Moderating Role of Transformational Leadership in the Relationship Between Strategic Human Resources Management on Rule Breaking and Job Satisfaction

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Abstract

In the era of globalization, marked by intense competition and rapid technological advancements, employee attitudes and behaviors play a pivotal role in shaping organizational performance. The research aims to address the increasing need for effective leadership and human resource practices to sustain competitive advantages amidst workforce diversity and evolving organizational demands. A quantitative approach was adopted, utilizing a sample of 328 employees from multinational manufacturing sectors in Indonesia. Data were analyzed using the SmartPLS software to assess the relationships among SHRM practices, transformational leadership, job satisfaction, and rule-breaking behavior. The findings reveal that SHRM practices positively influence job satisfaction and prosocial rule-breaking behavior. Meanwhile, transformational leadership significantly enhances job satisfaction but negatively impacts prosocial rule-breaking behavior. Additionally, transformational leadership moderates the relationship between SHRM practices and the other variables, underscoring its critical role in aligning employee behaviors with organizational goals. The study highlights the importance of transformational leadership in fostering persistence, competence, and competitiveness among employees, particularly in diverse workplace environments. Managing employees from different backgrounds and diverse work ethics requires disciplined leadership in organizational life according to predetermined work engagement guidelines. These findings contribute to the literature on organizational behavior and provide actionable insights for practitioners aiming to optimize workforce performance in the competitive manufacturing sector.

1. Introduction

The industrial era 4.0 is consider as new stage in industry, with new technologies to provide digital solutions (Frank et al., 2019), this is also marked as an era of digitalization in various multidimensional sectors, especially Indonesia (Malik, 2019). Leaders who can take advantage of digital opportunities are needed in a dynamic business environment (Schwertner, 2017), and also have understanding skill to survive in this era of business that is keep changing rapidly

(Liyana et al., 2021). The transformation process towards industry 4.0 depends on management ability to adapt to leadership styles, this common referred as leadership 4.0 (Helming et al., 2019). Transformational leadership theory proposed to enrich the factors that support employee acceptance of Industry 4.0 (van Dun & Kumar, 2023). Several attributes have been associated with transformational leaders, including charisma, inspirational stimulation and individual attention. Thus, these attributes can impact organizational performance in various ways that ultimately contribute to improved organizational effectiveness and outcomes (Brandt et al., 2016).

Transformational leadership encourages members to develop new perspectives through intellectual stimulation. Leaders are identified as individuals who can help and care for their members individually through inspiration and charm (Bass & Avolio, 1994). Leaders need to realize that the path to industry 4.0 requires not only a focus on implementing industry 4.0 technologies, but also on development of organizational and managerial practices as the main key in facing the Industrial Revolution 4.0 (Agostini & Filippini, 2019). Digitalization as global trend, is changing the internal and external activities in companies by creating value and leaders must have specific skills and characteristics to guide their organizations effectively through the digitalization process (Tagscherer & Carbon, 2023). To improve company performance, it requires an effective development program for leaders to support the development of members (Zargar et al., 2019). In today dynamic environment, organizations has been compelled to implement new practices in workplace that increase employee satisfaction and commitment which leading to high levels of work performance (TURK et al., 2023). The method of human resource management practices is important to encourage employee satisfaction with their work (Mira et al., 2019).

Role of strategic human resource management can align company strategy and expected to ensure that company has quality of human resources so that organizational growth and success can be achieved (Malik, 2019). Practices in strategic resource management can be defined as tools or strategies used to achieve competitive advantage (Zehir et al., 2016). Strategic human resource management focuses on the added value of human resource practices by linking the relationship between human resource management and company performance. The implication if human resource management system provides added value then this will be reflected as a positive influence on the company's overall performance (Boselie et al., 2005)

Collaboration among team members can have a positive impact on problem solving and decision making skills, enable them to face technological transformations (Jayashree et al., 2022). The emergence of well-intentioned rule-breaking behavior can increase an organization's adaptability and flexibility in the face of unexpected situations and can be an incentive to eliminate or change rules that have lost their usefulness (Morrison, 2006). However, research on employee rule-breaking behavior and its relationship with human resource management is still very limited (Adiguzel et al., 2020; Siddique Malik et al., 2022; Dahling et al., 2012). Further research needs to be carried out regarding the desire of employees involve in rule breaking behavior with different cultures and sectors, as well as the contribution in role of the leadership style which can

influence job satisfaction and employee rule breaking behavior (Adiguzel et al., 2020; Siddique Malik et al., 2022; Youli et al., 2014).

