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The influence of work culture, leadership style, and remuneration on employee performance within the regional secretariat of East Java Province

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Abstract

This study aims to analyze the influence of work culture, leadership style, and remuneration on employee performance within the Regional Secretariat of East Java Province. This research adopts a quantitative approach, which focuses on the measurement and analysis of numerical data. This approach tends to utilize structured data collection instruments, such as questionnaires or surveys, to gather data from respondents. The research findings indicate that a positive work culture, effective leadership style, and fair remuneration system have a significant positive impact on employee performance. These findings provide insights for organizations to enhance working conditions and employee satisfaction, ultimately strengthening overall organizational performance. Managerial implications include the need for a supportive work culture, the implementation of motivating leadership styles, and a transparent remuneration system. This study contributes to understanding the factors influencing employee performance in the context of the public sector, particularly within the Regional Secretariat of East Java Province.

Keywords: Work Culture, Leadership Style, Remuneration, Employee Performance.

1. Introduction

Work culture is an important part of an organization because an organization may not run well, without being based on a clear work culture (Ali & Anwar, 2021). By an organization, work culture is a mandatory matter to consider because it is related to interactions between employees with one another. This also contributes greatly to the performance and success of an organization. For this reason, various ways are carried out, one of which is changing the system and organizational structure of government or commonly known as bureaucratic reform. The bureaucratic reform framework contains eight areas of change. The eight areas are Organization, Management, Laws and Regulations, Human Resources Apparatus, Supervision, Accountability, Public Service, Mindset and Culture set. The eight areas of change are the objectives of the bureaucratic reform agenda launched by the government and in one part of the human resource arrangement, which is expected to be able to realize human resources apparatus with integrity, neutral, competent, professional, high performance and responsibility (Huque & Jongruck, 2020). Human resources themselves can be realized well if supported by a good work culture as well, where everyone is able to have a positive influence on the organization wherever they are. The most interesting thing in the current government is the fading or diminishing of values at work such as a culture of shame on employees, it can be seen from the many cases of corruption, cases of violations of the code of ethics, immoral cases, drug cases, bribery cases and various other cases that net government employees, these problems become a big impact of the accumulation of habits and values that are considered reasonable, So that it can backfire that can destroy the image and quality of human resources themselves. The employee work culture produced by an organization should always increase in every period of time, but currently it seems very less productivity can be maintained by every employee in it. One example of bad habits that employees most often do is in terms of implementing time to enter and leave work. Many employees are often late for work and always leave ahead of the scheduled working hours.

Because it is often done and not disputed by superiors, such practices then seem to become a tradition that is "allowed" and / or "declared".

The strength of work culture can be seen from how employees perceive work culture so that it affects the behavior described as having high motivation, dedication, creativity, ability and commitment. The stronger the work culture, the better the productivity produced by employees. And in the end it will provide satisfaction to the community for the services provided by the state apparatus. Work culture can be realized after going through a long process. This is because changing old values into new values will take time to become a habit and continue to make improvements and improvements. The personality becomes an attitude, then becomes a behavior that contains elements of spirit, discipline, diligence, honesty, responsibility, thrifty, integrity; So that the work will achieve high quality or satisfying (Siswadi et al., 2023).

An organization is a place for people to come together and work together to achieve a common goal. In organizations, of course, there needs to be a hierarchy of leaders and subordinates. Therefore, there is a need for quality human resources to become leaders and subordinates. Handoyo et al., (2023) revealed that human resources are potential personnel and cannot be separated from organizations or work units. The role of a leader in influencing his subordinates is very important for the progress of the organization. Batubara et al., (2020) revealed that the existence of a leader in the organization is needed to bring the organization to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a person uses when he wants to influence others. According to Okoro (2022) revealed that there are four types of Path Goal leadership classifications, namely directive leadership style, supportive leadership style, participatory leadership style, and task-oriented leadership style. Various leadership styles can be used by a leader to influence and motivate his subordinates, so as to improve the performance of his subordinates in doing work.

