



DOI: <https://doi.org/10.38035/ijam.v3i4>
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Literature Review: The Role of Green Leadership, Employee Engagement and ESG Implementation in Building Employee Affective Commitment

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Abstract: The purpose of this literature research is expected to help hypotheses for future authors in determining research related to employee affective commitment. Research articles on the role of green leadership, employee engagement and ESG implementation in building employee affective commitment are scientific literature articles in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct literature reviews of relevant previous articles. The data used in this study are secondary data, which are sourced from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green Leadership influences in Building Employee Affective Commitment; 2) Employee Involvement has an effect in Building Employee Affective Commitment; and 3) Implementation of Environmental Social and Good Governance has an effect in Building Employee Affective Commitment.

Keywords: Employee Affective Commitment, Green Leadership, Employee Engagement, Environmental Social and Good Governance Implementation

INTRODUCTION

In the era of globalization and climate change, the concept of sustainability is becoming increasingly important in the business world. Companies are expected to focus not only on financial returns, but also on the social and environmental impacts of their activities. One emerging approach to meet these demands is the incorporation of environmental, social and governance (ESG) issues into corporate strategy. ESG includes three main criteria that help companies measure the sustainability and ethical impact of their investments. In this context, green leadership plays an important role in driving employee engagement and building affective commitment to the organization (Antonius & Ida, 2023).

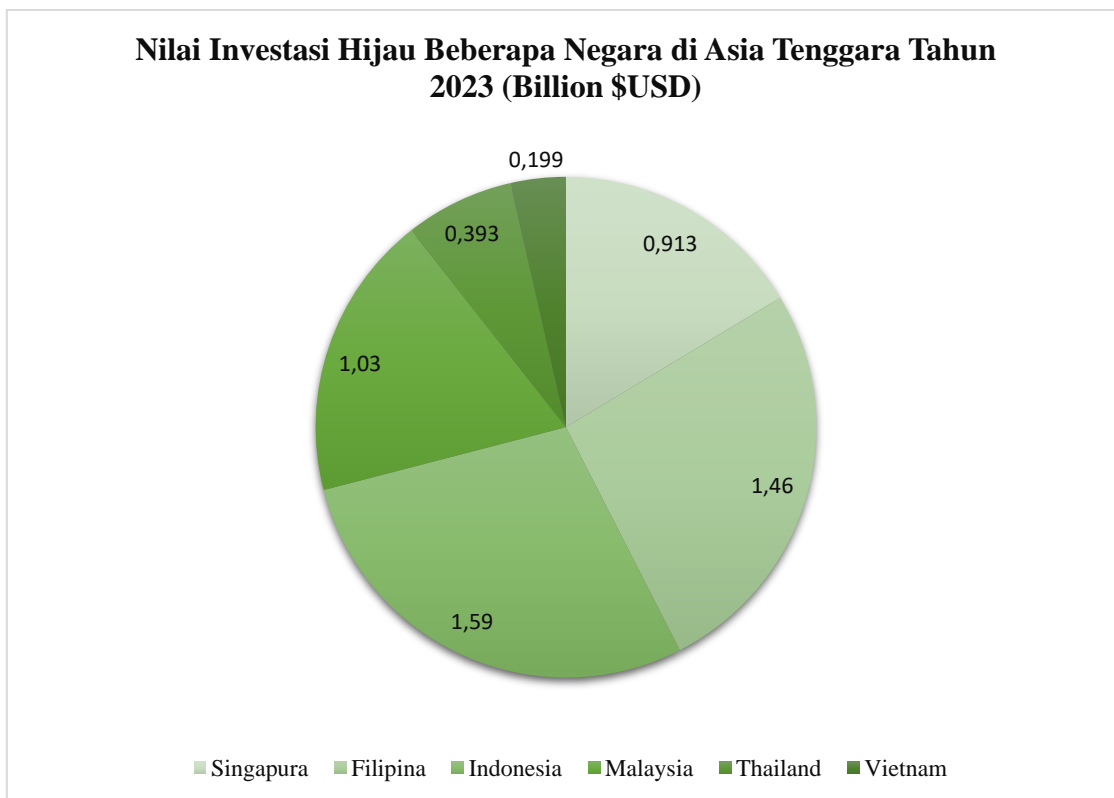


Figure 1. Green Investment Value of Countries in Southeast Asia by 2023 (Billion \$USD)

