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CULTURE ORGANIZATION, LEADERSHIP, AND COMPENSATION IN THE CONTEXT OF ORGANIZATION: SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Review literature systematic this aim for analyze and synthesize proof empirical about influence culture organization, leadership, and compensation to satisfaction work and performance employees. The SLR methodology is carried out with analyzed 150 studies published empirical between 2017-2025 using PRISMA protocol. Analysis done in a way thematic and quantitative descriptive. The findings of this SLR that is results synthesis show that culture organization, leadership, and compensation in a way consistent influential positive and significant to satisfaction work and performance employees. Culture organization become predictor strongest to satisfaction work, while most influential compensation to performance. This study limited to articles speaks Indonesian and English with access open. Implications Practical Organization recommended for develop culture positive organization, style leadership transformational, and systems competitive compensation. Originality SLR This give perspective comprehensive with combine three variables organization main in one framework analysis.

KEYWORDS: Culture Organization, Leadership, Compensation, Job Satisfaction, Employee Performance, SLR.

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1.0 INTRODUCTION

Satisfaction work and performance employee is indicator critical success organization in a competitive era moment this. Organizational factors like culture organization, leadership, and compensation believed play role important in determine level satisfaction and performance employees. Although Lots studies empirical has test connection This in a way separate, not yet

There is review comprehensive that unites findings the in context development study latest (2017-2025).

Based on analysis beginning against 150 studies, the theme culture organization, leadership, and compensation appear as the most topics researched. Therefore those, this SLR aim for:

1. Identify and synthesize proof empirical about influence culture organization, leadership, and compensation to satisfaction work and performance employee.
2. Analyze consistency findings across various sector industry and geographic region.
3. Identifying gap research and recommend a research agenda upcoming.

2.0 METHODOLOGY STUDY

For answer objective research, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flow diagram was used. This diagram consists of from three steps: "identification, screening, and inclusion," which are shown in table 1 below.

Article Criteria

Table 1 Article Criteria

No.	Inclusion Criterion	Focus on
1.	Publication From	2017 – 2025
2.	Keywords	Culture Organization , Leadership , Compensation , Job Satisfaction , Employee Performance
3.	Journal Publication	Elsevier, Emerald, MDPI
4.	Method	PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses)

