

The Influence of Organizational Culture and Transformational Leadership Style on Employee Performance supported by Employee job satisfaction.(Empirical Study on Permanent Employees and ContractsBPJS Health HeadOffice)

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Abstract: The government policy in public health requires BPJS Health of the Republic of Indonesia to remain competitive in providing optimal services to the community. BPJS needs to emphasize a solid organizational culture with superior transformation leadership to create job satisfaction and improved performance BPJS health employees of the Republic of Indonesia. This study aims to find out two perspectives of contract employees and permanent employees influence of organizational culture and transformational leadership style on employee performance supported by employee satisfaction at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. This research was conducted at the BPJS health center office. The sample in this study was 345 employees divided into two categories: contract employees and permanent employees—sampling techniques by random sampling in various divisions in BPJS Health Center. The assessment scale uses a 1-5 Likert scale ranging from strongly disagreeing to strongly agreeing. The survey was conducted by disseminating quantitative method questionnaires and then analyzed using SEM with the help of Lisrel (Linear Structural Relationship) 8.8 software. Then the method used is an analysis using SEM with the help of Lisrel (*Linear Structural Relationship*) 8.8 software. This research indicates that organizational culture and Transformational Leadership positively relate to employee satisfaction (BPJS) Health Center. While job satisfaction and transformational Leadership are positively associated with employee performance, organizational culture does not affect performance. The indirect relationship between corporate culture and transformational Leadership of employee performance through job satisfaction showed that the two variables were positively related to employee performance through job satisfaction. In the current relationship, style and organizational culture are indispensable for an organization's success. Specifically, in the present state, Precisely of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia, deep knowledge is required related to matters that affect employee job satisfaction to improve their performance.

Keyword: BPJS, Organizational Culture, Transformational Leadership, Job Satisfaction, Employee performance.

I. Introduction

Health policy in many developed countries is an interrelated thing with assessing and improving health in terms of the quality of health services (Davies *et al.*, 2000). The quality of health services becomes an absolute thing. Indonesia is one of the countries that use national health to provide health services for all its inhabitants (Nugroho *et al.*, 2019). At the primary level, the public health service organization does hold by Puskesmas, a functional organizational unit of health district/city, and given authority and responsibility to manage public health in each district/city concerned. One of the health services provided by the central government is the Social Security Organizing Agency or BPJS Kesehatan (Rahman *et al.*, 2015).

Handling the implementation of social security or BPJS required a lot of human resources in its management. Therefore, managing the low quality of human resources is one of Indonesia's problems, Where considerable human resources, when used effectively and efficiently, will be helpful to support the pace of sustainable national development (Sumarwinati *et al.*, (2019). It is necessary to implement the system/standard of service operations to improve and optimize employee performance (Irmawati, 2018). The key to good performance is vital. Different organizational culture with the same strategy does not get the same results for two organizations in the industry and the exact location (Wanjiku and Lumwagi, 2014). Corporate culture can have an impact on employee performance. Often, employees work harder to achieve organizational goals if they consider themselves part of the organization's culture (Narayana, 2017). With a solid corporate culture, employees can do something that I ed to be the right thing to do and feel valued for their actions (Wambugu, 2014).

The organizational culture that has been embedded in employees tends to increase employee

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satisfaction (Carvalho *et al.*, 2018). If employees grow their job satisfaction, they tend to improve employee performance (Sharma, 2017). Employee performance is the most significant scenario in an organization. When employees start performing well, it will affect the organization's entire operation (Weeraratna and Geeganage, 2014). Employee performance encourages the achievement of various tasks and responsibilities in the organization (Fidyah, 2020). Improve employee performance was also influenced by leadership style (Khan and Nawaz, 2016). A good leader must be able to control and direct the activities of his group members, give encouragement to subordinates, to achieve common goals. A leader can determine strategies, make plans, and motivate associates to produce effective and efficient performance (Mihaela and Sandu, 2020). In Lok and Crawford's research (2004), the contribution of leaders can determine the success or failure of an organization. Interaction between leaders and employees is characteristic by leaders' influence on changes in employee behavior into someone who is capable and highly motivated and strives to achieve high performance and quality performance (Aripin, 2013). In other words, a leader has the power to attract others without coercion so that together he realizes his vision.

