

The Role of Job Satisfaction in Relationship to Organization Culture and Organization Commitment On Employee Performance

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Abstract— This study examines the mediating effect of job satisfaction about organizational culture and organizational commitment to employee performance at Lhokseumawe Public Health Center. The sample in this study was 130 respondents' data analyzed using the SEM-AMOS program. The results of the data analysis explain that organizational culture has a positive and significant effect on job satisfaction and employee performance, organizational commitment has a positive and significant effect on job satisfaction and employee performance, and job satisfaction has a positive and significant effect on employee performance. Job satisfaction fully mediates the influence of organizational culture and organizational commitment on employee performance. The effect of mediation is more leading than the direct effect. The findings of this study recommend to the leadership that employees should often attend education and training, build employee confidence in the organization, intensify employee supervision, determine clear working groups, divide the correct task details, organize promotion, improve work harmony situation, and build a team orientation pattern and encourage employee aggressiveness at work.

Keywords— organizational culture, organizational commitment, job satisfaction, employee performance.

I. BACKGROUND

The rate of organizational growth is closely related to performance, and it will always strive to improve the performance of its employees to achieve organizational goals as expected (Torang, 2016). Many variables affect employee performance. Some of the analyzed variables in this study that could affect performance are organizational culture, commitment, and job satisfaction. Organizational culture can be said as a general perception of all organization members (Robbins, S. P., & Judge, 2013), where every member of the organization has a value. Belief values, ways of behaving, and behaving can become an identity and characteristics embraced and became the organization's foundation (Immanuel & Mas'ud, 2017; Luthans, 2011).

Regarding performance, the role of organizational commitment is also a deep willingness of employees and all the efforts they have to carry out all authorities related to employee performance in achieving organizational goals (Ghazzawi, 2019; Dinantara, 2018). Another factor that is no less important that affects employee performance and organizational commitment is job satisfaction. Job satisfaction is a feeling condition related to feeling happy or not in a job for employees in viewing their work (Endrias, 2014). Employees who have a high level of satisfaction will have positive thoughts about their work, while employees who have low satisfaction levels will have negative thoughts about their work (Mira et al., 2019; Robbins & Coulter, 2012).

The Lhokseumawe Public Health Center is one of the health service units that significantly contributes to providing professional health services to the public in order to improve the health status of the public in its working area as a whole, integrated and sustainable, to continually improve its performance (Budiarso et al., 2011). The performance of an agency's employees can be evaluated to find various problems that are being and will be faced by an agency (Dessler, 2016). Efforts to improve performance in the health care environment are one of the most fundamental challenges because the performance issue of doctors and nurses is closely related to patient safety (Platis et al., 2015).

From the observations of researchers, it also faces problems in the performance of its employees, where the quality of the work of employees lacks accuracy, the quantity of work is not optimal, not on time in completing tasks, employees cannot work effectively, and efficiently, employee's complete tasks without supervision. The relationship between employees is less harmonious. According to (Thaha et al., 2016; Ariyani, 2016), employee performance problems are almost similar to other organizations or institutions.

In addition to employee performance, low job satisfaction (Hayuningtyas, 2017; Meitisari et al., 2018) can cause various negative impacts such as decreased work discipline, decreased morale, and enthusiasm for work, and often making mistakes at work, resulting in decreased performance. The low job satisfaction at the Public Health Center can be caused by the placement of

employees who are not competent, lack of match between income and work, promotion opportunities that are difficult to obtain, lack of supervision from the leadership, lack of harmonization of cooperation between employees, and distance from place to work.

The phenomena related to organizational culture, according to research results (Narayana, 2017; Maulidan et al., 2020), describe the same thing that has happened at the Public Health Center, namely the lack of courage to innovate and face risks in work, the low level of accuracy of employees working, completion of work that is slow and less than optimal, there are still many tasks that have not been able to reach the target, teamwork is still not solid, not wise in using free time, and still tends to prioritize personal interests rather than the vision and mission.

