

SYSTEMATIC LITERATURE REVIEW THE ROLE OF AUTHENTIC LEADERSHIP AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE WORK PERFORMANCE IN THE ERA OF DIGITAL TRANSFORMATION

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ABSTRACT

This research examines the role of organizational commitment and authentic leadership in improving employee productivity in the face of digital transformation. Using a systematic literature review approach, this research examines the interaction between these two factors to achieve the best outcomes for employees. Authentic leadership, which emphasizes transparency, integrity and accountability, creates a supportive work environment where employees are valued and treated fairly. On the other hand, organizational commitment, which measures employees' emotional and psychological well-being towards the organization, contributes to higher levels of loyalty and performance that support organizational goals. The findings of this study suggest that the combination of organizational commitment and authentic leadership significantly improves employee productivity, especially in a rapidly changing environment. Therefore, organizations are encouraged to invest in leadership development and create an environment that encourages employees to react.

Keywords: Authentic Leadership, Organizational Commitment, Work Performance, Digital Age.

ABSTRAK

Penelitian ini mengkaji peran komitmen organisasi dan kepemimpinan otentik dalam meningkatkan produktivitas karyawan dalam menghadapi transformasi digital. Dengan menggunakan pendekatan tinjauan literatur yang sistematis, penelitian ini mengkaji interaksi antara kedua faktor tersebut untuk mencapai hasil terbaik bagi karyawan. Kepemimpinan otentik, yang menekankan transparansi, integritas, dan akuntabilitas, menciptakan lingkungan kerja yang mendukung di mana karyawan dihargai dan diperlakukan secara adil. Di sisi lain komitmen organisasi, yang mengukur kesejahteraan emosional dan psikologis karyawan terhadap organisasi, berkontribusi pada tingkat loyalitas dan kinerja yang lebih tinggi yang mendukung tujuan organisasi. Temuan dari penelitian ini menunjukkan bahwa kombinasi dari komitmen organisasi dan kepemimpinan otentik secara signifikan meningkatkan produktivitas karyawan, terutama dalam lingkungan yang berubah dengan cepat. Oleh karena itu, organisasi didorong untuk berinvestasi dalam pengembangan kepemimpinan dan menciptakan lingkungan yang mendorong karyawan untuk bereaksi.

Kata Kunci: Kepemimpinan Otentik, Komitmen Organisasi, Kinerja, Era Digital.

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INTRODUCTION

Digital transformation has reshaped the workplace landscape, compelling organizations to adapt to rapid technological changes. In this context, achieving efficiency, productivity, and innovation becomes paramount for organizational survival and growth. Effective management and leadership of human resources play a pivotal role in navigating these challenges.

Authentic leadership emphasizes transparency, integrity, and honesty, fostering an open work environment where employees feel valued and empowered. This leadership style enhances trust between leaders and employees, driving greater commitment to organizational goals. Similarly, organizational commitment, characterized by employees' emotional and psychological attachment to their organization, contributes to higher loyalty, improved performance, and supportive behavior essential in dynamic environments.

This study examines how authentic leadership and organizational commitment collectively enhance employee work performance amidst digital transformation challenges. By leveraging insights from systematic literature reviews, this research highlights the interplay between these factors in achieving optimal employee outcomes.

LITERATURE REVIEW

Authentic Leadership

Introduced by Bill George in the early 2000s, authentic leadership centers on genuine and transparent leadership practices. It is built upon five key components:

1. **Self-awareness:** Understanding one's values, beliefs, and impact on others.
2. **Relational Transparency:** Open communication and honesty in interactions.
3. **Internalized Moral Perspective:** Ethical decision-making grounded in core values.
4. **Balanced Processing:** Objective consideration of diverse perspectives.
5. **Consistency:** Aligning actions with expressed values.

Studies indicate that authentic leadership fosters trust, enhances employee engagement, and promotes a positive work culture, contributing to improved employee performance.

Organizational Commitment

Organizational commitment reflects employees' emotional, rational, and normative attachment to their organization. According to Meyer and Allen (1991), it comprises three dimensions:

1. **Affective Commitment:** Emotional connection and desire to stay.
2. **Continuance Commitment:** Rational assessment of staying versus leaving.
3. **Normative Commitment:** Perceived obligation to remain.

High organizational commitment correlates with reduced turnover, increased productivity, and alignment with organizational objectives.