Bureaucratic reform is an effort to make fundamental updates and changes to the governance system, especially regarding institutional aspects (organization), administration (business process) and human resources apparatus (HR). Various problems/obstacles that cause the governance system to not run or are not expected to run well must be reorganized or updated. Bureaucratic reform is carried out in order to realize good governance. In other words, bureaucratic reform according to Sudictar & Hayati, (2022) is a strategic step to build the state apparatus to be more effective and successful in carrying out the general tasks of government and national development by taking steps that are fundamental, comprehensive, and systematic, so that the goals and objectives that have been set can be achieved effectively and efficiently. Along with the implementation of bureaucratic reform in Indonesia, the government is committed to realizing "clean and good governance". However, in the reality of its implementation, changes and reforms carried out in order to realize clean and authoritative governance are unlikely to be implemented properly and effectively without proper welfare of human resources.

Human resources (HR) are the central focus that must be considered and addressed performance. Because human resources, or commonly called civil servants, become an important component in the implementation of bureaucratic reforms that run the wheels of government. Employees will feel guaranteed welfare if all employee needs can be met, including economic (financial) needs, which in this case are manifested in the employee payroll (remuneration) system. Therefore, there needs to be a change in the reward system based on their position and education only, without considering the performance that employees have done for the organization. As stated by Baswara et al., (2022), the remuneration system or payroll system is a system of payment and reward for services

provided to employees. The payment is made monthly, it does not depend on the number of hours or working days or the number of products produced. The reward system must be reorganized into a payroll or remuneration system based on employee performance. In this payroll (remuneration) system, the government guarantees a high level of welfare and maintenance efforts for employees, so that employees feel fulfilled and can focus on contributing optimal performance to the organization. In addition, the suitability of this remuneration or remuneration will have a positive impact on improving employee performance. This will have an impact on employee work performance that can be created if the employee's performance can increase.

As stated by Tamsil Linrung, Vice Chairman of the Budget Agency of the House of Representatives of the Republic of Indonesia in *Koran Tempo*, November 23, 2012, that "In some agencies, remuneration can improve the performance of employees and have implications for the community. For example, remuneration is carried out at the Corruption Eradication Commission and the Directorate General of Taxes. At the Directorate General of Taxes, it is even seen with the growth of state revenue in the sector. However, the problem now is that some ministries or institutions have been remunerated but there has been no change in performance." Therefore, proportional remuneration and good employee performance, will produce proud achievements while providing benefits to the government bureaucracy because it can improve the image of the government bureaucracy that has been deteriorating in the eyes of the public.

The formulation of this research problem includes three main questions. First, does work culture have a positive and significant influence on employee performance in the Regional Secretariat of East Java Province? Second, does leadership style also have a positive and significant influence on employee performance in the institution? Finally, does the provision of remuneration have a positive and significant impact on the performance of employees of the Regional Secretariat of East Java Province?

2. Method

Types of Research

This study used a quantitative approach because the study was presented with numbers. This is by the opinion (Amiri et al., 2021) which suggests quantitative research is a research approach that is widely required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results. This research is a category cross-sectional, that is, information from part of the population (sample of respondents) is collected directly from the location empirically to know the opinion of part of the population on the object studied.

Population and Research Sample

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Rafiola et al., 2020). The population in this study is all employees of the East Java Regional Secretariat as many as 501 people. The sample is part of the number and characteristics possessed by the population (Iskamto et al., 2022). So, the sample is a portion of the population whose characteristics are to be investigated and can represent the entire population. In this study using the Slovin formula in drawing the number of samples used. The number must be representative so that the research results can be generalized and the calculation does not require a table of the number of samples, but can be done with simple formulas and calculations. Samples are taken based on simple random sampling techniques. The minimum number of samples required in this study can be calculated using the Slovin formula. Based on calculations, the minimum sample needed in the study was 83 people.

Research Variables

Variables are aspects or characters that are observed and have a variety of values that form a concept so that functional relationships and positions can be analyzed and categorized into 2. An independent variable or independent variable is a variable that results in a change or affects the dependent variable (dependent variable). In this study, the independent variables used are work culture, leadership style, and remuneration. The dependent variable or dependent variable is the variable that is affected or that is affected by the independent variable. In this study, the dependent variable used was employee performance.

Data Collection Sources and Methods

In this study using two data sources, namely primary and secondary data. Primary data is obtained directly by researchers from informants who have this information. The informant was an employee of Thalia Surabaya supermarket. In addition, this study also used secondary data. Secondary data refer to information collected from existing sources, such as previous studies related to this study. The advantages of finding secondary data sources are time savings and costs to obtain information (Msiya, 2020). The data collection method used in this study was by using questionnaires. The questionnaire given is a question sheet that measures variables of work culture, leadership style, remuneration, and performance. Data collection is carried out using Google Forms to make it easier for researchers to obtain respondent data remotely.

