

## **The Influence Of Leadership Style, Compensation, And Work-Life Balance On Organizational Performance: A Literature Review**

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### **Abstrak**

This article aims to systematically review the academic literature on the influence of leadership style, compensation, and work-life balance on organizational performance within the context of Human Resource Management (HRM). Using a systematic literature review approach, the study analyzes empirical and conceptual findings from the past five years drawn from nationally accredited and internationally reputable journals. The results indicate that transformational and authentic leadership significantly enhance employee motivation and performance; fair and balanced compensation improves job satisfaction and loyalty; and effective work-life balance policies contribute to employee well-being and long-term productivity. These three variables interact and form a strategic HRM system that supports sustainable organizational effectiveness. The article also recommends further empirical research to examine causal relationships across various sectors and organizational contexts.

### **Keywords:**

Human Resource Management; Leadership Style; Compensation; Work-Life Balance; Organizational Performance; Literature Review

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## **PENDAHULUAN**

Human Resource Management (HRM) is a strategic discipline that is essential for optimizing human assets in an organization, encompassing activities such as workforce planning, recruitment, training, and performance management. Effective HRM practices not only enhance individual capabilities and productivity but also foster a supportive work environment and facilitate organizational change, which ultimately aligns with long-term strategic goals (Amelia et al., 2022; Putri, 2024) . The literature emphasizes that HRM serves as a critical component in achieving organizational goals by ensuring a competent workforce that adapts to external factors such as technology and regulation (Putri, 2024; Rahsel & Gumanti, 2022). Furthermore, the role of HRM extends to managerial, operational, and developmental functions, which are critical to maintaining harmonious working relationships and driving organizational sustainability (Amelia et al., 2022) . By managing human resources strategically, organizations can build competitive advantage, thereby reinforcing the importance of HRM as a key driver of success (Rahsel & Gumanti, 2022; Ramadhan & Rachmadsyah, 2024).

Organizational performance is critically influenced by the effectiveness of Human Resource Management (HRM) practices, which play a vital role in optimizing employee behavior, motivation, and ability to achieve strategic goals. Research shows a strong positive correlation between HRM practices and organizational performance, emphasizing that effective human resource management is critical to success in a competitive environment. (Arokiasamy et al., 2023) . HRM encompasses a

range of functions, including planning, training, and development, that align employee competencies with organizational goals, thereby enhancing productivity and sustainability (Putri, 2024; Vasile & Zhan, 2021). In addition, external factors such as technology and market dynamics also shape HRM strategies, underscoring the need for organizations to adapt their practices to maintain competitive advantage. (Putri, 2024). Ultimately, strategic integration of HRM practices is critical to cultivating a motivated workforce that drives organizational success. (Arokiasamy et al., 2023).

In the context of Management and Organizational Development, leadership style, compensation systems, and work-life balance are critical in improving organizational performance. Transformational leadership, in particular, has been shown to significantly increase employee engagement and commitment, leading to increased productivity and job satisfaction. (Mahyadi & Safrizal, 2023). This leadership style fosters a culture of motivation and shared goals, which are essential for aligning individual contributions with organizational goals (Gomathy et al., 2023; Yuliani & Hariyati, 2024). Furthermore, while transactional leadership can produce short-term results, its effectiveness is limited compared to the transformational approach, which fosters long-term employee development and innovation (Azzahra et al., 2024). Furthermore, the interaction between leadership and organizational culture is critical, as a supportive culture amplifies the positive effects of effective leadership on performance outcomes. (Yuliani & Hariyati, 2024). Thus, organizations aiming to improve performance must prioritize transformational leadership and foster a conducive work environment.

