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Sustainable Human Resource Practices: The Effect of Leadership, Compensation and Work Spirit on Employee Performance

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Abstract: The goal of this study is to determine how employee performance is influenced by leadership, compensation, and work spirit in an organizational environment. The (SLR) approach, a systematic review of related material from several academic sources, was the study methodology used. This research data was obtained through online searches and journals related to job satisfaction published in the 2019-2024 period. The number of journals analyzed was 21 journals. The findings of this study indicate that elements such as incentives, balanced salaries, and strong leadership styles can increase worker productivity. These results suggest that in order to increase worker productivity and satisfaction, it is imperative for companies to focus on these factors. Therefore, it can be said that achieving peak performance in the workplace largely depends on factors such as leadership, compensation, and work spirit.

Keyword: Leadership; Compensation; Work Spirit; Employee; Performance

INTRODUCTION

Companies aim to achieve high productivity, good quality, and maximum profit. Companies and organizations need human resources (HR) in addition to capital, facilities and infrastructure, technology, and relevant laws and regulations. In this case, effective human resources will also play a key role in accomplishing the company's vision and goals by increasing productivity and improving quality. Companies must possess the capability to compete and move forward with the advances in communication and technology that exist along with the changing times. Reality shows that businesses that cannot adapt to the accelerating pace of change will be left behind. HR plays an important role in career planning, development, and information. Companies must adapt to advances in technology and communication to remain competitive. Although some people believe that the responsibility of career planning lies with HR, in a rapidly changing industrial era, HR is required to provide a competitive advantage by mastering knowledge, skills, attitudes, and work behavior. High employee performance is essential to attain corporate objectives with efficacy and efficiency. According to Lichtenthaler & Fischbach (2018), performance is the level of success that a person achieves in completing their work, measured against the standards that apply to the specific task at hand. In general, those who perform well are referred to as productive people;

conversely, those whose performance does not match expectations are referred to as unproductive or low-performing people. Measuring employee performance is the first step to making an accurate and unbiased assessment of that performance. According to (Nguyen et al., 2023) In general, performance reviews are basically conducted in relation to various employee policies such as promotions, salary increases, education, training, and so on. These reviews serve as a means of providing feedback to employees to enhance their performance and augment company productivity. High employee performance is required to meet organizational goals. The objectives of performance evaluation, according to Sedarmayanti (2011), are to: (1) Improve employee performance by assisting and utilize Maximizing employee performance by supporting them in unlocking their full potential; and (2) Provide data to leaders and employees so they can make decisions about their work.

According to Purwanto (2012), morale is a person's emotional and mental response to his work. Work spirit affects the quality and quantity of one's work. High work spirit occurs when the company provides opportunities for employees to do their best, and when employees believe that their opinions count, working in an environment where everyone has a commitment to performance. Workplace morale has a mission to support the strategic success of the organization by keeping things moving, encouraging employees, and fostering a positive work environment. Leaders and supervisors are always concerned about low morale because it is a source of incentive for workers. Leadership is one of the elements that influence productivity and work spirit. According to (González-Cruz et al., 2019) there are three elements that affect performance: (1) individual variables, including background, demographics, and skills and competencies. (2) psychological elements, including learning, motivation, attitude perception, and personality. (3) Organizational elements, including reward systems, leadership, resources, and job design. The statement above shows that leadership is a key factor influencing performance. Effective and suitable leadership has a beneficial impact on employee morale, which in turn improves employee performance.

Employee performance and work spirit are also affected by the compensation provided. Employee performance will be substandard if they are not compensated accordingly. The performance of the business itself may ultimately suffer from the adverse impact of inadequate remuneration. In addition, there may be an increase in consumer complaints as a result of this, which can make workers more lethargic at work. Nwatu and Hubs (n.d.) state that there is a good correlation between work spirit and salary. Many companies try to motivate employees to do their best by offering some type of incentive compensation in addition to salaries and wages. The workforce will be attracted, satisfied at work, and encouraged to be more productive with an efficient compensation plan. Compensation or financial rewards can be linked to superior employee performance. In this study, the compensation in question is specifically about incentives. According to (Marrucci et al., 2024) incentives are things that make people want to work. Some ways of providing incentives to employees can be providing salaries according to their class / level in the company because different groups also have different tasks, bonuses / rewards to employees who work beyond the set target, giving overtime pay if working beyond normal working time, and providing training to employees who have good performance and according to the needs of their respective positions, such as computer training, programmers, and outbound.