Industry 4.0 adoption is relatively low in developing countries (Jayashree et al., 2022). Ahmadi-Gh & Pintado (2022) stated that sustainability results in manufacturing processes company contribute the most to competitive advantage. The primary goal of this research is to define the how transformational leadership and strategic human resource management affect employee job satisfaction and their tendency to breaking rules within the multinational manufacturing industry sector.

2. Literature Review

Transformational Leadership and Rule Breaking

Rule breaking behavior often represents a positively intended initiative by an employee and defined as any incident in which an employee deliberately breaches an organization's policies, regulations, or prohibitions with the primary aim of advancing the welfare of organization (Morrison, 2006). Irshad et al (2022) identified that employees tend to be willing to break rules with good intentions because they believe that these actions will support the leader and the organization, employees see the leader as a central figure and focus on the interests of the leader and the organization over the decision of the employee's actions. Constructive deviant behavior can also contribute to the effectiveness of organization, despite its problematic nature (Cohen & Ehrlich, 2019).

Research of Youli et al (2014) opined that transformational leadership significantly positive influences rule breaking behavior. Transformational leaders profound change to the organization by raising the interest of its members to look beyond their own self-interest, as a result, subordinates who express new ideas are likely to deviate from existing organizational rules. Islam et al (2021) examined that transformational leadership can reduce employee behavior such as a desire not to be involved in change, fear, unwillingness in the organizational change process, so can increase employees fighting behavior by developing bonds. When change occurs, employees may exhibit negative behavior due to the uncertainty and complexity of organizational change. Such behavior may result in violations of ethical rules (Zhang & Arvey, 2009). Islam et al (2022) researched that transformational leadership motivates, inspires, and influences followers to perform beyond expectations and also personal interests for the effective accomplish the organizational change process. Transformational leadership influences and shapes the bonds of its members by painting an optimistic picture among them and increasing the expectations of its members to receive rewards for participation and successful completion of tasks in implementing change in the organization, thereby motivating them to show fighting behavior that can lead to rule-breaking behavior (Faupel & Süß, 2019).

Thus, the proposed hypothesis is as follows:

H1: Transformational leadership has positive effects on rule breaking

Transformational Leadership and Job Satisfaction

Leadership style is a crucial role in influencing and achieving employee job satisfaction and it's important in maintaining employee productivity and efficiency at work (Anshori et al., 2020). Leaders who have a strong transformational leadership style have ability to influence the level of significant on impact job satisfaction experienced by employees (Eliyana et al., 2019). Transformational leadership is importance in creating a work environment that supports employee professional practices so that it can improve better results for employees. Through fostering constructive relationships, transformational leaders cultivate confidence of their followers and foresee their need by providing access to structural empowerment factors (e.g., information, support, resources) essential for employees to accomplish their tasks meaningfully. (Boamah et al., 2018).

Research of Luu & Phan (2020) examined transformational leadership significantly positive in influencing job satisfaction. Organizations that are successful in maintaining positive attitudes and behavior among employees by implementing a transformational leadership style in terms of dimensions of leadership style which include ideal influence behavior, attribution of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Anshori et al (2020) concluded that transformational leadership can encourage job satisfaction by instilling a sense of mission and providing intellectual stimulation. Hilton et al (2023) also stated that transformational leadership that pays attention to employee needs, such as listening to and accommodating employees and providing constant feedback on employee performance, can increase job satisfaction. Abouraia & Othman (2017) opined that transformational leadership is a contemporary and modern leadership concept. Supportive leadership approach makes employee feel comfortable and content in their role, therefore encouraging employees to adopt a nurturing outlook, providing a vision, increasing self-confidence, helping them innovate, providing individual attention and improving communication, thereby ultimately increasing the level of job satisfaction and employee commitment for organization.