Source: Databoks.katadata.co.id

In upholding affective commitment in employees, company support to employees is needed, by providing green leadership, employee engagement and ESG. The government must also support this, in order to develop human resources. Through green investment instruments, the Indonesian government has made green investments of 1.59 billion USD, making the country with the largest green investment in ASEAN. In supporting the green investment that has been made by the government, the company must be able to realize and have an impact on employee affective commitment. In achieving employees' affective commitment, green leadership is required.

Green leadership refers to a leader's ability to promote sustainable practices and create an organizational culture that supports sustainability. According to a study by Primadi Candra Susanto et al., (2023), leaders who apply green leadership principles can increase employee engagement by creating a more inclusive and environmentally responsible work environment. Employee engagement, in turn, contributes to their affective commitment to the organization, which can increase productivity and reduce employee turnover. Data from Dwiswara & Utama, (2022) shows that companies with engaged employees have 21% higher profits than those without.

Implementing ESG in an organization not only impacts the company's reputation, but also the well-being of employees. According to a report by Safriani & Utomo, (2020), companies that implement good ESG practices tend to have higher levels of employee satisfaction. This is due to the sense of belonging and responsibility that arises when employees feel that they are working for a greater purpose than just making a profit. Thus, there is a strong relationship between green leadership, employee engagement, and ESG implementation in building affective commitment among employees.

Furthermore, this study aims to explore the relationship between green leadership, employee engagement, and ESG implementation in building employees' affective commitment. Through a comprehensive literature review, it is expected to identify factors that

influence the relationship and provide recommendations for companies in implementing practices that support sustainability and employee engagement. This research is expected to make a significant contribution in understanding the importance of green leadership and ESG in the context of human resource management and organizational sustainability.

Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Green Leadership influence in Building Employee Affective Commitment?; 2) Does Employee Involvement have an effect on Building Employee Affective Commitment?; and 3) Does the Implementation of Environmental Social and Good Governance have an effect on Building Employee Affective Commitment.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand research concepts related to human resource management thoroughly, focusing on the context and meaning contained in improving employees' affective commitment. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study, (Dewi, 2024), (Susanto, Yuntina, Saribanon, et al., 2024)

The data used in this study comes from previous research related to employee affective commitment, green leadership, employee engagement and ESG. The researcher will analyze the existing literature to identify patterns and trends in the concept of affective employee commitment. By using previous research and other references, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of employee affective commitment, (Susanto, Arini, Yuntina, & Panatap, 2024).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of human resource management from various perspectives, (Susanto, Arini, Marlita, & Yuntina, 2024).

RESULT AND DISCUSSION

Results

The following are the research findings considering the context and problem formulation:

Employee Affective Commitment

Employee affective commitment is a form of emotional attachment and sense of belonging that employees feel toward the organization in which they work. This commitment occurs when employees feel satisfied and happy with their work experience, including the organization's culture, relationships with colleagues and supervisors, and the rewards they receive. Employees with high affective commitment tend to feel that the organization reflects their personal values and are motivated to contribute to the organization's success (Ariyani R, 2020).

Indicators or dimensions contained in the Employee Affective Commitment variable include: 1) Emotional Attachment: A feeling of love and pride for the organization that makes employees want to continue working there; 2) Value Congruence: Alignment between the employee's personal values and those of the organization; 3) Organizational Identification: The employee's ability to feel an integral part of the organization; 4) Loyalty: The employee's desire

to stay and contribute to the organization despite other job offers; 5) Job Satisfaction: The level of happiness employees feel about their job and work environment; and 6) Interpersonal Relationships: The quality of employees' relationships with co-workers and supervisors, which strengthens the sense of commitment (Amalia, 2020).