The questionnaire process is very important to facilitate the analysis of the meaning and influence of each variable, for respondents' answer data in the form of actions and opinions are coded using a Likert scale (score 1-5) with statements that are supportive or impartial. Likert scale is a scale formed to explain how strongly the subject is approved or disapproved with 4 (four) statement points (Fadly et al., 2023). This is done because of the analysis and testing of hypotheses using statistical tools, then the research data in the form of actions, opinions, or sentences must be quantified by coding with numbers.

Data analysis is the process of simplifying data into a form that is easier to read and explains the purpose of the data.

Data Analysis

This analysis aims to explain or describe a characteristic of each variable studied. For numerical data, the mean, median, and standard deviation values are used. As for category data, it is only able to explain the number or value of the number and presentation of each group. The theoretical study initiated by Angraini et al., (2023) states that descriptive statistics are statistics used to analyze data by describing or explaining data that has been collected without making generalized conclusions or generalizations.

The four variables in each study were measured using the Likert scale. Likert scales are used to measure attitudes, opinions, and perceptions, of a person or group of people about social phenomena. This scale is designed to examine how strongly objects agree or disagree with questions on a 5-point scale (Hutchinson, 2021).

Multiple Linear Regression

The analysis technique used in this study is multiple linear regression analysis. In multiple linear regression analysis, regression coefficient testing is carried out with the determination coefficient test (R²), F-test, and t-test.

1) Test Coefficient of Determination (R²)

The determination coefficient (R²) essentially measures how far the model can explain the dependent variable. The value of the coefficient of determination is between zero and one. A small R² value means that the ability of the independent variable to explain the dependent variable is very limited. A value close to one means the independent variable provides almost all the information needed to predict the dependent variable.

2) Test Statistic F

The F statistical test shows whether all independent variables included in the model have a joint influence on related variables. The criteria for testing the feasibility of the model with a level of significant level = 0.05 (5%) are as follows: (a) If the significant value of $F < 0.05$ then the model is said to be feasible. (b) If the significant value of $F > 0.05$ then the model is said to be unfeasible

3) t-test

The statistical test t shows how far the influence of one independent variable individually in applying the dependent variable. Testing is performed using a significant confidence level of 95% or $\alpha = 0.05$ (5%).

3. Results and Discussion

Analysis of Respondent Characteristics

The characteristics of respondents in this study explain gender, age, recent education, and length of work.

a. Gender

The number and percentage of respondents by sex can be presented in Table 2 as follows.

Table 1

Number of respondents by sex

| Gender | Frequency | Percentage (%) |
|--------|-----------|----------------|
| Man | 45 | 54.2% |
| Woman | 38 | 45.8% |
| Sum | 83 | 100.0% |

Source: Research Data (2024)

A total of 45 people (54.2%) were male respondents, and 38 people (45.8%) were female respondents. This shows that more than half of the respondents are male employees.

b. Age

The number and percentage of respondents by age group can be presented in Table 2 as follows.

Table 2

Number of Respondents by Age Group

| Age | Frequency | Percentage (%) |
|---------------|-----------|----------------|
| ≤ 30 Years | 11 | 13.3% |
| 31 – 40 Years | 28 | 33.7% |
| 41 – 50 Years | 24 | 28.9% |
| > 50 Years | 20 | 24.1% |
| Sum | 83 | 100.0% |

Source: Research Data (2024)

Based on age group, the number of respondents aged 30 years was 11 people (13.3%), aged 31 to 40 years as many as 28 people (33.7%), aged 41 to 50 years as many as 24 people (28.9%), and aged over 50 years as many as 20 people (24.1%).

c. Recent Education

The number and percentage of respondents based on recent education can be presented in Table 3 as follows.

Table 3
Number of respondents based on recent education

| Education | Frequency | Percentage (%) |
|-----------|-----------|----------------|
| Bachelor | 74 | 89.2% |
| Magister | 9 | 10.8% |
| Sum | 83 | 100.0% |

Source: Research Data (2024)

Based on Table 3, of the 83 people in this study, 74 of them (89.2%) had a bachelor's degree, and 9 (10.8%) master's. This shows that the majority of respondents in this study are undergraduates.

d. Length of Work

The number and percentage of respondents based on the length of the workgroup can be presented in Table 4 as follows.

