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UNDERSTANDING COMMITMENT IN THE MALAYSIAN SOCIO-CULTURAL SETTING: THE ROLE OF SUBJECTIVE WELL-BEING

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Abstract:

This study examines the mediating function of Subjective Well-Being (SWB) in the association between Personal Values and Organizational Commitment among indigenous technical staff in the Malaysian construction sector. Despite the sector's persistent turnover issues, empirical studies examining these psychological causes within the Malaysian socio-cultural framework are scarce. Utilising a quantitative research approach, data were gathered from technical personnel and analysed with SPSS 28 and Hayes' PROCESS Macro. The results

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indicate that subjective well-being strongly mediates the relationship between personal values and organizational commitment, implying that alignment of values cultivates institutional loyalty primarily via improving the employee's psychological condition. These findings enhance the theoretical framework of Schwartz's Basic Values Theory and offer a refined comprehension of the black box connecting individual dispositions to institutional attachment. The study emphasizes the imperative for human resource strategies to evolve towards value-based management and psychosocial assistance. This study provides a solid basis for establishing sustainable human resource practices in labour-intensive sectors.

Keyword:

Construction Industry, Local Technical Worker, Organisational Commitment, Personal Values, Subjective Well-Being



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Introduction

The 13th Malaysia Plan (13MP) prioritizes individual well-being and human capital development as fundamental components of national advancement. This policy emphasizes the strategic significance of psychological resources in maintaining worker competency, organizational stability, and general quality of life. This study identifies subjective well-being as a vital psychological process that facilitates the translation of personal ideals into organizational commitment, specifically among local technical personnel in Malaysia's construction sector. This study closely integrates organizational-level investigation with Malaysia's overarching developmental goal of improving well-being and increasing human capital.

Organizational commitment has been acknowledged as a fundamental factor influencing organizational performance and competitive advantage (Nahak & Ellitan, 2022). Nonetheless, despite extensive research over several decades, empirical information regarding its origins remains disjointed and ambiguous, indicating the necessity for additional exploration into the psychological and contextual elements that promote commitment (Meyer, 2002; Sungu et al., 2020). Recent studies consistently indicate that employees with elevated well-being display greater organizational commitment, while negative psychological conditions such as burnout and depression correlate with reduced commitment and heightened withdrawal behaviors (Jamaludin et al., 2021; Todorović et al., 2024). Improved well-being indicates increased personal resources that promote ongoing engagement, connection, and loyalty to the business, thereby diminishing turnover risk (Eng et al., 2025).

In addition to well-being, the alignment of values between individuals and enterprises has become a vital factor in achieving favourable workplace results. Employees who see alignment between their personal values and company values typically report increased happiness, enhanced dedication, and improved psychological well-being (Ogunyemi & Babalola, 2019; Morris, 2024). In contrast, value incongruence may hinder collaboration, weaken social cohesion, and undermine organizational commitment (Kraaykamp et al., 2019).

Subjective well-being characterized as individuals' emotional and cognitive assessments of their lives (Diener et al., 1999; Diener & Sim, 2024) is profoundly connected to values. Comprehensive studies indicate that personal values influence well-being, and surroundings aligned with these values promote elevated levels of subjective well-being (Sagiv & Schwartz, 2022; Sortheix & Schwartz, 2017).

The literature on value congruence further substantiates this association. Empirical and modern research indicates that congruence between employees' personal values and organizational values correlates with positive outcomes, such as improved job performance, heightened organizational commitment, and augmented prosocial behavior (Schwartz, 1992; Broner & Babb, 2021; Iddrisu, 2024; Kristof-Brown et al., 2018). Notwithstanding these discoveries, the psychological mechanism by which personal ideals translate into commitment especially the mediating influence of subjective well-being remains inadequately examined, particularly in labor-intensive sectors like construction.

This disparity is especially prominent in the Malaysian construction industry. Insights from a conversation with the Human Resources Manager of a prominent construction firm indicate ongoing issues concerning worker instability. Over fifty percent of employees allegedly exhibit abrupt absence, resign without prior notification, or disengage soon following wage disbursement. The difficulties primarily pertain to local technical personnel, leading to recurrent rehiring, elevated recruitment and training expenses, and significant burdens on organizational time, financial resources, and productivity. These problems reflect wider labor market developments, wherein employees increasingly value not only competitive compensation but also organizational support for well-being and quality of life (Randstad, 2024).

In this context, the current study posits that subjective well-being functions as a vital mediation mechanism connecting personal values to organizational commitment. Rectifying this deficiency is crucial for formulating successful human resource strategies that not only reduce turnover and withdrawal behaviors but also advance Malaysia's national well-being agenda. This study empirically investigates the mediating role, contributing to both theoretical and practical domains by providing insights into how organizations, especially in the construction sector, can promote sustainable commitment, improve employee well-being, and ultimately bolster human capital development in alignment with national priorities. So, based on what was mentioned, the study was done to answer one main research question:

Does subjective well-being mediate the relationship between personal values and organisational commitment among the local technical workers in in selected company under construction industry in Malaysia?