The achievement of overall organizational performance will be significantly affected by how accurately employees perform their duties. In addition, employee performance evaluation results will provide very important data for employee development programs in the workplace. Despite this, inaccurate assessments often occur. Many factors can cause this error. The inaccuracy of performance appraisal can be caused by several things, such as the organization's leaders' ignorance of performance management, employees' lack of understanding of the desired performance, and inappropriate performance appraisal instruments. The company's goal is to grow and for that, a solution is needed that can improve

employee morale and compensation, provide needs-based leadership, and create a positive work environment. For this reason, a study was conducted entitled “The Effect of Leadership, Compensation and Work Spirit on Employee Performance”

Literature Review

Employee Performance

Performance comes from the word “work performance”, and can also refer to the actual performance, work performance, or achievement of employees (Anoop Patiar et al., 2020). According to Syaharuddin Y. (2019), employee performance refers to the outcome of both the quantity and quality of work accomplished by an employee in fulfilling their assigned tasks. Additionally, performance is evaluated based on factors such as quality, quantity, timeliness, and teamwork to achieve the organization’s established goals, according to Hong Soon Kim et al. (2020). The overall predicted value to the company of each discrete episode of behavior that a person performs over a predetermined time is known as employee performance.

Leadership

One of the elements that influence an organization's ability to successfully achieve its goals is its leadership. The quality of leadership within an organization determines the overall performance and success of the organization. The capacity to persuade, inspire and guide individuals or groups towards the achievement of common goals is known as leadership. A leader is essential in motivating, directing, and steering a group or organization towards success (Mulang, 2022). Making the right choices, handling disputes, fostering positive relationships, and giving clear instructions to team members are all part of being a leader. Accomplished leaders have the ability to inspire and encourage others, formulate a compelling vision, and build a happy and productive work atmosphere.

Compensation

All the benefits offered to staff members in return for their services to the company are collectively referred to as compensation. This compensation can be in the form of salaries, allowances, incentives, bonuses, or other payments given to staff members as rewards for their work and contributions or monetary benefits as well as services and material benefits that employees receive as a condition of their employment are referred to as compensation (Ohunakin & Olugbade, 2022). Non-financial components of compensation may also include such things as flexible work schedules, professional development opportunities and a supportive work environment. The purpose of remuneration is to improve overall organizational performance, retain top talent, and inspire people.

Work Spirit

The term “work spirit” describes how employees feel about their jobs, their co-workers, their managers, and the company they work for mentally, emotionally, and behaviorally. High morale among employees is a sign of their motivation, commitment and work happiness. In addition, morale is a feeling, attitude, or mental state that results from the interaction between a worker's needs and the incentives provided by the business. It is a psychological condition that motivates employees to give their best at work (Putera et al., 2019). The general level of employees' positive or negative attitudes towards various intrinsic and extrinsic parts of their job is referred to as morale.

The Relationship between Leadership, Compensation, Work Spirit and Employee Performance

In the current competitive business landscape, organizations strive to maximize employee performance and productivity. One area that plays an important role in achieving this goal is the relationship between leadership, compensation, morale, and employee performance (Kadir et al., 2019). Leadership acts as a key determinant in fostering, mobilizing, and directing employees towards organizational stability and improved performance

(Kriekhoff, 2018). Furthermore, compensation also play a crucial role in motivating employees and increasing their morale (Nur et al., 2021). A fair and competitive compensation framework can incentivize employees to do their best and feel valued for their contributions. In addition, morale is an important factor that impacts employee performance (Kathombe, 2018). High work spirit is often associated with high employee engagement, job satisfaction, and motivation. When employees feel motivated and satisfied in their work environment, they are more likely to perform at higher levels and contribute to the overall success of the organization Ferine et al., 2021). However, it is important to note that the relationship between leadership, compensation, work spirit, and employee performance is complex and multifaceted, depending not on any one factor alone, but rather the interaction and alignment of all these factors that can lead to optimal employee performance.

