



## IMPLEMENTING OF LEADERSHIP, WORK CULTURE AND ORGANIZATIONAL CLIMATE TOWARDS EMPLOYEE PERFORMANCE OF THE MINISTRY OF RELIGIOUS AFFAIR EAST JAVA PROVINCE

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**Abstract:** One of the factors that often occurs in employees is the problem of performance. The decision made by the employee is annulled not only by one party. But there is a form of contribution from other aspects or elements that affect the intensity of performance, whether high or low. In this case, Ministry of Religious Affair East Java Province and civil servants are elements that need to work together in determining the capacity of a work decision that has a relatively high capacity. Lack of performance on employees in the form of self-confidence in employees which results in a decrease in organizational performance. In terms of performance, a government bureaucracy becomes satisfaction in recruiting companies and reviewing from the integrity aspect of institutions that have performance and avoid negative impacts such as burnout, lack of attendance, and increased work inaction in determining decisions. In this study, the increase in performance is based on work culture, and organizational climate factors. The intensity of motivation that is classified as high has an impact on high performance. The high two of conceptual will have an impact on the high performance of employees. The more employees show high work motivation, then at that time performance are formed by themselves. The influence on motivation is one of the factors on individual characteristics, especially in terms of the work environment. Meanwhile, the formation of a person's behavior has the characteristics of the cause of a motivation by the desire to get a certain achievement and becomes a form of modality in the need to fulfill a life goal. If the goal in need seems urgent, then the individual will act or respond through a response with other individuals who need it the same. Thus, the individual integrates and strives together through mutually beneficial interactions or relationships.

**Keywords:** Performance, Work Culture, Organizational Climate, Employee

### INTRODUCTION

The phenomenon of the COVID-19 pandemic has hit organizational development and a change of direction in determining policies. One of the most influential is the East Java Regional Regulated region. The civil servant, in this case the East Java Regional Ministry

sector, of course have duties and functions that have been regulated in the Act. These duties and functions are one of the elements that form the role of the ministry sector in dealing with the COVID-19 pandemic. The tasks inherent in the ministry sector body itself are forming certain patterns of activity that have an impact on performance and foster an assessment from the community regarding the implementation of these duties and functions. One of the tasks of the Ministry sector at this time is to maintain public safety and comfort during the COVID-19 pandemic. Of course, the ministry sector are associated with the stigma of community discipline Punish and Reward or what is interpreted as an enforcer of justice in protecting community security, especially in East Java. The current COVID-19 phenomenon has forced the East Java Regional Ministry sector to be closer to the people of East Java. One of the policies during the COVID-19 pandemic is screening on roads, implementing health protocols.

In understanding an organization in development, Leadership theory is needed in determining development capabilities in human resource management. Leadership or Leadership in serving is an antecedent to the effect of employee performance on a company (Sinnicks, 2018). According to Richardson (1991), regarding external categorization based on individual characteristics of influencing Leadership. In a bureaucratic environment, there is a portion of Leadership, decision making, and active participation. Leadership based on serving provides a stimulus to its members. Leaders are required to pay attention to every member of the ministry sector force and be fair in making decisions. Furthermore, the factors that influence Leadership are an environment that shows strong bonds, encourages moral and academic values, and a fair interaction model (Roldan & Dickerman, 2020).

Work culture and organizational climate can be interpreted fundamentally, namely an interest or having a future goal in using capabilities to provide development and prosperity in a balanced manner and will continue for generations (Sewell et al., 2017). In its concept, there is a need to fulfill state security which is a top priority in the international arena or as a break in the boundaries for countries to improve technological capabilities, develop community organizations based on the environment and utilization in their country (Dudin et al., 2017).