Literature Review

This section will review the literature concerning the relationship among personal values, subjective well-being (mediator), and organizational commitment.

Mediating Role of Subjective Well-Being

Subjective well-being refers to an individual's assessment of their life, encompassing three components: life satisfaction, positive affect (the experience of pleasant emotions), and negative affect (the experience of unpleasant emotions) (Singhal & Rastogi, 2017). Ilyas, Abid, and Ashfaq (2023) conducted a study that sought to integrate employee subjective well-being as a mediating variable in elucidating the relationship between employees' work motivation and their organizational commitment.

The researcher examined the correlation between subjective well-being and organisational commitment, discovering a positive association between employees' subjective well-being and their level of organisational commitment. Consequently, considering the study, the researcher recommends that hotel management establish a supportive work environment, implement job enrichment programs, and introduce a more structured performance review system to enhance employees' subjective well-being.

In the same way, Matondang et al., (2024) investigated the link between workload and subjective well-being with organizational commitment. according to their research, they concurred that subjective well-being is positively correlated with organizational commitment. nonetheless, this finding is substantiated solely when the variable of subjective well-being is correlated with the workload. the researcher demonstrates that workload is a significant variable associated with subjective well-being, essential for elucidating its relationship to organizational commitment.

Organizational Commitment, when used together, means how someone or an employee feels about the whole organization. This suggests that a primary effect of organizational commitment is its correlation with employee turnover, wherein highly committed employees are inclined to stay with their current employer and are less prone to resign (Masindi et al., 2023). Consequently, this indicates the necessity to enhance employee satisfaction by fostering a psychological attachment to the organization, thereby mitigating the adverse impact of turnover intention.

The focus of the study is on the mediating role of subjective well-being and organizational commitment (Nurkhayati, Ardiansyah, & Rahmy, 2025). Subjective well-being is influenced or affected by an individual's personal values, which would lead to the employee's perception of the organisational commitment (Singhal, & Rastogi, 2018; Chen et al., 2022). According to Ilyas, Abid, and Ashfaq, (2023), employees with high subjective well-being would be obligated to repay the organisation with their high level of commitment. Hence, it is theorised that if an individual has good personal values that are developed from their working environment, this will influence subjective well-being, and they would feel obligated to be committed to the organisation. Therefore, the following hypothesis is proposed:

Hypothesis 1: Subjective well-being plays the mediator role between the personal values of stimulation and organisational commitment

Hypothesis 2: Subjective well-being plays the mediator role between personal values of universalism and organisational commitment

Hypothesis 3: Subjective well-being plays the mediator role between the personal values of achievement and organisational commitment

Hypothesis 4: Subjective well-being plays the mediator role between personal values of self-direction and organisational commitment

Hypothesis 5: Subjective well-being plays the mediator role between personal values of benevolence and organisational commitment

Methodology

Research Design

This study employed a quantitative, cross-sectional research approach to experimentally investigate the links between personal values, subjective well-being, and organizational commitment among local technical personnel in the Malaysian construction sector. The research design was guided by the study's aims and a thorough examination of existing literature, which indicated a notable scarcity of empirical studies examining these dimensions in the Malaysian construction context. Therefore, a theory-based, hypothesis-testing methodology was considered suitable.

The study was carried out within a singular construction company, which served as the research context. This organizational framework offered a constrained and ecologically realistic setting for investigating the postulated links. Data were gathered by a structured, self-administered questionnaire modified from established and validated instruments in previous studies, thus ensuring content validity and methodological consistency with the existing literature.

Data collecting occurred over a one-month duration in September 2025, with limited researcher intervention to mitigate response bias and improve the veracity of participants' perceptions. The unit of analysis for this study was the individual local technical staff, with all statistical analyses conducted at the individual level.

Sampling

Target Population and Research Justification

The study's target audience consists of 80 local technical workers employed by a leading Malaysian construction firm. The choice to concentrate solely on local technical personnel was strategically motivated by significant organizational issues recognized during first discussions with the firm's Human Resource (HR) Department. This cohort has demonstrated significantly higher turnover rates and disengagement tendencies than other workforce sectors. The study seeks to isolate this group to deliver focused insights into the psychological factors influencing commitment, which are critically necessary for organizational stability.

Sampling Methodology and Sample Size

A probability-based simple random sample strategy was utilized to guarantee the representativeness of the findings and reduce selection bias (McCombes, 2019). This strategy

guarantees that each qualified technical employee has an equal and independent likelihood of being selected for the study.

