

# The Influence of Leadership Style and Remuneration System on Improving Individual Performance of Central General Hospital Employees Dr. Sitanala Tangerang with Work Culture as an Intervening Variable

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## The Influence of Leadership Style and Remuneration System on Improving Individual Performance of Central General Hospital Employees Dr. Sitanala Tangerang with Work Culture as an Intervening Variable

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**Abstract:** To produce employees who have good quality and have a professional attitude, it is necessary to carry out good management, in order to increase the company's economic resources. Previously reported by RSUP Dr. Sitanala has a leader with a leadership style where all provisions are based on the leadership's provisions, optimizing public stigma regarding leprosy-oriented services that have not reached the expected target, a lack of visits which has an impact on the remuneration system being less than optimal, performance indicator values that have not reached the target, lack of Community satisfaction is still relatively high in the community satisfaction index survey. The aim of this research is to analyze the influence of leadership style and remuneration systems on improving employee performance at RSUP Dr. Sitanala Tangerang with work culture as an intervening variable. Research method the research design used was a survey with an explanatory causality approach. The population used is all employees who have the status of Civil Servants (PNS) at RSUP Dr. Sitanala, numbering 3405 people. The sample in this study amounted to 183 people, the sampling technique used was accidental sampling. There is a direct and significant influence between leadership style and remuneration on work culture, there is an indirect influence of leadership style on employee performance, there is a direct influence of remuneration on employee performance, work culture directly has a significant influence on improving performance and the remuneration system has a direct influence towards improving performance without going through work culture. For hospitals, hospital leaders should always monitor each work unit both from an objective and subjective performance perspective as well as from the individual employee perspective so that they can find out directly what the obstacles, complaints and needs of individual employees are in carrying out teamwork in each work unit at once. can control the continuity of performance of each individual employee as a work culture within the team in the unit so that it is hoped that organizational goals will be achieved optimally. For other researchers: It is hoped that further research can further analyze other aspects and influences that can achieve organizational goals with a wider range of respondents. There are still many other aspects and influences that could possibly be used as research targets for development at the hospital in question.

**Keywords:** Leadership style, Remuneration, Work Culture, Employee Performance

### INTRODUCTION

Human resources (HR) are a very important factor that cannot be separated from an organization, both companies and institutions. Apart from that, human resources are also a factor that influences the development of a company. So it can be said that a company can develop very rapidly if it has a lot of human resources who are competent in their field, conversely, if the human resources working in a company are not of good quality then the company's development will also be hampered.

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Desler stated that human resource management is related to the formulation and implementation of company strategy, so that human resources as the driving wheels of the organization must always be developed in various ways so that later they will have competitiveness and help the company face competition.(Dessler, 2011).

According to Maltis and Jackson (2000), to produce employees who have good quality and are professional in carrying out their duties, good management is necessary, because quality and professional employees are valuable assets for the company because they will be able to increase the company's economic resources.

The role of a leader is crucial in an organization in order to improve employee performance. Therefore, leaders are required to develop a leadership style to improve the performance of their subordinates.

According to Minner (1990), individual performance is a person's expectation to behave and work in accordance with the tasks that have been given to him (Najib, 2019). Employee performance according to Stolovitch and Keeps (1992) is the implementation of a targeted job and the achievement actions obtained by a person.

Paul Hersey and Kenneth Blanchard say that performance is a person's ability and motivation to complete their tasks. Performance is the achievement of predetermined goals referring to the level of success in completing tasks (Donnelly, Gibson and Ivancevich 1994). Then Schermerhorn, Hunt and Osborn (1991) said that the achievement of tasks carried out by individuals, groups and institutions, both in quality and quantity. This is in accordance with research conducted by Handawiyah (2015) which states that employee performance has a significant effect on improving company quality.

Improving the performance and quality of health services is currently a "trending topic" phenomenon for every hospital and other health facilities. Specifically, these challenges are caused by 1) demographic changes, 2) changes in the social environment, 3) clinically effective but efficient services, 4) competition and 5) regulations.

The results of the research entitled *The Relationship between Leadership Style and Employee Performance* in Organizations in the Federal Capital Territory, Abuja Nigeria showed that there was a significant influence between performance and leadership style(Mohammed et al., 2014). This is also supported by research(Priyatmo, 2018),(Handayani, 2016)states that leadership style, organizational commitment and remuneration influence employee performance, while work culture has no influence on employee performance.