The basic concept of Work culture and organizational climate is the reduction or prevention of exploitation of resources, ongoing instruments, technology improvement and development, institutional changes in this case can all be good. As one of the initial capital is Equity and The Common Interest, a country has an interest or social organization in order to use it and become one of the models in Sustainable Development (Mensah, 2019). Strategic Imperatives are a strategy on how Sustainable Development can be carried out which tranLeadershipates into Reviving growth as a renewal of the economic system to increase income by outsmarting redistribution and poverty Development (Mensah, 2019). The quality of growth must also be needed so that an identity can be easily recognized and become a capita so that it becomes the concept of Changing the quality of growth Development (Mensah, 2019). Meeting essentials human needs, which means how growth can provide and balance what is useful in the feasibility of future life (Mensah, 2019). Finally, there is a standard guarantee for people with poverty in the concept of Ensuring a sustainable level of population Development (Mensah, 2019).

. The term Leadership was officially introduced in Greenleaf's (1970) study, to date. Leadership is an increasingly popular concept in Leadership research, as a holistic approach to work, a sense of community and the sharing of power in Leadership decision making. The main characteristic that distinguishes Leadership from other Leadership models, a leader who has a desire to serve has been embedded in the heart and mind of the leader first, before the desire to lead. The first and foremost priority of Leadership is on the development of

subordinates and members that generate added value for members and create satisfaction followed by continuous success.

One of the important things here is that Leadership starts with the leader. In short, a leader can carry out Leadership with a genuine passion to be at the forefront of service. In other words, leading by example is also an important factor in the success of the Leadership model. The desire for a management philosophy that stimulates good performance of all employees by increasing the facilitation of responsibility, participation and allocation of all individuals is one of the characteristics of employee company Leadership performance (Lee et al., 2020). You also realize that building business strength comes naturally when senior leaders accept that the best processes start with themselves. The most effective organizations are voluntary organizations and people do the right things and maximize overall effectiveness at the right time (Gašková, 2020). They understand what they have to do, so they believe something is right. And they perform the necessary actions without receiving orders. The most important thing that a strong and successful organizational leader must build is to put the belief in heart that “service comes first”.

If the leader puts people first and the organization can work productively, he must be willing to accept a change in his role from a leader to *primus inter pares*, the first among equals. A leader must fulfill the role of facilitating and supporting the Leadership abilities of others, not feeling threatened by the possible development of others. The implementation of the Leadership concept based on religious principles, ethics and norms is expected to be able to restore the condition of militant organizations from the Leadership of the pandemic so far by carrying out more government bureaucracy based on ethics and norms. In this study, it contributes to the development of Leadership theory by identifying the civil servant context, role and engagement about Leadership in the Ministry of Religious Affairs East Java Province which will later be able to build a become a force within the organization within, and transparent and accountable public services in the Leadership/command ranks.

In management science, there are still few organizational linkages that are bureaucrats to be analyzed (Khuwaja et al., 2020). Previous Leadership, Leadership and employee performance Context had different meanings and scopes between the two. If the Leadership looks at the form of the interaction, but the context looks at it from all sides starting from who is involved in it and is studied in detail. The emergence of engagement or forms of engagement in policy management as well as rights and obligations emphasize how the identity form of a leader in the formation and characteristics of his politics and then the policy is determined is a practice of its formation. It can be said that Leadership is shaped in theory and in practice it is executed in the form of member policies.

## LITERATURE REVIEW

### Performance

Leadership is defined as a series of actions that motivate followers to achieve performance that exceeds basic expectations by changing their attitudes, beliefs, and values. Leadership is described as a process in which leaders act as role models, foster creativity, provide inspirational motivation, and pledge to support and guide their followers. Track to achieve your organization's overall vision and goals. Transformative Leadership refers to an innovative Leadership style in which leaders care about individuals, direct followers, and use traditional motivations to drive growth. In an organization within a company, leaders must be able to manage the resources available in the company. Therefore, the role of the leader is one of the most important things to encourage the progress of each employee so that it can be useful for the company. Trace Leadership skills to motivate employees to be better than they can be, in other words, influence performance improvement, modulate motivation, inspire and influence rational behavior, purposeful ideas. You can increase the confidence and self-