The necessary sample size was ascertained utilizing the stated criteria of Krejcie and Morgan (1970). For a finite population of $N = 80$, a minimum sample size of $n = 66$ is necessary to get a 95% confidence level. To address any non-responses or incomplete submissions, the researchers partnered with HR personnel to randomly pick and disseminate questionnaires to 70 individuals from the official employee registration. Sixty-six valid replies were obtained and employed for the final analysis, meeting the necessary statistical threshold and providing a solid basis for inferential testing.

Data Collection

For this study, surveys or questionnaires was collected in the form of google forms and was distributed to the respondents with the help of the representatives from the Human Resource Department.

Research Instruments

Demographic

Section A consists of questions that are included in the questionnaires regarding the personal characteristics of the respondent. The items asked of the employees are age, academic education, years of service, and work position. Through this section, the researchers are able to identify if the respondents are among the local technical workers in which according to Rothwell (2015), technical workers consist of blue-collar occupations (installation, maintenance and repair, protective service), engineers, electricians, building inspectors, computer support, and many others.

Personal Values

Section B consists of 40 questions that are designed to measure 5 dimensions of the personal values variables, which are stimulation, benevolence, achievement, universalism, and self-direction. The items were adopted and adapted based on a scale developed by (Schwartz, 2012).

Organisational Commitment

Section C consists of 18 questions designed to measure the organisational commitment: continuance commitment. The items were adopted and adapted based on a scale developed by (Meyer et al., 1990).

Subjective Well-Being

Section D consists of the Satisfaction with life scale (SWLS) by Diener et al., (1985) and The Positive and Negative Affect Schedule (PANAS) by Watson, Clark, and Tellegen (1988). Both were used to assess subjective well-being.

Statistical Analysis

Data Analysis Protocols

All statistical analyses were performed utilizing IBM SPSS Statistics version 28. A systematic analytical process was utilized to guarantee data quality, measurement reliability, and the validity of inferential results. The techniques encompassed data screening, descriptive analysis, correlation analysis, and mediation analysis.

Data Screening and Measurement Evaluation

Before hypothesis testing, the dataset underwent an extensive screening process to ascertain its usability, accuracy, and statistical appropriateness. This procedure encompassed verifications for absent data, response trends, and adherence to assumptions. The quality of measurement was evaluated via reliability analysis, employing Cronbach's alpha coefficients to verify the internal consistency of all constructs. All scales met or surpassed established psychometric standards, affirming their appropriateness for further investigations.

Descriptive Analysis

Descriptive statistics were calculated to encapsulate the primary patterns and variability of the study variables. Means (M) and standard deviations (SD) were employed to characterize respondents' perceptions of personal values, subjective well-being, and organizational commitment. Furthermore, the demographic features of respondents were summarized using frequencies and percentages to create a detailed profile of the sample and contextualize the empirical results.

Correlation Analysis

Pearson correlation analysis was conducted to assess the direction and magnitude of the correlations among the study variables. Correlation coefficients (r) vary from -1 to $+1$, with the sign denoting the direction of the link and the magnitude indicating its strength. This analysis offered initial evidence of correlations among personal values, subjective well-being, and organizational commitment, so laying the groundwork for further mediation testing.

Interpretation of Pearson Correlation

The intensity of correlations was assessed according to recognized criteria, where coefficients approaching ± 1 signify stronger links, while values near zero indicate weak or inconsequential interactions (Nettleton, 2014). This heuristic method enabled a uniform and comprehensible assessment of bivariate interactions before multivariate modeling.

Analysis of Mediation

Mediation analysis was performed utilizing Hayes' PROCESS macro (Version 4.0) for SPSS to evaluate the proposed mediating effect of subjective well-being (Hayes, 2018). PROCESS use ordinary least squares (OLS) regression-based route analysis to ascertain direct, indirect, and total effects. Bootstrapping methods were utilized to produce bias-corrected confidence intervals for indirect effects, offering a rigorous assessment of mediation independent of

normality assumptions. This methodology is extensively utilized in business, social science, and health research because of its statistical robustness and adaptability in modelling intricate relational dynamics.

Results

Data Screening and Response Rate

Prior to hypothesis testing, a thorough data screening process was performed to verify the integrity and distributional characteristics of the dataset. An initial audit verified the data's completeness, revealing no missing values across the structures. The dataset was examined for non-purposeful responding; thus, one case was removed due to a standard deviation of zero across all items, signifying straight-lining behavior (uniform response patterns). The final analytical sample consisted of 66 local technical personnel, reflecting a 97% response rate. This sample size is statistically adequate for a population of 80 at a 95% confidence level, as per the standards set by Krejcie and Morgan (1970).

Normality and Distributional Assumptions

The skewness and kurtosis of all variables, including organizational commitment, subjective well-being, and the five dimensions of personal values, were analyzed to confirm the assumption of normality necessary for multivariate analysis. All values remained within the strict ± 2.0 range, meeting the criteria for univariate normality (Hair et al., 2010).

