

## Evaluating the Mediating Role of Job Satisfaction on Employee Performance Improvement

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**Abstract**—Growing public involvement in government decision-making processes requires employees to have strong interpersonal and communication skills. This study aims to examine the relationship between workplace culture, employee commitment, job satisfaction, and employee performance in the operational context of the Cilegon City Office of the Ministry of Religious Affairs. This study used quantitative methodology. The study population consisted of 536 employees, consisting of 396 State Civil Apparatus employees and 140 non-State Civil Apparatus employees. The researchers used proportional stratified random sampling, basing the sample size on the number of variable indicators: 20 indicators multiplied by 8, resulting in 160 respondents. The findings of this study reveal that organizational culture has an impact on employee performance with a t-statistic value of  $5.530 > 1.96$  and a p-value of  $0.000 < 0.05$ , while organizational commitment does not with a t-statistic value of  $1.632 < 1.96$  with a p-value of  $.103 > 0.05$ . In addition, organizational culture on job satisfaction has a t-statistic value of  $3.435 > 1.96$  t-table significance  $0.000 < 0.05$  and organizational commitment affects employee job satisfaction with a t-statistic value of  $4.173 > 1.96$  t-table significance value  $0.000 < 0.05$ . The third hypothesis confirms that job satisfaction affects employee performance with a t-statistic value of  $4.704 > 1.96$  t-table with a significance value of  $0.000 < 0.05$ . Finally, job satisfaction functions as a mediating variable, increasing the influence of organizational culture and organizational commitment on employee performance with partial mediation. By using a quantitative approach and rigorous data analysis, this study aims to provide a comprehensive insight into the factors that shape employee performance and provide practical implications for organizational management to improve work effectiveness and efficiency.

**Keywords:** Employee Performance; Job Satisfaction; Organizational Commitment; Organizational Culture.

## 1. INTRODUCTION

The development of human resources (HR) in the public sector includes several important aspects that affect its management and improvement (Alfarizi et al., 2022; Haryadi et al., 2022; Setiadi et al., 2023). One of the important aspects is the need to improve the quality of community services, which increasingly demands better, faster, and more responsive public services. This encourages the government to improve the competence and professionalism of human resources (Gunawan et al., 2022; Riyanto et al., 2022). A not-for-profit entity is composed of interrelated and mutually dependent components. The workforce represents a crucial component within an organization. The performance of employees is one of several factors that substantially influence an organization's ability to succeed (Rahmadani & Winarno, 2023). Employee performance plays an important role in a company's success. The excellence and strong commitment of employees are mirrored in a company's successful performance (Syaechurodji et al., 2024). Conversely, poor performance reflects declining performance. Determine the factors that cause a decline in performance (Kurnianingsih et al., 2024). Organizational culture is an important factor influencing employee performance in various sectors. Organizational culture encompasses the shared values, beliefs, and practices that shape employee behavior within an organization (Al Amin et al., 2023; Haryadi et al., 2022; Mukhlisin et al., 2023).

A strong organizational culture characterized by enthusiasm and competitiveness correlates positively with employee performance (Lesmana et al., 2023). In addition, organizational culture directly affects performance and increases job satisfaction, which in turn affects performance outcomes (Wua et al., 2022). In addition to organizational culture, organizational commitment is crucial in improving employee performance. Organizational culture has long been recognized as a fundamental aspect of organizational dynamics, with academics and practitioners recognizing its critical role in shaping the behavior, attitudes, and overall performance of individuals and teams within an agency environment (Ahmad et al., 2023). However, some argue that the emphasis on organizational culture can overlook the diversity of individual perspectives and the importance of autonomy in the workplace. While shared assumptions, values, and beliefs can provide a sense of unity and direction, they can also stifle innovation and limit employees' ability to thrive in their unique ways. A more balanced approach that values the collective and the individual may be necessary to unlock the organization's full potential (Al-Dhaafri & Alosani, 2022; Al-Shamali et al., 2022; Albahri et al., 2023).