Human resource management is related to the formulation and implementation of company strategy, so that human resources as the driving wheels of the organization must

always be developed in various ways so that later they will have competitiveness and help the company face competition. Therefore, human resource management needs to be carried out so that it is able to produce employees- employees who have good qualities and behave professionally in carrying out their duties. Qualified and professional employees are a valuable asset for the company because they can increase the company's economic resources. To create and influence employees so that they can carry out their duties as well as possible or have good performance and ultimately can help the company achieve its goals, it is necessary to understand the unique characteristics of an organization and will make the organization different from other organizations or often called organizational culture or culture. Work. Apart from work culture, to increase work loyalty, it is necessary to provide rewards both material and non-material.

Work culture is a component of human quality in changing old ways of working into new ways of working that are more oriented towards satisfying customers or society. Work culture values indicate the intensity of work culture, namely the extent to which employees accept and implement this work culture as a basis for work. Work culture should always be socialized and taught to every new employee, because it will influence their mindset, motivation, attitudes and behavior at work. Through work culture, employees have guidance on what needs to be done and what should be avoided, how they should interact, this makes employees work more effectively and behave in line with what the company expects. A phenomenon that often occurs in hospitals is that the work culture is not well socialized. Some of the causes that are often noted are leadership styles that tend to be dictatorial and authoritarian.

Biech (2004) stated that work culture is all things that have the meaning of a long process that is continuously refined by the demands and capabilities of human resources. The capabilities of human resources themselves must be in accordance with recognized guiding principles. Work culture has a very deep meaning, because it will change the attitudes and behavior of human resources for

achieve higher work productivity in facing future challenges. Five factors that influence work culture are employee responsibility, innovation, results orientation, knowledge and work systems. These factors will directly influence the work culture of employees in a company or organization. This is supported by research conducted by Shodiyah (2017) which states that work culture has a significant effect on employee performance.

RSUP Dr. Sitanala became a Public Service Agency (BLU) in 2010 where it still implemented a service system using medical services, only in 2014 in accordance with the

decision of the Minister of Finance/KMK RSUP Dr. Sitanala officially implements a remuneration system. However, this remuneration system has not been utilized optimally, it is suspected that in 2018 there were Doctors Responsible for Services (DPJP), in this case specialist health workers, who resigned and moved to other hospitals due to perceived inappropriate incentive payments, resulting in the DPJP's performance decreasing and having an impact. regarding the decrease in the number of visits because customers were dissatisfied, this was proven from the results of an interview with PSDM which said that revenue in 2020 would only reach 25 billion per year while the ceiling target reached 56 billion. However, after the new leadership came in, there was a change in income in 2021, income reached 100 billion per year from the target ceiling of 58 billion per year, in 2022 the budget ceiling target was 61 billion per year, but the year for Dr. RSUP's income had not yet ended. Sitanala has exceeded the budget ceiling target. It is considered that all of this is influenced by a leadership style that is able to utilize the remuneration system optimally.

### RESEARCH METHODS

This research uses survey research methods, which is one of the best methods available to social researchers interested in collecting data to explain a population that is too large to observe directly. In survey research, researchers select a number of respondents as samples and ask a list of questions (questionnaire). The list of questions contains leadership styles, remuneration systems, and improving individual performance with work culture as an intervening variable

This type of research is survey research with an explanatory causality approach, where research is carried out by taking several samples from a population and using questionnaires as a data collection tool. This type of research uses hypothesis testing with causality or cause and effect.

The variables in this research include four independent variables (X), namely leadership style (X1), remuneration (X2), work culture (Y). Meanwhile, the dependent variable is performance improvement (Z). The research constellation in this model is shown in figure 3.1.

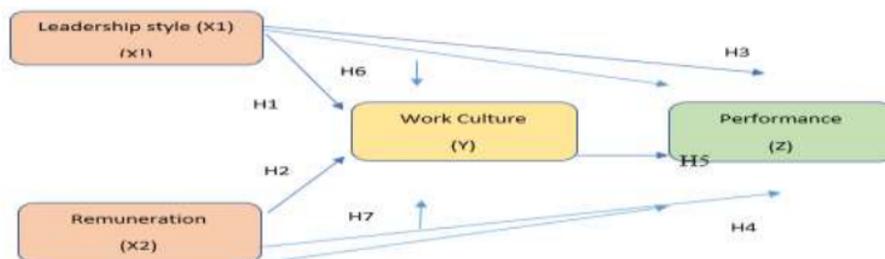


Figure 1. Research Constellation

## RESULTS AND DISCUSSION

### Respondent

Based on table 4.9. above, it can be seen that the total respondents were 183 people. From this data, there were more female respondents than male respondents, namely 123 respondents or 67.2%. Meanwhile, there were 60 male respondents or 32.8%.