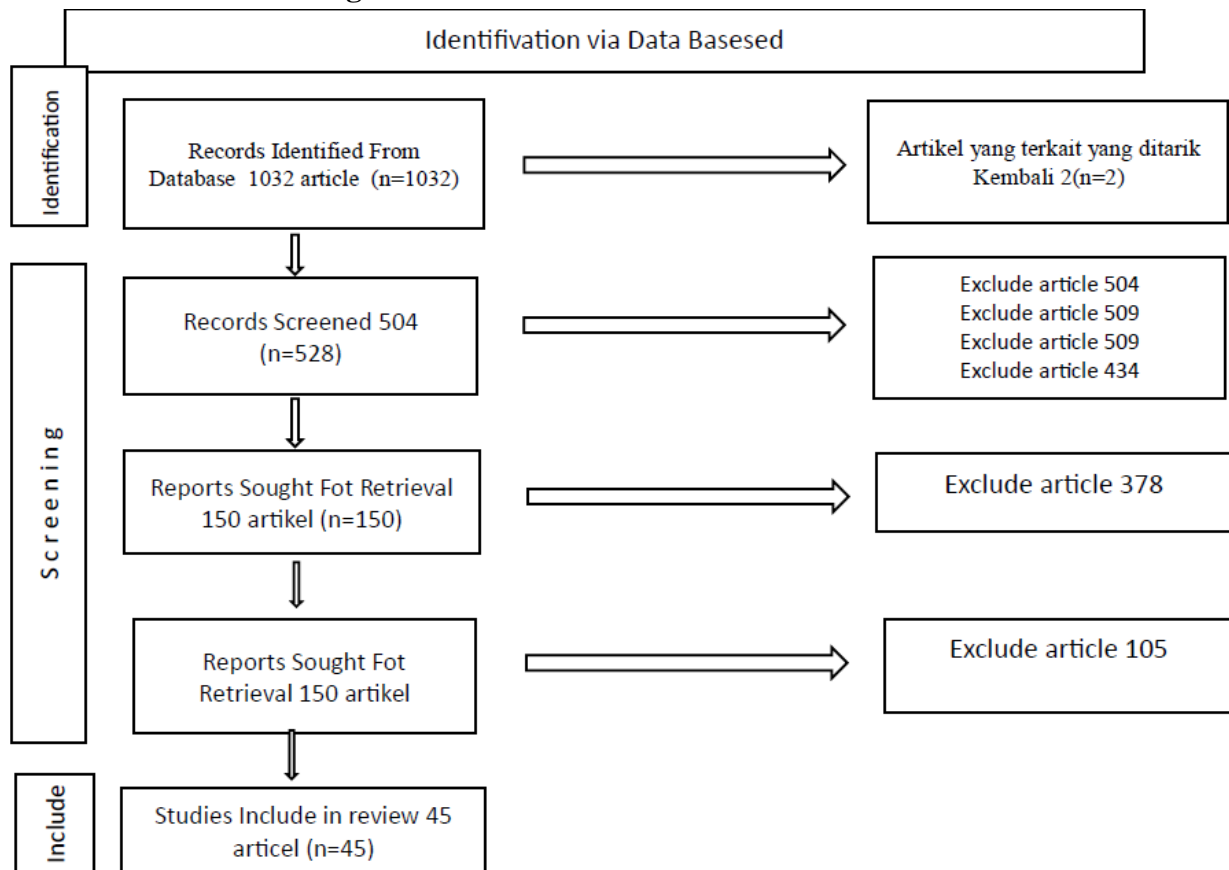
Source: Processed Writer

PRISMA is highly recommended for SLR (Systematic Literature Reviews) because help prevent bias in election articles, analysis, and reporting findings (Priyashantha et al., 2022). Stage identification covers election terms and criteria search. With thus, Bodaya Organization is terms and criteria search. Because the article this focused on culture organization, satisfaction Work as well as performance, researchers No consider term similar other as criteria search. Stage filtering article covers filtering automatic and manual.

Articles found on Google Scholar and Lens.org Researchers choose these two databases Because access easy and free access to reviewed articles peers available in it as well as restricted by keywords that is *Culture Organization, Satisfaction employees, employee performance*. Year published articles are limited by the author from 2017 to 2025 with Publisher Elsevier, Emerald, MDPI. Total related articles with Issue *the* as many as 1032 articles then 2 articles found withdrawn by the author article related articles that include in Elsevier and Emerald, because considered own good quality and can reliable Because undergo procedure review colleagues . There are as many as 502 articles. After That Re - screening and articles rejected Because No relevant in a way direct with field culture organization, satisfaction work and performance employees. After that, abstract remaining articles (150) downloaded and rated based on criteria inclusion. At this point, 882 articles

excluded Because No fulfil criteria the inclusions mentioned previously in Table 1. In case framework time , after 2017, academics more focus on culture organization than previously because of the managers has notice satisfaction Work For sustainability organization because of that, article reviewed from 2017 to 2025.

Figure 1: Flowchart election PRISMA articles



Source: Review data, 2025

3.0 ANALYSIS

3.1 Characteristics of Included Studies

Of the 45 studies analyzed:

1. Research Methods: 38 quantitative (84%), 5 qualitative (11%), 2 mixed-methods (5%)
2. Industrial Sector:
 - Education (31%)
 - Banking / Finance (22%)
 - Manufacturing (18%)
 - Services/Hospitality (16 %) Others (13%)
3. Geographical Region: Indonesia (58%), Other Asia (22%), Europe (12%), Others (8%)