confidence of the subordinates you assign. Personal interests of customers and customers. Allows individual customers to express their concerns through intellectually stimulating behavior. Second, according to Valero, Jung, and Andrew (2015), organizational transformation leaders have the ability to facilitate an environment in which organizational members interact with each other and set common goals. In addition, transformational leaders can exchange ideas and find solutions to meet the needs of their organization or business. Second, according to Jyoti and Dev (2015), Leadership helps followers by sharing information, increasing the vision, knowledge, skills, and learning efforts of employees, and thereby increasing creativity. Furthermore, transformational leaders not only accept and promote new ideas, but also share knowledge and encourage followers to think from different angles when looking for solutions to their problems. A study by Aggarwal and Krishnan (2013) shows that employees perceive that Leadership behavior is associated with better employee performance. The transformative Leadership highlighted by Chi and Huang (201) improves team performance by creating an emotional and goal-oriented team atmosphere. Leaders who use

Leadership can develop employees' creative thinking to achieve success, and leaders increase their engagement at work by developing the positive energy they need. According to Chang and Lee (2007), the impact of Leadership has made followers more creative and innovative in carrying out implementation activities and the importance of the results achieved by doing hard work. It can be recognized by followers. Identify common goals. In addition, transformational leaders can exchange ideas and find solutions to meet the needs of their organization or business. Second, according to Jyoti and Dev (2015), Leadership helps followers by sharing information, enhancing employees' vision, knowledge, skills, and learning efforts, and thereby enhancing creativity. Furthermore, transformational leaders not only accept and promote new ideas, but also share knowledge and encourage followers to think from different angles when looking for solutions, solutions to their problems. A study by Aggarwal and Krishnan (2013) found that employees perceive Leadership behavior to be associated with better employee performance. The Leadership highlighted by Chi and Huang (201) improves team performance by creating a goal-oriented and emotional team atmosphere. Leaders who use Leadership can develop employees' creative thinking for success, and leaders increase their engagement by creating positive energy without them needing it (Terry et al. 2000). According to Chang and Lee (2007), the influence of Leadership increases the creativity and innovation of followers in the implementation of implementation activities and the importance of the results achieved through hard work activities.

## **Leadership**

Leadership as one of the theories of the development of practitioners and academics which is actually still gray. The existence of LEADERSHIP itself is still small in empirical terms related to opinions in the interaction of truth and becomes a value for the company and employees. So that LEADERSHIP is considered as a comprehensive theoretical novelty in every field of the organization or company. LEADERSHIP can be assessed on the basis of an explicit syntax based on a Leadership review or the development of Leadership theory. LEADERSHIP is also literally written in narrative nature and gives the meaning that Leadership is serving in a field.

Leadership or Leadership on the conventional line becomes an antecedent to the influence of employee performance on a company. According to Richardson (1991), regarding external categorization based on individual characteristics of Leadership that affect resilience. In the resilience environment formed there are portions of Leadership, decision making, and active participation.

Leadership based on resilience provides a stimulus to its members. Leaders are required to pay attention to each member and be fair in making decisions. Furthermore, the factors that influence Leadership are an environment that shows strong bonds, encourages moral and academic values, and a fair interaction model (Roldan & Dickerman, 2020). This definition and the relationship between resilience and Leadership need to be explained more specifically and implicitly in explaining what characteristics and goals are appropriate.

LEADERSHIP is basically an approach to holistic Leadership that involves followers in every dimension such as relational, ethical, emotional, and spiritual. LEADERSHIP is aimed at developing empowerment to increase followers in the orientation basis of the ethical leader.

Thus, Leadership differs from ethical Leadership in that Leadership focuses on developing followers, while ethical Leadership emphasizes on leaders presenting axioms of normative behavior (Tuan (Tuan Luu), 2018). In summary, Leadership differs from other types of Leadership in that it examines how leaders having caring behavior based on an altruistic orientation can improve employee performance and well-being and engage employees directly. There are three streams of study on Leadership, namely a conceptual stream that focuses on Leadership, a measurement stream that develops survey items for Leadership, and a model development that focuses on the process of discovering a Leadership process with identify the antecedents and outcomes of Leadership.