Most of the respondents were aged between 20-29 years, namely 22 respondents or 12.0%, then aged between 30-39 years were 59 respondents or 32.2%. Then, aged between 40-49 years were 79 respondents or 43.2%, and aged  $\geq 50$  years were 23 respondents or 12.6%.

Most of them had specialist education, 9 respondents or 4.9%, Diploma (D1, D3, and D4), 67 respondents or 36.6%, Bachelor (S1) 91 respondents or 49.7%, and Postgraduate (S2) as many as 16 respondents or 8.8%.

Most of the respondents' working years were  $> 10$  years, namely 112 respondents or 61.2%, then 6-10 years as many as 38 respondents or 20.8%, and 0-5 years as many as 33 respondents or 18.0%.

### Respondent Characteristics

Table 4. Respondent Characteristics

Respondent Characteristics	N	%
Gender		
Man	60	32.8
Woman	123	67.2
Age		
20-29 Years	22	12.0
30-39 Years	59	32.2
40-49 Years	79	43.2
$\geq 50$ Years	23	12.6
Education		
Specialist	9	4.9
Diploma (D1/D3/D4)	67	36.6
Bachelor degree)	91	49.7
Postgraduate	16	8.8
Years of service		
0-5 Years	33	18.0
6-10 Years	38	20.8
$> 10$ Years	112	61.2
<b>Total</b>	<b>183</b>	<b>100</b>

### Validity and Reliability Test

The p-value for all statements in the research instrument is  $< 0.05$ , which means that all statements in the employee performance questionnaire are declared valid and can be used to measure employee performance in accordance with the research objectives.

The reliability test is used to test the reliability of a research instrument. One method that can be used is to look at the Cronbach's Alpha value. The research instrument is said to be reliable if the Cronbach's Alpha value  $> 0.600$ . The higher the Cronbach's Alpha value, the more reliable the research instrument. The reliability test results are shown in the following table:

Table 2. Reliability Test

Variable	MarkCronbach's Alpha	Information
Leadership Style	0.932	Reliable
Work Culture	0.940	Reliable
Remuneration	0.977	Reliable
Employee Performance	0.970	Reliable

Table 2. shows that all variables have a Cronbach's Alpha value  $> 0.600$ , which means that all research variables have strong reliability as research instruments. The higher the Cronbach's Alpha value obtained, the stronger the research instrument, the more reliable the research instrument is for measuring a phenomenon with the same results.

### Correlation Test

Table 3. shows that the leadership style and remuneration variables on work culture have a significance value of  $p\text{-value} = 0.000 < 0.05$ , which means that there is a correlation between the leadership variables and remuneration variables and work culture with a very strong relationship. Apart from that, the variables of leadership style, remuneration and work culture on work quality also show a significant  $p\text{-value}$  of  $0.000 < 0.05$ , which means that there is a correlation between the variables of leadership style, remuneration and work culture on work quality with the strength of their respective relationships. variable that is a strong relationship.

Table 3. Correlation Test Results

Variable	p-value	T-count	The Power of Relationships
Leadership → Work Culture	0.000	0.830	Very strong
Remuneration → Work Culture	0.000	0.839	Very strong
Leadership → Employee Performance	0.000	0.639	Strong
Remuneration → Employee Performance	0.000	0.708	Strong
Work Culture → Employee Performance	0.000	0.716	Strong

### Three Box Method

Three Box Method Test Results

Variable	Respondent Response Position			Perception Index
	Low	Currently	Tall	
Leadership Style			*	Supportive
Remuneration			*	Non-Financial
Work Culture			*	Individual Orientation
Performance Improvement			*	Work quality

### Hypothesis Test

Table 4. Model 1 Path Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899a	.808	.806	4.14124

a. Predictors: (Constant), Remuneration, Leadership Style

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients		Q	Sig.	Information
		B	Std. Error	Beta	Beta			
1	(Constant)	7.620	1.908			3.994	.000	
	Leadership Style	.644	.065			.469	9.910	.000 H1 Accepted
	Remuneration	.241	.023			.500	10.572	.000 H2 Accepted

a. Dependent Variable: Work Culture

**Table 5. Model I F value**

F value	Significance Value	Information	Results
379.617	0.000	Regression Model Fit	H6 Accepted