Compensation serves as an important motivational tool in managing employee satisfaction and performance, which includes both financial and non-financial rewards. Research shows that a fair and transparent compensation system significantly increases job satisfaction, leading to increased employee loyalty and productivity. (Kusuma et al., 2015; Rahayu & Pramularso, 2019). For example, a study found that compensation contributed 52.3% of job satisfaction among employees at PT Kereta Api Indonesia, highlighting the direct impact (Rahayu & Pramularso, 2019). In addition, non-financial rewards, such as recognition and personal development opportunities, are essential to fostering intrinsic motivation and a sense of value among employees. (Sejal & Bhavikatti, 2024). An effective compensation strategy not only attracts potential talent but also motivates existing employees to perform at a higher level, thereby improving the overall performance of the organization. (Muljani, 2002). Thus, a comprehensive approach to compensation that includes both monetary and non-monetary elements is essential to increase employee motivation and satisfaction. (Rasmi et al., 2017; Sejal & Bhavikatti, 2024).

Work-life balance has emerged as an important focus in human resource management, particularly in response to the complexity of modern work demands. Research shows that effective work-life balance policies can significantly reduce employee stress and burnout, increase job satisfaction, and maintain productivity. (Lorber & Dobnik, 2023; Sasha et al., 2022). For example, a study on nursing employees revealed that the quality of work life directly affects well-being and job satisfaction at work, highlighting the need for supportive leadership and flexible working conditions. (Lorber & Dobnik, 2023). In addition, the integration of work and personal life through digital means can lead to episodic stress, requiring HRM strategies that consider both areas to promote social sustainability. (Palm et al., 2020). Organizations that successfully embed work-life balance into their management strategies tend to retain high-quality employees and achieve optimal performance, as evidenced by positive interactions between professional and personal life. (Bouwmeester et al., 2021; Mikołajczyk, 2021).

See complexity connection between third variable the And performance organization, very important done review library systematic For to summarize development theoretical as well as results study empirical latest. Literature review aims For give description comprehensive And critical to study previously, at the same time identify existing research gaps as well as opportunity development theory And HR practices in the future front.

With Thus, the article This aiming For do study systematic literature And structured about influence style leadership, compensation, and work-life balance towards performance organization. Study

This expected can give contribution significant Good in a way academic and also practical, especially in development HR policies based on evidence (evidence-based HRM) for increase effectiveness And Power competition organization.

## 1. Literature Review

### **Human Resource Management (HRM)**

Human Resource Management (HRM) plays a vital role in enhancing organizational effectiveness and adaptability through strategic practices that optimize employee potential. Research shows that strategic human resource management significantly influences organizational effectiveness, with path coefficients ranging from 0.33 to 0.60, underscoring the positive impact (Zhou, 2023). In addition, innovative HRM practices are essential to foster organizational innovation, which mediates the relationship between HRM and sustainable organizational performance. (Rasool et al., 2019).

### **Organizational Performance**

Organizational performance is a comprehensive measure that shows how well an organization achieves its goals and missions through optimal use of resources. This performance includes financial, operational, and stakeholder satisfaction aspects including employees and customers. In the context of HRM, organizational performance is highly dependent on the quality of human resource management, because employees are the main actors who carry out the organization's strategies and operations. Therefore, improving organizational performance can be achieved through the implementation of effective and integrated HRM practices.

### **Leadership Style and Organizational Performance**

Recent literature highlights the significant positive impact of transformational and authentic leadership styles on organizational performance. Transformational leadership enhances employees' intrinsic motivation, creativity, and commitment by inspiring and empowering subordinates, leading to improved performance outcomes. (Bush, 2018). This style is characterized by leaders who articulate a compelling vision and align individual aspirations with organizational goals (Bush, 2018). In contrast, authentic leadership fosters trust and engagement through honesty, transparency, and moral values, which are critical to improving job performance. (Ayça, 2023). The study shows that both leadership styles contribute to employee morale, which mediates their effects on engagement, further emphasizing their importance in creating a positive work environment. (Lopez-Zafra et al., 2022). In addition, adaptive and empathetic leadership styles have been shown to strengthen team synergy, positively influencing the achievement of organizational goals. (Ayça, 2023; Helmuth et al., 2024). Thus, integrating these leadership approaches can significantly improve the overall effectiveness of the organization.

