

Sustainable Human Resource Practices: The Impact of Transformational Leadership, Organizational Commitment, and Work Motivation on Job Satisfaction

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Abstract: This literature study examines the influence of transformational leadership style, organizational commitment, and work motivation on job satisfaction. This research method applies to a literature study or systematic literature review (SLR) procedure. This research data was obtained through online searches and journals related to job satisfaction published in the 2020-2023 period. The number of journals analyzed was 20 journals. The results of this literature study show that the transformational leadership style can function as a mentor who can create job satisfaction in employees through work performance and act as a friend who can create job satisfaction in employees through work relationships. Job satisfaction resulting from organizational commitment is influenced by several factors such as a good and healthy organizational culture, the active involvement of employees both structurally and culturally in the organization, and various memorable and enjoyable experiences during the organization which are conditioned by a comfortable and conducive work environment. Strong motivation for work is an internal drive that can awaken all unexplored potential to be activated in hard work, innovative work and sincere work to achieve individual job satisfaction and work success for the organization.

Keywords: job satisfaction, organizational commitment, transformational leadership, work motivation.

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INTRODUCTION

Global warming and various natural disasters triggered by industrial activities and their products increasingly demand the implementation of human resource management guided by green and sustainable principles. Human resource management that has been guided by green and sustainable principles will be able to optimize the human resources owned by the company to achieve sustainable company performance and reputation. Human Resources (HR) are all individuals who are actively involved and carry out productive work to achieve organizational goals (Daniel & Ndumbo, 2023).

Companies are increasingly recognizing the need for sustainable human resource practices to ensure long-term success and resilience. Sustainable human resource management (SHRM) goes beyond traditional HR functions by integrating social, environmental, and economic dimensions into human resource strategies



and operations. This approach aims to create a work environment that not only promotes organizational performance but also enhances employee well-being, fosters ethical practices, and contributes to societal welfare (Ehnert & Harry, 2012).

The success of sustainable human resource management depends on the leader and the leadership style they apply in running the organization. Transformational leadership style is a leadership model that tends to motivate employees to work more optimally and focuses on behavior to encourage transformation in individuals and organizations (Munandar & Prayekti, 2020). Transformative leaders can function as mentors for employees by providing tangible examples of tough work and intelligent work using new approaches to produce higher quality results. Apart from that, a transformative leader also wants to act as a friend who encourages employees if they make work mistakes and guides and accompanies them with full attention and affection to reach the peak of work performance. These two roles encourage employees to work with a satisfied heart so that they can mobilize all their best potential which can improve organizational performance (Aristana et al., 2023; Rosnani, 2012). The transformational leadership style is considered suitable for empowering green human resources because it is anticipatory and adaptive to environmental changes such as global warming which is fast and increasingly have an impact on environmental damage and disasters for humanity. The transformational leadership also visionary and progressive, so it takes a number of steps to carry out transformation to achieve better organizational performance (Aristana et al., 2023; Rosnani, 2012) and achieve sustainable corporate competitive advantage by producing more environmentally friendly products as green business innovation (Taleb & Pheniqi, 2023).

Sustainable human resource management can also be effective if a good and healthy organizational culture and total and robust organisational commitment exists. Organizational commitment is a personal value within members to be entirely loyal to the organization (Waldan, 2020). Organizational commitment is the result of a good and healthy organizational culture, such as members respecting leaders and obeying and implementing all decisions and policies, leaders giving instructions to their subordinates with care and compassion, helping each other and working together in completing work, distributive justice in giving work and filling positions, fairness and objectivity in providing rewards and punishment to all members in the organization, and so on to make the working environment comfortable and conducive (Daud & Afifah, 2019). One of the successes in managing an organization is determined by success in managing HR commitment. The extent to which workers are committed to the organization will certainly direct the organization to achieve its goals. High organizational commitment will strengthen the will to protect membership in the organization and mobilize all abilities to achieve goals and raise the name of the organization (Prasetyo et al., 2020), through the creation of various high-quality and more environmentally friendly products that can win future market competition as a sustainable competitive advantage for the company.