Table 4

Number of respondents by working time group

| Length of Work | Frequency | Percentage (%) |
|----------------|-----------|----------------|
| ≤ 5 Years | 9 | 10.8% |
| 6 – 10 Years | 26 | 31.3% |
| 11 – 15 Years | 24 | 28.9% |
| > 15 Years | 24 | 28.9% |
| Sum | 83 | 100.0% |

Source: Research Data (2024)

Based on the working time group, the number of respondents with 5 years of service was 9 people (10.8%), 6 to 10 years as many as 26 people (31.3%), 11 to 15 years as many as 24 people (28.9%), and over 15 years as many as 24 people (28.9%).

Description of Research Variables

Analysis of the description of research variables regarding Work culture, leadership style, remuneration, and performance can be analyzed based on the average value. The average value of variables can be categorized into 5 groups, namely very low, low, medium, high, and very high with the following categorization.

a. Description of Work Culture Variables

The variables of work culture consist of ten questions. The average score of all questions can be presented in Table 5 as follows.

Table 5

Description of Work Culture Variables

| No | Statement | Mean | Stdv | Category |
|----|---|------|------|-----------|
| 1 | Every time I work, I prioritize public service rather than personal / group interests | 4.24 | 0.55 | Excellent |
| 2 | When given a task I strive to complete it on Time | 4.22 | 0.54 | Excellent |
| 3 | If problems arise at work, they are always solved together | 3.98 | 0.70 | Good |
| 4 | Able to understand the vision, mission, and motto of the agency clearly | 4.13 | 0.71 | Good |
| 5 | Greet colleagues in the work environment | 4.46 | 0.55 | Excellent |
| 6 | Wear uniforms and attributes by the provisions | 4.46 | 0.53 | Excellent |
| 7 | Clean the work area after work is completed | 4.17 | 0.62 | Good |
| 8 | Be present at the work unit on time | 4.27 | 0.68 | Excellent |
| 9 | Maintain work order and tranquility | 4.31 | 0.49 | Excellent |
| 10 | Attend meetings/trainings held in their respective divisions/teams or others | 4.35 | 0.53 | Excellent |
| | Work Culture | 4.26 | 0.44 | Excellent |

Source: Research Data (2024)



Based on a descriptive analysis of work culture variables, an average value of 4.26 was obtained. This shows that the work culture within the Regional Secretariat of East Java Province is very good.

b. Description of Leadership Style Variables

The leadership style variable consists of ten questions. The average score of all questions can be presented in Table 6 as follows.

Table 6

Description of Leadership Style Variables

| No | Statement | Mean | Stdv | Category |
|----|---|------|------|-----------|
| 1 | The leader I work for has a clear and realistic strategy (makes sense) in every work agenda he makes | 4.47 | 0.53 | Excellent |
| 2 | I have confidence in my leadership, that my leadership can make changes for the better of the agency. | 4.49 | 0.53 | Excellent |
| 3 | Leaders can communicate well with members about the strategy to be carried out. | 4.24 | 0.58 | Excellent |
| 4 | The leader where I work always pays attention to the environment and comfort of working with all employees | 4.28 | 0.53 | Excellent |
| 5 | The leader where I work always cares about the problems faced by his employees by giving the right direction. | 4.31 | 0.52 | Excellent |
| 6 | The leader where I work always gives attention and motivation to his employees to be active in working. | 4.29 | 0.62 | Excellent |
| 7 | The leader where I work can invite his members to work in a solid and harmonious team | 4.19 | 0.59 | Good |
| 8 | The leader where I work can encourage his members to have the determination to complete the task completely. | 4.10 | 0.76 | Good |
| 9 | Leaders in my workplace can stimulate members to equip themselves with knowledge and expertise, for example by providing skills training or knowledge in the jobs I do. | 4.12 | 0.71 | Good |
| 10 | The leaders I work for can respect any differences of opinion for a better cause | 4.30 | 0.56 | Excellent |
| | Leadership Style | 4.28 | 0.44 | Excellent |

Source: Research Data (2024)

Based on a descriptive analysis of leadership style variables, an average value of 4.28 was obtained. This shows that the leaders within the Regional Secretariat of East Java Province have very good performance according to employees.

c. Description of Remuneration Variables

The variable of giving remuneration consists of ten questions. The average score of all these questions can be presented in Table 7 as follows.