An employee's psychological bond with their company, known as organizational commitment, serves as a bridge between the company's culture and the worker's performance (Ma'arif et al., 2024; Putri et al., 2023). A high level of organizational commitment leads to increased employee loyalty and effort, essential for achieving organizational goals (Hidayat et al., 2023). Additionally, organizational commitment is influenced by various dimensions, including affective,

continuous, and normative commitments, each of which uniquely contributes to employee performance (Montayop et al., 2024). An employee's psychological bond with their organization is known as organizational commitment. This attachment can take different forms, including affective, continuous, and normative commitment (Setyorini et al., 2022). Employees who exhibit strong organizational commitment tend to experience greater job satisfaction and improved performance. Studies indicate that organizational commitment acts as a mediator between job satisfaction and employee performance, suggesting that satisfied workers who feel a strong sense of loyalty to their company are more likely to perform their duties effectively (Salam et al., 2023; Zunizar et al., 2023). Organizational commitment has long been a topic of great interest to academics, as it has enormous implications for the success and sustainability of organizations in an increasingly competitive business landscape. In essence, The concept of organizational commitment describes the emotional connection that ties employees to their workplace. This attachment is evident in their readiness to invest significant effort for the company's benefit and their strong desire to remain part of the organization (Borde et al., 2022). Although organizational commitment has long been considered a positive attribute, some researchers argue that organizational commitment can also have detrimental effects on employees and organizations. Excessive organizational commitment can lead to a lack of balance between work and personal life, as employees may prioritize the organization's needs over their well-being. Additionally, a strong commitment to the organization can make it difficult for employees to adapt to changes or consider alternative opportunities, potentially hindering innovation and personal growth. Additionally, organizations that overemphasize organizational commitment can inadvertently foster a culture of conformity, where employees are hesitant to challenge the status quo or voice disapproval, ultimately hindering organizational learning and long-term success (Hadinata & Chalidyanto, 2023; Rahmadani & Winarno, 2023; Wulandari et al., 2023).

Research findings demonstrate a connection between organizational culture, employee commitment, and job performance. Studies indicate that the culture within an organization has a substantial impact on how employees perform, with organizational commitment acting as a mediating factor in these relationships (Saebah & Merthayasa, 2024). A positive organizational culture increases job satisfaction, which in turn increases organizational commitment and employee performance (Wua et al., 2022). Organizational culture and organizational commitment are crucial in shaping employee performance. A strong organizational culture increases employee motivation and satisfaction, while a strong organizational commitment fosters loyalty and effort, improving performance outcomes. Organizations that aim to improve employee performance should prioritize fostering a positive culture and fostering commitment among their workforce. Understanding the dynamics between organizational culture, commitment, and employee performance is essential to improving productivity and job satisfaction across various sectors. Additionally, job satisfaction plays an important role in mediating this relationship, as employees who are satisfied with their jobs are more likely to show higher levels of commitment and performance (Indupurnahayu et al., 2024; Rahmadani & Winarno, 2023; Salam et al., 2023).

Organizations that want to increase employee productivity and satisfaction should foster a strong, supportive culture that fosters employee commitment. Research has demonstrated that a favorable organizational culture can enhance employee dedication and productivity. However, there is a lack of comprehensive studies examining how job satisfaction acts as a mediator between organizational culture, commitment, and employee performance, particularly within the context of the Ministry of Religious Affairs in Cilegon, Banten, Indonesia. The interplay among organizational culture, commitment, and employee performance is multifaceted and varied, especially when considering the mediating role of job satisfaction. While an increasing number of studies explore these constructs, specific research focused on the Ministry of Religious Affairs in Cilegon, Banten, Indonesia remains scarce. Organizational culture plays a crucial role in shaping employee conduct and attitudes, subsequently influencing job satisfaction and organizational commitment. A positive organizational culture can enhance job satisfaction by cultivating a supportive work environment that encourages employee engagement and motivation (Fu, 2023; Lesmana et al., 2023). This is especially relevant in public sector organizations, where aligning the organizational culture with employee values can lead to increased commitment and performance (Hadiyatno, 2021; Hasnawati et al., 2021). Job satisfaction is a mediator in this relationship, increasing employees' emotional attachment to their organization and further increasing their commitment (Bachri & Solekah, 2021; Fu, 2023).