Sustainable human resource management will fail when the majority of human resources in the company do not have high work motivation. Work motivation is one of the essential elements for directing, controlling and guiding employees and the organization in total (Rahmat et al., 2023). Work motivation in employees will increase if there are comfortable and safe working conditions and atmosphere, there is distributive justice in workload, and there is recognition and appreciation for work achievements, no matter how small (Sulaefi, 2017). Work motivation that comes from a satisfied heart will encourage employees to work hard by mobilizing all their potential and abilities and work smartly by correcting work mistakes that have been made and trying to use alternative approaches at work to achieve higher quality work results (Kurniasih, 2016). One of the work motivations that must be strengthened in today's modern industrial era is not only producing quality products to gain as much economic profit as possible, but it must be ensured that these products provide added value to

society and do not cause disaster for the environment. Sustainable human resource practices driven by leaders and their leadership styles and strengthened by organizational commitment and work motivation ultimately has an impact on employee job satisfaction and organizational performance. Job satisfaction is an employee's behavioral attitude and perspective on their work. Employees who feel satisfaction at work will try their best to complete work productively and with quality (Bashir & Venkatakrishnan, 2022).

A range of studies have explored the impact of sustainable human resource practices on job satisfaction, with a particular focus on the role of transformational leadership, organizational commitment, and work motivation (Genari & Macke, 2022) found that SHRM practices, including attraction and retention of professionals, maintaining healthy and motivated professionals, and developing professional skills, positively influence organizational commitment (Zeeshan & Sarwar, 2014) further emphasized the positive impact of SHRM practices on job satisfaction, with transformational leadership acting as a moderating factor. (Lee & Hong, 2017) highlighted the significant influence of transformational leadership components, such as idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration, on job satisfaction and organizational commitment. Lastly, (Zhu & Huang, 2023) underscored the sequential mediating roles of sustainable human resource practices and sustainable innovation between transformational leadership and the performance of small and medium enterprises. These studies suggest that sustainable HR practices, particularly when supported by transformational leadership, can significantly enhance job satisfaction and organizational commitment. This literature study article attempts to analyze in more depth the influence of transformational leadership style, organizational commitment, and work motivation on job satisfaction.

METHODS

The research model used is a Systematic Literature Review, generally abbreviated as SLR. Systematic Literature Review is a systematic method that aims to collect data and findings from various other types of research and analyze them critically and then present them (Tranfield et al., 2003). Data acquisition was carried out online via Google Scholar and Researchgate. This research data was obtained through online searches in the form of journal articles related to job satisfaction published in the 2020–2023 period. Based on in-depth analysis, 20 articles were selected which the research team considered capable of answering the problem formulation regarding performance satisfaction supported by transformational leadership, organizational commitment and work motivation.

The principle of the transformational leadership style is to encourage employees to perform better, and transformational leadership refers to aspects of leader beliefs and employee beliefs that influence work improvement (Amirullah, 2020). Transformational leadership is a leadership style that encourages employees to have trust, solidarity and respect for their superiors, as well as greater self-confidence and drive, so that they can work as well as possible and to the maximum extent feasible, even exceeding their expectations (Qarismail & Prayekti, 2020).

Organizational commitment is a psychological state that shows an employee's connection to the company and influences employee policies to continue or not continue their membership in the company (Manggabarani et al., 2021). Organizational commitment is when employees show a psychological commitment to be loyal and contribute to the organization (Junaidi & Kadang, 2021). Organizational commitment includes relationships with the organization, loyalty, and personal identity. Involvement in an organization is a way to see how well employees support the company and its achievements and maintain their membership. Employees

who lack commitment to the organization tend to stay and work without effort. Meanwhile, employees who are committed to the organization will be creative and innovative to achieve organizational targets (Anwar & Afiah, 2022).