Thus, the proposed hypothesis is as follows:

H2: Transformational leadership has positive effects on job satisfaction

Strategic Human Resources Management and Rule Breaking

In dynamic environment, the actions and behavior of employees in organizations are important in relation with work performance especially on strategic human resource management (Siddique Malik et al., 2022). Ethics and compliance programs refer to a company's efforts to ensure that an organization operations comply with applicable ethical and regulatory standards. The human resources department, as an employee manager, has an important role in ensuring that employees understand to follow and comply with company policies and ethical guidelines and regulations (Deciu, 2022). Employees believe that there may be differences in perceptions regarding rule breaking behavior. Employees perceive prosocial rule breaking behavior as destructive, because they may view it negatively as breaking a rule even if it done with good intentions. Employees may feel hesitant to admit that they are involved in breaking prosocial rules (Irshad et al., 2022).

Based on research of Suharmiko (2021) explained that the human resources management system significantly influences a employee intention to comply with regulations, because the human resources department also bears greater duties and responsibilities in addressing a variety of employee-related issues compared to leaders. Malik & Lenka (2020) Examining human resource management practices to address harmful rule-breaking behavior, relationships are formed based on reciprocal norms, where employees that feel receiving favorable treatment from the organization are more inclined to respond with positive behavior. Employees that inclined towards deviant behavior when they perceive organizational practices unfavorably. Mutual benefit norms imply that employees who perceive significant high level of support feel morally obligated to contribute to their organizations. (Coyle-Shapiro et al., 2008). Collaborative human resource management is very important to encourage the workforce to achieve high performance and other positive results (Su et al., 2020).

Thus, the proposed hypothesis is as follows:

H3: Strategic human resources management has negative effects on rule breaking

Strategic Human Resources Management and Job Satisfaction

Practices in human resource management that support employees by building self-confidence, motivate, and job satisfaction will have a positive impact on individual performance and the organization as a whole, creating productive and sustainable work environment (Astuti et al., 2020). Elevated job satisfaction among employees become important factor in achieving organizational goals by enhancing productivity, reduce turnover rates, minimize absenteeism, high levels of organizational commitment, then human resource management can help organizations achieve competitive advantage through resources. efficient and effective human resources (Cherif, 2020). Oraman et al (2011) stated that job satisfaction plays a pivotal role in employees' attitudes toward work, as it can lead employees to resign when their job satisfaction is low. Findings demonstrate that strategic human resource management practices are positively and significant associated with job satisfaction. In today's context, individuals devote a substantial portion of their lives to business organizations, fulfilling numerous material, social, and even emotional needs within these settings. Consequently, organizational members grow increasingly reliant on their organization to fulfill various needs.

Research based on Cherif (2020) human resource management practices positively impact on job satisfaction by offering suitable rewards based on actual performance evaluations and adjusting salaries according to employees' capabilities to enhance their organizational commitment. According to research Petrescu & Simmons (2008) that employee satisfaction with salaries is only significant for members who are not members of a trade union, inequality in salary payments for non-members of a trade union will experience a decrease in job satisfaction. According to Sareen (2018) recruitment, selection, training and development, employee performance appraisal, compensation and rewards influence the job satisfaction of employees working in the organization. Alsafadi & Altahat (2021) explains job satisfaction and employee

engagement both are important correlated in achieving human resource management performance goals.