The interaction between organizational culture, job satisfaction, and commitment has been explored in various contexts, emphasizing the need for a supportive environment that nurtures these relationships. Organizations should prioritize fostering a positive culture that aligns with the values and needs of employees to increase their satisfaction and commitment (Hadiyatno, 2021; Njoki et al., 2021). Limited research specifically aimed at the Ministry of Religious Affairs in Cilegon, Banten, Indonesia, the existing literature underscores the importance of understanding the dynamics between organizational culture, job satisfaction, and organizational commitment to improving employee performance. Future research in this specific context could provide deeper insights into how these relationships manifest and how they can be leveraged to improve productivity and job satisfaction. Investigating the effects of this mediation can provide valuable insights for policymakers and organizational leaders to develop strategies that improve employee performance.

The Office of the Ministry of Religion of Cilegon City is an office that deals with improving the quality of religious understanding, strengthening religious life and religious education, and encouraging internal harmony among religious organizations, based on the observations made by the researcher by the information obtained at the Office of the Ministry of Religion of Cilegon-Banten City regarding the empirical gap phenomenon in this study there are several supporting data that the researcher can present, The Cilegon City Ministry of Religious Affairs Office is targeting an attendance rate of 100%. In January, the Employee attendance percentage reached 78%. There was a decline in February, with attendance dropping to 71%. In March, The percentage increased again to 85% in April. There was another decline, with the

attendance percentage at 75%. Then, in May, The attendance percentage increased again to 82%, and in June, it decreased to 70%. In July, the attendance percentage rises again to 87%; in August, The attendance percentage drops to 72%; in September, There is an increase again to 80%; in October, The attendance percentage drops again to 65%; in November: The attendance percentage increases to 90%, in December: The attendance percentage drops again to 77%, which is possible.

The objective of this research is to assess how job satisfaction mediates the connection between organizational culture, organizational commitment, and employee performance within a predefined model in a specific office setting. Examining the intermediary effects of job satisfaction on these relationships can provide crucial information for decision-makers and organizational leaders. Grasping these interactions is crucial for creating effective approaches to enhance employee performance, particularly in government organizations like the Ministry of Religious Affairs located in Cilegon, Banten, Indonesia. Understanding these dynamics is vital for developing strategies that can improve worker productivity, especially in public sector entities such as the aforementioned ministry.

