (OC), as the path coefficient value reached (0.278), there is also a direct and statistically significant positive effect of job security on (OC), as the path coefficient value reached (0.339), the results also showed a direct positive effect of job satisfaction on (OC), as the path coefficient value reached (0.284), they also showed a direct effect of work stress on (OC), as the path coefficient value reached (0.306), finally, the results also showed a significant positive effect of human relations on (OC), as the path coefficient value reached (0.148), it was also shown that all dimensions were statistically significant at the (0.000) level, t-test values for the six sub-hypotheses also confirmed these findings, which reached (2.562), (4.603), (4.447), (2.963), (3.391), (4.118)

respectively, and all of them are higher than (1.96), which confirms the check of the six sub-hypotheses ( $H_{3a}$ ,  $H_{3b}$ ,  $H_{3c}$ ,  $H_{3d}$ ,  $H_{3e}$ ,  $H_{3f}$ ), which means check the third main hypothesis that "the organizational commitment at Saudi Telecom Company (STC) is significantly impacted by the quality of work life".

From the same table ( $R^2$ ) equal (0.329), which means that all dimensions of the quality of working life explain about (32.9%) of the variation in (OC), and remaining percentage other things unrelated in the present model.

**H4:** Quality of work life mediates the relationship between ethical leadership and organizational commitment at Saudi Telecom Company (STC).

**Table 7:** Direct, indirect effects of the independent variable on the dependent variable

Independent var.	Intermediate var.	Dependent var	Direct Path	Indirect path	Total path	P-Value	$R^2$
IJ	QWL	OC	0.091	0.074	0.165	0.000	0.461
CR			0.236	0.055	0.291	0.000	
PS			0.127	0.087	0.214	0.000	
AE			0.163	0.033	0.196	0.000	
EO			0.204	0.069	0.273	0.000	

To test the mediating role of the relationship between the independent variable, there are a number of stages that are applied (Baron and Kenny, 1986), which are:

- The presence of a significant relationship between both the independent and mediating variables (verification).
- The presence of a significant influence relationship between both the independent and dependent variables (verification).
- There is a significant influence relationship between both the mediating and dependent variables, and the presence of the independent variable as a control variable.

The third phase includes the following cases:

- If the value of the impact factor in the third stage decreases from its value in the second stage, this means that there's a partial mediation of the intermediate variable in the relationship between the independent variable and the dependent variable.
- If the value of the impact factor in the third stage exceeded its value in the second stage, this means that there is complete mediation of the intermediate variable in the relationship between the independent variable and the dependent variable.

Table 7 validation of the fourth hypothesis appears, where the (QWL) mediates the relationship between (EL) in its various dimensions (integrity and justice - clarity of the role - sharing power - attention to employees - ethical orientation) and (OC), where full mediation is achieved if the direct impact between the independent variable and the dependent variable is significant and rose after the emergence of the intermediate variable

in relationship between them, and also both the indirect effect and the overall impact were significant.

Where the statistical data show the presence of an indirect effect of integrity and justice on (OC) when mediating the (QWL), the indirect path coefficient is equal to (0.074), it is significant at the level of (0.000), it was also found an indirect positive effect of role clarity on (OC) mediated by (QWL), as the value of the indirect path coefficient was (0.055), it is significant at the level of (0.000), as well as the presence of a positive influence other than direct power-sharing on (OC) when mediating the (QWL), where the value of the indirect path coefficient was (0.087), it is significant at the level of (0.000), in addition to the presence of a positive indirect moral effect of caring for employees on (OC) when mediating the (QWL), where the value of the indirect path coefficient reached (0.033), it is significant at the level of (0.000), and finally the presence of an indirect positive influence of the ethical orientation on (OC) when mediating (QWL), where the value of the indirect path coefficient was (0.069), it is significant at the level of (0.00).

Hence, the validity of the fourth hypothesis, which states that “(QWL) mediates the relationship between (EL) and (OC) in the Saudi Telecom Company,” is confirmed.

From the same ( $R^2$ ) equal (46.1%), and by comparing it with the value of the coefficient of determination ( $R^2$ ) resulting from the direct relationship between (EL) and (OC), which equal (42.7%), it becomes clear that the coefficient of determination ( $R^2$ ) increases in the presence of the mediating variable (QWL), which indicates the role of (QWL) as an mediating variable (full mediation) in strengthening the relationship between (EL) and (OC).

## 5. Conclusion

There's the direct effect for all dimensions of (EL) on (OC), which means accepting the five sub-hypotheses ( $H_{1a}$ ,  $H_{1b}$ ,  $H_{1c}$ ,  $H_{1d}$ ,  $H_{1e}$ ) of the first main hypothesis ( $H_1$ ), which implicitly means accepting it, and ( $R^2$ ) equal (0.427), which means that all dimensions of the (EL) together explain (42.7%) of the variance occurring in (OC), and remaining percentage other things unrelated in the present model.

This findings is largely logical, as (EL) includes many dimensions that enhance many important organizational elements, which positively affects employees, creates motivation, and strengthens their emotional, normative, and ongoing commitment Abuzaid (2018); Kim & Vandenberghe (2021), which increases their belief in the organization's values, goals, and strategies Bahadori et al. (2021); Santiago-Torner (2023), this enhances their desire and ability to achieve it, which is positively reflected in the development of individual and institutional effort, this findings is harmonious with what studies have reached Çelik et al. (2015); Potipiroon & Ford (2017); Danish et al. (2020).