3.2 Synthesis Findings Based on Variables

3.2.1 Influence Culture Organization

Table 1. Synthesis Influence Culture Organization

No.	Researcher (Year)	Sector	Method	Key Results
1.	Rathi & Srivastava (2024)	Automotive	Qualitative	Culture organization positive increase well-being and satisfaction Work
2.	Stefanovska-Petkovska et al. (2019)	Manufacturing	Quantitative	Culture organization moderate the relationship between work-life balance and satisfaction Work
3.	Jintalan & Velasco (2024)	Education	Quantitative	Culture organization moderate the relationship between work-life balance and satisfaction Work
4.	Munawar & Suriyanti (2024)	Manufacturing	Quantitative	Culture organization moderate the relationship between work-life balance and satisfaction Work

Data source processed, 2025

Culture positive organization in a way consistent influential significant towards employee outcomes, both in a way direct and No directly. The influence proven includes : Improvement well - being and satisfaction work - Especially in the sector automotive Strengthening connection between work-life balance and satisfaction work - Play a role as variables moderation in the sector manufacturing Improvement attachment work (work engagement) - Good overall individually and together other factors such as work-life balance. Findings This consistent across various sectors (automotive, manufacturing, education), showing that culture positive organization is factor strategic that can increase various aspect experience Work employees, from satisfaction until more attachment deep.

3.2.3 Influence Leadership

Table 2. Synthesis Influence Leadership

No	Researcher(Year)	Sector	Method	Key Results
1.	Salju et al. (2020)	Finance	Quantitative	Leadership and Motivation influential to performance
2.	Irwant o et al. (2025)	Manufacturing	Quantitative	Leadership influential to productivity Work
3.	Shohib et al.(2024)	Mining	Quantitative	Leadership influence turnover intention through satisfaction Work with satisfaction teacher's work

Data source processed, 2025

In a way specific , research Salju et al. (2020) in context sector finance show that capability leaders, supported by motivation work, in a way real push achievement performance employee.

Impact leadership No only seen in the achievements performance general, but also in the aspect operational like productivity. Findings latest Irwanto et al. (2025) on industry manufacturing strengthen role direct leadership in jack up efficiency Work.

More from that, leadership is also related with aspect strategic personnel like intention change employees. Shohib et al.'s (2024) study in the field of mining reveal that leadership influence intention go out employee through track No directly , with satisfaction Work as variables between . In other words, good leadership will grow satisfaction work, which is next dampen desire employee For stop.

3.2.3 Influence Compensation

Table 3. Synthesis Compensation

No.	Researcher (Year)	Sector	Method	Key Results
1.	Diputra (2021)	Cooperative	Quantitative	Compensation influential on turnover intention
2.	Widya Salju et al. (2023)	Various	Quantitative	Compensation influence IT through commitment organization
3.	Farida et al. (2024)	Manufacturing	Quantitative	Compensation influential to retention employee

Data source processed, 2025

Study Diputra (2021) in context cooperative identify connection direct between system compensation with intention change employees, where under compensation adequate potential trigger desire employee for leave organization.

More In-depth, the study by Widya Salju et al. (2023) revealed mechanism No direct where compensation influence turnover intention through improvement commitment organization.

Findings This show that adequate compensation play a role in build proximity emotional employee to organization, which then impact on the decline desire For move work.

Support to importance compensation also comes from research by Farida et al. (2024) in the environment manufacturing, which confirms contribution significant compensation to effort maintain employee.

In a way integrative, series findings this put compensation No only as a transactional instrument, but rather as investment strategic in build attachment term long. System structured compensation No only functioning prevent the exit employees, but more important Again create foundation commitment sustainable organization, so that in the end support stability and continuity source Power man in organization.