Thus, the proposed hypothesis is as follows:

H4: Strategic human resources management has positive effects on job satisfaction

Strategic Human Resources Management and Rule Breaking: Moderating Role of Transformational Leadership

Behavior that violates rules with good intentions is supported by job autonomy, co-worker support and the tendency to take risks (Morrison, 2006). When employees feel perceive strong support from their supervisors, they are more willing to engage in rule breaking behavior (Ambrose et al., 2015). Leaders with transformational style inspire their followers to be more effective and innovative, making them more likely to engage in positive rule-breaking behavior for the good (Youli et al., 2014). Shum et al (2019) asserted that organizations should underscore the significance of rules and foster organizational culture characterized by strict adherence to these rules. Leaders ought to comport themselves in alignment with the company's standards and policies. The objective is to educate employees about importance of adhering to rules and dissuade from violating rules even with pro-social intentions.

Implementing appropriate human resource management practices along with transformational leadership can encourage employees to feel emotionally engaged and contribute positively to organizational success (Lau et al., 2020). Research based on Shayegan et al (2022) examined the relationship between strategic human resource management and transformational leadership. Human resource management practices can lay on foundation for creating leaders who inspire and motivate members to achieve the organization's shared vision, leading to efficient and high-performance work.

Thus, the proposed hypothesis is as follows:

H5: Transformational leadership moderates positively between strategic human resources management and rule breaking

Strategic Human Resources Management and Job Satisfaction: Moderating Role of Transformational Leadership

An effective leadership style, job satisfaction, and employee performance are fundamental elements contributing to organizational success. A leader capable of providing direction and guiding followers towards desired objectives holds significance. Similarly, employees experiencing high job satisfaction tend to exhibit increased dedication to assigned tasks and align their efforts with organizational goals. Moreover, organizations fostering high job satisfaction can effectively retain and attract employees possessing requisite skills (Rad & Yarmohammadian, 2006). Transformational leadership significantly impact on organizational

commitment and enhance employee job satisfaction (Eliyana et al., 2019). Hilton et al (2023) explains that favorable working conditions play a pivotal role in employees cultivating values, enhancing job performance, and promoting staff retention within the organization. Conversely, work assignments pertain to the tasks or responsibilities delegated to employees, enabling them to fulfill their duties with dedication and productivity.

AlAbri et al (2022) examined that transformational leadership includes increasing trust, organizational commitment, job satisfaction and reducing employee turnover rates, so it can show potential to help organizations build a more meaningful, productive and sustainable work environment. There is a growing demand for human resources possessing unique abilities and advanced skills that cannot be easily replicated by competitors. Consequently, strategic human resource management has emerged as a necessity, wherein human resources are managed strategically to enable companies to sustain a competitive advantage over their rivals (Alsafadi & Altahat, 2021). Positive influence from employee development on job satisfaction is important outcome that revealed from sustainable human resource management (Davidescu et al., 2020). Leaders can work closely with human resource management departments to identify and focus on improving existing practices. So practices in the human resource management can be useful for increasing employee satisfaction, employee engagement, and employee performance (Ningsih et al., 2023). Organizations should uphold employees' positive attitudes and behaviors through adoption of a transformational leadership style and promotion job satisfaction. Job satisfaction plays a central role in organizations, guiding employees' psychology, motivation, and positive behavior towards change. (Luu & Phan, 2020). Transformational leadership that encourages employee learning and development and provides performance support can create a supportive culture of human resource development. So it has a positive impact on employee job satisfaction (Akdere & Egan, 2020).

Thus, the proposed hypothesis is as follows:

H6: Transformational leadership moderates positively between strategic human resources management and job satisfaction

3. Data and Methodology

This purpose of this research to analyze the application of moderator transformational leadership style relationship between strategic resource management, rule breaking behavior, and job satisfaction in Indonesian manufacturing multinational companies. The respondents as samples in this study were workers who work in organizations in multinational companies in the manufacturing sector. Manufacturing multinational enterprises (MNE) are considered a best practice reference due to their size and scope. Multinational manufacturing firms face a great pressure to incorporate Industry 4.0 into their business models to keep competitive (Ferreira et al., 2023) The industrial revolution 4.0 increases production efficiency and has a significant impact on economic, environment and social sustainability. However, adoption of Industry 4.0 is relatively low in developing countries (Jayashree et al., 2022) and Indonesia is one of the countries that is currently still in the position of a developing country. There is also not much

literature discussing multinational companies that are linked to sustainable development (Dias Lopes et al., 2023).

