



DOI: <https://doi.org/10.38035/dijms.v6i3.4314>
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The Influence of Organizational Culture, Leadership Style and Compensation on Employee Performance

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Abstract: This study aims to analyze the influence of organizational culture, leadership style, and compensation on employee performance. A strong organizational culture can create a conducive work environment, increase motivation, and strengthen employee commitment to company goals. An effective leadership style also plays an important role in motivating employees to achieve their best performance, by providing clear direction and creating a mutually supportive relationship between leaders and team members. Fair and competitive compensation not only serves as a reward for achievement but also as a tool to retain the best talent in the company. This study uses a qualitative approach with a library research method using journal literature reviews, where data is collected through journal reviews in various industrial sectors. The results of the analysis show that organizational culture, leadership style, and compensation have a significant influence on employee performance simultaneously. Individually, organizational culture and compensation are proven to have a stronger relationship to performance improvement, while leadership style also has a significant impact at a lower level. This research provides insight for companies in designing managerial strategies to improve performance through effective management of organizational culture, leadership style, and compensation systems.

Keyword: Organizational Culture, Leadership Style, Compensation, & Performance.

INTRODUCTION

Organizational Culture is a system of values, norms, beliefs, attitudes, and behaviors that develop within an organization and are accepted by most members. This culture influences the way of working, interacting, and making decisions within the organization, this culture influences the way work, interactions, and decision-making occur within the organization and creates a climate that influences the organization's success or failure in achieving its goals. Organizational culture is formed from experiences, habits, and mindsets that develop over time, and can be influenced by the organization's history, leadership, and external environment. Organizational culture is an important element that influences almost all activities and

achievements in an organization. A positive culture can increase productivity, job satisfaction, and create an innovative and collaborative atmosphere. On the other hand, a negative culture can lead to stagnation, conflict, and decreased performance. Therefore, every organization needs to understand and develop a culture that is aligned with the goals and values it wants to achieve. This study will examine how organizational culture affects various aspects of employee performance, such as productivity, work quality, job satisfaction, organizational commitment, and employee retention.

Leadership style is an approach or method applied by a leader in leading and motivating team or organization members. This style affects how leaders communicate with their subordinates, make decisions, and influence team behavior and performance. Each leader has a unique leadership style, which is influenced by various factors such as personality, experience, situation, and culture in the organization. Leadership style plays a very important role in determining the direction and success of an organization. each style has strengths and weaknesses that need to be considered in the right context. Effective leaders can adapt their style to the needs of the team and the situation, and manage change wisely to achieve organizational goals.

Compensation is any form of reward given by a company or organization to employees for their contributions and work done. This compensation can be in the form of salary, allowances, bonuses, or other forms of rewards given in order to fulfill employee rights. and encourage them to work more productively, good compensation not only improves employee welfare, but also serves to attract, retain, and motivate employees to provide optimal results for the company or organization.

Performance is a concept that refers to the extent to which a person, team, or organization can carry out tasks and achieve predetermined goals. Performance not only measures results or output but also the processes carried out to achieve those results. Performance assessment is carried out based on certain standards which include various factors such as effectiveness, efficiency, quality, and the ability to face challenges or changes. The organization's goals can be achieved through good performance from its employees, conversely the organization will experience obstacles in achieving its goals when the performance of its employees is not effective in meeting the job demands desired by the organization. The main reference for performance planning and development is a performance description that explains the expected employee performance targets, to be known and implemented and to understand the company's core values (Haryono.S 2018)

Table 1. Previous Research

No	Title	Author / Year	Metode	Research Result
1	Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Kantor Dinas Pendidikan Kota Gorontalo	Sugala, Hineo, and Rahman (2024)	Quantitative	Organizational culture has a positive and significant influence on employee performance
2	Peran Budaya Organisasi Dalam Meningkatkan Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Intervening	Dhitania Ayu Kurnianingtyas Yudha, Rini Handayani (2023)	Quantitative	Organizational culture has a significant influence on the level of job satisfaction.
3	Kontribusi Budaya Organisasi, Komunikasi Organisasi, Kompetensi Kerja, Dan Komitmen Kerja Terhadap Kinerja Pegawai Di Lingkungan Undiksha	I.P. Parwata, I.G.A. Purnamawati, B.R. Werang (2023)	Quantitative	Simultaneously, there is a significant contribution of organizational culture, organizational communication, work competence, and work commitment to employee performance.