Motivation refers to everything that drives passion, will and energy within oneself, which has an impact on the amount of work done and leads to achieving goals (Wowiling et al., 2021). Motivation is progress that describes the strength of direction and tenacity of a person's efforts to achieve a goal (Robbins & Judge, 2017). Work motivation aims to maintain worker discipline and respect the time available to them (Mustika & Oktavianti, 2021). Work motivation aims to foster a spirit of hard work in employees so that they can contribute to achieving company targets (Hasibuan, 2020). Work motivation can encourage someone to achieve their work goals, both as an individual achievement and as a performance contribution to the company (Zulfikar et al., 2022).

Job satisfaction is a feeling that supports or does not support an employee's personality, which is correlated with their work or personal situation (Mangkunegara, 2017). Job satisfaction is an employee's feeling of pleasure and joy in seeing and carrying out their duties. If an individual is satisfied with his duties, it means that he is also happy with his work (Sutrisno, 2017). Job satisfaction is an emotional behavior to like and love work (Hasibuan, 2020). This behavior is reflected in work enthusiasm, discipline, and performance. Job satisfaction can be achieved both at work location, outside work, and through a combination of internal and external work environments.

Job satisfaction is one of the factors in achieving optimal work results. Employees who work with a high level of job satisfaction can significantly increase the employee's productivity and achievement. Referring to the study (Robbins & Judge, 2017), job satisfaction is a positive atmosphere towards a job as a result of job characteristics. People who are very satisfied with their work will have positive feelings about continuing to work with better quality. Still, those with a lower level of job satisfaction will have negative emotions at work which often leads to mistakes, even work accidents.

RESULTS AND DISCUSSION

Job satisfaction better describes the mood and psychological condition of employees towards work. Therefore, job satisfaction is more related to internal factors, namely employee work motivation. Employees who are motivated to achieve a particular position or develop a better career are initially forced to work hard until they reach their goals so that they feel job satisfaction (Siregar et al., 2020). Strong work motivation encourages a person to continue learning to improve the quality and professionalism of work so that satisfaction with work results arise.

Job satisfaction is also greatly influenced by external factors, especially leaders and the work environment. Transformative leaders are able to work individually very well so that they can be an inspiration for employees to reach the peak of job satisfaction. The initiation of job satisfaction launched by transformative leaders will trigger the propagation of quality work among employees, which ends with termination in the form of job satisfaction for all employees (Aristana et al., 2023; Rosnani, 2012).

A comfortable and conducive work environment can spread a sense of work satisfaction among employees. Such a work environment can only be created by a good and healthy organizational culture and total and robust organizational commitment. A good and healthy organizational culture such as employees respecting leaders and obeying and implementing all decisions and policies, leaders giving instructions to their subordinates with guidance and compassion, helping each other and working together in completing work, distributive justice in

assigning work and filling positions, fairness and objectivity in providing rewards and punishment to all members in the organization, and so on can strengthen the organizational commitment of all members so that they are motivated to carry out optimal work that they feel job satisfaction (Aristana et al., 2023; Waldan, 2020). Table 1 presents the References Meta-Analysis Matrix, which systematically organizes the key studies included in this analysis.

Table 1 References Meta-Analysis Matrix

No	Title	Authors	Transformational Leadership Style on Job Satisfaction	Organizational Commitment to Job Satisfaction	Work Motivation on Job Satisfaction	Other Related Variables
1	The Influence of Transformational Leadership Style and Work Motivation on Job Satisfaction of Regional Financial Management Agency (BPKD) Tambrauw Regency Employees	(Maryen et al., 2023)	+		+	
2	The Influence of Transformational Leadership Style, Work Motivation, and Organizational Commitment on Employee Job Satisfaction at the Regional Financial Agency of Pinrang Regency	(Zulfikar et al., 2022)	+	+	+	
3	Factors that influence job satisfaction at PT Citra Crocotma Internasional in Jakarta	(Saputra & Andani, 2021)		+	+	Work environment
4	The Influence of Transformational Leadership Style, Work Motivation, and Organizational Commitment On Employee Job Satisfaction at the Watang Sawito District Office, Pinrang Regency	(Ibrahim et al., 2020)	+	+	+	
5	The Influence of Leadership Style, Organizational Commitment, and Work Motivation on Employee Job Satisfaction	(Pally & Septyarini, 2021)		+	+	Leadership Style
6	The Influence of Transformational Leadership Style, Work Motivation, and Organizational Commitment on Job Satisfaction in the Regional Personnel Agency of Pinrang Regency	(Taslim et al., 2021)	+	+	+	
7	The Influence of Transformational Leadership, Work Motivation, and Organizational Commitment on Employee Job Satisfaction at the Batulapa District Head Office, Pinrang Regency	(Amirullah, 2020)	+	+	+	