**Table 6. Path Analysis Model II**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745a	.555	.548	6.49879

a. Predictors: (Constant), Work Culture, Leadership Style, Remuneration

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Information
		B	Std. Error	Beta	t	
2	(Constant)	23.823	3.124		7.627	.000
	Leadership Style	.157	.127	.111	1.237	.218 H3 Rejected
	Remuneration	.173	.045	.351	3.812	.000 H4 Accepted
	Work Culture	.339	.117	.330	2.895	.004 H5 Accepted

a. Dependent Variable: Performance

**Table 7. F Value Model II**

F value	Significance Value	Information	Results
74.441	0.000	Regression Model Fit	H7 Accepted

**Table 8. Hypothesis Testing and Conclusions**

Variable	Direct Influencer	Indirect Influence	Total Influence	Information
Leadership Style→Work Culture→Performance Improvement	0.111	0.155	0.266	Work Culture is an Intervening Variable
Remuneration→Work Culture→Performance Improvement	0.351	0.165	0.516	Work Culture is Not an Intervening Variable

## Discussion

### 1. The Influence of Leadership Style on Work Culture

This test aims to determine the effect of leadership style on employee performance. The first hypothesis in this research states that leadership style has a positive effect on work culture, the significance value is 0.000 < 0.05, which means that leadership style directly has a significant effect on work culture with an influence of 0.469 or 46.9%. so the first hypothesis (H1) is accepted. Thus, it can be concluded that the higher the leadership style applied at Dr Sitanala Hospital, the better the impact on work culture.

The researcher's assumption is that leadership style has a role as a relationship builder and as a shaper of values in the organization. The influence of leadership on organizational effectiveness can be seen as a direct and indirect leadership effect. The leadership that runs at Dr Sintanala Hospital tends to form an organizational culture that supports personal and organizational performance, is responsive to the environment, respects employees as humans, encourages innovation and creativity and unites efforts for the interests of the organization above individual interests. And this has an impact on improving employee performance.

The leadership style according to Path-Goal theory, which was first coined by Martin Evans, states that the task of a leader is to assist his followers in achieving their goals and to provide direction or support to ensure that their goals are in accordance with the goals of the

organization. Based on this theory, in this research leadership style is an important factor in influencing employees to achieve optimal performance.

According to Mondiani (2012), leadership is a leader's ability to inspire and motivate his followers to improve the results they achieve. Khan, et al. (2012) stated that followers under a supportive leadership style tend to be given more freedom, a sense of ownership and responsibility which will encourage the achievement of the company's goals in question.

According to Schein (1985) Culture is created by its leaders, leaders are created by culture. Culture is essentially the foundation for an organization. If the foundation created is not sturdy enough, then no matter how good a building is, it will not be sturdy enough to support it.

Research results <sup>19</sup> The results of this research are in line with research conducted by Nurdin (2016) <sup>16</sup> which was conducted at the Public Broadcasting Institute (LPP) TVRI West Java <sup>12</sup> that transformational leadership style has no significant effect on employee performance (Nurdin & Rohendi, 2016), but is in line with research conducted by Hermingsih (2011) <sup>12</sup> at Bank Mandiri Region VII Yogyakarta stated that there was a significant influence between transformational leadership style on work culture.

## 2. The Influence of Remuneration on Work Culture

<sup>11</sup> This test is to determine the effect of remuneration <sup>2</sup> on work culture. The second hypothesis in this research states <sup>2</sup> that remuneration has a positive effect on work culture with a significance value of  $0.000 < 0.05$ , meaning that remuneration is

directly has a significant effect on work culture with an influence of 0.500 or 50%. So the second hypothesis (H2) <sup>3</sup> is accepted. Thus, it can be concluded that the higher the remuneration applied at Dr Sitanala Hospital, the better the impact on work culture.

The researcher's analysis of the research results of some respondents answered that the remuneration given, especially non-financial, was related to the culture at RSUP Dr. Sitanala. The current culture is results-oriented, such as: work results are a benchmark for performance assessment, in achieving targets it remains in the existing systems and processes and when employees can complete the work on time, complete the work well, the employee will get the opportunity for recognition. such as: praise, even getting the opportunity to get a promotion.