Table 7

Description of Remuneration Variables

| No | Statement | Mean | Stdv | Category |
|----|--|------|------|-----------|
| 1 | The current remuneration received is in accordance with the light weight of the work (workload) | 4.51 | 0.53 | Excellent |
| 2 | The remuneration received at this time corresponds to the length of work (length of service) in the organization | 4.43 | 0.59 | Excellent |
| 3 | The current remuneration received is in accordance with the position (responsibilities in the position) | 4.48 | 0.57 | Excellent |
| 4 | The remuneration received at this time is in accordance with the work performance (work results) that have been achieved | 4.41 | 0.56 | Excellent |
| 5 | The determination of employee remuneration needs to be related to the light weight of the work (workload), which means that the heavier (more) jobs the greater the salary given | 4.53 | 0.53 | Excellent |
| 6 | The determination of employee remuneration needs to be related to the position (responsibility in the position), which means that the higher the position the greater the salary given | 4.60 | 0.54 | Excellent |
| 7 | The designation of the officer's remuneration should be related to the time of | 4.54 | 0.61 | Excellent |

| | | | | |
|----|---|------|------|-----------|
| | work (his time working) in the organization | | | |
| 8 | The determination of the officer's remuneration must be related to the performance of the work (performance result) of the officer | 4.61 | 0.51 | Excellent |
| 9 | The remuneration received at this time has complied with the provisions of the applicable laws and regulations | 4.08 | 0.80 | Good |
| 10 | The remuneration received at this time can meet the needs of life such as meeting family needs, children's education, health, and so on | 4.04 | 0.83 | Good |
| | Provision of Remuneration | 4.42 | 0.38 | Excellent |

Source: Research Data (2024)

Based on descriptive analysis of the variable of remuneration, an average value of 4.42 was obtained. This shows that the remuneration received by employees of the Regional Secretariat of East Java Province is very appropriate.

Classical Assumption Test

This study aims to determine the influence of Work culture, leadership style, and remuneration on performance. The analysis was performed using multiple linear regression. Before regression analysis is carried out, it is necessary to test classical assumptions, namely normality tests, multicollinearity tests, heteroscedasticity tests, and linearity tests.

a. Normality Test

The normality test aims to test whether the residual regression model has a normal distribution or not. The normality test in this study used the One-Sample Kolmogorov-Smirnov Test. The basis for deciding this research is if the value of asymp.sig. (2-tailed) above the level of significant 5% (0.05) it can be concluded that the variables are normally distributed. Whereas if asymp.sig. (2-tailed) below the level of significant 5% (0.05) it can be concluded that the variable is not normally distributed.

Table 8

Normality Test

| | Kolmogorov Smirnov | p |
|-------------------------|--------------------|-------|
| Unstandardized Residual | 0.150 | 0,082 |

Source: Research Data (2024)

Based on Table 8 above Kolmogorov-Smirnov (K-S) One Sample Normality Test Results, it is known that the Kolmogorov-Smirnov statistical test value is 0.150 and the sig value is $0.082 > 0.05$ so it can be concluded that the data in this study are normally distributed.

b. Multicollinearity Test

The multicollinearity test is used to determine whether there is a relationship or correlation between independent variables. Multicollinearity expresses the relationship between independent variables. A good regression model should not have correlations between independent variables. The definition of the presence or absence of multicollinearity in the regression model can be seen from the amount of VIF (Variance Inflation Factor) and tolerance. Regression is free from multicollinearity if the value of $VIF < 10$ and the tolerance value > 0.10 .

Table 9

Multicollinearity Test

| Variable | Tolerance | VIF | Information |
|-----------------------|-----------|-------|----------------------|
| Work Culture (X1) | 0.245 | 4.084 | No Multicollinearity |
| Leadership Style (X2) | 0.238 | 4.206 | No Multicollinearity |
| Remuneration (X3) | 0.555 | 1.803 | No Multicollinearity |

Source: Research Data (2024)

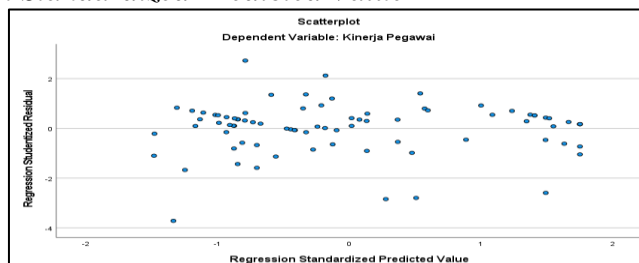
Based on Table 9 above in the multicollinearity test, it can be seen that the regression model in this study did not occur in multicollinearity in the independent variable because all VIF values < 10 and tolerance > 0.10 .

c. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the presence of variance inequality from residuals for all observations in the regression model. The heteroscedasticity test can be determined based on the scatterplot in Figure 1.