No	Title	Authors	Transformational Leadership Style on Job Satisfaction	Organizational Commitment to Job Satisfaction	Work Motivation on Job Satisfaction	Other Related Variables
8	The Influence of Transformational Leadership Style, Work Motivation on Employee Job Satisfaction in the Regional Personnel and Human Resources Development Agency of Parepare City	(Manggabarani et al., 2021)	+	+	+	
9	The Influence of Organizational Commitment, Motivation, and Work Discipline on Job Satisfaction in the Implementation of Collective Labor Agreements (PKB) and the Impact on Employee Performance at PT. Pakoaquina	(Sugiono et al., 2021)		+	+	Work Discipline, Performance
10	The Influence of Work Discipline, Work Motivation and Organizational Commitment on Job Satisfaction and Employee Performance at the Ogan Komering Ulu Human Resources Development Agency	(Rahayu & Dahlia, 2023)		+	+	Work Discipline, Performance
11	The Influence of Organizational Commitment, Work Motivation and Leadership Style on Auditor Job Satisfaction	(Rahmat et al., 2023)		+	+	Leadership Style
12	The Influence of Leadership Style, Motivation, and Organizational Commitment on Employee Job Satisfaction at the Manado City DPRD Secretariat	(Lang et al., 2021)		+	+	Leadership Style
13	The Influence of Motivation, Leadership, and Organizational Commitment on Employee Job Satisfaction at PT Siperpoly Industry Jakarta	(Junaidi & Kadang, 2021)		+	+	Leadership Style
14	Work Motivation, Organizational Culture, Work Environment, and Organizational Commitment on Job Satisfaction of Chemical Industry Employees	(Dameria & Handoyo, 2023)		+	+	Organizational Culture, Work Environment
15	The Influence of Leadership, Motivation and Organizational Commitment on Job Satisfaction and Performance of Civil Servants at the University of Riau Pekanbaru	(Nyoto & Erpan, 2022)		+	+	Leadership, Performance

No	Title	Authors	Transformational Leadership Style on Job Satisfaction	Organizational Commitment to Job Satisfaction	Work Motivation on Job Satisfaction	Other Related Variables
16	The Influence of the Physical Work Environment, Work Motivation and Organizational Commitment on PT Employee Job Satisfaction. Dharma Lautan Utama Surabaya	(Riana & Sugijanto, 2020)		+	+	Physical Work Environment
17	The Influence of Motivation, Culture, and Organizational Commitment on Job Satisfaction in BKKBN Representative Employees in Sulawesi Province	(Elvinasari et al., 2021)		+	+	Culture
18	Organizational Commitment and Work Motivation on Employee Job Satisfaction at PT. Pos Indonesia (Persero) Asia Afrika Bandung Branch Office	(Susan & Indah, 2021)		+	+	
19	The Influence of Motivation, Organizational Commitment and Teaching Facilities on Teacher Job Satisfaction at State Middle School (SMP) 1 Pangkalan Susu, Langkat Regency	(Nuswantari, 2020)		+	+	Teaching Facilities
20	The Influence of Transformational Leadership Style, Work Environment, and Work Motivation on Job Satisfaction at Bank NTT Kalabahi Branch	(Ningrum et al., 2023)	+		+	Work environment

The Influence of Transformational Leadership Style on Job Satisfaction

Transformational leadership is one of the elements that supports individual attitudes in the workplace and creates motivation to achieve the best achievements. Transformational leadership encourages workers to improve their performance and refers to the factors of trust and confidence that influence work improvement (Taslim et al., 2021). Transformational leadership style has a positive and significant effect on employee job satisfaction (Maryen et al., 2023). Transformational leadership through intellectual stimulation and the ability to motivate and inspire workers to feel job satisfaction by achieving optimal levels of performance (Pongpearchan, 2016).