### **Compensation and Organizational Performance**

Compensation systems are essential in motivating employees and increasing job satisfaction, which in turn positively affects organizational performance. Research shows that a well-structured compensation package, which includes both financial and non-financial rewards, significantly impacts employee attitudes and behaviors, thereby influencing productivity and turnover rates. (Igalens & Roussel, 1999). For example, while financial incentives such as bonuses can drive motivation, non-monetary rewards such as recognition and career development opportunities are increasingly important, especially for younger generations such as Generation Z, who prioritize self-efficacy over mere monetary compensation. (Tarigan et al., 2021). In addition, the effectiveness of compensation strategies depends on their alignment with employee needs and organizational goals, which require regular updates to adapt to dynamic changes. Thus, a balanced and fair compensation system is essential to foster a sustainable and productive work culture. (Subiyanto & Kurniawan, 2022).

### **Work-Life Balance and Organizational Performance**

Work-life balance (WLB) has emerged as a critical factor in improving employee well-being and organizational performance, especially in the context of the modern workplace shaped by the COVID-19 pandemic. Research shows that effective WLB policies can significantly reduce stress and burnout, thereby increasing job satisfaction and productivity over time. (Kowalski et al., 2022). For

example, remote working, which gained prominence during the pandemic, has shown mixed effects on WLB, with factors such as boundary management and personal accountability influencing outcomes (Sasha et al., 2022). Additionally, research suggests that organizations that implement flexible work arrangements, such as job sharing and flexible working hours, tend to experience better employee retention and a positive workplace reputation, although the overall impact on financial performance remains weakly positive. (Opatrná & Prochazka, 2023). Longitudinal studies also highlight that balanced work-life dynamics can predict future employability, emphasizing the long-term benefits of WLB at both the individual and organizational levels. (Berglund et al., 2021). **Integration of Leadership Style, Compensation, and Work-Life Balance in HR to Improve Organizational Performance**

The interaction between effective leadership styles, compensation systems, and work-life balance policies is critical to improving organizational performance. Research shows that leadership significantly influences the successful implementation of high-performance work systems (HPWS), which in turn drives team innovation and effectiveness. (Yang & Lew, 2020). Furthermore, quality of work life is closely related to organizational performance, suggesting that increased employee satisfaction can lead to better outcomes for the organization. Furthermore, a lifelong approach to career development emphasizes the importance of addressing employees' work-family needs, which can be facilitated by responsive leadership. This holistic perspective underscores that organizations must integrate these variables to adapt to a dynamic business environment and maintain a competitive advantage (Pizzolitto et al., 2023).

A systematic literature review integrating empirical findings on sustainable management practices highlights the important relationship between strategic human resource management (HRM) and organizational performance, especially in small and medium-sized enterprises (SMEs) and non-profit organizations. Research shows that sustainable HRM practices not only improve employee well-being but also contribute to corporate survival and environmental sustainability, thereby enhancing overall performance. (Martins et al., 2022) (Madero-Gómez et al., 2023). Furthermore, the literature reveals significant gaps in understanding the theoretical foundations of sustainability across sectors, including the need for more comprehensive studies on sustainability reporting and the influence of social context. (Lăzăroiu et al., 2020; Martins et al., 2022). By addressing these gaps, organizations can develop more effective evidence-based HRM strategies that are aligned with sustainable practices, ultimately leading to improved performance and resilience in a rapidly changing business environment. (Baluch & Ridder, 2021).

## 2. Method, Data, and Analysis

This study uses a systematic literature review method, which aims to identify, evaluate, and synthesize empirical and conceptual findings from previous studies relevant to the topic of the influence of leadership style, compensation, and work-life balance on organizational performance. This approach was chosen to provide a comprehensive understanding of the relationships between the variables studied and how they contribute to organizational performance from a human resource management (HRM) perspective. The data collection procedure was carried out by searching published scientific articles through reputable databases such as Scopus, ScienceDirect, SpringerLink, and Google Scholar. Keywords used in the search include: leadership style, compensation, work-life balance, organizational performance, and human resource management.