The Employee Affective Commitment variable is relevant to previous research conducted by: (Rizali et al., 2020), (Srimulyani et al., 2023), (Sitanggang et al., 2022), (Alqudah et al., 2022).

Green Leadership

Green leadership is a leadership style that focuses on environmental sustainability through responsible resource management and the implementation of environmentally friendly practices in the organization. Leaders who implement green leadership have a vision to balance business success with environmental stewardship. They encourage the adoption of green technologies, reduction of carbon footprint, and efficient waste management (Kemalasari & Wanasiri, 2023).

Indicators or dimensions contained in the Green Leadership variable include: 1) Environmental Commitment: Leadership that demonstrates a commitment to environmentally friendly practices; 2) Green Innovation: Encouraging the use of technologies and processes that reduce environmental impact; 3) Environmental Education: Providing training and information to employees to increase environmental awareness; 4) Resource Management: Using resources in an efficient and sustainable manner; 5) Green Work Practices: Implementing green work practices, such as waste reduction; and 6) External Collaboration: Partnering with external parties to support environmental sustainability, such as communities or environmental organizations (Faraz et al., 2021).

Green Leadership variables are relevant to previous research conducted by: (Fhadhilah & Setyaningrum, 2023), (Kardoyo et al., 2020), (Begum et al., 2022), (Berniak-Woźny & Rataj, 2023).

Employee Engagement

Employee engagement is the level of enthusiasm, commitment, and participation of employees in their work activities. Engaged employees feel they have an important role to play in achieving the organization's goals and make active, valuable contributions. Engagement involves three main aspects: cognitive (understanding of the job), emotional (attachment), and behavioral (actual effort in performing tasks) (Susanto & Sawitri, 2022).

Indicators or dimensions contained in the Employee Engagement variable include: 1) Work Enthusiasm: The level of energy and enthusiasm with which employees perform their daily tasks; 2) Emotional Commitment: Feelings of pride and satisfaction with the work performed; 3) Cognitive Commitment: Employees' understanding of and focus on the organization's goals and their jobs; 4) Active Participation: Employee involvement in organizational decisions or initiatives; 5) Open Communication: The ability and willingness to communicate ideas, suggestions, or concerns to management; and 6) Reward and Recognition: Employees' perception of how well their contributions are valued by the organization (Susanto, Simarmata, Febrian, Wahdiniawati, et al., 2024).

Employee Engagement variables are relevant to previous research conducted by: (Dwiswara & Utama, 2022), (Daris et al., 2021), (Mulang, 2022), (Henokh Parmenas, 2022), (Reio & Ghosh, 2014), (Megha, 2015), (Susanto, Sawitri, & Suroso, 2023), (Susanto, 2022), (Susanto, Kamsariaty, Murdiono, et al., 2024), (Susanto, Sawitri, Ali, & Rony, 2024), (Susanto, Sawitri, Ali, & Tussoleha Rony, 2024).

Environmental, Social and Good Governance (ESG)

Environmental, Social, and Governance (ESG) is a framework used to assess the sustainability and social impact of business activities. The environmental dimension includes energy management, carbon emissions, and conservation of natural resources. The social dimension includes employee well-being, social responsibility, and community involvement (Sanganwongs & Kritjaroen, 2023).

Indicators or dimensions contained in the Environmental, Social and Good Governance (ESG) variable include: 1) Energy Efficiency (Environmental): Organizational efforts to reduce energy consumption and carbon footprint; 2) Resource Conservation (Environmental): Sustainable natural resource management practices; 3) Social Responsibility: The organization's contribution to society through charitable or educational programs; 4) Inclusion and Diversity (Social): Commitment to diversity and equality in the workplace; 5) Transparency (Governance): Openness in financial and operational reporting; and 6) Governance: Decision-making practices based on integrity and fairness (Safriani & Utomo, 2020).