Transformative leaders are able to function as mentors who transform employees' way of thinking and work patterns so that they can achieve job satisfaction through professional achievements. Transformative leaders also want to act as friends who are full of attention and affection by encouraging employees when they make mistakes and strengthening their hearts to continuously improve their self-quality so that they feel job satisfaction through emotional relationships (Athia et al., 2023). Job satisfaction felt by employees helps in increasing their enthusiasm, discipline and performance to achieve organizational goals.

Transformational leadership can design and implement sustainable human resource management guided by green principles by optimizing the company's human resources to practice green and sustainable principles in all production activities so that they can produce innovations in the form of green products as a sustainable competitive advantage for the company (Mauledy, 2023; Taleb & Pheniqi, 2023).

The Effect of Organizational Commitment on Job Satisfaction

Organizational commitment is a psychological state representing the correlation between a worker and the organization. Organizational commitment indicates that there is a match between organizational strategies decided by the leadership and carried out with full commitment by all members with organizational culture and environment that is comfortable and conducive, thereby giving rise to job satisfaction in employees (Zulfikar et al., 2022).

The organizational commitment of employees is influenced by several factors, including a good and healthy organizational culture, such as employees respecting leaders and obeying and implementing all decisions and policies, leaders giving instructions to their subordinates with guidance and compassion, helping each other and working together in solving problems. Work, fairness and objectivity in providing rewards and punishment to all members in the organization, and so on will strengthen the organizational commitment of all members (Bashir & Venkatakrishnan, 2022). An organizational culture of respect that is not only normative but also effective and continuously responsive can make employees feel happy and satisfied because they are cared for, so they are committed to being involved and showing good performance for the organization (Sugiono et al., 2021). Positive responses and exemplary commitment from the company make employees feel that their work has significant meaning in their lives, which leads to loyalty to the organization and employee job satisfaction (Dameria & Handoyo, 2023).

Organizational commitment is also influenced by the characteristics of the roles assigned by the company to employees. In general, employees who have more excellent space to be involved and contribute to a job have a stronger commitment to the organization. The more often an employee contributes to the organization and shows loyalty, the higher his commitment to the organization (Rahmat et al., 2023). The feeling of not being isolated and always being involved and contributing to the organization gives rise to job satisfaction in the employee, which is reflected in his attitude towards work and all things related to the work environment (Lang et al., 2021). A strong bond between an employee and the organization, where the employee believes in the organization's goals and has a strong will to be part of the company, has a positive and significant impact on job satisfaction (Riana & Sugijanto, 2020). This is because employees already have a strong (Elvinasari et al., 2021). The very strong organizational commitment and employee loyalty can enable human resource management to direct all employee activities, especially those related to production, to implement green principles so that the products produced by the company are not only economically profitable but also have a positive impact on society and the environment.

Organizational commitment is also influenced by the structural characteristics of the organization. Organizational commitment will be more substantial in employees who are in decentralized organizations and in collaboration between job owners where employees are more involved in managerial decision making. The principle of decentralization refers to distributive justice in providing work and filling positions. Meanwhile, democratic principles are reflected in organizational leaders' open and inclusive attitude to truly hold deliberations to determine all policies and decisions (Sulaefi, 2017). These two principles give rise to job satisfaction in employees in the work environment as evidenced by increased job satisfaction and performance as well as reduced absenteeism, employee turnover and work accidents.