No	Title		Author / Year	Metode	Research Result
4	Pengaruh Organisasi Menciptakan Perkembangan Organisasi	Budaya dalam	Ishiq Ramadhany Putri, Ningrum Fauziah Yusuf (2022)	Qualitative	Simultaneously, there is a significant contribution of organizational culture, organizational communication, work competence, and work commitment to employee performance.
5	Pengaruh Organisasi dan Motivasi Terhadap Kinerja Guru di SMP Negeri Kecamatan Pangkalanbaru	Budaya	Rianahsari, Fitria, and Eddy (2023)	Quantitative	The results of the study indicate that organizational culture and motivation simultaneously have a significant effect on teacher performance. Second, that organizational culture has a partial and significant effect on teacher performance. Third, teacher motivation has a partial and significant effect on teacher performance.
6	Budaya Organisasi Disarankan Sebagai Solusi Untuk Meningkatkan Kualitas Pendidikan Dan Kinerja Profesional Guru.	Organisasi	Hasibuan and Hadijaya (2024)	Qualitative	Organizational culture to improve teacher performance is carried out by implementing the values of discipline, cooperation and leadership. These steps have had a positive impact on improving teacher performance.
7	Peran pemimpin dalam mempengaruhi bawahan sangat penting bagi kemajuan organisasi		Reza Fahlevi (2022)	Quantitative	Leadership style has a significant influence on performance
8	Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Komunitas Mari Mengabdi	Gaya	Yamani (2023)	Quantitative	In running an organization, attention must be paid to the relationship between leaders and subordinates so that participation between both parties is absolutely necessary.,
9	Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Instansi Perbankan	Gaya	Santoso and Pranogyo (2023)	Quantitative	There is a significant influence between the leadership styles used, which have the potential to shape employee performance to be better.
10	Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, dan Kompensasi Terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening	Gaya	Hafidzi, Zen, and Alamsyah (2023)	Quantitative	Leadership style has a positive effect on employee performance.
11	Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Di Hotel Canggü Dream Village	Gaya	.Agung et al. (2023)	Quantitative	Democratic leadership style has a positive and significant influence on employee performance.
12	Studi tentang gaya kepemimpinan dan tingkat pendidikan serta pengaruhnya terhadap		Cindy Maharati (2021)	Quantitative	A leader's leadership style is assumed to contribute to employee performance.

No	Title	Author / Year	Metode	Research Result
	kinerja karyawan dalam perspektif Islam			
13	Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Pegawai Komitmen Organisasi Pada Dinas Pendidikan Dan Kebudayaan Kabupaten Bantaeng	(Azikin, Ilyas, and Asiz 2019)	Quantitative	Compensation has a positive and significant effect on organizational commitment at the Bantaeng Regency Education and Culture Office.
14	Pengaruh Kepemimpinan Kepala Sekolah dan Kompensasi terhadap Kinerja Guru	Herlina, Fitria and Puspita (2020)	Quantitative	Compensation has a significant effect on Performance. This means that the maximum Compensation
15	Pengaruh kompensasi dan lingkungan kerja terhadap kinerja guru di sekolah menengah atas	Lukmawati (2024)	Quantitative	Compensation, although having a negative effect, is not significant on teacher performance. This shows that changes in compensation do not directly affect teacher performance at SMA Budi Satrya
16	Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Guru Non PNS Pada Yayasan Bina Insan Kamil (YABIKA) Kabupaten Tangerang	Santi Octavianti (2023)	Quantitative	At the Bina Insan Kamil Foundation (YABIKA) Tangerang Regency, there is a large correlation between teacher performance and compensation and discipline.
17	Pengaruh kompensasi terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia	Didi Wandu (2022)	Quantitative	Financial compensation has a positive and significant effect on employee performance
18	Pengaruh kompensasi terhadap Kinerja Pegawai Di Dinas Pendidikan Daerah Provinsi Sulawesi Utara	Achmad, Rares, and Plangiten (2023)	Quantitative	There is a positive influence of compensation on employee performance
19	Pengaruh Tingkat Pendidikan Dan Pengalaman Kerja Terhadap Kinerja Karyawan	Etik Setyorini and Hanifah Noviadari (2022)	Quantitative	Employee performance can be improved significantly and positively by increasing employee education.
20	Pengembangan Kemampuan Kinerja Karyawan Melalui Manajemen Pendidikan Dan Latihan	Solehan (2024)	Quantitative	Performance has a significant and positive relationship with increased education.
21	Pendidikan Dan Pelatihan Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Karawang	Sophia Anggraeni, Puji Isyanto (2024)	Quantitative	Performance has a significant and positive relationship with increased education.
22	Pengaruh Kinerja Pegawai Terhadap Kualitas Pelayanan Di Cv Mitra Selular Palembang	Hatidah and Agung Indriansyah (2023)	Quantitative	Employee performance has a positive effect on service quality

No	Title	Author / Year	Metode	Research Result
23	Kinerja Karyawan Ditinjau Dari Kepemimpinan, Lingkungan Kerja, Dan Disiplin Kerja Pada Showroom Muhari Motor 651 Karanganyar	Fatmawati, Hartono, and Istiatin (2020)	Quantitative	Leadership, work environment and work discipline have a simultaneous and significant influence on employee performance.
24	Kinerja Karyawan: Pendekatan Kepemimpinan Transformasional Dan Kerjasama Tim Dimediasi Kepuasan Kerja	Lesmana (2023)	Quantitative	Good transformational leadership can improve teamwork on employee performance even though it is not mediated by job satisfaction.