Environmental, Social and Good Governance (ESG) variables are relevant to previous research conducted by: (Antonius & Ida, 2023), (Husada & Handayani, 2021), (Jeanice & Kim, 2023).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Fahira, 2019)	-The Green Commitment variable affects employee affective commitment -Green Leadership variable affects employee affective commitment -Job Satisfaction variable has an effect on Employee Affective Commitment	This article has in common that it examines the Green Leadership variable in the independent variable, and examines the Employee Affective Commitment variable in the dependent variable.	The difference with previous research is that there are Green Commitment and Job Satisfaction variables as other independent variables.
2	(Nababan et al., 2022)	-Employee Engagement variable affects Employee Affective Commitment -Work Environment variable affects Employee Affective Commitment -Organizational Learning variable affects Employee Affective Commitment	This article has in common that it examines the Employee Engagement variable in the independent variable, and examines the Employee Affective Commitment variable in the dependent variable.	-The difference with previous research is in the variables of Work Environment and Organizational Learning as other Independent variables.
3	(Hibatullah & Tarjo, 2024)	-ESG variables affect employee affective commitment -ESG variables affect the financial performance of	This article has in common that it examines the ESG variable in the independent variable, and examines the Employee Affective	-The difference with previous research is in the Financial Performance variable as another Dependent variable.

Madura Island Natural Tourism Destinations	Commitment variable in the dependent variable.	-There is an object of research conducted on Madura Island Natural Tourism Destinations
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Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Green Leadership in Increasing Employee Affective Commitment

Green leadership plays an important role in creating a work environment that supports employee engagement, particularly through approaches that reflect concern for the environment and sustainability. Dimensions such as environmental stewardship, where leaders demonstrate a genuine concern for environmental issues, can create a sense of pride and emotional attachment among employees. When leaders consistently implement green policies, employees feel like they are part of something bigger, which strengthens their emotional connection to the company.

In addition, green innovation is an important factor in building value congruence between employees and the organization. When companies promote innovative solutions that support sustainability, employees feel that their personal values, such as environmental stewardship, are aligned with the company's mission. This creates a deeper sense of belonging, where employees not only work to achieve company goals, but also feel they are contributing to a better global cause. With this alignment, employees tend to be more loyal to the company.

Environmental education, an integral part of green leadership, plays a role in building employee identification with the organization. Through training and outreach programs on the importance of sustainability, employees not only gain new knowledge, but also feel valued for being given the opportunity to grow with the organization. This identification is further strengthened when employees see the tangible results of the training applied in the company's operations. When employees feel part of the transformation journey, they are more motivated to support the company's vision.

In addition, responsible resource management also affects employee job satisfaction. When companies use resources efficiently and support environmentally friendly practices, it creates a better working environment, both physically and psychologically. For example, offices designed to be energy efficient or facilities that support waste management can increase employee comfort and productivity. When employees are satisfied with their working conditions, they are more likely to be committed to the organization.

Green workplace practices also strengthen interpersonal relationships among employees. Programs such as collective waste management or environmental service activities encourage cooperation and communication among employees. These activities not only strengthen working relationships, but also build a stronger team spirit. When employees feel they are working in a supportive and collaborative environment, they become more emotionally attached to the team and the organization as a whole.

Finally, external collaborations undertaken by leaders, such as partnerships with local communities or environmental organizations, have a positive impact on all dimensions of employee engagement. Employees involved in these projects take pride in the company's contribution to society, which in turn strengthens their emotional attachment to the organization. Strong ties to the outside community also create opportunities for employees to develop their interpersonal skills, making them feel more valued and respected in the workplace.

This holistic approach to green leadership creates a virtuous cycle in which attention to sustainability not only generates environmental benefits, but also strengthens employee engagement. When employees feel valued, supported and aligned with the company's values,

they are more motivated to give their best to the organization. In the long run, this relationship not only improves employee retention, but also supports the company's ongoing success.