Whereas phenomena related to organizational commitment at the Public Health Center are lack of pride in being part of the organization, lack of enthusiasm in work, management rarely rewards employees who excel, lack of sense of responsibility in carrying out their duties, many employees move to other health centers, keep working because of economic factors not because of loyalty, which can be considered similar to the problem as stated in the research results (Kaunang, 2020; Arifin et al., 2019).

II. THEORETICAL BACKGROUND

Organizational culture

Organizational culture is the dominant value disseminated within an organization that is used as a reference for all organization members (Kreitner & Klnicki, 2014). According to (Luthans, 2011), organizational culture is a value system used as a guide in an organization used as a basis for attitude and Behavior that can distinguish an organization from others. Furthermore, (Ivancevic and Gibson, 2000) state that organizational culture is one of the critical success factors of an organization to improve the performance of its members. Organizational culture has a role as a liaison between fellow members of the organization, with a common understanding of how to behave and behave.

According to (Maulidan et al., 2020), in an organization that understands the organizational culture, then members of the organization will have a common understanding that can be a unifier between members and have a positive influence on the performance of a company. The organizational culture can be exemplified in the work system and rules (Darajat, L. & Rosyidah, 2012). In this study, the indicators of organizational

culture used as stated (Robbins, Stephen P & Judge, 2013; Kurniawan, 2017) are innovation, attention to detail, result orientation, individual orientation, team orientation, aggressiveness, and stability.

Organizational Commitment

Organizational commitment is an individual's psychological bond to work and the organization (Torang, 2016). According to (Colquitt and Jason et al., 2011), organizational commitment is a binder between individuals and an organization, ideas or actualizations manifested in dedicating themselves to achieving the organization's mission. While (Gibson J.L. et al., 2012; Alparslan & Saner, 2020) stated that organizational commitment reflects the attitude of organizational members that can show how far their recognition and attachment to the organization where they work.

Organizational commitment is a stage in which employees identify with the organization related to their goals and desires to remain and show their potential in organizational development (Eslami & Gharakhani, 2012). Organizational commitment in this study was measured based on six indicators, which according to (Colquitt Jason et al., 2015) and research results (Fadli et al., 2015), described include: feeling part of the organization, enthusiasm for work, belief in management, belief in the organization, belief in maintaining membership in the organization, commitment based on rational needs.

Job satisfaction

Job satisfaction is a positive feeling about one's work that results from evaluating its characteristics (Robbins & Judge, 2013). According to the study results (Barkhuizen & Gumede, 2021), job satisfaction is the overall result of the degree of liking or disliking of workers towards various aspects of their work. Job satisfaction results from the level of pleasure from compensation, management support, promotion opportunities, work environment, organizational culture, co-workers, and tasks performed. Job satisfaction can also include employees' feelings about the performance, policies, and general practices of human resources within the organization itself.

Luthans (2011) argues that comprehensive job satisfaction involves cognitive, affective, and evaluative reactions or attitudes. It is a pleasant or positive emotional state resulting from assessing one's work or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide things that are seen as necessary. Whereas, according to (Lei et al., 2018), job satisfaction is a general attitude or

an individual's affective reaction to his work that comes from comparing the actual results of the incumbent with what is desired.

Job satisfaction includes an assessment of employees' feelings and attitudes related to the tasks assigned to them, workplace conditions, assigned tasks, appreciation for work results, teamwork, and conducive social relations (Biesok et al., 2017). used for job satisfaction are as stated by (Luthans, 2011; Lei et al., 2018): the work itself, salary, promotion, supervision, workgroup, and working conditions.

Employee Performance

According to the results of studies (Rafsanjani et al., 2019; Rahman et al., 2021), employee performance functions due to ability and motivation. Employee performance management requires necessary attention because employee performance is part of organizational performance that can affect whether or not the organization's performance in achieving its goals. Employee performance is the achievement of results for the implementation of specific tasks. At the same time, organizational performance results from organizational achievement at a certain level to achieve and realize its goals, which is strongly influenced by the level of achievement of employee performance results (Wickramaaratchi & Perera, 2020).