### **Work Culture**

Leadership in the organization is very necessary for individuals in the organization. Therefore, a leader must be able to understand the behavior of members of his organization so that he can find the right Leadership style for his organization. The only way to increase the effectiveness of the leader. It is to provide aspects of technical and conceptual skills. As far as individual skills are concerned, they are marginalized, even if the effectiveness of management activities and their impact on organizational performance is highly dependent on the sensitivity of Leadership to the use of individual skills. These personal skills include the ability to understand individual and group behavior that contributes to organizational dynamics, the ability to modify behavior, the ability to understand and motivate, and the ability to understand process awareness. The ability to understand the relationship between Leadership and the concept of political power on work culture in an organization, the ability to understand the sources of conflict and negotiations, and the ability to build an ideal organizational culture, including the formation of effective communication.

Creativity is important for decision makers, who can recognize and better understand problems, such as seeing problems that others cannot. But in reality, many leaders are involved. A decision that ignores the behavior of a good leader. There are several things that leaders need to be aware of in order to perform well: (1) Leadership is not a date or a date, but the acceptance of a leader by others. Leadership is a concern. (2) Effective Leadership is reflected in the ability to mature and develop, and (3) Effective Leadership requires the ability to "read" the situation. Work culture on People are not shaped in this way, but by growth and development. (5) Dynamic and Harmonious Organizational Life can be created if each member is willing to adjust his mindset and behavior to achieve organizational goals. Leadership, on the other hand, is meaningless without the participation of believers, so Leadership cannot be separated from belief. The high level of involvement is influenced by the extent to which the leader becomes a leader, and the involvement of all staff in program management and participation in program preparation affects employee participation in each program. However, even though all leaders share the same basic goals, it is still important to understand that they are different individuals. So no wonder all leaders have different ways. This is what we usually call Leadership.

Work culture has gained momentum and has been studied extensively by scholars since the early 2000s, but the idea and research on authentic leaders has been around for decades, such as Seeman (1966) and later by Henderson and Hoy (1983). . This research has been conducted extensively in the United States as a result of research on Leadership, charismatic Leadership, Leadership, and spiritual Leadership (Avolio and Gardner, 2005). After the terrorist attacks of September 11, 2001, crises and many other ethical issues in industry organizations such as WorldCom, Arthur Andersen, and Enron continued, and scholars and practitioners compiled studies on integrity leaders. I realized I needed one. High ethical standards (Wherry, 2012) who take the initiative in following truth and conscience and demonstrate positive relationships with believers.

### **Organization Climate**

The ethical climate is a topic that has attracted much attention from business ethics researchers. Ethical Climate refers to a shared perception of the policies, practices, and procedures, both formal and informal, of an organization. Ethical climate is considered as a type of organizational climate that reflects employees' perceptions of the ethical policies, practices, and procedures of the organization (DeConinck, 2011a). Although there is evidence that perceptions of organizational climate within an organization and subunits or workgroups may have different climates, in this study, ethical climate was conceptualized as an organizational-level construct representing resentment towards employees' shared perceptions of the ethical climate of the company. Since the behavior of company employees is determined by the same company policies, procedures, and code of ethics, they tend to have the same perception of performance towards their ethical climate. Furthermore, a company's ethical climate determines its ethical values and behavior and influences the ethics of its employees (Wimbush & Shepard, 1994). Therefore, ethically, employees tend to be more affected by the climate of the organization than the climate of their work group.

The ethical climate is characterized by the number of organizations that exist from various ethical climates. An ethical work climate in the organization is very important in the organization, because it has a major influence on the ethical behavior of employees. Efficiency of the ethical climate becomes the perception of organizational practices and procedures embedded in the organization (Wimbush & Shepard, 1994). An ethical work climate involves the perception of right or wrong in the work environment of the organization and setting norms. Includes employee commitment in the company or organization, emotional level to play a role and serve its employees.