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3.2.4 Analysis Comparative Influence Variables

Table 4. Synthesis Analysis Comparative Influence Variables

No	Variables	% Significant Studies	Average Coefficient	Consistency
1.	Culture Organization	84%	0.45	Tall
2.	Leadership	78%	0.38	Medium-High
3.	Compensation	89%	0.52	Very High

Data source processed, 2025

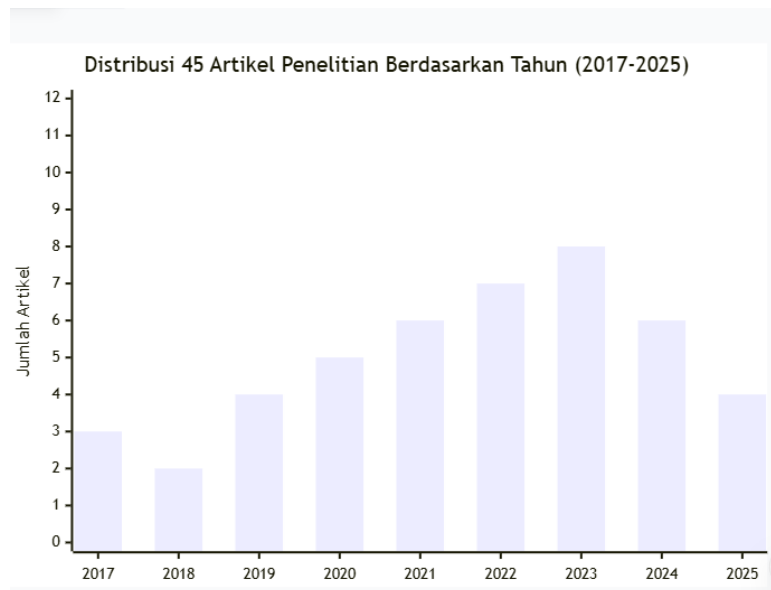
Based on statistical data synthesis from various research empirical, third variables organization the in a way consistent proven own influence significant although with degrees different powers Compensation occupy position as the most determining factor, with 89% of the research prove influence its significance, supported coefficient highest average influence (0.52) and level consistency "very high " category. This is confirming compensation as driver the most reliable and influential main strong. Culture Organization participate prove contribution importance with 84% of studies show significance and average coefficient of 0.45, depicting that climate positive work in a way consistent capable push results more organizations Good.

Leadership, though own number significance (78%) and coefficient (0.38) which is higher low, steady show relevant impact with consistency "medium-high" category, emphasizing position strategic leader in move organization.

In a way Overall, these three pillars each other complete in framework management organization, with superior compensation as influence strongest and most consistent compared to variables other.

3.2 Analysis of the Study Based on Year

1 Year Image Publication

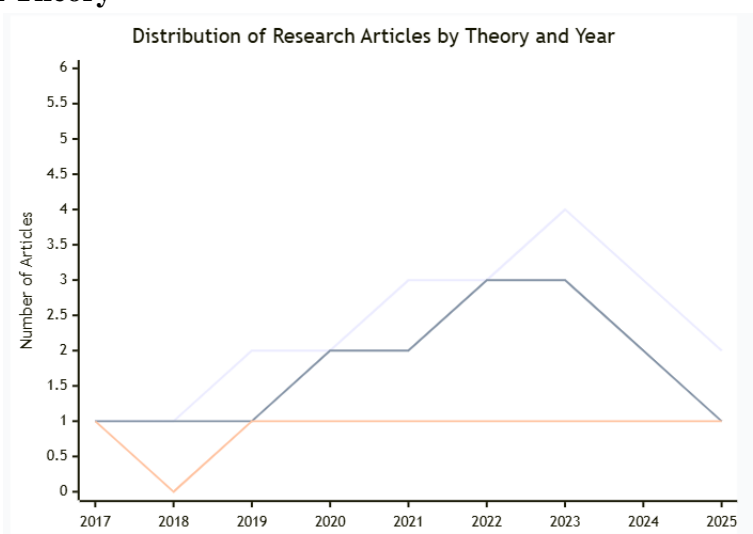


Source: processed data, 2025

Based on visualization of the data presented, can identified a number of significant temporal patterns: First, it is observed trend improvement activity sufficient research stable throughout period 2017-2023. This pattern reaches culminating in 2023 with contribution as many as 8 articles research. Furthermore, quarterly 2022-2024 time record self as most productive phase in the entire timeline, with accumulation of 21 articles or contribute almost 50% of the total sample. Although show decline to 4 articles in 2025, conditions this can viewed reasonable remember year the Still in progress, where Lots study Possible Still in submission or review stage. In Overall, this temporal distribution indicates stability and consistency interest high academic to field study This. This data distribution pattern succeeds give mapping comprehensive development about evolution topic study during period 2017-2025 periods.