According to Vroom's Expectancy Theory, it states that if an organization provides remuneration, employees will feel encouraged or motivated to do their work optimally and this will automatically improve employee performance. It can be said that the higher the remuneration, the employee performance will increase. Based on this theory, in this research remuneration is an important factor in influencing employees to achieve optimal performance.

According to Mondy and Noe (1993) remuneration is a manifestation of the rewards received by employees for their contribution to the organization and remuneration can be measured using 2 indicators, namely financial and non-financial.

The results of this research are supported by research conducted by Ain (2023) which states that Remuneration has a positive and significant influence on employee performance. However, there are several other inconsistent studies conducted by research from Azis (2018) which show that remuneration has a negative effect on employee performance. Then, there are also studies that show that remuneration has no influence on employee performance.

### 3. The Influence of Leadership Style on Improving Performance

The results of the third hypothesis test in this research state that Leadership Style has a positive effect on improving employee performance with a significance value of  $0.218 > 0.05$ , which means that Leadership Style does not directly have a significant effect on Increasing Performance with an influence of 0.111 or 11.1%.

So the third hypothesis (H3) is accepted. Thus, it can be concluded that leadership style does not directly influence improving employee performance, it must go through intermediaries or mediation that can help influence employee performance improvement at RSUP Dr. Sitanala Tangerang

The researcher's analysis shows that the leadership style applied by the director of RSUP Dr Sitanala adopts a supportive leadership style, where the leader implements good relationships with subordinates and shows sensitivity to the needs and welfare of subordinates. In addition, leaders are friendly and sympathetic towards their subordinates. The leader will create a pleasant work climate. The leader will be active in providing ideas to his subordinates, providing motivation, stimulating the intellect of his subordinates and actively providing inspiration in making decisions based on existing cases, so as to improve the quality of performance, accuracy of subordinates in completing tasks, and their ability. subordinates are good at communicating and have a good sense of initiative. From the results of this research, leadership style does not have a direct effect on employee performance, this is because there are other variables that have more influence on employee performance.

A supportive leadership style is a leadership style with characteristics where the leader builds an attractive future vision, the leader shows optimism, the leader shows enthusiasm, the leader makes sacrifices for the common good,

leaders serve as role models, leaders apply high ethical standards, leaders provide support, encouragement, training, and always encourage innovation and creativity in solving organizational problems. The supportive leadership style behavior includes inspirational

motivation, ideal influence, individual consideration, and intellectual stimulation. Providing inspirational motivation will have an impact on followers and work groups in the form of increasing intrinsic motivation and orientation towards achieving goals, the result of which will be the personal commitment of employees to the leader and his vision. The ideal influence will have an impact on followers and work groups in the form of increasing employee trust in the leader and as a result, employees are willing to sacrifice themselves for the common good. Individual consideration will have an impact on followers and work groups in the form of increasing the cohesiveness of group members and as a result organizational commitment. The final leader behavior is intellectual stimulation. This leadership style will have an impact on followers and work groups in the form of increased self-confidence, self-effectiveness and intrinsic interest in achieving goals and as a result is the fulfillment of meaning or meaning in work and satisfaction, as well as increased individual, group and organizational performance (Kreitner and Kinicki, 2014).

The results of this research support research conducted by PT. Fastrata Buana Pulogadung Branch stated that there is a positive and significant influence between leadership style on employee performance. This is also supported by research conducted by Maulana (2010) at the UIN Syarif Hidayatullah Da'wah Institute which states that there is a relationship between transformational leadership and employee performance (Maulana, 2010)

#### 4. The Effect of Remuneration on Improving Performance

This test is to determine the effect of remuneration on employee performance. The fourth hypothesis in this research states that remuneration has a positive effect on employee performance with a significance value of  $0.000 < 0.05$ , meaning that remuneration directly has a significant effect on improving performance with an effect of 0.351 or 35.1%. So the fourth hypothesis (H4) is accepted. Thus, it can be concluded that the Remuneration System can directly influence the improvement in employee performance at RSUP Dr. Sitanala Tangerang.