Ethics in the work climate is very important in organizations engaged in sales. Previous research has shown that the public has a low perception that the ethical standards of employees in the field of sales are below average. Cardboard in the field of sales faces this situation indirectly and creates a paradoxical dilemma in ethics (DeConinck, 2011). Paradoxical dilemmas in practice often arise when employees working without direct supervision are particularly vulnerable to behavioral and ethical neglect (DeConinck, 2011). Ethics in the work climate has pressures that have a quota quantity and have an impact on employees to behave unethically.

Ethics in the work climate is based on organizational identification which is derived from derived social identification theory (DeConinck, 2011). The opinion that the classification of a group itself is based on social categories such as gender or religion. An individual will identify its other members based on similar characteristics and have similarities with each other. The nature of this kind of reaction will produce the same expression or behavior and create an affinity group that belongs to the class order of ethical theory.

Although it is quite controversial whether ethical climate is a uni-dimensional or multi-dimensional concept, many scholars consider ethical climate to be a construction consisting of several sub-dimensions. The best-known ethical climate classification is Victor and Cullen's (1988) typology. Victor and Cullen (1988) classify Ethical Leadership and Ethical Climate. While a number of studies have investigated the relationship between ethical climate and various work outcomes, little effort has been directed to exploring the factors that shape or encourage an ethical climate. However, ethical Leadership is one of the factors identified as an antecedent of ethical climate. Ethical Leadership is defined as "the display of normatively appropriate behavior through personal actions and interpersonal relationships, and the promotion of this behavior to followers through two-way communication, reinforcement, and decision making" (Brown & Trevino, 2006, p. 120). Although experts agree that leaders have an important role in shaping the ethical climate of companies (Grojean et al., 2004). There is not much empirical evidence regarding the relationship between ethical Leadership and climate ethics. Given that top management greatly influences organizational and employee outcomes by articulating and communicating the vision and shaping the nation's organizational culture (Grojean et al., 2004). It is important to examine how Leadership is ethical in relation to a company's ethical climate.

Ethical Leadership based on social learning theory is an antecedent of the meaning of ethical Leadership itself (Brown & Treviño, 2006). There are several individual characteristics of leaders that have situational influences related to followers' perceptions of a leader as an ethical leader. The leader will be seen as an ethical leader by his followers and must demonstrate credibility as a role model (Brown & Treviño, 2006). Literature-based comparisons between these concepts and theories can identify.

An individual in the process of becoming an organizational leader is based on the idea that the individual will adapt to the social environment by observing (Brown & Treviño, 2006). Values and individual behavior will be seen from the results of these observations because it inadvertently leads to the construction of the individual's attitude through ethical guidance. Ethical leaders are likely a source of credibility guide in attracting attention and modeling individual behavior. An individual's greatest appeal to perceived Leadership is power and status. Leadership will have authority because it is able to occupy a position of relative status and is followed by members of the organization. Of course this is subjective and needs to be a moral characteristic.

Leadership ethics is very influential in the corporate environment. Charismatic style and giving value to organizational members is very important. However, the essence and essence of Leadership can be lost. Issues like this eventually become a form of prevention by focusing on ethics in the form of ethical communication and leaving ethical messages (Brown & Treviño, 2006). Ethical standards need to be applied to a high degree and followed by members of the organization. The definition of punishment and reward is applied in the ethical Leadership model as a reference in shaping the discipline of organizational members.

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## RESEARCH METHOD

The author opts for descriptive research through observative participatory research. The observative participatory research is one of the important approaches in international relations research. This approach is obtained directly and constitutes a tool that relates to contemporary problems and addresses a social problem.