The Normal Q-Q plot of the regression standardized residuals was examined to evaluate the normality of the error term. The observed data points closely aligned with the 45-degree diagonal line, visually confirming normality and indicating that the residuals are normally distributed. The initial diagnostics verify that the data is devoid of substantial outliers and distributional anomalies, thereby establishing a solid basis for ensuing inferential statistical analyses.

Reliability Test

Cronbach's alpha (α) coefficients were computed for all constructs to evaluate the internal consistency of the measurement scales. Results demonstrate that the reliability coefficients for all independent, mediating, and dependent variables surpassed the established threshold of 0.70 (Nunnally & Bernstein, 1994), signifying strong internal consistency across all instruments.

The dependent variable, organizational commitment, had great dependability with an alpha level of .887. Correspondingly, the mediating variable, subjective well-being, produced a commendable coefficient of .791. The independent variables of personal values, universalism ($\alpha = .902$) and success ($\alpha = .900$), had the highest internal consistency, succeeded by benevolence ($\alpha = .864$), self-direction ($\alpha = .822$), and stimulation ($\alpha = .730$). The results validate that the items within each scale are significantly inter-correlated, establishing a dependable foundation for subsequent multivariate hypothesis testing.

Demographic Analysis

The demographic attributes of the 66 local technical personnel involved in this investigation are summarised in Table 1. The sample exemplifies a varied cross-section of the organization's technical staff regarding age, tenure, educational qualifications, and functional functions.

Table 1: Demographic Analysis

Demographic Variable	Categories	Frequency	Percentage (%)
Age	16 - 25 years	16	24.2
	26 – 35 years	34	51.5
	36 – 45 years	9	13.6
	46 years and above	7	10.6
Years of Service	Less than 1 years	16	24.2
	1 years	9	13.6
	2 years	5	7.6
	3 years	5	7.6
	More than 4 years	31	47
Academic	High School	8	12.1
	Diploma	18	27.3
	Bachelor's Degree	29	43.9
	Master's degree	3	4.5
	SKM 3	1	1.5
	<i>Sijil</i>	1	1.5
	<i>Sijil Asas Pendawaian Elektrik</i>	1	1.5
	<i>Sijil Teknologi</i>	3	4.5
	<i>Sijil Kejuruteraan Awam Pembinaan</i>	1	1.5
	Professional Degree	1	1.5
Work Position	Apprentice Civil	4	6.1
	Assistant Documents Controller	1	1.5

Chargeman A4	1	1.5
Civil Engineer	2	3
Civil Technician	2	3
Crew Outlet	1	1.5
Documents Controller	1	1.5
Drafter	1	1.5
Engineer	4	6.1
Executive Civil	8	12.1
Executive Landscape	10	15.2

The workforce primarily consists of early to mid-career professionals. The predominant age group comprises persons aged 26 to 35 years ($n=34$, 51.5%), succeeded by those under 25 years ($n=16$, 24.2%). Participants aged 36 to 45 ($n = 9$, 13.6%) and those above 46 ($n = 7$, 10.6%) constitute the remaining segment of the sample. Concerning organizational tenure, approximately 50% of the participants ($n = 31$, 47%). 31 individuals (47.0%) have been with the company for over four years, demonstrating a considerable degree of institutional expertise. Conversely, 24.2% ($n = 16$) have been employed with the company for less than one year, while the remaining 28.8% are allocated over one to three years of employment.

The sample is very qualified, with most responders possessing tertiary qualifications. The predominant qualification is a bachelor's degree ($n = 29$, 43.9%), succeeded by Diploma holders ($n = 18$, 27.3%). Approximately 12.1% ($n = 8$) of the staff has high school certifications, whilst 9.0% ($n = 6$) possess master's degrees or advanced technical certificates (Sijil Teknologi). The remaining 7.5% ($n = 5$) hold diverse vocational and professional credentials, including the Sijil Kemahiran Malaysia (SKM) Level 3 and specialist engineering or electrical wiring certificates.

The respondents hold various technical and administrative roles within the construction sector. The predominant jobs consist of Landscape Executives ($n = 10$, 15.2%), Civil Executives ($n = 8$, 12.1%), and Civil Apprentices/Engineers ($n = 8$, 12.2%). The residual labor is allocated to specialist technical positions, comprising Document Controllers, Chargemen (A4), Drafters, and diverse site-specific technical personnel. This distribution guarantees that the study encompasses viewpoints from several functional tiers within the technical department.