The primary data source consists of a questionnaire distributed to employees of multinational manufacturing companies in Indonesia send by electronically (google form). The selection of respondent samples use a non-probability sampling method so all sample in the population did not have the same opportunity to be selected. When sampling the sample size from population whose exact size is unknown, the technique or formula used uses the theory of Hair et al. With sample measurements, it can be determined by multiplying the maximum by 10 from all indicators by Hair et al (2014). This research has 34 statement items, the sample size that has been collected is 328 samples from employee in Indonesian multinational companies.

The data analysis result reflects from respondents perceptions across all variables with transformational leadership variable was measured using 5 statement items adapted from Alrowwad et al (2020). Human resource management is measured using 9 statements, where statements 1-5 are adapted from (Green et al., 2001) while statements 6-9 are adapted from research by Adiguzel et al (2020). Rule breaking behavior was measured using 11 statements adapted Adiguzel et al (2020) where 5 statements were adapted from Dahling et al (2012). Job satisfaction was measured using 9 statements adapted from Brayfield et al (1954). The researcher used the SmartPLS programs to examine the effect of the independent variable on the dependent variable through the moderating variable.
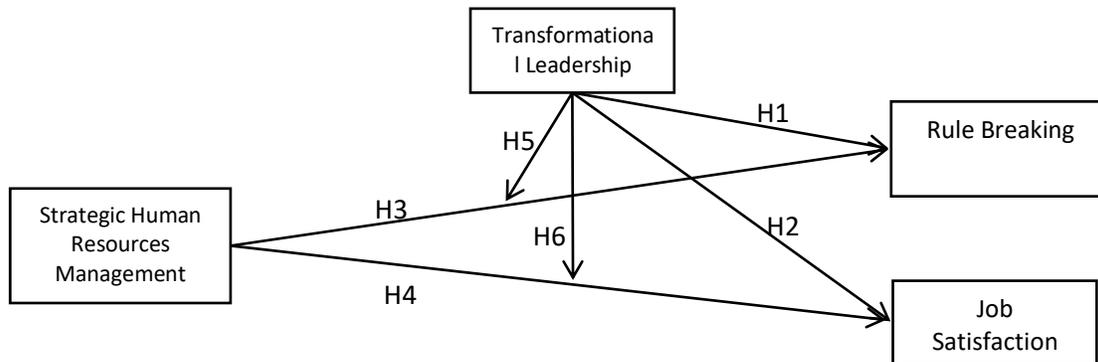
4. Results and Discussion

Sample consists of 328 employees working in multinational manufacturing companies: 155 of them are male and 173 are female. The age distribution of the sample in the survey is as follows: 9% are between 18-25 years old (28 participants), 20% are between 26-30 years old (62 participants), 26% are between 31-35 years old (86 participants), 26% are between 36-40 years old (85 participants), 13% are between 41-45 years old (43 participants), and 7% are >45 years old (22 participants). Work experience is distributed as follows: 17% have worked for < 5 years (55 participants), 29% have worked between 5-10 years (96 participants), 41% have worked between 10-15 years (133 participants), and 13% have worked > 15 years (44 participants). Regarding the statement of whether the company explains and emphasizes its vision, mission,

and target goals to the organization, 93% answered yes (304 participants) and 7% answered no (24 participants).