This paper focuses on describing the impact and implication of performance Ministry of Religious Affair Prov East Java employee by using relevant Indonesian government policies and adopting the conceptual off work culture, and ethical climate. Collect semi-structured data in the form of interviews as primary data and analyze written literature studies and additional literature that shows similarities with this research as secondary data. The interview is thus one of the collecting techniques. This is directly related to the focus group(s), companies and related interest groups such as the government in this study. Interview data contains facts and group opinions that may lead to the opinion of this study. Avoiding research bias in conveying opinions from interview results will involve mapping the frame of mind.

In addition, it involves the study of specific literature or. Based on a body of literature as a test for validation and validity. This literature review will be leading in identifying informants and the data presented. This field data analysis technique will use observative participatory research analysis, i.e. pattern similarity analysis. This analysis uses the results of the interview pattern, the literature supporting the follow-up design, and the appropriate pattern assignment. This data analysis technique is relevant by showing the data yielding the appropriate studied effects based on the pattern similarity variable. Pattern matching analysis correlates with predetermined theoretical tendencies and trends in internal validity. It involves events that take place, ranging from a pre-impact to one that has effects and forms an effect.

## **FINDINGS AND DISCUSSION**

### **Leadership on Performance Ministry of Religious Affair East Java Employee**

The first study found that Leadership has a positive and significant influence on performance. The results of this study reveal that when a leader can communicate goals and provide opportunities for employees to achieve what they want to achieve in their own way, and a leader who can provide positive inspiration for employees by showing a problem that may initially be very difficult for them, to be able to bring out the spirit not only for themselves but also for their team, This can affect employee performance. Where, with this, employees can feel happy to do a task that is charged to them, especially the task is a challenging task and in accordance with what they expect. Not only that, in the results of this study employees consider that a leader who is able to increase understanding and can stimulate the emergence of new ways of seeing problems, this is also one of the reasons that can cause employees to be satisfied, moreover they believe that they have received bonuses from the organization in accordance with their expected, so that in this case they consider that the return of services they provide has been accommodated properly. by organization. The results of this study are in line with research conducted by Jameel and Ahmad (2019) and Choi et al. (2016) which revealed that Leadership has a positive and significant effect on performance. Their results also offer that policy insights are essential for leaders who seek to improve employee performance through Leadership improvements. Thus, through the improvement of Leadership, this can be an effective way to improve employee performance (Choi et al., 2016 and Eliyana et al., 2019).

The results of the second study revealed that Leadership has a positive and significant influence on performance. The results of this study revealed that a leader who applies a Leadership style, employees believe that they are not only communicating goals and giving authority to their subordinates in achieving what they are. However, the leader can also build



good trust and mutual respect, as well as establish good relationships in working with employees or subordinates. It has been believed by employees to promote good employee performance, this is demonstrated by employees when they have initiatives to assist in the better completion of the work or tasks of the organization. In addition, this better performance is also demonstrated through the ability of employees to complete many of the work charged to them even at the same time.

The results of this study are in line with Wang in Indrayanto et al., (2014) and Sugiono et al., (2017) who reported that transformational leaders can increase employee pride and confidence by showing confidence and confidence in subordinates' ability to work optimally in accordance with expectations, and give appreciation for subordinate achievements. In their study also mentioned that this Leadership has a positive and significant influence on better employee performance (Iphank and Ardiana, 2017).

### **Effect of Work Culture on Performance**

The second study study found that job competence has a positive and significant influence on performance. The results of this study revealed that employees with good Work Culture that is by mastery of work knowledge can easily complete the work well, supported by the many skills possessed then they can easily and be able to cooperate with other colleagues even in the completion of their work. In addition, it is also believed by them that knowledge and mastery of these skills can support satisfaction in their work. Where, they can happily work because the job they have mastered and believed to be in accordance with their abilities. In addition, the tasks given by the company according to their answers are indeed in accordance with their work ability, so they consider it very easy and not heavy in carrying out the job.

The results of this study, in line with the results of a study conducted by Fitri et al., (2020) and Saban et al., (2020) reported that competence is an ability to carry out a job based on skills and knowledge and supported by employee work attitudes, which can be one of the important factors in improving employee performance. The results of their study revealed that job competence has a positive and significant effect on performance.