There's the direct effect of four dimensions of (EL) on the (QWL), which means accepting the four sub-hypotheses ( $H_{2a}$ ,  $H_{2b}$ ,  $H_{2d}$ ,  $H_{2e}$ ), as for ( $H_{2c}$ ), the findings confirmed no impact of power sharing on the (QWL), and thus we find the acceptance of four sub-hypotheses of the second main hypothesis ( $H_2$ ), which implicitly means accepting it, and ( $R^2$ ) equal (0.312), which means that all dimensions of the (EL) together explain (31.2%) of the changes occurring in the (QWL), and remaining percentage other things unrelated in the present model.

(EL) has many characteristics that can be crucial in enhancing the (QWL), including its vital effects on the work environment Khaleghkhah et al. (2021); Khan et al. (2022), as well as to satisfy the psychological, moral and human needs and desires of employees Pio & Lengkong (2020); Molnár et al. (2021), this provides them with many essential aspects that improve their awareness of their practical life in the organization, this has a significant influence on the productivity of employees and increases their insistence on working hard, sincerely and honestly, especially with attention to their moral aspects, which enhances their desire and ability to achieve them, which is positively reflected in the development of individual and institutional performance, this findings is consistent with what studies have reached Hamilton (2008); Koonmee et al. (2010); Bashir et al. (2023).

There's the direct effect of all dimensions of (QWL) on (OC), which means accepting the six sub-hypotheses ( $H_{3a}$ ,  $H_{3b}$ ,  $H_{3c}$ ,  $H_{3d}$ ,  $H_{3e}$ ,  $H_{3f}$ ) of the third main hypothesis ( $H_3$ ), which implicitly means accepting it, and ( $R^2$ ) equal (0.329), which means that all dimensions combined explain (32.9%) of the variance in (OC), and remaining percentage other things unrelated in the present model.

This is a natural outcome, as (QWL) provides many elements, such as a positive work environment that prioritizes human factors, occupational health and safety, and reduces work stress. Normala (2010); Abebe & Assemie (2023), in addition, it gives employees more emotional and organizational attraction to the organization, which makes them feel responsible and work with greater determination and perseverance to achieve what the organization seeks. This finding is consistent with what was reached in the studies of Yusoff et al. (2015); Sahni (2019); Eliyana et al. (2020).

The findings also showed the influence of the (QWL) on the relationship between (EL) and (OC) at the Saudi Telecom Company (STC), as it was found that there's an indirect influence of all dimensions of (EL) on (OC) when mediating the (QWL), the value of the indirect path coefficient for dimensions of (EL) equal (0.074), (0.055), (0.087), (0.033), (0.69) respectively and in a positive direction, while the direct effect of the same dimensions reached (0.091), (0.236), (0.127), (0.163), (0.204) respectively, and this study is consistent with the conditions set by Baron & Kenny (1986), this means that the quality of working life is fully mediated in this model, as the value of the total path coefficient (T.P) has increased in the case of the indirect effect over the direct effect, since complete mediation is achieved when the effect increases when the mediating variable enters.

( $R^2$ ) between (EL) and (OC) when mediating the (QWL) was (46.1%), and when compared to the value of the coefficient of determination ( $R^2$ ) resulting from the direct relationship between (EL) and (OC), which was (42.7%), it is clear that the coefficient of determination ( $R^2$ ) increased in the presence of the mediating variable by (3.4%), which indicates the role of organizational stability as an mediating variable in enhancing and strengthening the relationship between administrative empowerment and high-performance work systems, these findings are in line with studies by Alam et al. (2021); Pio (2022); Hermanto et al. (2024).

We conclude from the above that it is necessary for the organization to disseminate the culture of the three study variables by using all the tools available to the organization to clarify the principles and practices related to these concepts by holding workshops, seminars, awareness meetings and training courses, and measuring the extent of development of these practices in work performance by establishing special mechanisms

and standards for evaluation, in addition to designing incentive programs that include material and moral incentives in order to consolidate these practices in the long term and make them a method and basis for work in the organization, while constantly highlighting their positive effects on the individual, the organization and society.

(EL), with its various dimensions, is an important leadership style that organizations rely on to enhance the ethical and practical behaviors of employees through the foundations it provides that help them devote themselves to their work away from focusing on marginal matters that negatively affect their productivity, leaders should make sure that continue to illustrate and practice leadership behaviors, and to spreading a spirit of trust and cooperation with employees in order to reduce obstacles in the work environment, and holding workshops for employees to help them coordinate their goals with the organization's objectives and encourage and motivate them to dedicate oneself to the organization's vision and mission.

It also requires paying attention to measuring the indicators of (OC) periodically to identify the targeted level's accessibility, and intervening in the event of a gap between the actual and targeted level through various administrative practices related to (OC), most notably (EL) and (QWL), which supports employees' commitment to the organization's strategic directions, in addition to the necessity of the organization constantly seeking to develop policies and enhance the internal communication process in the organization while providing all requirements that enhance the (QWL), which is related to moral and material support and other elements of employee empowerment.

In addition to the above, the current study examined the mediating role of (QWL) in the relationship between (EL) and (OC), other mediating variables, such as strategic vigilance, organizational voice, and it also needs to broaden the reach of this study to comprise sectors other than the communications sector, such as banking, education, health, postal services, and industry, and studying the extent to which it can be applied on a broad scale to enhance administrative practices that further improve individual and collective performance, future research will examine how the organization's external environment, represented by economic, social, and cultural factors, interacts with (EL) and commitment, and the impact this has on sustainability in various organizational settings.

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