Descriptive Statistics

The examination of personal values indicates a significant level of support across all aspects. Universalism exhibited the highest mean score ($M=5.54$, $SD=0.54$), indicating it is the predominant value orientation among the surveyed technical staff, followed by self-direction ($M=5.05$, $SD=0.57$) and benevolence ($M=5.04$, $SD=0.70$). Achievement ($M = 4.86$, $SD = 0.80$) and stimulation ($M = 4.84$, $SD = 0.56$) demonstrated heightened levels. The results demonstrate that the workforce exhibits a robust congruence with both self-transcendence and openness-to-change principles.

The dependent variable, organizational commitment, produced a mean of 4.03 (SD = 0.75), indicating a moderately high level of institutional attachment among the respondents. Notably, the median value, subjectively deemed as the highest overall mean, reflects this sentiment. The mediating variable, subjective well-being, exhibited the highest overall mean (M = 5.66), indicating a significantly elevated self-reported quality of life and psychological health among the sample. The standard deviations for the independent variables and organizational commitment varied between 0.54 and 0.80.

The relatively low values indicate that the responses were closely clustered around the mean, suggesting a high level of consensus among the technical staff. However, subjective well-being exhibited a significantly higher standard deviation. These relatively low values indicate that the responses were tightly clustered around the mean, suggesting a high degree of consensus among the technical staff. Nevertheless, subjective well-being demonstrated a considerably elevated standard deviation (SD = 1.64). This increased variance signifies a wider distribution of responses, indicating that although the average well-being is enhanced, there is considerable individual variability in the psychological perceptions of technical staff. This variance necessitates meticulous attention in the forthcoming multivariate studies to guarantee that individual differences are sufficiently addressed.

Correlation Analysis

Table 2: Pearson Correlation

Pearson Correlation	OC	PVS	PVA	PVU	PVB	PVSD	SWB
Organizational Commitment (OC)	1.000						
Personal Values Stimulation (PVS)	.505**	1.000					
Personal Values Achievement (PVA)	.513**	.629**	1.000				
Personal Values Universalism (PVU)	.207**	.440**	.470**	1.000			
Personal Values Benevolence (PVB)	.558**	.523**	.506**	.470**	1.000		
Personal Values Self-Direction (PVSD)	.408**	.702**	.589**	.552**	.506**	1.000	
Subjective well-Being (SWB)	.452**	.333**	.340**	.222**	.380**	.251**	1.000

** . Correlation is significant at the 0.01 level (1-tailed)

* . Correlation is significant at the 0.05 level (1-tailed)

A Pearson correlation analysis was performed to investigate the initial correlations among the study variables. The findings, as outlined in Table 2, indicate that all aspects of personal values

and subjective well-being (SWB) are positively and significantly correlated with organizational commitment, but the strength of these associations varies.

The research reveals that compassion demonstrates the most robust correlation with organizational commitment ($r = .558, p < .05$), followed closely by achievement ($r = .513, p < .05$) and stimulation ($r = .505, p < .05$). These correlations indicate a moderate-to-strong positive connection, implying that employees who emphasize collective welfare, personal competency, and workplace diversity are more inclined to exhibit elevated levels of institutional loyalty.

Additionally, self-direction ($r = .408, p < .05$) and subjective well-being ($r = .452, p < .05$) exhibited moderate positive relationships with organizational commitment. The findings indicate that psychological well-being and the aspiration for autonomy are important factors influencing an employee's intention to stay with the firm. Conversely, although universalism demonstrated a significant association with organizational commitment, it displayed the poorest correlation among the variables ($r = .207, p < .05$), signifying a positive albeit comparatively modest linear link. The substantial positive correlations among all proposed pathways offer initial validation for the study's conceptual framework, warranting additional multivariate analysis to investigate the mediating influence of subjective well-being.

PROCESS macro-Hayes

The mediation analysis, Andrew Hayes's PROCESS macro, is used to examine the effect of each personal value of stimulation, universalism, self-direction, achievement and benevolence (x-variables) on the organisation commitment (y-variable) mediated by subjective well-being (w-variables) to analyse the final hypothesis of this study. The results of the analysis are explained further in detail below.

Table 3: Mediation Analysis Summary

Variables	Total Effect	Direct Effect	Indirect Effect	t-statistic	Confidence Interval		Results
					Lower Bound	Upper Bound	
PVS→SWB →OC	b = 0.667 p<0.05	b = 0.527 p<0.05	b = 0.106	2.957	0.03	0.301	Partial Mediation
PVU→SW B →OC	b = 0.286 p>0.05	b = 0.155 p>0.05	b = 0.131	3.733	-0.178	0.2675	No Mediation
PVSD→ SWB→O C	b = 0.535 p<0.05	b = 0.412 p<0.05	b = 0.123	3.420	0.128	0.255	Partial Mediation
PVA→SW B →OC	b = 0.478 p<0.05	b = 0.378 p<0.05	b = 0.100	2.906	0.018	0.214	Partial Mediation

PVB→SWB →OC	b = 0.597 p<0.05	b = 0.483 p<0.05	b = 0.114	2.614	0.031	0.224	Partial Mediation
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*Organizational Commitment (OC), Subjective Well-Being (SWB), Personal Values Stimulation (PVS), Personal Values Achievement (PVA), Personal Values Universalism (PVU), Personal Values Benevolence (PVB), Personal Values Self-Direction (PVSD)

Table 3 explains the mediating role of subjective well-being in the relationship between personal values (stimulation, universalism, self-direction, achievement and benevolence) and organisational commitment.