## 2. RESEARCH METHODS

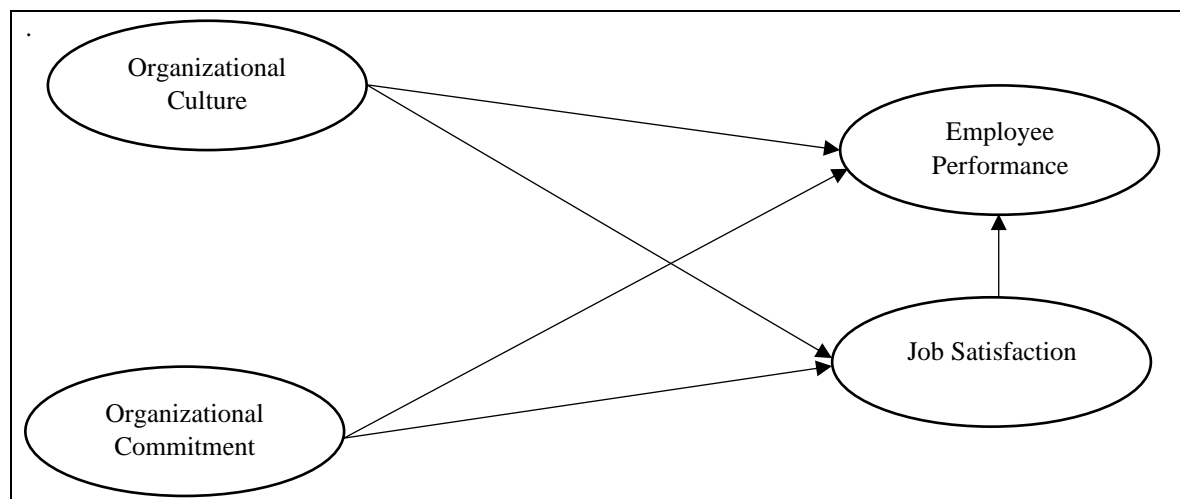
This research was conducted at the Office of the Ministry of Religious Affairs of Cilegon City, Banten, Indonesia, which is located at Jalan Sukabumi II, Plot Block I, Ciwedus Village, Cilegon District, Cilegon 42418; this study uses a quantitative research design to examine the relationship between the variables of interest.

**Table 1.** Operating Variable

No	Variable	Indicator	Scale of Measurement
1	Employee Performance Employee performance refers to the extent to which an employee can meet or exceed the expectations and standards set by the organization in carrying out their duties and responsibilities (Saleem et al., 2023)	Meanwhile, employee performance indicator instruments are; - Quality, - Quantity, - Punctuality, - Productivity, - Cooperative attitude (Afrasiabi et al., 2022)	Interval Scale 1-10
2	Organizational Culture Organizational culture is a set of values, norms, beliefs, and practices shared by members of an organization (Nguyen et al., 2023)	Reflecting organizational culture variables with five instruments, namely belief - Values, - Norms, - Rules, - Innovation for organizational change, - Feedback, and employee engagement (Haryadi et al., 2022)	Interval Scale 1-10
3	Organizational Commitment Komitmen organisasi adalah tingkat kesetiaan dan keterikatan seorang karyawan terhadap organisasi tempat mereka bekerja. Ini mencakup keinginan untuk berkontribusi pada tujuan dan nilai-nilai organisasi, serta keinginan untuk tetap berada dalam organisasi tersebut dalam jangka panjang (Saleem et al., 2023)	Meanwhile, organizational commitment has five indicator instruments, - Namely a sense of attachment - Responsibility, - Employee compliance, - Employee activities - A sense of concern for the organization (Syaechurodji et al., 2024)	Interval Scale 1-10
4	Job Satisfaction Job satisfaction is the positive or negative feelings that employees feel towards their jobs. It includes various aspects, such as the work environment, relationships with coworkers and superiors, tasks performed, and rewards received (El Mouaddib et al., 2023).	Job satisfaction Variation of indicator instruments: - a sense of pleasure - Aeeling happy with work, - recognition, awards, - colleagues, - Opportunities in career development (Ladelsky & Lee, 2023)	Interval Scale 1-10

In this study, the population in question is the employees of the Cilegon City Ministry of Religion Office, totaling 536 employees divided into 396 employees of the State Civil Apparatus and 140 employees of the State Civil Apparatus whose address is located on Sukabumi II Street Plot Block I, Ciwedus Village, Cilegon District, the respondents of this study were selected from the individual population by the research criteria. Respondents were included in the study if they met specific criteria, such as age, gender, and health status. They were selected using proportional stratified random