The researcher's analysis in this study is that the leadership of RSUP Dr Sitanala has provided remuneration in the form of financial and non-financial such as providing rewards received by employees as a result of task performance in the organization, including prizes, awards or promotions. Providing remuneration is very important for employees to stimulate an employee to do work that exceeds what is desired by the organization. Providing remuneration can create a feeling of great responsibility for employees for the work they carry out. In this way, conditions will be created that will motivate employees to continue to increase their productivity at work. With high employee work productivity, the employee's performance will automatically continue to increase, so that organizational goals can be achieved optimally

Remuneration is any form of reward that employees receive as a result of task performance in the organization, including gifts, awards or position promotions. According to Pora (2011) Literally, remuneration is defined as remuneration for work and is routine in the corporate context. Remuneration is defined as an act of remuneration or rewards received by employees/workers from employers or achievements given by workers in order to realize company goals.

Juairiah and Malwa (2016) argue that performance itself cannot be achieved optimally if remuneration is not given proportionally. Based on the results of research conducted by Juairiah and Malwa (2016) regarding the relationship between remuneration and employee performance, it shows that there is a very strong relationship between remuneration variables and employee performance variables.

##### 5. The Influence of Work Culture on Improving Performance

This test is to determine the effect of work culture on improving employee performance. The fifth hypothesis in this research states that work culture has a positive effect on improving employee performance with a significance value of  $0.004 < 0.05$ , meaning that work culture directly has a significant effect on improving performance with an effect of 0.330. So the fifth hypothesis (H5) is accepted. Thus, it can be concluded that if a work culture has been created that has been conceptualized in accordance with the vision and mission and in accordance with the organization's goals, employee performance will automatically increase.

The author's analysis is that culture that is managed properly as a management tool will be able to influence employees and encourage them to be positive, dedicated and productive, so that even though these cultural values are not visible, their existence is a force that directs employee behavior to perform effectively. The work culture that runs at RSUP Dr. Sitanala adopts the work culture of Stephen P. Robbins (2003) which is measured through 7 indicators, namely: Innovation and risk taking, Attention to detail, Results orientation, Individual orientation, Team orientation, Aggressiveness and Stability. From the results of the questionnaire obtained, the majority of employees answered that a work culture that works towards achieving targets does not forget about systems and procedures, prioritizes organizational progress over individual interests and the achievement of work results is maintained in each work unit. The work culture that exists in an organization is a means of building the attitudes and behavior of organizational members so that they can support work productivity and be able to face various challenges that will come. The fundamental issue for an organization is creating a strong culture. Because a strong culture will be able to improve employee performance to achieve the goals set by the organization.

Work culture is a system of values, perceptions, behavior and beliefs held by each individual employee and group of employees regarding the meaning of work and its reflection in activities to achieve organizational and individual goals. Work culture has an important role in achieving organizational goals.

The results of this research are in line with research conducted by Suryadi and Efendi (2018) which shows that work culture has a positive and significant effect on employee performance, so that the better the culture in an organization, the better the performance of employees who work in that organization. Similar research results were also obtained from the results of research conducted at the Citanduy Banjar River Region Center. Thus, it can be concluded that work culture has an influence on employee performance because the quality and characteristics of work culture in a company will determine the size of the will, desire and passion of company members to bring out and utilize their potential to contribute to the process of improving their performance.

#### **6. The Influence of Leadership Style on Improving Performance through Work Culture**

The effect of leadership style on improving performance through work culture shows that the direct effect = 0.111 is smaller than the indirect effect = 0.155, which means that there is an indirect effect of leadership style on improving performance through work culture with a total effect of 0.266 or 26.6%.

The researcher's assumption is that work culture has a positive influence on employee performance. The better the work culture in an organization, the employee performance will increase. Leadership has a positive effect on employee performance, meaning that if leadership gets better, employee performance will increase. However, the research results state that the influence of leadership style does not have a direct effect on improving employee performance but must be through the positive influence of leadership on work culture, where the influence of leadership changes work culture behavior and through positive changes in work culture is able to improve employee performance at RSUP Dr. Sitanala Tangerang.

Robbins and Judge (2011) state that supportive leadership is a leader who is a motivator and directs employees and provides direction to complete assigned tasks in order to achieve organizational goals (Robbins, 2003). Stephen P. Robbins (2003) defines work culture, namely a group of basic thoughts or mental programs that can be used to increase work efficiency and human cooperation owned by a group of people.

The results of research by Nariah et al (2021) entitled The Influence of Leadership Style and Work Culture on Employee Performance at McDonald's Fatmawati Branch stated that

there is a positive influence between leadership style and work culture on employee performance.