The first result revealed a significant indirect effect of the impact of personal values of stimulation on organisational commitment ($b = 0.106$, $t = 2.957$), whereby the direct effect of personal values of stimulation on organisational commitment in the presence of the mediator is also found to be significant ($b = 0.527$, $p < 0.05$). Hence, subjective well-being partially mediated the relationship between personal values of stimulation and organisational commitment (H1).

The second result revealed there is no mediation impact of subjective well-being between personal value of universalism on organisational commitment where the confidence interval of lower bound is below than 0 (-0.178) (H2).

The third result revealed a significant indirect effect of the impact of personal values of achievement on organisational commitment ($b = 0.100$, $t = 2.906$) (H3), whereby the direct effect of personal values of achievement on organisational commitment in the presence of the mediator is also found to be significant ($b = 0.378$, $p < 0.05$). Hence, subjective well-being partially mediated the relationship between personal values of achievement and organisational commitment.

The fourth result revealed a significant indirect effect of the impact of personal values of self-direction on organisational commitment ($b = 0.123$, $t = 3.420$) (H4), whereby the direct effect of personal values of self-direction on organisational commitment in the presence of the mediator is also found to be significant ($b = 0.412$, $p < 0.05$). Hence, subjective well-being partially mediated the relationship between personal values of self-direction and organisational commitment.

The fifth result revealed a significant indirect effect of the impact of personal values of benevolence on organisational commitment ($b = 0.114$, $t = 2.614$) (H5), whereby the direct effect of personal values of benevolence on organisational commitment in the presence of the mediator is also found to be significant ($b = 0.483$, $p < 0.05$). Hence, subjective well-being partially mediated the relationship between personal values of benevolence and organisational commitment.

Hence, the results show that there is a mediating role of subjective well-being between personal value of stimulation, self-direction, achievement and benevolence and organisational commitment (H1, H3, H4, H5). However, Subjective well-being does not play a mediating role between the relationship of personal value of universalism and organisational commitment (H2).

Discussion

The primary objective of this study is to investigate whether subjective well-being act as a mediator between personal values and organizational commitment among local technical workers in a selected construction industry company in Malaysia. This chapter examines the primary empirical findings related to the research questions and existing literature, subsequently providing management implications, practical recommendations, suggestions for future research, and the study's conclusion.

RQ1: Does subjective well-being act as a mediator between personal values and organizational commitment among local technical workers in a selected construction industry company in Malaysia?

The research question investigated whether subjective well-being acts as a mediator between personal values and organizational commitment. The findings suggest that subjective well-being partially mediates the relationships between the personal values of stimulation (H1), achievement (H3), self-direction (H4) and benevolence (H5) and organizational commitment. employees who embrace these principles generally exhibit increased levels of subjective well-being, which are subsequently associated with heightened organizational commitment. The mediation is partial, indicating that personal values influence commitment both directly and indirectly through well-being.

However, the findings suggest that subjective well-being does not mediate the relationships between the personal values of universalism (H2), and organizational commitment. The connection between universalism and organizational commitment only made sense when subjective well-being was thought of as a middleman. This suggests that universalism (H2) may not have a direct impact on commitment; rather, individuals who hold universalistic ideals and experience heightened subjective well-being are more likely to translate those values into a stronger commitment to the organization.

These results substantiate earlier research that found positive associations between subjective well-being and workplace commitment (Bryson, Forth & Stokes, 2017; Sahai & Mahapatra, 2020), as well as studies indicating that employees with constructive value orientations and heightened well-being exhibit increased organizational commitment (Chen, et al.,2022). This study underscores the mediating function of subjective well-being, illustrating that employees' perceptions of their lives and work constitute a crucial psychological mechanism linking their value systems to their organizational commitment.

Thus, subjective well-being functions as an essential connection between value orientations, except for universalism, and commitment. These results highlight the essential function of subjective well-being as a psychological tool for articulating personal values within organizational attitudes. They also stress the need for more research to fully understand how different parts of personal values interact with different parts of well-being to affect organizational commitment in different situations.

Conclusion

This study aimed to clarify the complex psychological mechanisms that support workforce stability by examining subjective well-being as a key mediator between personal values and

organizational commitment among local technical personnel in the Malaysian construction industry. Results prove that subjective well-being acts as a mediator, partially mediating the association between personal value dimensions specifically stimulation, self-direction, achievement, and benevolence and organizational commitment.