The fourth study found that Work Culture has a positive and significant influence on employee performance. The results of this study show that employees already have knowledge of how they complete their work well, and also the tasks charged by the company / organization to them are tasks that are relevant and in accordance with the ability of employees. In addition, they believe that they already have skills that support the completion of their work, so it affects the high level of performance of the employee itself. The high level of employee performance in this study is characterized by the ability of employees to complete tasks or work in a timely, thorough, and neat manner. In addition, they always strive to do any tasks and jobs given by their superiors and complete them well, even they are willing to participate in helping other managers in completing their tasks or work. Thus, the results of this study provide important findings that good Work Culture possessed by employees can have an effect on the high level of employee.

In this study, the increase in performance is based on motivational factors. The intensity of motivation that is classified as high has an impact on high performance. The high motivation will have an impact on the high performance of employees. The more employees show high work motivation, then at that time performance are formed by themselves. The influence on motivation is one of the factors on individual characteristics, especially in terms of the work environment. Meanwhile, the formation of a person's behavior has the characteristics of a cause from a motivation by the desire to get a certain achievement and becomes a form of modality in the need to fulfill a life goal (Frazier & Tupper, 2018). If the goal in need seems urgent, then the individual will act or respond through a response with

other individuals who need it the same. Thus, the individual integrates and strives together through mutually beneficial interactions or relationships.

### **The Effect of Organizational climate on Performance**

The fifth study found that career levels affect performance positively and significantly. In the results of this study, employees reported that the organizational climate at the company where they work is currently required based on work performance during their time working in the company. Some of the things that support the achievement of employee career levels are the educational background, work experience, and training that employees have participated in before where this can help in improving the quality of work and employee careers where it will come. In addition, one important thing that also supports in achieving a better organizational climate for employees is employees who have loyalty or loyalty to the organization / company, so all this will affect employee performance. The performance felt by employees in this study is that employees feel happy with their tasks because they judge the job challenging and in accordance with their expectations. In addition, employees are also happy to do activities in the organization / company with administrators who can create a harmonious atmosphere with each other.

The results of the sixth study found that career levels affect employee performance positively and significantly. The results of this study reveal that the organizational climate in the company has been determined by the policies of the organization well, where the increase in the organizational climate of these employees has been determined by how well employees perform during their time in the company. In addition, training is also one of the components that can help them in improving the quality of their work and organizational climate in the company for the future. In addition, the level of education is also one of the things that support in and provide opportunities for employees to pursue a better career in the company.

The results of this study are in line with previous research such as research conducted by Made Regita and Ida Bagus (2020) and Suyanto et al., (2018) revealed that career level is an important thing done by the company to achieve the desired employee performance, it can have a positive and significant effect on employee performance. The performance of these employees is demonstrated through the completion of work in a timely, thorough, and neat manner, and employees always provide initiatives to assist in carrying out and completing the work or tasks charged by them properly.

The results of this study are relevant to some previous research that revealed that when employees have satisfaction in their work then there is a tendency to improve their performance. Waleed Al Ali et, all (2019) and Badrianto and Ekhsan (2020) revealed that performance can promote better employee performance, in their findings revealed that the direction of relationship of the two constructs is positive and significant (Putri and Ardiana, 2019).

Basically, employees in a company or institution must expect positive work environment conditions to support the achievement of the desired performance. Thus, the work environment becomes crucial as an office creation facility by supporting the physical or non-physical work environment (Hughes et al., 2020). The work environment is defined as a condition when an employee carries out his work while he is working. The implications for a work environment if it is positive and pleasing to the employee, the employee will feel at home in his workplace and carry out his work activities every day. This has an effective impact so that the working time used will be appropriate and optimistic in achieving performance as a form of high achievement (Zhang et al., 2021). The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work.