Organizational commitment is also greatly influenced by the work experience felt by employees. Organizational commitment will be vital if employees have pleasant work experience, such as the positive attitude of a group of people towards other people, the feeling that an organization can be relied upon to fulfil its organizational commitments to the personnel within it and the sense that the individuals in the organization are essential to the organization. All positive experiences when actively involved in an organization are satisfying experiences and are proven to lead to employee job satisfaction (Nuswantari, 2020).

The Influence of Work Motivation on Job Satisfaction

Motivation at work is something that employees need in a company because motivation is an encouragement to achieve desires, goals and objectives. The inclusion of motivation encourages employee performance in carrying out activities and tasks that influence the results of the organization (Saputra & Andani, 2021). Work motivation will provide good results for employee job satisfaction, where employees who feel satisfied with the optimal results of their work are also more enthusiastic about carrying out their work and this affects their work performance. Workers who have low levels of job satisfaction are indeed due to having low work motivation which will affect their work achievement (Ibrahim et al., 2020). Employee engagement can be seen through work behavior in the form of motivation, will, dedication, loyalty and firm trust in maintaining their membership in the company. Employee involvement allows employees to provide the best for the organization where they work (Pally & Septyarini, 2021).

Motivation at work must be increased so that the human resources available in an organization can work optimally (Taslim et al., 2021). Work motivation is positively correlated with job satisfaction. The more motivated a person is to work, the more satisfied he is with his work. When someone is more motivated to work, their morale will increase, and they will be able to do their work better (Amirullah, 2020). Work motivation can have a positive impact on job satisfaction. Work motivation allows workers to encourage their performance to achieve organizational achievements (Sugiono et al., 2021). Research results (Lang et al., 2021) show that work motivation has a positive effect on job satisfaction. Job satisfaction is an emotional condition, both pleasant and unpleasant, for an employee regarding their work. Work motivation is really needed by all company employees, because motivation is a desire that exists within a person to achieve his desires, intentions and goals. Employee motivation is an essential aspect because it can increase employee morale and job satisfaction (Junaidi & Kadang, 2021). When employees have high motivation at work, they tend to be more enthusiastic about their work and have a high level of job satisfaction. Thus, workers will be encouraged to be better and optimal at work and enjoy their work (Dameria & Handoyo, 2023). Work motivation can have an impact on job satisfaction because work motivation is like a driving force that plays a role in carrying out certain activities to achieve an achievement (Riana & Sugijanto, 2020).

According to research results (Elvinasari et al., 2021), work motivation provides optimal results in maximizing job satisfaction. Implementing good work motivation can play a significant role in job satisfaction. The better the work ethic is realized, the more it is reflected in the need for achievement, the need for a sense of belonging, and the need for power. Work motivation is part of the efforts made by the company in guiding, developing and training people in the workplace to increase job satisfaction. Perceived job satisfaction is a result that is based on a comparison between what the employee obtains directly through his work and what the employee desires or dreams of being suitable or able to be taken by the employee (Nuswantari, 2020). Apart from that, leaders who can manage and motivate their employees will make their employees feel happy and find satisfaction in their work in order to achieve predetermined goals. Job satisfaction with a positive orientation will produce good characteristics for workers in carrying out their work (Ningrum et al., 2023).

Sustainable human resource management must be able to arouse the work motivation of workers who are morally inspired by the heart so that they can work responsibly, both to the company through optimal performance contributions to produce quality products, as well as to society and the environment through products produced that are not harmful and various other caring contributions.

CONCLUSION

The results of this literature study show that a transformational leadership style that can function as a mentor can create job satisfaction in employees through work performance and acting as a friend can create job satisfaction in employees through work relationships. Job satisfaction resulting from organizational commitment is influenced by several factors such as a good and healthy organizational culture, the active involvement of employees both structurally and culturally in the organization, as well as various memorable and enjoyable experiences during the organization which are conditioned by a comfortable and conducive work environment. Strong work motivation is an internal drive that can awaken all unexplored potential to be activated in hard work, innovative work and sincere work to achieve individual job satisfaction and achieve work success for the organization. Thus, several other variables connected to job satisfaction include leadership, organizational culture, organizational facilities, performance, work discipline, and work environment.

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