This study is theoretically significant as it demonstrates that simple alignment of principles is inadequate for cultivating commitment; instead, values must be absorbed and expressed through the employee's psychological state to promote enduring organizational commitment. The detection of partial mediation indicates a dual-pathway model: value congruence directly influences commitment, and its effect is considerably intensified when it improves the employee's cognitive and emotional assessment of their life and work.

Prospective Research Framework

This research empirically examines the relationship between personal values, psychological well-being, and organizational commitment, providing a sophisticated solution to the ongoing debate over the factors influencing commitment in labor-intensive sectors. It transcends the conventional value-fit framework to emphasize the superiority of the internal psychological experience within the value-commitment continuum. Nonetheless, the nuances of this mediation necessitate additional investigation into the intricacies of value dimensions and the multifaceted nature of well-being (e.g., eudaimonic versus hedonic) in influencing professional attachment.

To enhance the generalizability of these findings, future research should shift from industry-specific studies to cross-sectoral and cross-cultural longitudinal approaches. Future research must identify boundary conditions such as organizational climate or perceived supervisor support that may serve as moderators, thereby enhancing our understanding of how contemporary organizations can foster a resilient and committed workforce in an increasingly volatile global economy.

Theoretical contribution

This study significantly contributes to theory by expanding Schwartz's Basic Values Theory (Schwartz, 1992) into the relatively unexamined area of local technical workers in Malaysia's construction industry, a sector marked by considerable labor volatility, cultural diversity, and operational complexity. Although Basic Values Theory has been well proven in various cultural and occupational contexts, its application to blue-collar technical workforces in emerging nations is still in its early stages. This research empirically illustrates that subjective well-being serves as a psychological conduit through which personal values are transformed into organizational commitment, thereby addressing a significant gap in the values-commitment literature and enhancing our comprehension of the black box connecting individual dispositions to organizational outcomes.

This study surpasses the conventional person-organization fit framework by framing well-being not solely because of value congruence, but as an active mediating process that enhances or diminishes the impact of values on commitment. This redefinition significantly affects sustainable human resource management (HRM) in labor-intensive sectors. It emphasizes that promoting organizational commitment in construction environments necessitates a twofold

approach: aligning employee values with organizational culture and simultaneously fostering workplace conditions that improve psychological well-being.

In the Malaysian context, where the construction sector is fundamental to economic development but suffers from persistent turnover and disengagement, our findings provide practical insights for HR practitioners and policymakers. They assert that measures aimed at enhancing well-being such as psychosocial support programs, work-life balance efforts, and participatory management practices are not ancillary advantages but essential strategies for retention and commitment. This research integrates its findings with the 13th Malaysia Plan's human capital strategy, connecting micro-level organizational psychology to macro-level national development priorities, thus enhancing both academic discussion and policy development.

This study reconceptualizes subjective well-being from a favorable outcome to a strategic organizational asset that facilitates the conversion of firmly held personal values into lasting institutional loyalty. This theoretical realignment encourages future investigations to examine the boundary constraints, temporal dynamics, and cross-cultural applicability of the values-well-being-commitment framework, especially in industries experiencing swift development and workforce diversification.

Practical implication

This study's empirical findings provide essential insights for strategic human resource management, especially in the high-pressure context of the Malaysian construction sector. The findings emphasize that sustaining a competitive advantage necessitates a fundamental transition from a solely transactional emphasis on structural and financial incentives to a comprehensive, value-oriented psychological contract.

Strategic Value-Job Alignment and Job Reconfiguration

Considering that values like achievement, self-direction, and compassion substantially influence commitment via the mediation of well-being, management must transcend typical job definitions. In the context of rigorous construction cycles, marked by site mobility and strict deadlines, organizations ought to adopt job crafting and value-aligned assignments. Granting technical personnel increased autonomy in engineering decisions (self-direction) and engaging them in initiatives with explicit social or environmental significance (benevolence) can align individual value systems with organizational objectives. This alignment serves as a safeguard against the intrinsic pressures of the sector, converting high-pressure positions into avenues of personal satisfaction.

Establishing Psychosocial Safety Climates

The research promotes the establishment of Psychosocial Safety Climates (PSC) specifically designed for on-site technical staff. In addition to conventional physical safety, organizations ought to implement specific well-being initiatives, such as proactive stress-management strategies, equitable distribution of workloads, and organized recovery intervals during critical project phases. Additionally, to alleviate the *turnover contagion* noted among local technical personnel, HR regulations must undergo thorough evaluation for perceived organizational justice. Mitigating perceptions of bias or unfairness between domestic and expatriate

employees through clear promotion processes and anti-discrimination training is crucial for strengthening the local talent pool.