While according to (Bernardin & Russell, 2013), six factors can affect employee performance quality, quantity, timeliness, cost-effectiveness, interpersonal impact, and the need for supervision. Employee performance is the level of achievement obtained by members or groups in an organization both qualitatively and quantitatively, by the obligations and responsibilities that have been given to achieve organizational goals properly, do not conflict with applicable laws and regulations, and do not violate norms or ethics (Rahman et al., 2021). There are six indicators proposed by (Bernardin & Russell, 2013; Rahman et al., 2021; Purnama, 2020) used in this study, namely: quality, quantity, timeliness, cost-effectiveness, and need for supervision and personal impact.

III. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

The essential resource is human resources, namely employees who provide energy, thoughts, talents, creativity, and innovation for organizational progress by improving performance (Davidescu et al., 2020; Diaz-Fernandez et al., 2017). Furthermore, employee performance (Colquitt Jason et al., 2011) suggests that performance is the value of a single unit of employee

behavior as a positive contribution and others to the fulfillment of organizational goals. Research results (Jusuf A.H. et al., 2017; Damayanti et al., 2017; Iramayati et al., 2015) showed that improving employee performance is closely related to and influenced by organizational culture, organizational commitment, and job satisfaction.

Likewise, (Nami Nasution et al., 2018; Award et al., 2013) argue that organizational culture can affect employee performance improvement. This means that any improvement in the work culture towards a more conducive direction will significantly improve employee performance. Whereas, if employees are committed to the organization with a perfect attitude, it will significantly improve employee performance (Arifin et al., 2019; Destari et al., 2018). Furthermore, high employee job satisfaction also positively affects employee performance. The research results (Alromaihi & Alshomaly, 2017; Saner & Eyupoglu, 2015; Tahir, 2019) indicate that a high sense of job satisfaction, both directly and through mediation, has been able to increase employee performance.

Based on the theoretical review and the conceptual framework, the relationship between organizational culture, organizational commitment, job satisfaction, and employee performance can be formulated in the form of a hypothesis as follows:

1. Organizational culture (H1) and organizational commitment (H2) have a significant and positive effect on employee job satisfaction.
2. Organizational culture (H3) and organizational commitment (H4) significantly and positively affect employee performance.
3. Job satisfaction (H5) has a significant and positive effect on employee performance
4. Job satisfaction can mediate the influence of organizational culture (H6) and organizational commitment (H7) on employee performance.

IV. RESEARCH METHODOLOGY

According to (Arikunto, 2010), the object of research is the center of attention of a study, namely organizational culture, organizational commitment, job satisfaction, and employee performance. The population in this study were all employees at the Lhokseumawe Public Health Center. According to (Hair et al., 2010), determining the number of samples can amount to 5-10 of the number of indicators. There are 25 indicators so that the samples can range from 125-to 250 respondents. The sample was 130 respondents, with a simple random sampling technique (Sugiyono, 2017).

The data collection technique in this study, using the questionnaire method, to obtain information from the respondent either about his personality or other things he knows in the form of a written report, which is measured by a Likert scale, and given a score, for the category of answer statements highly disagree with a value of 1 (one) to highly agree with a value of 5 (five).

The data analysis technique uses a tiered structure model and hypothesis testing using the SEM-AMOS analysis technique.

The form of the entire flowchart of the SEM-AMOS model with mediating variables can be shown in the following figure:

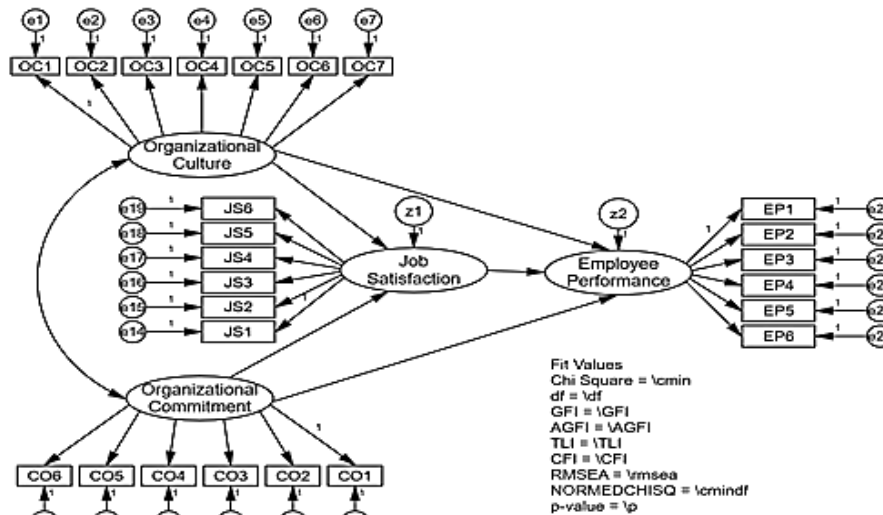


Figure 1: Full Research Model

A structural Equation is formulated to express causality between various constructs. The developed formula is as shown below:

$$J.S. = b_1OC + b_2CO + Z_1 \dots \dots \dots (1)$$

$$E.P. = b_1OC + b_2CO + b_3JS + Z_2 \dots \dots \dots (2)$$

Information:

- OC = Organizational Culture
- CO = Organizational Commitment
- JS = Job Satisfaction
- EP = Employee Performance
- b1-b3 = Coefficient of estimation (Direct relationship of exogenous variables to endogenous variables).
- Z1-Z2= error term (residual value)

The index used to test the feasibility of the model is χ^2 -square statistic df 5%, probability 0.05, CMIN/DF 2.00, GFI 0.90, AGFI \geq 0.90, TLI \geq 0.95, CFI \geq 0.95, RMSEA \leq 0.08.

The significance value (P-value) is less than 0.05. So, if the significance value is more significant than 0.05, it is declared insignificant.

The tests carried out for the validity of this model are confirmatory factory analysis test, construct reliability

test, sample size test, data normality test, data outlier test, and multicollinearity & data singularity test.

The mediation model was introduced by (Baron & Kenny, 1986), which described the procedure for analyzing mediator variables through simple regression.

In principle, the terms of a variable can be called a mediating variable if the results of the analysis are obtained, namely: (1) Path c: significant (2) Path a: significant (3) Path b: significant (4) Path c's: no significant.

In order to be called a mediating variable, if the four conditions are met, it can be said to be perfect mediation, but if conditions 1-3 are met, the fourth condition is not met. It is said to be partial mediation.

V. RESEARCH RESULTS AND DISCUSSION

To test the extent to which the basic model formed in this study meets the goodness of fit criteria, the whole model structural equation modeling test, which can describe the research phenomenon, can be described in the full model Structural Equation Modeling, which is a test of independent variables and dependent variables combined into one through the variance and covariance matrices in a full model called the research model, as follows:

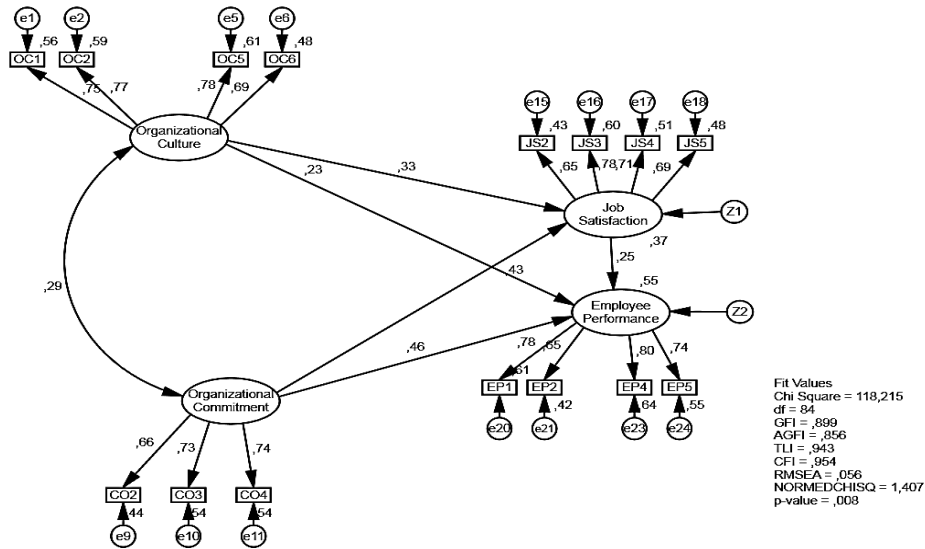


Figure 2: Complete Research Model Before Modification

By using the SEM-AMOS analysis technique, following the procedure, the results of the goodness of fit test calculation can be seen in the following table:

Table 1: The goodness of Fit Index for Full Model Before Modification

The goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 chi-square	expected small	118,215	good
Probability	>0,05	0,008	marginal
CMIN/DF	<2.00	1,407	good
GFI	>0.90	0.899	marginal
AGFI	>0.90	0.856	marginal
TLI	>0.95	0.943	marginal
CFI	>0.95	0.954	good
RMSEA	<0.08	0,056	good

The goodness of fit analysis results shows that the model's overall evaluation has complied with the established criteria, except for the values of Probability, AGFI, GFI, and TLI, which are still marginal. Therefore, it is necessary to make improvements to get good goodness of fit value, namely by making

modifications. The way to make modifications is by connecting between errors according to AMOS's suggestion in the modification index (Ghozali, 2013). The following is a full image of the research model that has been modified

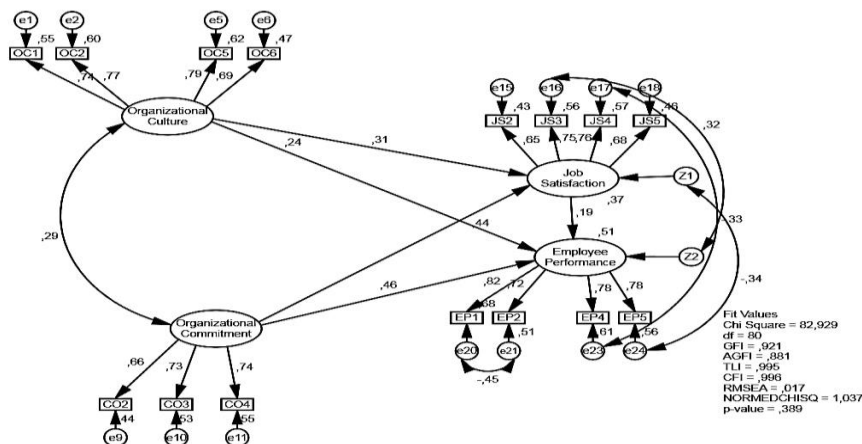


Figure 3: Complete Research Model After Modification

Based on the results of the SEM-AMOS calculation according to the procedure, the results of the model modification can be seen as follows:

Table 2: The goodness of Fit Index for Full Model After Modification

The goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 chi-square	Expected small	82,929	good
Probability	>0,05	0,389	good
CMIN/DF	<2.00	1,036	good
GFI	>0.90	0.921	good
AGFI	>0.90	0.881	Marginal
TLI	>0.95	0.995	good
CFI	>0.95	0.996	good
RMSEA	<0.08	0,017	good

The goodness of fit analysis results shows that after modifications have been made to all of the specified value criteria, they are better than before, except for AGFI, which is still marginal. According to Ghozali (2013), if only one test value is still marginal, the test results are categorized as good. Furthermore, the results

of SEM calculations to see how much influence exogenous variables (organizational culture, organizational commitment) have on endogenous variables (job satisfaction and employee performance) can be shown in table 1 below:

Table 3: Relationship of Exogenous Variables to Endogenous Variables

Variable endogenous	Variable Exogenous	Estimate	S.E.	C.R.	P
Job Satisfaction <---	Organizational Culture	0,277	0,092	3,007	0,003
Job Satisfaction <---	Organizational Commitment	0,454	0,131	3,463	0,0001
Employee Performance <---	Organizational Culture	0,175	0,078	2,251	0,024
Employee Performance <---	Organizational Commitment	0,446	0,126	3,538	0,0001
Employee Performance <---	Job Satisfaction	0,224	0,112	2,012	0,044

While testing the indirect relationship hypothesis (mediation) with the SobelTest procedure, which was developed by (Sobel, 1982; Hair et al., 2010); Hayes, 2018), it can be explained in the following picture:

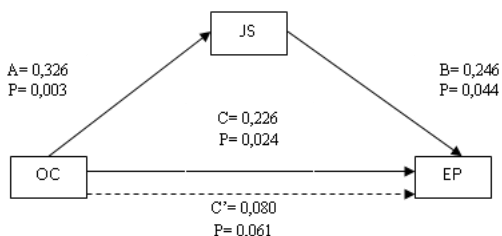


Figure 4: Mediation O.C., J.S., and E.P.

Figure 4. can be explained that the coefficient of p-value of path A ($0.003 < 0.05$), path B ($0.044 < 0.05$) and path C ($0.024 < 0.05$), is significant and the p-value of path

C' ($0.061 > 0.05$) is not significant, so it can be concluded that there is a perfect mediation relationship (full mediation) or in other words, the job satisfaction variable (J.S.) mediates the perfect mediation (full mediation) between organizational culture (O.C.) and employee performance (E.P.) at Lhokseumawe Public Health Center.

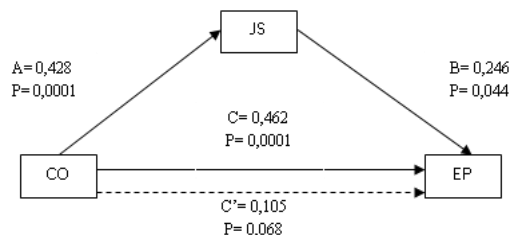


Figure 5: Mediation CO, J.S., and E.P.

Figure 5. can be explained that the coefficient of the p-value of path A ($0.0001 < 0.05$), path B ($0.044 < 0.05$), and path C ($0.0001 < 0.05$) is significant. The p-value of path C' ($0.068 > 0.05$) is not significant, so it can be concluded that there is a full mediation relationship (fully mediation) or in other words, the job satisfaction variable (J.S.) mediates fully mediation (fully mediation) between organizational commitment (C.O.) and employee performance (E.P.) at Lhokseumawe Public Health Center.

Based on tables 2 and 3, figures 3, 4, and 5 above, exogenous variables' direct and indirect effects on endogenous variables can be explained.

The Influence of Organizational Culture on Employee Job Satisfaction

The study results indicate an influence between organizational culture and employee job satisfaction at the Lhokseumawe Public Health Center. This effect is evidenced by the standardized estimate coefficient value of 0.092 with a CR-critical ratio value (identical to t-count) which is much greater than C.R. the minimum required is 1.96 ($3.007 > 1.96$), and the probability that is smaller than the error rate ($\alpha = 0.05$) is ($0.003 < 0.05$), thus declared as significant, which means that organizational culture has an effect positive and significant on employee job satisfaction. The results of this study are in line with research findings (Dimitrios & Athanasios, 2014; Reidhead, 2020) and strengthen research findings (Adam et al., 2020; Daniel, 2019; Abbas et al., 2020), where organizational culture variables have a positive and negative effect on significant effect on job satisfaction, although the results of field data still indicate employee behavior regarding weak orientation and low employee aggressiveness.