METHOD

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 2019-2024 period. Based on in-depth analysis, 21 articles were selected which the research team considered capable of answering the problem formulation regarding, Leadership Style Compensation, Work Spirit, Employee Performance, Leadership and Employee Performance, Organization, Job Performance.

RESULTS AND DISCUSSION

Relationship between Leadership, Compensation, Morale and Employee Performance
A literature review can shed further light on the veracity of these observations. A thorough evaluation can assist in determining the knowledge and information currently available regarding the study being researched (Lichtenthaler et al., 2018). This can provide a comprehensive understanding of whether the findings are acceptable, for example in this context, leadership, compensation and morale on employee performance. Leadership is identified as a key factor that influences employee performance and organizational effectiveness. In management, leadership is very important because it can improve the efficiency of the management process and inspire employees to take pride in their work.

Table 1. Article Review Results

No	Nama Penulis	Nama Jurnal	Sampel	Negara	Hasil
1.	(Mulang, 2022)	Advances in Human Resource Management Research	190 employees of PT Hadji Kalla Urip Sumoharjo Branch	Indonesia	The result of this research is the motivation variable has a significant influence on the employee performance of PT Hadji Kalla Urip Sumoharjo Branch and the compensation variable has a significant influence on the employee performance of PT Hadji Kalla Urip Branch.
2	(Iskamto et al. 2021)	IEOM Society International	68 employees Utama Prima Karya	Indonesia	The findings indicated that leadership has a major impact on staff performance. Meanwhile, the hypothesis (Ha) has been accepted. The positive t value suggests that the leadership variable positively influences employee performance.

3.	(Fatimah et al., 2020)	Dinasti Internasional Jurnal of Digital Business Management	Employees PT. perusahaan listrik negara Customer Service Unit	Indonesia	This study reveals that leadership style has a positive effect on morale, performance, and work environment, while communication style has an indirect effect on morale and performance of service division employees at PT Perusahaan Listrik Negara.
4	(Patiar & Wang, 2020)	Journal of Hospitality and Tourism Management	292 F&B manager respondents and other department managers	Australia	This study found a notable mediating effect of compensation and benefits (CB) on the relationship between transactional leadership and employee performance and transformational leadership in hotel departments, partially mediated by contingent rewards and fully mediated by CB.
5	(Ohunakin & Olugbade, 2022)	Tourism Management Perspectives	372 employees at a 5-star hotel in Nigeria	Nigeria	The study revealed a negative correlation between perceived compensation and employee turnover intention in Nigerian hotels, but a positive correlation between communication satisfaction and job performance.
6	(Kim & Jang, 2020)	International Journal of Hospitality Management	386 firm-level panel observations	Amerika Serikat	This study emphasizes the negative impact of employee compensation on restaurant performance, and suggests that companies reduce errors and minimize costs when increasing compensation, and focus on improving service quality.
7.	(Man Soc Sci et al., 2023)	Advance Journal of Management and Social Sciences	321 employee	Nigeria	This study examines the correlation between compensation management, organizational growth, and employee performance. The results showed a significant relationship between performance-based compensation, equity-based compensation, and competency-based compensation, with performance-based compensation positively affecting organizational growth and employee performance..
8.	(Nur et al., 2021)	Journal of Asian Finance	108 employee BPBA	Indonesia	The study revealed significant positive effects of friendly leadership on job satisfaction and employee engagement, in contrast to coercive leadership, which had insignificant effects on performance. The mediating effect was mediated by employee engagement.
9.	(Budur et al., 2022)	Iranian Journal of Management Studies	399 shopping center respondents and Erbil and Sulaymaniyah branches	Irak	The study found that inspirational motivation significantly affects employee performance, with OCB partially affecting it. Civility and conscientiousness positively affect EP. Individual consideration positively affects politeness and civic virtue, but does not