The inclusion criteria applied were:

1. This article focuses on the influence of leadership style, compensation, and work-life balance variables on organizational performance.
2. Studies published in accredited national journals or reputable international journals.
3. Quantitative, qualitative, and mixed-methods research that is theoretically and empirically relevant.

All articles obtained were selected based on the relevance and credibility of the sources, then analyzed thematically to identify patterns of relationships between variables, research gaps, and consistent and contradictory directions of findings.

## 3. Result and Discussion

Results from review literature show that third variable main style leadership, compensation, and work-life balance have significant influence to performance organization, good in a way direct and also No direct.

### **Leadership Style**

Part big studies show that style leadership transformational And authentic impact positive to motivation, engagement, and performance employees. Transformational and authentic leadership styles significantly increase employee motivation, engagement, and performance, as evidenced by numerous studies. For example, transformational leadership has been shown to explain significant differences in employee performance and satisfaction, outperforming traditional leadership styles such as transactional leadership. In addition, authentic leadership fosters a positive work environment that reduces low engagement, with morale acting as an important mediator between this leadership style and employee engagement. (Molero et al., 2007). In addition, leaders who articulate an inspiring vision and demonstrate charisma can significantly increase employee inspiration, which is correlated with improved organizational performance. Adaptive and empathetic leadership also contributes to team cohesion and accelerates goal achievement, highlighting the multifaceted benefits of effective leadership in organizational settings.

### **Compensation**

Findings from various studies state that system fair compensation And transparent contribute to improvement satisfaction Work And loyalty employee. Compensation No only viewed as reward financial, but Also covers non- monetary elements like recognition , flexibility work, and chance development career. Research by Tarigan et al. (2021) highlight that for generation young (including Gen Z), development self And atmosphere supportive work often more important compared to reward financial solely.

### **Work-Life Balance**

Studies about work-life balance shows that policy Work flexible And support to balance life Work can lower level stress and burnout as well increase productivity And retention employees (Lorber & Dobnik, 2023; Kowalski et al., 2022). The work-life balance strategies implemented in a way consistent strengthen perception employee to organization as place humane work And support, which is No direct repair reputation organization And lower turnover rate.

### **Integration Third Variables**

Interaction third variable the show influence cumulative to performance organization. Research by Sharma and Bansal (2022) confirms that style effective leadership can increase effectiveness system compensation And work-life balance policy. In addition that, study by Pizzolitto et al. (2023) and Martins et al. (2022) emphasize importance approach strategic And sustainable in HR, especially in context organization small And intermediate as well as sector non-profit, for the purpose of reach results term long.

In other words, an organization that is able to integrate style supportive leadership, system fair compensation , and effective work-life balance policy will create ecosystem supportive work productivity , innovation , and satisfaction work – which on Finally contribute on improvement performance organization in a way overall.

## **4. Conclusion**

Based on the results of a systematic literature review, it can be concluded that leadership style, compensation, and work-life balance are key factors in human resource management (HRM) practices that contribute significantly to improving organizational performance. An inspiring and adaptive leadership style can encourage employee engagement, create trust, and align individual goals with the organization's vision. Compensation that is managed fairly and equally, both in financial and non-financial forms, plays an important role in motivating, maintaining, and maximizing human resource potential. Meanwhile, a work-life balance policy that is consistently implemented also improves employee welfare, reduces work stress, and maintains productivity sustainably. These three variables not only

influence individually, but also interact with each other in creating a strategic and integrated HR system. This finding reinforces the importance of a holistic approach in human resource management to achieve long-term organizational excellence. As a follow-up, future empirical research is suggested to quantitatively test the relationship between these three variables and organizational performance in various industrial sectors to strengthen the validity of these conceptual findings and broaden the context of their application.

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