The Effect of Organizational Commitment on Job Satisfaction

The study results explain the influence between organizational commitment and employee job satisfaction at the Lhokseumawe Public Health Center. This effect is evidenced by the standardized estimate coefficient value of 0.131 with a CR-critical ratio value (identical to t-count) which is much greater than the C.R. the minimum required is 1.96 ($3.463 > 1.96$), and the probability that it is smaller than the error rate ($\alpha = 0.05$) is ($0.0001 < 0.05$), thus it can be stated as significant, which means that organizational commitment has a positive and significant effect on employee job satisfaction. The results of this study are in line with the research findings proposed by (Candelario et al., 2020; Lizote et al., 2017) and can

strengthen the research findings (Mohapatra et al., 2019; Lima & Allida, 2021; Oktarina et al., 2020), where the organizational commitment variable has a positive and significant effect on job satisfaction, although the results of the field data still have findings that employees are at work, their enthusiasm for work is still low, and organizational beliefs are not compliant.

The Influence of Organizational Culture on Employee Performance

The study results explain the influence between organizational culture and employee performance at the Lhokseumawe Public Health Center. This effect is evidenced by the standardized estimate coefficient value of 0.078 with a CR-critical ratio value (identical to t-count) which is much greater than the C.R. the minimum required is 1.96 ($2.251 > 1.96$). The probability is smaller than the error rate ($\alpha = 0.05$) of ($0.024 < 0.05$); thus, it can be stated as significant, which means that the organizational culture has a positive and significant effect on employee performance. The results of this study are in line with the research proposed by (Kuswati, 2020; Sundararajan et al., 2020) and can strengthen the results of research proposed by (Sopiah et al., 2021; Diana et al., 2021; Rozanna et al., 2019), where organizational culture has a positive and significant effect on employee performance. However, the field data results still indicate cases where the team orientation is not coherent, and the aggressiveness is still low.

The Effect of Organizational Commitment on Employee Performance

The study results explain the influence between organizational commitment and employee performance at the Lhokseumawe Public Health Center. This effect is evidenced by the standardized estimate coefficient value of 0.126 with a CR-critical ratio value (identical to t-count) which is much greater than the C.R. the minimum required is 1.96 ($3.538 > 1.96$), and the probability that it is smaller than the error rate ($\alpha = 0.05$) is ($0.0001 < 0.05$), thus it can be stated as significant, which means that organizational commitment has a positive and significant effect on employee performance. The results of this study are in line with the results of research (Paramita et al., 2020; Ahmad et al., 2014) and strengthen the results of research proposed by (Nurluviyana & Sudarma, 2020; Suharto et al., 2019; Kalkavan & Katrinli, 2014) that organizational commitment has a positive and significant effect on employee performance. However, field data still have some indications of low enthusiasm for work and low confidence in the organization and employee

performance work procedures, including cost burdens that have not been effective.

The Effect of Job Satisfaction on Employee Performance

The results of this study indicate that there is an influence between job satisfaction on employee performance at the Lhokseumawe Public Health Center. This effect is evidenced by the standardized estimate coefficient value of 0.112 with a CR-critical ratio value (identical to t-count) which is much greater than the C.R. the minimum required is 1.96 ($2.012 > 1.96$), and the probability that it is smaller than the error rate (α) = 0.05 is ($0.044 < 0.05$), thus it can be stated as significant, which means that job satisfaction positive and significant effect on employee performance. The results of this study are in line with the results of research (Yuen et al., 2018) and strengthen the results of research (Inuwa, 2016; Omar et al., 2020), where job satisfaction has a positive and significant effect on employee performance, although field data are still found some valid indications of lack of supervision, low formation of working groups, inappropriate division of tasks, improper promotions and less harmonious working conditions.