					affect sportsmanship or conscientiousness.
10	(Gökalp et al., 2022)	Transportation Research Procedia	151 student pilots of various flight training schools	Turkey	The study found a positive correlation between flight performance, leadership style, and organizational culture, with flight instructors who expect hard work, communicate responsibility, and value students able to improve performance.
11	(Ferine et al., 2021)	Jurnal businees dan economics	190 employee of PT North Sumatra Provincial Education Agency	Indonesia	The results showed that conflict negatively affects performance, while leadership has a positive impact. Organizational culture drives innovation, and work ethic significantly affects performance. Companies should focus on employee work ethic to prevent decline.
12	(Nguyen et al., 2023)	IIMB Management Review	903 employees from Vietnam's manufacturing sector	Vietnam	The results indicated that organizational culture directly influences performance and partially mediates the impact of transformational leadership on organizational performance. These findings offer both theoretical and practical insights for companies aiming to enhance organizational performance through adjustments in leadership style and cultural dynamics.
13	(Zanon et al., 2021)	International Journal of Production Economics	Two industrial sectors in the 70s and 50s	Brazil	The results show that result-oriented, employee-focused and open companies have better performance. Reliability, responsiveness, agility, cost efficiency, and asset management are essential attributes for Company A, whereas Company B demonstrates the lowest alignment index and performance in asset management.
14	(Hardcopf et al., 2021)	International Journal of Production Economics	266 data from manufacturing plants	Amerika	The study revealed a positive relationship between lean methods and operational performance, including cost, quality, delivery, and flexibility. It shows that lean production can be applied in various contexts and suggests companies should create a development culture to implement lean, as this improves quality, flexibility, and delivery performance.
15	(Marrucci et al., 2024)	Ecological Indicators	Company Department Environment	Italy	The research describes developing an environmental performance indicator (MBO) system to assess corporate sustainability and reward managers and employees, integrating GHRM practices with environmental performance, and expanding MBO to all department heads.
16	(Liaquat et al., 2024)	Research in Globalization	360 employee bank	Pakistan	The study revealed a significant impact of intrinsic motivation on employee performance, with task-based behavior being the most influential. Extrinsic

					motivation helps achieve big targets, resulting in outstanding performance outcomes.
17	(González-Cruz et al., 2019)	Journal of Business Research	125 people from two Spanish service companies	Spain	This study explored the relationship between transactional and transformational leadership styles, and found that transformational leadership is essential for high leadership performance. The study shows that high leadership performance is sufficient, but the absence of leadership, transformational or transactional leadership, extrinsic job satisfaction, and contact with customers coincides with low performance.
18	(Agung Dwi Nugroho & Tri Wahjoedi, 2024)	World Journal of Advanced Research and Reviews	75 branch employees of a cigarette distribution company PT. GG Pasuruan	Indonesia	This study reveals that communication significantly impacts morale, while the work environment does not. Both factors significantly affect employee performance, with morale acting as a mediator.
19	(Meriac et al., 2023)	Personality and Individual Differences	250 employees from the United States	Amerika Serikat	The study revealed that work ethic significantly impacts job satisfaction, loyalty, and voice, while grit reduces stress and abandonment. Age plays an important role in employee attrition. Focusing on core tasks can reduce adverse reactions and increase engagement.
20	(Sun et al., 2024)	Journal of Cleaner Production	180 mine workers	China	This study emphasizes the importance of green training in promoting environmental sustainability in high-impact industries, provides insights for industry leaders and policy makers, and integrates green training into organizational practices to achieve optimal environmental performance.
21	(Al-Shamali et al., 2021)	International Business Review	398 Kuwaiti Islamic Bank employees	Kuwait	Factor analysis shows that Internal Work Environment has a positive impact on employee commitment to change, while negatively impacting continuance commitment, reducing organizational deviance behavior and positively impacting deviance type.

The definition of leadership involves the process of setting organizational goals and motivating subordinates to take actions that further these goals, while also working to enhance the group and organizational culture. In addition, it affects how subordinates understand what is happening, achieve goals, maintain cooperative relationships and group work, and approach people outside the group for help (Agung Dwi Nugroho et al., 2024). Employee performance has a huge impact on an organization's ability to succeed. Employers must be able to foster an environment where workers are motivated and supported in developing and enhancing their talents in order for them to function at their best. Leadership is one of the variables that affect worker performance. Employee performance, in the opinion of Koka et al., (2019) will be

achieved if staff members are able to complete tasks in accordance with the company system, thus enabling the successful fulfillment of the organization's vision and mission. One way to achieve company goals is if employees are able to comply with the rules given by the leadership, besides that based on the research he conducted, it states that leadership significantly affects employee performance, indicating a positive relationship between leadership and employee performance. (Fatimah et al., 2020) revealed that leadership style has a positive impact on morale, performance, and the work environment. Communication also has a positive impact on morale and performance. Leadership style indirectly affects work performance through morale, while the work environment positively affects morale.