Table 1. Outer Model Test Result

Construct	Item Code	Loading Factor	AVE
Job Satisfaction	KP_1	0,817	0,815
	KP_2	0,809	
	KP_3	0,841	
	KP_4	0,814	
	KP_5	0,839	
	KP_6	0,850	
	KP_7	0,779	
	KP_8	0,852	
	KP_9	0,734	
Strategic Human Resources Management	MSDS_1	0,835	0,847
	MSDS_2	0,863	
	MSDS_3	0,836	
	MSDS_4	0,844	
	MSDS_5	0,847	
	MSDS_6	0,851	
	MSDS_7	0,826	
	MSDS_8	0,850	
	MSDS_9	0,873	
Rule Breaking	PPA_1	0,861	0,856
	PPA_10	0,859	
	PPA_11	0,860	
	PPA_2	0,866	
	PPA_3	0,838	
	PPA_4	0,859	
	PPA_5	0,857	
	PPA_6	0,850	
	PPA_7	0,871	
	PPA_8	0,840	
	PPA_9	0,858	
Transformational Leadership	TL_1	0,876	0,876
	TL_2	0,866	
	TL_3	0,886	
	TL_4	0,877	
	TL_5	0,877	

Source: Data Processed (2024)

Based on the result table 1, the overall indicators for the job satisfaction, strategic human resources management, rule breaking and transformational leadership already have loading factor values above 0.60. Thus, the indicators forming the constructs of job satisfaction, strategic human resources management, rule breaking and transformational leadership are considered valid.

Table 2. Validity and Reliability Test Second Order

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Transformational Leadership	0.924	0.943	Reliable
Job Satisfaction	0.937	0.947	Reliable
Strategic Human Resources Management	0.951	0.958	Reliable
Moderating Effect 1	1	1	Reliable
Moderating Effect 2	1	1	Reliable
Rule Breaking	0.964	0.968	Reliable

Source: Data Processed (2024)

Based on the result table 2, the Composite Reliability should be greater than 0.70. Thus, the transformational leadersip, job satisfaction, strategic human resources management and rule breaking constructs already have good reliability and categorized as reliable.

Table 3. Research Hypothesis Test

|	T Statistics	P Values	Kesimpulan
Transformational Leadership -> Rule Breaking	0.985	**0.325**	Unsupported
Transformational Leadership -> Job Satisfaction	5.006	**0.000**	Supported
Strategic Human Resources Management -> Rule Breaking	5.524	**0.000**	Unsupported
Strategic Human Resources Management -> Job Satisfaction	9.841	**0.000**	Supported
Moderating Effect 1 -> Rule Breaking	0.559	**0.576**	Unsupported
Moderating Effect 2 -> Job Satisfaction	3.223	**0.001**	Supported

Source: Data Processed (2024)
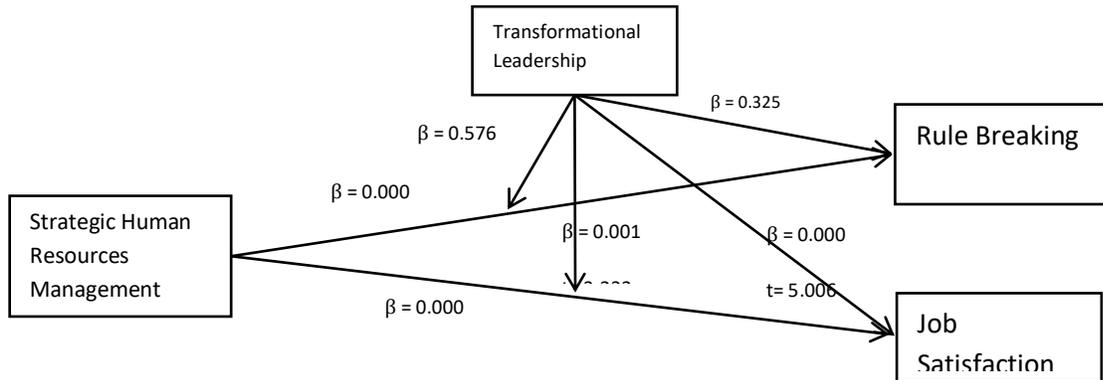
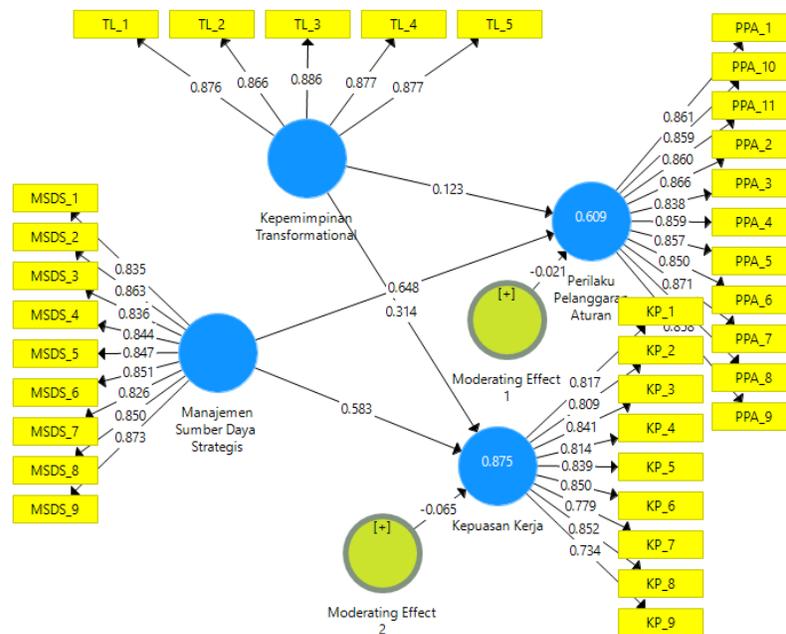Figure 2. Result of Full Model Analysis (1)
Source: Data Processed (2024)