METHOD

This type of research is library research, which is a series of research activities related to data collection from library sources and journal reviews. This study analyzes online theories and information obtained through Google Scholar, as well as other online media. The focus of this library research is to find various legal theories, propositions, principles, or ideas used to analyze and solve the research questions that have been formulated. The nature of this research is descriptive analysis, which means describing data that has been collected in the literature, then providing understanding and explanation so that it can be understood properly by the reader.

RESULTS AND DISCUSSION

According to previous research. (Sugala, Hinel, and Rahman 2024) Organizational culture grows because it is created and developed by individuals who work in an organization and is accepted as values that must be maintained and can be passed on to each new member. Organizational culture develops over time through the interaction and contribution of members involved in organizational activities. Each individual brings values, norms, and habits that play a role in forming the collective identity of the organization. These values serve as a guide in decision-making, daily behavior, and how members interact. This culture is not only accepted by existing members, but is also passed on to new members through orientation, training, and shared experiences. Over time, the culture is maintained as an operational basis and plays an important role in achieving organizational goals, in other studies on organizational culture, the concept of organizational culture maintains an intangible sociocultural influence that can inspire and mobilize a large number of individuals in the organizational environment to engage in various efforts (Dhita ayu kurnianing tyas Yuda 2023). The concept of organizational culture describes the invisible but powerful sociocultural influence that can inspire, motivate, and move many individuals in the organization to actively participate in various efforts, advance common goals, and create solid collaboration in facing challenges. A leader and his subordinates should be able to build a positive organizational culture in their workplace (Parwata 2023). The company's organizational culture has an impact on the attitudes, behaviors, and perspectives of employees that are trusted and used in daily operations, including in completing work (Ishiq Ramadhany Putri and Ningrum Fauziah Yusuf 2022). The fundamental elements of organizational culture are the deeper levels of underlying assumptions and beliefs held by members of the organization, who act unconsciously and construct the organization's perspective of itself and its environment by "taking for granted" these assumptions and beliefs. This is the core of school culture, which is why it is so difficult to understand and change. (Rianahsari, Fitria, and Eddy 2023), Organizational culture is suggested as a solution to improve the quality of education and professional performance of

teachers (Hasibuan and Hadijaya 2024). Organizational culture dimensions focus specifically on the culture within organizations. Different researchers use different dimensions to measure organizational culture. Some studies used beliefs, norms, and workplace interactions to measure organizational culture (Tadesse Bogale and Debela 2024). Organizational Culture Refers to the values, norms, and customs upheld by members of an organization. It includes ways of communicating, patterns of interaction, and attitudes and behaviors accepted in the work environment. Culture develops from shared experiences and is updated over time. A strong culture can increase motivation, productivity, and collaboration within a team. Conversely, a negative culture can hinder innovation and create conflict. As a key factor, organizational culture influences the identity and long-term success of an organization.

In previous research (Reza Fahlevi 2022) Understanding various leadership styles helps both leaders and team members to work together more productively and harmoniously. The role of leaders in influencing subordinates is very important for the progress of the organization, A leader is an important element in running an organizational life by paying attention to the conditions of his subordinates. So that the leader in making decisions must involve the participation of his subordinates (Yamani 2023). Leadership style can aim to guide or influence others by deploying available resources effectively and efficiently during the management process to achieve budgeted targets (Santoso and Pranogyo 2023). Leadership style that a leader always tries to adapt to the situation and conditions of the organization, and is flexible in adjusting to the maturity of subordinates and the work environment. This is in accordance with the current conditions of global competition which are always changing, so that they are required to be more adaptive to the environment (Hafidzi, Zen, and Alamsyah 2023), democratic leadership style has an open nature, pays attention to members and can build member enthusiasm when they are experiencing problems (Agung et al. 2023), Leadership style affects employee performance and can include personal problems, leader-subordinate interactions, and employee perceptions of leaders (Cindy Maharati 2021). Leadership style is the way a leader influences and directs a team to achieve a common goal. There are various leadership styles, such as autocratic, democratic, and laissez-faire, each of which affects organizational dynamics differently. Autocratic leaders usually make decisions alone without involving the team, while democratic leaders tend to involve members in the decision-making process. The laissez-faire style gives the team more freedom to make decisions. The effectiveness of a leadership style depends on the context, the character of the team, and the goals the organization wants to achieve. Flexible leaders can choose the right style according to their needs, creating a productive, harmonious work atmosphere and encouraging innovation in the organization.