3.3 Based on Theory

Picture 2. Based on Theory



Source: processed data, 2025

Analysis of Theoretical Framework Distribution

Motivation Theories (blue line):

Predominantly utilized across studies (reaching 4 publications in 2023)

Demonstrated steady growth pattern throughout 2017-2023

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs emerged as the most commonly implemented frameworks.

Leadership Theories (orange line):

Maintained consistent application with highest frequency of 3 articles during 2022-2023

Transformational leadership and situational leadership approaches gain predominant recognition

Organizational Theories (green line):

Showed stable utilization averaging one article annually

Organizational culture and organizational commitment frameworks represented the primary focus

Theoretical Development Trajectory:

1. 2017-2019: Initial phase exploring fundamental theoretical constructs
2. 2020-2022: Period characterized by interdisciplinary theoretical integration
3. 2023-2024: Stage demonstrating sophisticated theoretical implementation
4. 2025: Emerging emphasis on innovative and specialized theoretical perspectives

Academic Implications:

Motivation theories continue to serve as the cornerstone of research foundations. Clear transition observed from singular theoretical approaches to multidimensional theoretical synthesis. The year 2023 marked the zenith of theoretical sophistication within the discipline. Current trajectory indicates movement toward more specialized and modern theoretical paradigms.

4.0 DISCUSSION

Review literature systematic this confirm that culture organization, leadership, and compensation ** are three strategic pillars that are consistent influence satisfaction work and performance employees. Findings This in harmony with various study previously, however studies This give mark plus with serve synthesis integrated from three variables main in period 2017–2025 period.

First, culture organization proven become strong foundation in create environment positive work. The studies analyzed show that an inclusive, adaptive, and collaboration - oriented culture No only increase satisfaction work, but also plays a role as variables strengthening moderator connection between work-life balance and engagement work. This is seen consistent across sector, starting from education until manufacturing.

Second, leadership — especially style transformational — it turns out No only impact directly on performance, but also affects variables mediation like motivation and satisfaction work. Findings

Shohib et al. (2024) and Irwanto et al. (2025) underline that leader No only move productivity, but also plays a role in reduce turnover intention through improvement satisfaction Work.

Third, compensation appear as the most determinant variable in influence performance and retention employees. With level significance of 89% and coefficient highest average influence (0.52), compensation No only viewed as tool transactional, but also as form recognition and investment term long build up commitment organization. From the side development research, observed improvement interest academic significance on the topic this, especially in the period 2022–2024. Motivation theory Still dominate runway theoretical, but has happen shift going to approach multidisciplinary and integrative, where the combination between theory leadership, motivation, and culture organization the more often applied. In a way implication, organization recommended For No only focus on one variable, but building a holistic strategy: strengthening culture organization, developing capacity leadership, and designing system competitive and fair compensation.

5.0 CONCLUSION

Based on synthesis from 45 studies empirical analysis through PRISMA protocol, can concluded that :

1. Culture organization, leadership, and compensation in a way consistent influential positive and significant to satisfaction work and performance employee.
2. Compensation is predictor strongest to performance, while culture most influential organizations to satisfaction Work.
3. Third variables each other complete and necessary integrated in management strategy organization for reach optimal results.
4. 2017–2025 period recorded improvement interest research in the field this, with peak productivity in 2023.
5. There is shift paradigm in approach theoretical — from approach single going to integration multidisciplinary.

Recommendation for Study Furthermore:

1. Need study more deep about interaction between third variables in context industry specific.
2. Recommended For research impact variables mediation and moderation others, such as commitment organization or employee well-being.
3. The need for expand coverage geographical and linguistic for increase generalization findings.

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