Figure 3. The Results of Full Model Analysis
Source: Data Processed (2024)

Based on table 3, it was found that the relationship between variables in this research is as follows: research results from hypothesis H1 namely that transformational leadership has a negative effect on rule breaking behavior and this result is contradictory to previous research (Youli et al., 2014), (Chen et al., 2019), (He et al., 2021). Having a supervisor with a transformational leadership style has positive impact on employees and can reduce rule-breaking behavior. It can be seen based on the questionnaire that the majority of respondents answered yes to the company's statement explaining the company's vision, mission and target goals to the

organization. This can reduce employee rule-breaking behavior because it can increase awareness of company values and understanding of common goals. The influence of transformational leaders who are able to communicate organizations vision and mission that motivates and inspires tends by create environment that employees feel encouraged to work in accordance with company values, thereby reducing the tendency for rule-breaking behavior. This is different from research results from (Youli et al., 2014) stated that transformational leaders create job autonomy for employees, so that employee willing to participate in prosocial rule-breaking behavior.

The research results from hypothesis H3, strategic human resource management has positive effect on rule breaking and result is supported by previous research (Adiguzel et al., 2020), (Siddique Malik et al., 2022), (Deciu, 2022). Based on the results of other research and analysis in this area, it can be seen that the practice of strategic resource management is important to ensure consistency and strengthen the organization with training and employee performance evaluation. Employees have a tendency to break rules because they couldn't accept the existence of wrong practices in their organization. They prefer to implement what they think is more correct or appropriate to prevent the organization from losses caused by such wrong practices. They act against the rules with the intention of correcting the wrong situation that exists in their organization. If management does not provide sufficient support to employees, whether in terms of training, development, or responding to their needs, this can create dissatisfaction that drives rule-breaking behavior. So the results of research H5 are that transformational leadership negatively moderates the relationship between strategic resource management and rule breaking behavior. If strategic resource management does not demonstrate ethical leadership over fairness in policies and decisions, employees may feel unappreciated or unfair. This can cause dissatisfaction and encourage rule-breaking behavior. According to research (Suharmiko, 2021) that if a problem arises related to employees, leaders often assign human resource management to handle it because the leadership is unable to handle it. In this context, human resource management is trusted more than leaders and also has greater responsibility for handling various issues involving employees than leaders.