Figure 1

Scatterplot Regression Standardized Predicted Value



The Scatterplot Regression Standardized Predicted Value shows that the distribution of data is above 0, which means that multicollinearity does not occur in the data.

Multiple Linear Regression Analysis

The influence of work culture, leadership style, and remuneration on performance was analyzed by multiple linear regression analysis. In multiple linear regression analysis, there are stages of analysis, namely model accuracy test, partial test (t test), and coefficient of determination.

a. Model Precision Test

This test is used to see whether all independent variables in the regression model affect the dependent variable. The results of the F test obtained the following results.

Table 10

F Test Results

| Model | Sum of Square | Mean Square | F | p |
|------------|---------------|-------------|--------|-------|
| Regression | 14.214 | 4.738 | | |
| Residual | 14.071 | 0.178 | 26.600 | 0.000 |
| Total | 28.284 | | | |

Source: Research Data (2024)

Based on the regression results above, it is known that the significant value for the influence of work culture, leadership style, and remuneration together on performance is 0.000 with an F count of 26,600, it can be concluded that there is at least one independent variable (work culture, leadership style, and remuneration) has a significant effect on the dependent variable (performance).

b. Partial Test (t-test)

Partial tests are used to see whether variables of work culture, leadership style, and remuneration have a partial effect on employee performance. This test is performed using significance values. Partial test results can be presented in Table 11 below.

Table 11

Test Results t

| Variable | Coefficient | t | p |
|-----------------------|-------------|--------|-------|
| Constanta | -0.475 | -0.838 | 0.404 |
| Work Culture (X1) | 0.224 | 2.184 | 0.030 |
| Leadership Style (X2) | 0.599 | 2.786 | 0.007 |
| Remuneration (X3) | 0.358 | 2.151 | 0.035 |

The table above, explains the multiple linear regression equation in this study. The regression equation formula in this study is as follows:

$$Y \hat{=} -0.475 + 0,124X_1 + 0.599 X_2 + 0.358 X_3 + e$$

Based on the regression equation and the results of the t-test can be interpreted the results as follows. The value of the regression coefficient on work culture (X_1) is 0.224 which means that work culture has a positive influence on performance. The significance value obtained is 0.030 ($p < 0.05$). This shows that work culture has a significant positive effect on employee performance. So, the first hypothesis is accepted. The regression coefficient value in leadership style (X_2) is 0.599 which means that leadership style has a positive influence on performance. The significance value obtained is 0.007 ($p < 0.05$). This shows that leadership style has a significant effect on employee performance. So, the second hypothesis is accepted. The value of the regression coefficient on the provision of remuneration (X_3) is 0.358 which means that the provision of remuneration has a positive influence on performance. The significance value obtained is 0.035 ($p < 0.05$). This shows that the provision of remuneration has a significant effect on employee performance. So, the third hypothesis is accepted.

c. Coefficient of Determination

The coefficient of determination aims to measure how much the percentage of influence of the independent variable on the dependent variable in units of percent in a research regression model. The results of the coefficient of determination test are as follows:

Table 12

Coefficient of Determination

| R | R Square | Adjusted R Square |
|-------|----------|-------------------|
| 0,709 | 0,503 | 0,484 |

Based on the output results above, it can be seen that the adjusted R Square value of 0.484 (48.4%) means that employee performance variables are influenced by work culture variables, leadership style, and remuneration by 48.4%. Another 51.6% were influenced by factors outside the study.

Discussion

The results of the analysis show a positive and significant influence between work culture on performance. Descriptively, the work culture within the East Java Provincial Secretariat is very good. This is also followed by the performance of employees who are also included in the very good category. These results are by research conducted by Ferdinand & Herawati (2023) which shows that the better the work culture, the better the employee performance. The results of this study are also supported by the results of previous research conducted by Destianti et al. (2021), which stated that work culture affects efforts to improve employee performance. Another study that supports the results of this study was conducted by Widodo (2022), who stated that work culture has a significant effect on employee performance. In line with that, the results of research by Kurniadi & Mahaputra, (2021) also found that work culture has a significant effect on employee performance.