Recruitment and Onboarding Based on Values

The findings indicate that Person-Organization (P-O) Fit need to be a primary selection factor from a talent acquisition standpoint. Recruitment practices must employ psychometric evaluations to confirm that candidates' fundamental values align with the organization's dedication to safety, integrity, and collective excellence. Malaysian companies facing stringent regulatory requirements and increasing client expectations should prioritize hiring for value-congruence, as this fosters intrinsic motivation among employees to maintain quality standards, consequently diminishing the necessity for extensive external oversight and mitigating the substantial costs linked to early-stage turnover.

Strengthening Organizational Resilience and Competitiveness

Incorporating subjective well-being into the fundamental operational plan enables Malaysian construction companies to develop a robust and committed staff. By integrating well-being into the daily organizational structure, companies can markedly diminish the financial impact of *silent turnover* (absenteeism and disengagement) and abrupt resignations. This strategic investment in human capital enhances project performance and safety results while aligning the organization with the 13th Malaysia Plan's national goal for sustainable human capital development, so assuring long-term survival in a turbulent market.

Suggestions for Subsequent Research

This study enhances comprehension of the values to well-being to commitment relationship, however numerous directions for future research merit consideration. Future research should expand beyond the value dimensions analyzed in this study specifically stimulation, universalism, self-direction, achievement, and benevolence to include a wider array of personal values defined within Schwartz's value framework (e.g., security, conformity, tradition, power, and hedonism). Analyzing these supplementary value orientations may provide a more thorough understanding of how various motivating factors influence organizational commitment, especially in high-risk and heavily regulated sectors like construction.

Secondly, subsequent research should investigate more mediating and moderating factors that could clarify or influence the intensity of the relationship among personal values, subjective well-being, and organizational commitment. Possible mediators may encompass psychological capital, perceived organizational support, or job meaningfulness, whereas moderators such as leadership style, employment status, or organizational justice could function as border conditions that amplify or diminish these interactions. Integrative models would enhance theoretical accuracy and elucidate the contextual factors that promote or diminish commitment.

Third, study designs ought to more accurately represent the lived experiences of local technical professionals, namely by including variables associated with occupational stress, job insecurity, safety climate, and experiences of discrimination or marginalization. These elements are particularly prominent in construction settings and may influence human values and well-being, hence affecting commitment trajectories across time. Longitudinal and multi-

source data designs would be especially beneficial in documenting the dynamic and cumulative impacts of various stresses.

Ultimately, forthcoming scholarship would gain from the integration of qualitative or mixed method approaches to enhance quantitative results. In-depth interviews, focus groups, and ethnographic methods can yield nuanced, context-specific insights into employees' interpretations of their values, well-being, and organizational relationships, revealing mechanisms that may be concealed in survey-based research alone (Weller et al., 2018). These directives collectively provide a comprehensive framework for enhancing theory and practice in organizational behavior and sustainable human resource management.

Limitations of the Research

This study, despite its contributions, is susceptible to some methodological limitations that require attention. Initially, data access was regulated by a non-disclosure agreement (NDA) with the collaborating organization, limiting data utilization to academic reasons and necessitating specific business approval. This arrangement ensured ethical compliance and organizational cooperation but imposed limitations on data sharing and replication, which are increasingly prioritized in open research methods.

The sample was limited to local technical workers from a single construction firm in Malaysia, leading to a rather small sample size. While smaller samples may diminish respondent fatigue and measurement inaccuracy, they inevitably constrain statistical power and external validity. Thus, the applicability of the findings to other construction companies, sectors, or cultural settings remains ambiguous. Future study should utilize multi-firm, multi-site sample methodologies to improve representativeness and facilitate more rigorous identification of intergroup differences and interaction effects.

Third, the study employed a cross-sectional strategy, collecting data at a singular temporal moment. While this approach is efficient and pragmatic, it precludes definitive causal inferences and fails to capture the dynamic, reciprocal relationships among personal values, subjective well-being, and organizational commitment over time.

Commitment may impact well-being, and values may change due to organizational experiences processes that cannot be separated without time distinction. To overcome this restriction, subsequent research should employ longitudinal or experience-sampling methodologies that monitor variables over various time intervals, facilitating enhanced causal inference and the analysis of developmental trajectories and feedback mechanisms.

Ultimately, dependence on self-report instruments poses the risk of common method variance, social desirability bias, and retrospective recall inaccuracies. Despite the implementation of procedural remedies (e.g., assurances of anonymity, separation of scales), future research would be improved by integrating multi-source data (e.g., supervisor assessments of commitment, objective turnover statistics) and behavioral indicators to corroborate findings and augment construct validity. These limitations highlight the necessity for methodological diversification and replication in many organizational and cultural contexts to validate and expand the current findings.

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