The results of Hypothesis H2 research are that transformational leadership has a positive effect on job satisfaction and this result is supported by previous research (Luu & Phan, 2020), (Eliyana et al., 2019), (Top et al., 2015). Transformational leadership emphasizes the leader's attention to employee needs, active listening, providing accommodations, and ongoing performance feedback. This leadership style contributes to above average levels of job satisfaction and organizational performance. Transformational leadership behavior without a clear link to employee satisfaction can cause employees to become disengaged, which in turn can affect the performance and survival of the organization (Hilton et al., 2023). Transformational leadership can increase employee job satisfaction because this leadership style emphasizes motivation, inspiration and developing employee potential. A leader's attitude towards employee members greatly determines the level of employee satisfaction.

Meanwhile, hypothesis H4 strategic resource management has a positive impact on job satisfaction and this result is supported by previous research (Adiguzel et al., 2020), (Davidescu et al., 2020), (Siddique Malik et al., 2022). Strategic human resource management has an important role in achieve sustainable competitiveness in multinational manufacturing industry. Multinational companies have international parent companies, which means that branch companies must understand several regulations, vision, mission and goals of the company, which culturally will be slightly different from the destination country, so competent human resource management is needed. Another finding from this research, strategic human resource management procedures can increase job satisfaction, but from rule breaking behavior variable side, strategic resource management has no impact in reducing this behavior. Human resource management practices make a positive contribution to job satisfaction and increase trust, commitment, involvement and organizational performance. Effective human resource management practices can improve the relationship between the company and employees, thereby having a positive impact on employee performance and the overall achievement of organizational goals. So the results of research H6 are that transformational leadership positively moderates the relationship between strategic resource management and job satisfaction. Transformational leadership and strategic resource management when integrated well can jointly increase employee job satisfaction.

5. Conclusion

Multinational manufacturing companies are increasingly feels pressure by implement Industry 4.0 to their business models accelerate environment and social sustainability and simultaneously increase their competitiveness (Ferreira et al., 2023). When transformational leadership can eliminate rule breaking behavior, it can have a positive impact on employee job satisfaction, which is in accordance with the results obtained in this research as proven by the results of H1 and H2. Organizations can gain employee trust and shape the expected behavior of employees when implementing strategic human resource management with high commitment that is well understood by employees (Rubel et al., 2018). Acceptance of hypotheses H4 and H6 supports this view, the implementation of good strategic resource management practices is directly proportional to employee performance and can produce job satisfaction. This research was conducted at multinational manufacturing industrial companies in Indonesia and it can be seen that job satisfaction has a significant positive relationship with transformational leadership and strategic resource management, but employees prefer to break the rules according to the situation they are experiencing in the organization in accordance with research results H3 although multinational companies tend to have complex organizational structures because they operate in various countries with different cultures, rules and regulations. Transformational leadership can reduce employee rule breaking behavior, but if seen from the moderating effect of H5, it has no impact due to the procedures of strategic resource management. In fact, employees are more likely to comply with existing rules and procedures within the organization rather than be influenced by leadership. Employees tend to show attitudes and behavior in accordance with the rules written in the organization's official documents (Adiguzel et al., 2020).

The implication of this research is that transformational leadership and strategic resource management influence rule violation behavior and employee job satisfaction. Companies can judge from the other side that employees who violate rules for the good of the organization may be because existing regulations are no longer relevant to circumstances that have changed, so the regulations can no longer apply because of changes in circumstances. Meanwhile, employee job satisfaction among employees can increase commitment and high levels of productivity in the organization. Human resource management and leadership can complement each other to create greater overall innovation, with shared sources of influence that can help organizations maintain strategic ambivalence and strive to achieve the value of both simultaneously (Leroy et al., 2018). Limitation in this research that can be overcome by further research is that the measurements that have been collected are self-reports which can cause bias. Future research can examine in more detail, such as by collecting report data regarding rule violations and examining how rule violations occur both within teams and individual employees. Future researchers can also add moderator effects such as individual employee characteristics in decision making in organizations which also play an important role in the transformational leadership process and strategic resource management. Future researchers could consider obtaining more respondents from a wider sector, namely from various specific regions, private and public sectors. It is recommended that future researchers use different methods such as personal interviews to collect data. This can help get better data after the process of clarifying and eliminating things that may be ambiguous.

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