#### 7. The Effect of Remuneration on Improving Performance through Work Culture

The effect of remuneration on improving performance through work culture shows that the direct effect = 0.351 is greater than the indirect effect = 0.165, which means that there is no indirect effect of the remuneration variable on improving performance through work culture. The total influence is 0.516 or 51.6%.

The researcher's analysis shows a positive and significant influence between remuneration and work culture on employee performance at Dr Sintanala Hospital. Thus it can be concluded that remuneration and work culture have an influence on employee performance. From the results of the questionnaire filled out by respondents, the majority of respondents answered that at Dr Sintanala Hospital, improving employee performance is measured by work culture such as being results-oriented (in achieving targets, don't forget the systems and procedures that exist at Dr Sintanala Hospital), prioritizing organizational progress. compared to individual interests and efforts to maintain work achievements in each work unit and the Remuneration System which are direct factors that influence employee performance. Remuneration provided by RSUP Dr. Sitanala is oriented towards results and quality of work, ability, initiative, aggressiveness, capability, accuracy and stability, which means that remuneration is also a work culture which is one of the benchmarks for improving performance in the company.

Performance Theory according to Mitchell states that performance is how an employee carries out his work. Based on Robbins' theory (2003) which states that a strong organizational culture encourages individual initiative, namely the level of responsibility, freedom or independence that each member of the organization or agency has in expressing opinions and ideas. This individual initiative needs to be respected and appreciated by the group or leadership of an organization or agency as long as it concerns ideas for developing and advancing the organization (Robbins, 2003). The appreciation and appreciation received by individuals for their initiatives can be in the form of material and non-material. One of the material rewards is in the form of remuneration.

Remuneration has a broader meaning than salary, because it includes all forms of compensation, whether in the form of goods or money, given indirectly or directly, and which are non-routine or routine. Direct rewards consist of salary/wages, position allowances, special allowances, bonuses that are linked or not linked to work performance and organizational

performance, intensive rewards for achievement, and various types of assistance that are provided regularly. Indirect rewards consist of facilities.

The results of research conducted by Meilinda et al (2019) in Citanduy Banjar River Region Center) found that remuneration and work culture have an influence on employee performance, because the provision of fair, appropriate and timely remuneration and a good and strong work culture will influence employees to improve their performance.

## CONCLUSION

Based on research conducted at RSUP Dr. Sitanala, researchers concluded as follows:

1. The influence of leadership style on work culture is accepted because this research states that leadership style has a positive effect on work culture, where leadership style directly has a significant effect on work culture. Thus it can be concluded that, the higher the Leadership Style applied at Dr Sitanala Hospital, the better the impact on Work Culture.
2. The influence of the Remuneration System on Work Culture is accepted because this research states that the Remuneration System has a positive effect on Work Culture, where the Remuneration System directly has a significant effect on Work Culture. Thus it can be concluded that, the higher the remuneration applied at RSUP Dr. Sitanala will have a better impact on work culture.
3. The influence of Leadership Style on Performance Improvement is accepted because this research states that Leadership Style has a positive effect on Employee Performance, but Leadership Style does not directly have a significant effect on Performance Improvement. Thus, it can be concluded that leadership style does not directly influence improving employee performance, it must go through intermediaries or mediation that can help influence employee performance improvement at RSUP Dr. Sitanala Tangerang
4. The influence of the Remuneration System on Performance Improvement is accepted because the Remuneration System has a positive effect on improving employee performance, where the Remuneration System directly has a significant effect on Performance Improvement. Thus, it can be concluded that the Remuneration System can directly influence the improvement in employee performance at RSUP Dr. Sitanala Tangerang.
5. The influence of work culture on improving performance is accepted because work culture has a positive effect on employee performance, where work culture directly has a significant effect on improving performance. Thus, it can be concluded that if a work culture has been created that has been conceptualized in accordance with the vision and

mission and <sup>19</sup> in accordance with the organization's goals, employee performance will automatically increase.

5. <sup>5</sup> **The Influence of Leadership Style on Improving Performance through Work Culture.** This shows that the direct influence is smaller than the indirect influence direct, which means that there is an indirect influence of Leadership Style on Improving <sup>4</sup> **Performance through Work Culture.**
7. **The Effect of Remuneration on Improving Performance through Work Culture.** This shows that the direct influence is greater than the indirect influence, which means that there is a direct influence of the Remuneration System variable on improving performance through work culture.

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