Compensation is a reward given to employees, either directly or indirectly, financially or non-financially, which is fair to employees for their contribution to achieving organizational goals, so that compensation is very much needed by any company in order to improve the performance of its employees (Azikin, Ilyas, and Asiz 2019), The small compensation received by employees affects employee performance. This can be proven by the fact that many employees' performance has declined and they work part-time to earn additional income to meet their living needs (Herlina, Fitria and Puspita 2020). Compensation is what a person receives in return for the work he or she does. Both hourly wages and periodic salaries are designed and managed by the personnel department (Lukmawati 2024). An employee is allowed to receive employee compensation as a sign of respect and gratitude for their efforts and performance. This may come in the form of direct or indirect payments aimed at improving performance (Octavianti and Rifa Nihayatul 2023). The increasing competition in the field of shipping services requires each company to be able to develop and empower the energy sources it has. One of the feedbacks that employees must get is compensation so that employees can work optimally (Wandi et al. 2022). The importance of compensation as a measure of job satisfaction is difficult to determine because employee opinions about money or other tangible

rewards appear to be highly subjective and may be very specific to the organization (Achmad, Rares, and Plangiten 2023). Employee compensation has a significant impact on their performance. Fair and competitive compensation can motivate employees to work harder, increase productivity, and achieve organizational goals. Salaries that are in accordance with their contributions and performance will increase job satisfaction, reduce turnover, and increase loyalty to the company. In addition, providing incentives or bonuses based on achievements can also encourage employees to focus more on results and innovate.

However, compensation is not the only factor that affects performance. Other factors such as the work environment, development opportunities, and relationships between coworkers are also important. Inadequate or inappropriate compensation can cause dissatisfaction, reduce motivation, and ultimately reduce performance. Therefore, companies need to design a compensation system that is balanced and in accordance with the needs and aspirations of employees to achieve optimal performance.

Performance comes from the words job performance or actual performance which means work performance or actual performance achieved by a person (Etik Setyorini and Hanifah Noviandari 2022). The use of the word performance itself is sometimes equated with work achievement, work effectiveness, work results, goal achievement, work productivity, and various other terms. In fact, even though there are similarities in the understanding of performance with these various terms, there are differences in the basic understanding and process (Solehan Solehan 2024). Performance as a measure of the extent to which a person or entity is able to produce the desired output taking into account the resources used (Sophia Anggraeni, Puji Isyanto 2024). Performance is real behavior displayed by each person as a presentation of work produced by employees according to their role in the company (Hatidah Hatidah and Agung Indriansyah 2023). The work environment has a positive influence on employee performance. (Fatmawati, Hartono, and Istiatin 2020). Improving employee performance is also influenced by transformational leadership style, where leaders inspire their subordinates to prioritize the interests of the organization rather than making necessary change (Lesmana et al. 2023). Performance refers to how well an individual or group carries out assigned tasks and responsibilities. In an organizational context, employee performance can be measured based on goal achievement, work quality, productivity, and contribution to the company's success. Factors that influence performance include skills and competencies, motivation, job satisfaction, and the existing work environment. Effective leaders can encourage employees to improve their performance by providing support, constructive feedback, and incentives. Objective and transparent performance evaluations are also important to ensure that each individual is recognized for their achievements. Good performance contributes to the progress of the organization, while poor performance can hinder development and reduce operational efficiency. Therefore, it is important for companies to develop a clear performance appraisal system, provide training, and create a supportive environment for employees to reach their full potential.

CONCLUSION

Based on the results of the study in this article, it can be concluded that to build an effective organization, several important factors need to be considered. Hypotheses that can be developed for further research include: 1) Organizational Culture that has a significant effect on performance, 2) Leadership Style that has a major impact on employee performance, and 3) Compensation that affects employee motivation and performance. Further research is needed to explore more deeply the relationship between these factors in improving overall organizational performance.

Based on the above conclusions, this article shows that many other factors affect employee performance in various types and levels of organizations. These factors include internal and external aspects that need to be analyzed further. Therefore, more in-depth research

is needed to comprehensively explore the factors that can improve or hinder employee performance, so that organizations can take the right strategic steps to optimize the potential of their human resources.

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