Mediation Effect of Job Satisfaction, Organizational Culture, and Employee Performance

The study results explain that the employee's performance, in addition to being directly influenced by organizational culture, can also be influenced indirectly (mediation) by job satisfaction. Baron and Kenny's theory explains that the criterion of probability value, if the path C' is significant, then partial mediation occurs. If the probability value on path C' is not significant > 0.05 , there is a perfect mediation (complete/perfect mediation).) or the intervening variable has a perfect mediation effect (full/perfect mediation) between exogenous and endogenous variables. Calculations using the Sobel test, an interactive calculation tool for mediation tests that have been carried out, show that the probability value on path C' is not significant (0.061), meaning that the job satisfaction variable mediates incomplete mediation between organizational culture variables and employee performance at Lhokseumawe Public Health Center. The results of this study are in line with the results of research (Maryati et al., 2019; T. R. Kurniawan et al., 2018) that the mediating effect is more dominant than direct influence, thus strengthening the results of the study (Rozanna et al., 2019; Wahyuni & Rosmida, 2017), where job satisfaction variable mediates the influence between organizational culture and employee performance.

Mediation Effect of Job Satisfaction, Organizational Commitment, and Employee Performance

In addition to being directly influenced by organizational commitment, employee performance can also be indirectly (mediation) by job satisfaction, at the Lhokseumawe Public Health Center, through the results of the Sobel test. Baron and Kenny's theory explains that the criterion of probability value, if the path C' is significant, then partial mediation occurs. If the probability value on path C' is not significant > 0.05 , there is a perfect mediation (complete/perfect mediation).) or the intervening variable has a perfect mediation effect (complete/perfect mediation) between exogenous and endogenous variables. Calculation results using the Sobel test, an interactive calculation tool for mediation tests that have been carried out, show that the probability value on the C' path is significant (0.068), meaning that the job satisfaction variable mediates in a perfect mediation (full/perfect mediation) between organizational commitment variables and performance employees at the Lhokseumawe Public Health Center. The results of this study are in line with research ((Leung & Lin, 2022; Loan, 2020) that the mediation effect is more dominant than direct influence, thus strengthening the results of the research proposed by (Karmila & Kadarusman, 2020; Burhan et al., 2013), where job satisfaction mediates the effect of organizational commitment and employee performance.

VI. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the objectives and results of the research, as well as the discussion that has been put forward, several research conclusions are obtained as follows:

1. The data interpretation results can explain that organizational culture has a positive and significant effect on employee job satisfaction. However, team orientation and employee aggressiveness indicators are not adequate, so performance will not be effective.
2. The data interpretation results can be explained that organizational commitment has a positive and significant effect on employee job satisfaction. However, the influence of indicators of enthusiasm at work and belief in the organization is still low, resulting in ineffective performance.
3. The data interpretation results can be explained that organizational culture has a positive and significant effect on employee performance. However, the influence of

team orientation and aggressiveness indicators is still low, resulting in ineffective performance and ineffective costs.

4. The data interpretation results can be explained that organizational commitment has a positive and significant effect on employee performance. However, because enthusiasm for work and belief in the organization is still low, employee performance and costs management are not adequate.
5. The data interpretation results can be explained that job satisfaction has a positive and significant effect on employee performance. However, the lack of supervision, low formation of workgroups, inappropriate division of tasks, improper promotion, and less harmonious working conditions will affect weak future employee performance.
6. Job satisfaction has a mediating effect in full mediation (full mediation) on organizational culture and employee performance. This finding explains that the mediation effect is more leading than the direct effect.
7. In full mediation (full mediation), job satisfaction affects organizational commitment and employee performance. This finding explains that the mediating effect is more leading than the direct effect.

Recommendations

In order to improve employee performance at the Lhokseumawe Public Health Center, the authors suggest the following:

1. It is recommended for employees to be able to work following the work rules that have been set and need strict supervision of employees so that the adequate performance of employees in the future is better
2. The level of employee job satisfaction must receive special attention, especially the management of employees working in determining workgroups, division of tasks, promotions, and work harmony situations.
3. To achieve an excellent organizational culture, education and training should be more frequent so that the pattern of team orientation and employee aggressiveness in their duties is more effective.
4. To strengthen employee organizational commitment, it is necessary to define and understand the vision and mission of each employee so that employee confidence in

the organization in working is increasingly maintained and intact.

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