2. The Effect of Employee Engagement in Increasing Employee Affective Commitment

Employee engagement is one of the key elements that drives their increased commitment to the organization. It starts with enthusiasm for work; when employees show passion and enthusiasm for their work, they feel more connected to the organization. This excitement often comes from meaningful work, appropriate challenges, and support from management. When work engagement is high, employees naturally develop an emotional attachment to the organization because they feel that their work not only supports the organization's goals, but also provides personal satisfaction.

Emotional commitment is an important dimension of employee engagement that strengthens their relationship with the organization. When employees feel valued and recognized for their contributions, they develop a deeper emotional connection to their workplace. This relationship creates value congruence, where employees see that their values are aligned with the organization's vision and mission. When this value congruence is established, employees tend to be more loyal to the organization and more motivated to contribute to its long-term success.

In addition, cognitive commitment plays an important role in building strong engagement. When employees clearly understand the organization's purpose, their role, and the impact of their work, they feel more cognitively connected. This understanding helps them develop organizational identification, where they feel an integral part of the company. This identification builds a sense of belonging and pride in the organization, which increases the desire to stay and actively contribute to the work environment.

Active participation is also a dimension of engagement that influences employee job satisfaction. When employees are given the opportunity to participate in decision making or contribute to strategic projects, they feel valued and important to the organization. This participation not only increases their commitment, but also creates a collaborative work environment. Such an environment fosters better interpersonal relationships among employees because they feel that their contributions are recognized and supported by their peers and management.

Open communication is an element of engagement that supports the formation of strong interpersonal relationships. When employees feel comfortable sharing their ideas, suggestions or even concerns without fear of negative repercussions, relationships with colleagues and managers become closer. Open communication also allows companies to better understand the needs of their employees, helping to create a work environment that fosters long-term loyalty. When employees feel heard, they tend to develop a deeper emotional connection to the organization.

Finally, rewards and recognition play an important role in fostering job satisfaction and employee loyalty. When employees are rewarded for their contributions, whether through financial incentives or verbal recognition, they feel valued by the company. This sense of value encourages employees to remain committed to their work and improves interpersonal relationships in the workplace. Thus, rewards not only motivate employees individually, but also strengthen their connection to the team and the organization as a whole.

These overall dimensions of employee engagement create a synergistic effect that supports increased employee engagement. Each dimension complements the other to create a work environment that supports employees' emotional, cognitive, and social engagement. In the long run, this high level of engagement not only improves employee performance, but also supports the sustainable success of the organization.

3. The Effect of Environmental Social and Good Governance in Increasing Employee Affective Commitment

Implementing environmental, social and governance (ESG) practices plays an important role in increasing employee engagement. Starting with energy efficiency, corporate policies that support energy conservation not only help protect the environment, but also give employees a sense of pride in working for an organization that cares about sustainability. When employees see concrete actions such as the use of renewable energy or the reduction of energy waste, they feel more emotionally connected to the positive impact their work has on the environment and society.

In addition, resource conservation is an ESG dimension that strengthens the value congruence between employees and the company. When companies demonstrate a commitment to the responsible use of natural resources, employees feel that their personal values that support sustainability are also recognized by the company. This alignment encourages them to increase their engagement and loyalty to the organization, creating a deeper connection between individuals and their workplace.

The social responsibility aspect of ESG plays an important role in building organizational identification. Programs such as contributions to local communities, community empowerment, or philanthropic initiatives demonstrate that the company is not only focused on profit, but also cares about the well-being of society. Employees involved in these initiatives tend to feel part of a larger cause, which strengthens their sense of belonging to the organization.

Inclusion and diversity as part of ESG not only create a fair work environment, but also increase job satisfaction. When employees feel respected and recognized, regardless of their background, they tend to feel comfortable and motivated to contribute their best. Diversity also enhances team creativity and strengthens interpersonal relationships as employees learn to work with people from different perspectives.

In addition, transparency in ESG helps build strong interpersonal relationships in the workplace. When companies practice open and honest communication, employees feel they can trust management. This sense of trust creates a supportive work environment where employees are more open to collaborating and supporting each other. Transparency also influences employee loyalty because employees feel that the organization operates with integrity.