A strong work culture will create a good company culture and also reflect that the culture has strong roots where it can be imbued and actualized in daily activities. It's like what values you should have. This shows that it is important to improve work culture in order to improve employee performance better to achieve agency goals (Lestari et al., 2023). Efforts to improve work culture can be done by influencing the attitudes and behaviors of employees at work. The work behavior of employees can be improved by encouraging employees to improve work discipline, be honest at work, have work commitments, be responsible for work, cooperate with colleagues and evaluate work without being ordered.

The second hypothesis that analyzes the influence of leadership style on performance shows that leadership style has a positive and significant effect on employee performance.

Where this result is in accordance with the theory expressed by Muid & Setiadi (2022), namely the better the leadership style of a leader, the better the performance of employees in doing their work. This is because employees feel cared for by their leaders, so it will result in employee performance will increase. Another theory according to Fajar (2022) also reveals that leadership style is the behavior or way chosen that leaders use in influencing the thoughts, feelings, attitudes, and behaviors of members of the organization or their subordinates.

In this case, leadership style describes a consistent combination of philosophies, skills, traits, and attitudes that underlie one's behavior. Style means attitude, movement, behavior, beautiful attitude, good gestures, strength, ability to do good. While leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved. In another sense, leadership style, behavior patterns, and strategies are often applied by a leader. A leadership style that demonstrates, directly and indirectly, a leader's belief in the abilities of his subordinates. That is leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which try to influence the performance of its employees (Cinnioğlu, 2020). Leaders are one of the quintessence's of management, basic resources, and the central point of every activity that occurs in a company. The creativity and dynamics of a leader in exercising his leadership authority will greatly determine whether the company's goals can be achieved or not. The 56 leaders are dynamic and creative, so the organization they lead will also be more dynamic and the activities that will be carried out will be more and more.

In the third hypothesis, it was obtained that the provision of remuneration had a significant effect on the performance of employees of the Regional Secretariat of East Java Province. This research is also in line with research conducted by Untari et al. (2021) which found that the effect of remuneration on employee performance has a positive and significant effect both simultaneously and partially on employee performance.

The position/group that is an indicator is carried out to determine the Grade of remuneration receipt, the higher the Grade owned by a State Civil Apparatus, the amount of remuneration received will also be, the second assessment of the work discipline of the State Civil Apparatus is applied so that the State Civil Apparatus as the motor of government is more disciplined both in terms of punctuality in entering work/office, Get off work on time, do not leave the tasks assigned to him and are not lazy to come to work. Remuneration also has a positive and significant influence on employee performance, so this remuneration system should be a system development based on the responsibilities, workload of each State Civil Apparatus and its performance so that the remuneration received by the State Civil Apparatus at the Regional Secretariat of East Java Province can motivate employees to improve their performance and be able to meet their living needs properly.

4. Conclusion

The conclusions obtained based on the results of the analysis are as follows.

- a) Work culture has a positive and significant effect on the performance of employees of the Regional Secretariat of East Java Province. This shows that the better the work culture in the work environment of the Regional Secretariat of East Java Province, the better the performance of employees.
- b) Leadership style has a positive and significant effect on the performance of employees of the Regional Secretariat of East Java Province. This shows that the better the leader in the Regional Secretariat of East Java Province, the better the performance of employees.
- c) The provision of remuneration has a positive and significant effect on the performance of employees of the Regional Secretariat of East Java Province. This shows that the better

and the appropriate remuneration is given, the better the performance of employees of the Regional Secretariat of East Java Province.

Regional Secretariat of East Java Province in order to maintain the value of a good work culture and strengthen regulations so that they can be implemented for all employees and activities that can build closer cooperation between employees across divisions, for example holding team building every year. In addition, it can provide effective rewards and punishments to be able to retain quality employees. Because if an employee has superior performance, there is nothing wrong with being rewarded in the form of a Certificate, and vice versa for employees who commit violations to immediately be given strict sanctions for future learning. Employees with the best attendance may be rewarded in the form of certificates (Employee of the Month) as a form of appreciation. Employees who often violate working hours can be punished according to applicable sanctions.

5. References

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