sampling based on the indicators used, namely the number of variables used, namely 20 indicators multiplied by 8, namely 160 respondents drawn into the sample (Ferdinand, 2014). In this study, the researcher used primary data using A survey instrument utilizing a 10-point Likert scale, ranging from 1 (strongly disagree) to 10 (strongly agree); the researcher shared a Google form on the selected sample, the secondary data the researcher observed data reports from agencies, the researcher literature study took theories from journals that had been published. This research was conducted from May 2024 to December 2024. The researcher's data analysis method applies Structural Equation Modelling (SEM) using Amos Version 26. The collected data was analyzed using the Measurement Model Evaluation technique by observing the loading factor of the validity criteria  $>0.50$ , Reliability  $>0.70$ , and AVE  $>0.50$ . The Structural Model observed the Goodness of Fit (GOF) value, so the calculation of the total influence was used to assess the indirect influence and reliability of the model estimate. The scientist developed several hypotheses. The initial proposition suggests that both organizational culture and commitment influence employee performance. The second postulation asserts that these same factors affect job satisfaction. The third hypothesis proposes that job satisfaction impacts employee performance. Lastly, the fourth hypothesis posits that job satisfaction acts as a mediator in the relationship between organizational culture and commitment and their effect on employee performance. The following is a description of the conceptual framework of this research can be seen in Figure 1.



**Figure 1.** Conceptual Framework

From the above framework, the researcher formulates the hypothesis as follows:

H1: Organizational culture can significantly affect employee performance.

H2: Organizational commitment can significantly affect employee performance.

H3: Organizational Culture can significantly affect employee job satisfaction.

H4: Organizational Commitment can significantly affect employee job satisfaction.

H5: Employee job satisfaction can significantly affect employee performance.

H6: Job satisfaction mediates the influence of organizational culture on employee performance.

H7: Job satisfaction mediates the influence of organizational commitment on employee performance.