Employee Work Performance

Employee performance, as outlined by Campbell (1990), encompasses:

1. **Task Performance:** Completing core job responsibilities.
2. **Contextual Performance:** Behaviors supporting organizational culture.
3. **Adaptive Performance:** Adjusting to new conditions and technologies.
4. **Counterproductive Work Behaviors:** Actions detrimental to organizational goals.

METHODOLOGY

This study employs a systematic literature review (SLR) approach. Research questions include:

1. How do authentic leadership and organizational commitment impact employee performance?
2. What strategies enhance these factors in a digital transformation era?

Steps in SLR

1. **Planning:** Formulating research questions and inclusion/exclusion criteria.
2. **Conducting:** Identifying and evaluating relevant journal articles (2020-2025) through platforms like Google Scholar.
3. **Analysis:** Assessing the quality of articles using predefined criteria and categorizing key findings.

FINDINGS AND DISCUSSION

Research highlights the significant influence of authentic leadership on employee performance, particularly through fostering trust and moral integrity. Studies indicate that transparent and ethical leaders create a supportive environment, empowering employees to excel.

Similarly, organizational commitment plays a critical role in driving performance. Employees with strong emotional and normative commitment exhibit higher motivation and resilience during digital transformation. The integration of authentic leadership with high organizational commitment results in a synergistic effect, amplifying employee productivity and adaptability.

Table 1. Review of Related Studies

Author and Year	Title	Findings
Rita Hayati, Yasir Arafat, Artanti Puspita Sari (2020) Volume 5, No 2, July-December 2020	Transformational, Visionary and Authentic Leadership Models of Principals in Improving Education Quality in Era 4.0	Transformational, transactional, visionary and authentic leadership styles have a positive and significant impact on the quality of education in the 4.0 era.
Nugraha Pratama, Salman Farisi, Nurhayati (2024) Vol.12 No.2	The Role of Organizational Citizenship Behavior (OCB): Authentic Leadership and Employee Engagement on Employee Performance.	<i>Authentic leadership affects employee performance at the Medan City Ministry of Religion Office.</i>
Masduki Asbari dan Dewiana Novitasari (2021) Vol. 17 (No. 1) : 73 - 88. Th. 2021	The Effect of Authentic Leadership on Change Ready Mentality and Part-Time Employee Performance.	Authentic leadership is very significant in reinforcing the change-ready mentality of every part-time employee in the manufacturing industry in Tangerang.

Meka Al Mukharomah, Kusmiyanti (2022) Vol 5No. 5 November 2022 Hal. 1373-1382	The Effect of Authentic Leadership on Employee Performance at Class IIA Curup Correctional Institution.	There is a significant positive influence between Authentic Leadership on employee performance at Class IIA Curup Correctional Institution.
Abid Muhtarom, Hery Suprpto, Fatihatus Sa'adah (2021) Vol. 5 No.1 (2021) pp. 115-125	The Influence of Locus Of Control, Organizational Commitment, And Cyberloafing Behavior on Employee Performance in the Era of New Habits (Study on Perumda BPR Employees. Bank Daerah Lamongan)	The most dominant independent variable affecting the performance of PERUMDA BPR employees. Bank Daerah Lamongan is organizational commitment.
Fitri Amelia, Sri Suwarsi (2020) Volume 6, No. 2, 2020	The Effect of Job Satisfaction and Organizational Commitment on Employee Performance	Organizational Commitment partially has a positive and significant effect on employee performance at PT Torsina Redikon Bandung.
Samsul Arifin , Didit Darmawan (2022) Edunomika – Vol. 06, No. 01, 2022	Study of Work Experience, Work Commitment, Organizational Support and its Effect on Employee Performance.	Organizational commitment has a significant effect on employee performance.
Andrian Irsyan, Yenni Absah, Arlina Nurbaity Lubis (2021) Journal of Strategic Management and Business Applications, Vol 4, No. 1, 2021, pp. 295 - 304	Analysis of the Effect of Organizational Commitment, Supervision, and Incentives on Employee Performance	Organizational commitment variables, supervision and incentives simultaneously have a positive and significant effect on employee performance at the Regional Drinking Water Company (PDAM) Tirta Nauli Sibolga City.

CONCLUSION

Authentic leadership and organizational commitment significantly enhance employee work performance, particularly in the dynamic context of digital transformation. By cultivating trust, fostering emotional bonds, and ensuring alignment with organizational values, leaders can unlock employees' full potential.

For optimal outcomes, organizations should invest in leadership development programs, reinforce ethical practices, and create environments that nurture employee commitment. As the workplace evolves, these factors will remain pivotal in sustaining organizational success.

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