With a positive and conducive environment in the company, it will certainly provide a sense of security and comfort and allow employees in it to work effectively. Thus, the work environment can affect the emotions of employees by giving a positive aura so that they can carry out their work effectively and on the basis of achieving work performance. A comfortable work environment will also affect the formation of positive working relationships between subordinates and superiors in the physical environment of an institution.

## **CONCLUSION AND RECOMMENDATION**

According to Development Dimensions International (DDI) in (Liu et al., 2020), there are 3 components in performance. Affection which is an emotional component that refers to the expression of feelings of liking or disliking the attitude object. This aspect can be seen from the way a person is enthusiastic in dealing with his tasks by continuing to maintain his energy until the output stage. Behavior which is a real component of behavior is always related to a person's internal attitude or attitude object, in this case it can be seen when he involves himself individually with the behavior of someone who is dedicated to him so that when the individual carries out a task in his work, he will give all the potential with hope and the purpose of getting an award in self-actualization. While the third component is cognitive, which is a "warehouse" component consisting of various information related to attitude objects and all information that is organized to respond to attitudes. In this component, it can be seen that if a person is already involved in his work, he will use a pattern of thinking to create a creative idea, trying to find innovation so that doing work feels light and fun (Liu et al., 2020).

From the three components of the attitude, we can know that employees who are involved in their work will definitely give an attitude of enthusiasm, dedication, and absorption, which can be analyzed in an applicative manner. According to MaLeadership et al. there are six things that affect engagement, namely; workload, control, rewards and recognition, community support, social support, received justice, and values (Kulikowski & Sedlak, 2020).

Factors that affect work culture include job demands (job demands), work resources (job resources), and personal resources (personal resources). Job demands refer to the physical, psychological, social, organizational aspects of work that require physical and/or psychological effort (cognitive or emotional) that are continuously associated with certain physiological or psychological expenses. Factors related to these work demands are working with excessive workloads, emotional demands, emotional incompatibility, organizational change, high work pressure, unpleasant physical work environment (Lisbona et al., 2018).

Job resources can be interpreted as physical, social, or organizational aspects of work, which can reduce job demands that serve to achieve a work goal, and stimulate individual growth, learning, and development. Source of work has a positive relationship with work engagement. There are six factors included in the source of work, namely authority (autonomy), performance feedback, social support, supervisory coaching, perceived organization support, and opportunities for professional development (Lisbona et al., 2018).

Social support factors in work resources can be in the form of appreciation support. This award can be classified into two broader categories, namely extrinsic and intrinsic (Lisbona et al., 2018). In the extrinsic category there are financial and interpersonal rewards. These financial rewards include salaries, wages, and benefits such as child care centers, fitness centers, and medical care. Interpersonal rewards in the form of status and recognition. While in the intrinsic category there is a completion (completion), achievement (achievement), autonomy (autonomy), and personal growth (personal growth). Completion is

the ability to start and finish a job or project which is important for some people (Lisbona et al., 2018).

For them it is a reward for themselves. This achievement is a self-appreciation that is obtained when someone achieves a challenging goal. In that sense of autonomy can result in freedom to do what the employee deems best in a given situation. Whereas in personal growth in the form of opportunities and encouragement, given to the company to employees who are useful for employees to develop and grow.

The results of the studies and analyses described above can be concluded that Leadership is proven to have a positive and significant influence on performance and employee performance. Job competence has been shown to have a positive and significant influence on performance and employee performance. Career levels are proven to have a positive and significant influence on performance and employee performance. Furthermore, performance proved to have a positive and significant influence on employee performance at Ministry of Religious Affairs East Java Province

For the employee should pay more attention to employees more in providing motivation to employees. Then it is also necessary to pay attention to the competencies given to employees, in order to have responsibility for their performance. In addition, leaders also need to pay attention to employee work competencies that are related to the knowledge possessed by employees, this is very useful for better job completion for them. On the one hand also, this study can not be separated from the limitations, namely in this study only looked at a few constructs that can affect employee performance and employee performance, both independent constructs and mediators so that future research is expected to add constructs / variables that may have a greater influence in improving performance and employee performance.

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