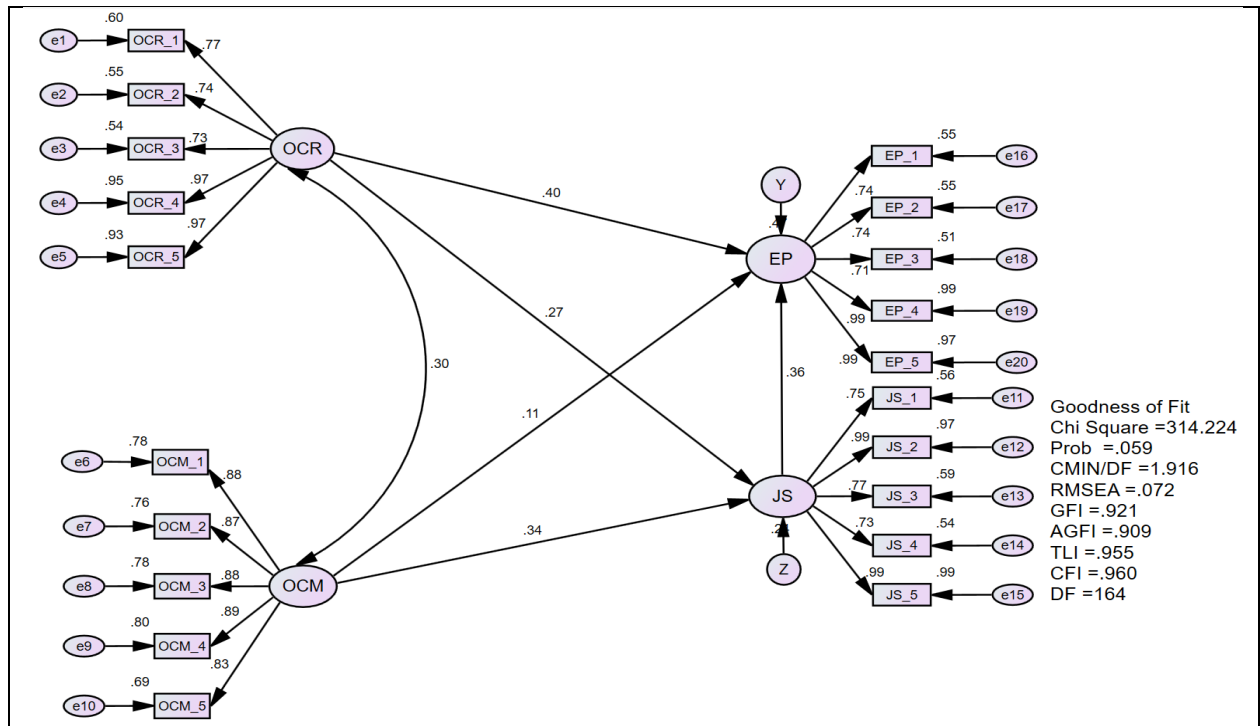
### 3. RESULTS AND DISCUSSION

#### 3.1. Confirmatory Factor Analysis (CFA)

Confirmation Factor Analysis (CFA) is an important statistical method used to validate measurement models by assessing the relationship between the observed variable and the underlying latent construction. Model fit evaluation is critical, typically using indices such as Chi-Square, RMSEA, and CFI to determine model adequacy (Sánchez et al., 2021; Sudarsono et al., 2022). Reliability is often assessed using Cronbach alpha and composite reliability (C.R.), while convergent validity is evaluated through Average Variance Extracted (AVE) (Aydın & Kabasakal, 2022; Wang et al., 2023). Various studies have used CFA to confirm factor structures of different scales, demonstrating its versatility across disciplines. This research will observe employees' perceptions of organizational culture, commitment, job satisfaction, and performance. In addition, the importance of CFA in bridging theoretical constructions with empirical data has been emphasized, highlighting its role in improving the robustness of research findings (Jokiniemi et al., 2022; Mejia et al., 2022). In conclusion, CFA is a fundamental tool in evaluating measurement models, ensuring that constructions are accurately and reliably represented across various fields of study. Reflecting organizational culture variables with five instruments, namely belief values, norms, rules, innovation for organizational change, feedback, and employee engagement (Haryadi et al., 2022); meanwhile, organizational commitment has five indicator instruments, namely a sense of attachment, responsibility, employee compliance, employee activities and a sense of concern for the organization (Syaechurodji et al., 2024), Job satisfaction Variation of indicator instruments a sense of pleasure, feeling happy with



work, recognition, awards, colleagues, and opportunities in career development (Ladelsky & Lee, 2023); meanwhile, employee performance indicator instruments are quality, quantity, punctuality, productivity, and cooperative attitude (Afrasiabi et al., 2022). The following are the results of measuring the validity of the loading factor of the research instrument presented in Figure 2 and Table 2 below:



**Figure 2.** Evaluation of Measurement Model

Reliability is often assessed using Cronbach alpha and composite reliability (C.R.), while convergent validity is evaluated through Average Variance Extracted (AVE) (Aydin & Kabasakal, 2022; Wang et al., 2023). Various studies have used CFA to confirm factor structures of different scales, demonstrating its versatility across disciplines. In this study, we will observe employees' perceptions of organizational culture, commitment, job satisfaction, and performance. In addition, the importance of CFA in bridging theoretical constructions with empirical data has been emphasized, highlighting its role in improving the robustness of research findings (Jokiniemi et al., 2022; Mejia et al., 2022).

**Table 2.** Construct Validity and Reliability

Variable Indicator	OCR (LF >0.50)	OCM (LF >0.50)	JS (LF >0.50)	EP (LF >0.50)	CR > 0.70	AVE >0.50
Organisational Culture					0.975	0.888
OCR_5	0.773					
OCR_4	0.973					
OCR_3	0.734					
OCR_2	0.744					
OCR_1	0.966					
Organizational Commitment					0.976	0.891
OCM_5		0.829				
OCM_4		0.892				
OCM_3		0.884				
OCM_2		0.874				
OCM_1		0.885				
Job Satisfaction					0.966	0.855
JS_1			0.751			
JS_2			0.987			
JS_3			0.765			
JS_4			0.732			
JS_5			0.993			
Employee Performance					0.959	0.828
EP_1				0.744		

Variable Indicator	OCR (LF >0.50)	OCM (LF >0.50)	JS (LF >0.50)	EP (LF >0.50)	CR > 0.70	AVE >0.50
EP_2				0.740		
EP_3				0.713		
EP_4				0.994		
EP_5				0.986		

Based on Table 2 above, the validity of each interaction instrument loading factor value >0.50, construct reliability has a value >0.70, and AVE >0.50, it can be concluded that it can meet the model evaluation criteria.