Finally, good governance is a cornerstone in supporting all ESG dimensions. Fair policies, structured procedures and accountable management provide employees with clarity about how the company conducts its business. When good governance is in place, employees feel that the company has stability and a long-term vision that they can trust. This increases emotional attachment, as employees feel safe and valued in a responsible organization.

In this way, the overall implementation of ESG creates a ripple effect that strengthens various aspects of employee engagement. From emotional attachment to interpersonal relationships, each dimension of ESG complements the others to create a work environment that supports individual and organizational growth. In the long run, ESG implementation not only increases employee loyalty, but also helps organizations achieve greater sustainability.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

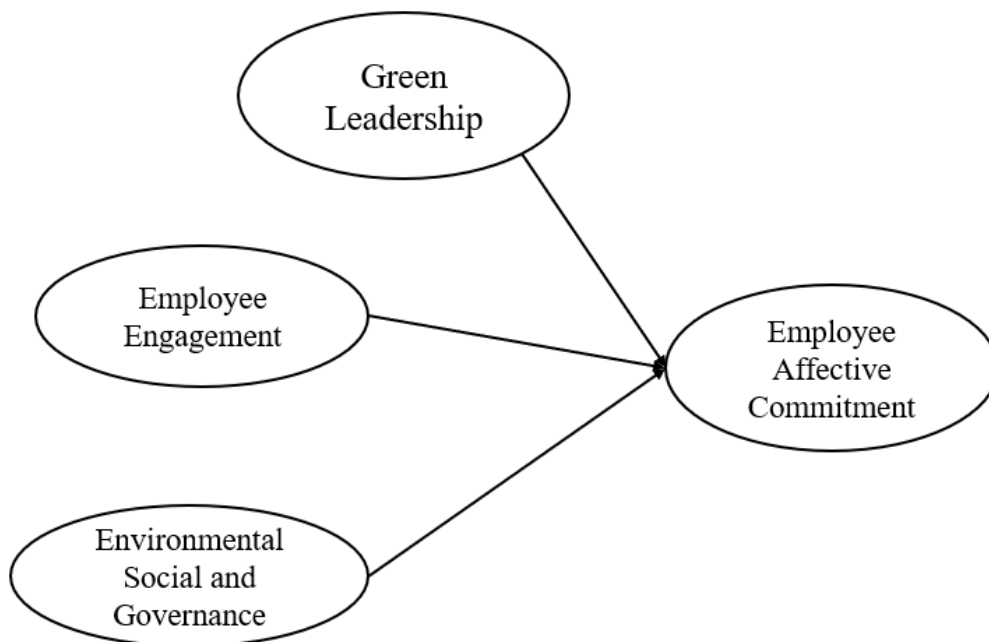


Figure 2. Conceptual Framework

Based on Figure 2 above, green leadership, employee engagement, environmental social and good governance have an effect in increasing employee affective commitment. However, in addition to the variables of green leadership, employee involvement, environmental social and good governance that affect employee affective commitment, there are other variables that influence, including:

- 1) Employee Satisfaction: (Putri et al., 2023), (Saputra et al., 2024), (Hamdan et al., 2023), (Silitonga & Widodo, 2019), (Susanto, Sawitri, & Suroso, 2023), (Widodo, 2023).
- 2) Work Environment: (Zainal et al., 2019), (Susanto, Simarmata, Febrian, Wahdiniawati, et al., 2024), (Widodo et al., 2019), (Susanto, Maharani, Suroso, et al., 2023).
- 3) Career Development: (Widodo, 2021), (Saputra et al., 2024), (Susanto, Soehaditama, & Benned, 2023).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:

1. Green Leadership has an effect in increasing Employee Affective Commitment;
2. Employee Involvement has an effect on Increasing Employee Affective Commitment;
3. Environmental Social and Good Governance has an effect in increasing Employee Affective Commitment.

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