In a company, the relationship with employees must be reciprocal so that employees and companies must maintain a positive relationship, fostering a productive work environment that appreciates and rewards their hard work (Kadir et al., 2019) Compensation management is an important aspect of employee performance, as it helps organizations recognize and reward their hard work. In today's competitive business environment, organizations must establish an effective management control system and prioritize feedback management to maintain employee satisfaction. Compensation management involves integrating employee processes and information with business strategies to achieve optimal organizational goals. It is important to focus attention within the organization and send clear messages about expected attitudes and behaviors. According to (Patiar & Wang, 2020) pay practices have a direct influence on worker performance, with competitive salaries and benefits linked to business expansion and success. Companies are looking for creative payroll plans that establish a clear link between employee performance and compensation in developing countries. Mulang, 2022) argued that the performance of PT employees is significantly influenced by their motivation. The performance of PT employees is significantly influenced by the salary and motivation variables of PT Hadji Kalla Urip Sumoharjo Branch employees. Hadji Kalla Urip Branch. Motivation is based on basic needs, such as ambition, education, age, and experience. By motivating themselves and getting motivation from family, leaders, and companies, employees can become a professional workforce with high productivity. The quality of human resources, along with the availability of incentives and compensation, determines whether a company's human resources department succeeds or fails. In addition, many other elements, including salary, work motivation, work culture, leadership, motivation, and morale, are said to have an impact on employee performance (Putera et al., 2019). Employee performance and morale are positively correlated, according to research, with higher morale resulting in better performance. However, some studies show that morale is not directly related to employee productivity. The implementation of e-Government requires skilled employees who can use information technology, adapt to technological advances, and work comfortably in information systems. This indirectly improves the performance of government employees in improving the quality of public services. The implementation of e-Government can make employees more enthusiastic and comfortable in their work environment, which in turn can improve their performance.

Employee performance is significantly influenced by morale, and a supportive work environment can encourage empowerment and professional development. Employee morale can be enhanced by an appropriate organizational culture, which will improve work outcomes. Effective communication, including diversity and inclusion, fosters a positive work atmosphere (Ohunakin et al., 2022). Building strong interpersonal relationships and fostering open communication between management and employees can stimulate enthusiasm and creativity, thereby improving performance. High morale is linked to improved productivity, work quality and overall well-being. Human resource management strategies can improve morale, thereby improving individual performance (Fatimah et al., 2020). Morale significantly impacts employee performance, affecting both individual and organizational performance. The study revealed that team spirit, cooperation, support, and a sense of belonging are key factors in improving morale. However, work quality is considered to need improvement, while time

utilization is an important factor in assessing performance. Understanding the role of morale in improving performance can help management develop strategies to build and maintain a positive work atmosphere, which in turn can improve employee performance and satisfaction. (Meriac et al., 2023) showed the COVID-19 pandemic has increased employee dissatisfaction and retention, leading to an increase in the number of employees quitting quietly. Work ethic and grit are important constructs associated with motivation and persistence. This study examines the relationship between work ethic and grit, focusing on positive and negative outcomes in response to workplace dissatisfaction. This study used Meriac et al.'s (2013) short form of the multidimensional work ethic profile (MWEP-SF) to measure work ethic. It also re-examines the relationship between work ethic and grit, as well as its relationship with job satisfaction, exit intentions, and job stress during periods of “high resignation”.

CONCLUSION

Employee performance is greatly impacted by factors such as leadership, fair compensation, and morale. Good leadership motivates employees to achieve common goals, while fair compensation motivates them to perform better. High morale increases engagement and satisfaction, leading to better results. By effectively managing these factors, companies can create a work environment that supports, motivates and inspires employees, ultimately leading to greater organizational success. Overall, this research identifies that leadership, compensation and morale have a relationship and influence each other, resulting in optimal employee performance.

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