### 3.2. Structural Model

Evaluating the fit indices in Structural Equation Modeling (SEM) using AMOS is essential for confirming the validity of measurement models. Frequently used fit measures include the Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) (Islam et al., 2023; Mejia et al., 2022). AGFI values above 0.90 are generally acceptable, while RMSEA values below 0.08 indicate a good fit. In various studies, these indices have been utilized to confirm the structural validity of different scales. For instance, López et al. highlighted the importance of non-significant chi-square values as indicators of good model fit (Expósito-López et al., 2021). Emphasized the necessity of multiple fit indices to ensure robust model validation. The hypothesis analysis can be presented in Table 3 and Table 4 below:

**Table 3.** Hypothesis Test Direct Effect

Inter-variable Relationship	$\beta$	S.E.	C.R.	P
Organizational Culture → Employee Performance	0.408	0.074	5.530	0.000
Organizational Commitment → Employee Performance	0.121	0.074	1.632	0.103
Organizational Culture → Job Satisfaction	0.267	0.078	3.435	0.000
Organizational Commitment → Job Satisfaction	0.354	0.085	4.173	0.000
Job Satisfaction → Employee Performance	0.372	0.079	4.704	0.000

**Table 4.** Hypothesis Test Total Effect

Eksogen	Variable Intervening	Endogen	Direct	Koefisient Indirect	Total
Organizational Culture	-	Employee Performance	0.408	-	-
Organizational Culture	Job Satisfaction	-	0.267	-	-
-	Job Satisfaction	Employee Performance	0.372	0.267 * 0.372 + 0.408	0.507
Organizational Commitment	-	Employee Performance	0.121	-	-
Organizational Commitment	Job Satisfaction	-	0.354	-	-
-	Job Satisfaction	Employee Performance	0.372	0.354 * 0.372 + 0.121	0.252

### 3.3. Discussion

From the two tables of direct influence and total influence hypothesis, the researcher can explain in detail this study's findings, namely the study's first finding, which shows that organizational culture can affect employee performance. Hassil's data analysis shows that the organizational culture indicators with a high validity value exist in feedback to accelerate a cooperative attitude because effective feedback creates an open communication channel between employees and management, allowing constructive discussions. By reducing ambiguity with feedback, employees get clarity on expectations and expected performance, making them better equipped to collaborate. Organizational commitment cannot affect employee performance for the rest of the variables. This means several aspects must be known among others; if employees have a more normative or continuity commitment, they may remain loyal without high performance. Employees may have strong personal motivations not aligned with the organization's goals. They may be focused on personal achievements, which makes their performance independent of organizational commitment. Individual skills and abilities also influence employee performance. High commitment does not necessarily mean employees have the necessary competencies to perform well. Poor Working Conditions: An unsupportive work environment—such as a lack of resources, excessive workload, or conflicts between employees—can hinder performance, even if employees are highly committed. Lack of Managerial Support: Employees may feel unmotivated to implement their commitments through good performance if management does not provide adequate support. This study is different from the results of the study (Ma'arif et al., 2024) which stated that organizational commitment has a positive and significant effect on employee

performance. This study supports the results of the research conducted (Amelia et al., 2024) in the results of the research found that organizational commitment does not have a positive and significant influence on employee performance.

The second finding in this study is that organizational culture can affect job satisfaction. Result's data analysis shows that in organizational culture, indicators with a high validity value exist in feedback so that it can accelerate in colleagues because consistent and honest feedback helps build trust among colleagues, which is the basis of strong relationships. Coworkers who provide positive feedback tend to create stronger emotional bonds and support each other. Thus, the variable of organizational commitment can affect job satisfaction. Indicators with a high validity value are in employee activities so that they can accelerate colleagues because employees involved in team activities related to their work increase interaction with colleagues, creating a better atmosphere of cooperation. High activity shows the employee's commitment to the team's goals, encouraging colleagues to get involved (Mukhlisin et al., 2023; Putri et al., 2023).

The third finding in this study is that job satisfaction influences employee performance. Indicators with a high validity value are in colleagues to accelerate productivity and cooperative attitudes because colleagues who understand and appreciate their respective roles can better divide tasks, increasing efficiency. When colleagues work together, they can achieve better results than if they worked individually (Karsikah et al., 2023; Kurniawati et al., 2024; Syaechurodji et al., 2024).

The sixth data analysis finding reveals that job satisfaction can act as a mediator in the relationship between organizational culture and employee performance. A supportive workplace environment fosters a positive atmosphere, potentially enhancing employee job satisfaction. When employees' values align with the organization's culture, they tend to experience greater satisfaction and engagement. An inclusive culture that involves employees in decision-making processes can boost job satisfaction and, consequently, improve performance. Additionally, job satisfaction can mediate the impact of organizational commitment on employee performance. Employees who are highly committed to their organization often experience greater job satisfaction due to their belief in the company's objectives and principles. Organizational commitment contributes to a positive work environment, which in turn increases job satisfaction. Strong organizational commitment frequently comes with opportunities for professional growth, further enhancing job satisfaction. When employees perceive that the organization invests in their development, their job satisfaction increases, positively affecting their performance.

## 4. CONCLUSION

Based on the findings and analysis presented, we can draw several conclusions, including the significant impact of organizational culture on employee performance. A well-established organizational culture has been shown to positively affect employee performance, primarily through the implementation of effective feedback mechanisms that foster open communication within the workplace. Organizational Commitment Does Not Always Improve Performance; organizational commitment, primarily normative or continuance, does not always correlate positively with employee performance because employees may focus more on personal achievements. Organizational culture affects job satisfaction. A supportive organizational culture and consistent feedback can increase job satisfaction, helping build coworkers' trust. Organizational commitment affects job satisfaction. Organizational commitment can increase job satisfaction through employee involvement in team activities, which creates a collaborative atmosphere. Employee performance is influenced by job satisfaction. Enhanced job satisfaction can boost employee performance through improved teamwork among coworkers, leading to increased efficiency and productivity. Organizational culture impacts performance with job satisfaction serving as a mediator. The relationship between organizational culture and employee performance is mediated by job satisfaction, where a positive culture enhances satisfaction, thereby improving performance. Job satisfaction also acts as a mediator between organizational commitment and employee performance. In this relationship, high commitment levels increase satisfaction, which positively affects performance. These findings underscore the significance of organizational culture and commitment in enhancing employee job satisfaction and performance. From the conclusions above, we formulate the implications: Organizations should invest in building a positive culture, including creating effective feedback channels to improve communication. This can improve employee performance and overall job satisfaction. Management should consider ways to increase employee commitment that is not only normative but also intrinsic. Implementing professional growth and learning initiatives can enhance employee engagement and alignment with organizational objectives. By grasping the interplay between workplace culture, employee loyalty, job contentment, and individual output, companies can devise successful approaches to boost efficiency and enhance the work atmosphere. For future research, the variables of Interspersed and Extrinsic Motivation, Technical Implementation Competence, Empowerment, and Involvement of OCB employees should be added; by adding these variables in future research, a more comprehensive understanding of the factors that affect employee performance will be obtained and can be managed to achieve better results.

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