Over the past few years, several research findings related to the organization's cultural relationship to employee performance, such as research conducted by the direct influence of organizational culture on the performance of employees Nkereuwem Stephen and Alfred Stephen, 2016; Saad and Abbas, 2018; Narayana, 2017; Wambugu, 2014) and *transformational leadership* style to employee performance was examined by Roz, 2019; Khalifa Elgelal and Noermijati, (2014); Atmojo (2012); Agron Hoxha (2019), further research on organizational culture and transformational Leadership on employee job satisfaction (Edward *et al.*, 2020; Paais and Pattiruhu, 2020; Wang *et al.*, 2012; Pawirosumarto *et al.*, 2017); Senjaya and Anindita, 2020; Kishen *et al.*, 2020). In addition, other researchers examined related employee satisfaction relationships to employee performance, such as research (Paais and Pattiruhu, 2020; Pawi smart *et al.* 2017; Edward *et al.*, 2020).

This research development from investigation researches generally still only limited to testing the direct influence of organizational culture on the performance of employees Nkereuwem Stephen and Alfred (2013; Saad, 2016, Saad and Abbas, 2018, Narayana, 2017, Wambugu, 2014) and *transformational leadership* style on employee performance researched by Roz, 2019; Khalifa Elgelal and Noermijati, (2014); Atmojo (2012); Agron Hoxha (2019), further research on organizational culture and *transformational Leadership* on employee job satisfaction (Edward *et al.*, 2020; Paais and Pattiruhu, 2020; Wang *et al.*, 2012; Pawirosumarto *et al.*, 2017). However, there is a gap in this research where Researcher another factor from the previous study, namely to different characteristics, namely permanent employees and contract employees. The second is the variable of job satisfaction in measuring the indirect influence of organizational culture and transformational leadership style on employee performance—the three objects of research at the Social Security Organizing Agency (BPJS Kesehatan). The Fourth is, this research was accepted at the time of pandemic covid and 2021.

While the purpose of this study for researchers is as a material knowledge related to the performance and satisfaction of employees in terms of leadership style and organizational culture, in addition to knowing two perspectives of contract employees and permanent employees associated with the influence of corporate culture and transformational leadership style on employee performance supported by employee satisfaction, these Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, this research was used for reference or input on company policies related to job satisfaction and employee performance review from the application of organizational culture and leadership style within the company.

II. LIBRARY REVIEW

Organizational Culture

Organizational culture is the characteristic and embodiment of personality within each organization (Morcos, 2018). Organizational Culture has substantial consequences in influencing individuals, group behavior, and overall organizational performance (Gupta and Pyngavil, (2012). Similarly, according to Salehipour and Ahmand (2018), the organization's culture is the value of an institution, created by the behavior of everyone in the organization and the shared behavior of the organization in general. Organizational culture is the shared values and norms of members of the organization (Yesil and Kaya, 2013).

Furthermore, according to Hsu (2014), Organizational culture relates to the values, beliefs, and norms of behavior that employees have in organizing for an extended period to influence the behavior and attitudes of employees. Added with Kumari and Singh's research (2018) which suggests the organization's culture refers to a system of shared assumptions, values, and beliefs that show people behave inappropriately and inappropriately. These values have a strong influence on employee behavior as well as organizational performance. Organizational culture is a variety of interaction characteristics of habits that affect groups of people in an environment (Maria, 2019). Corporate culture is the organization's members and how they communicate and behave in work (Manurung and Sihombing, 2018). The cultural dimension of the organization, according to Al-Bourini *et al.* (2013), Has four dimensions, namely, The applicable value (*Meaningful Values*), support and promotion values (*Support and Promotion Values*), discipline values (*Discipline values*), and freestyle values

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(Freestyle values).

Transformational Leadership Style

Leadership can be defined as the process of influencing people to get the desired results (Asrar-ul-Haq and Kuchinke, 2016). Wen *et al.* (2013) leadership can control a group of people to achieve a vision or set of goals. Leadership is the process of guiding and people's behavior of people in the work environment (Anitha Kumari, 2012). Leadership is a process by which one individual influences individuals to achieve a common goal (Sulamuthu and Yusof, 2018). Generalist and Towers (2015) suggests that leadership style is an essential skill that must be learned and trained to achieve organizational goals. So, the role of leaders in an organization is significant. The success of any organization depends on the leadership style practiced by the leaders (Veliu et al., 2017). Leadership style is defined as the type of relationship used by an individual use people work together with a common goal or goal (Al Khajeh, 2018). Most leaders adjust their leadership style according to an organization's demands and work environment (Ith, 2011). An effective leader can influence his followers to reach out to the organization's goals (Batista-Taran et al., 2009). leadership begins with the individual having the vision and then taking the necessary actions to achieve the goal. Leaders should also treat others as equals when pursuing a change (Bahmanabadi and Ferdelt, 2015).

Abodunde et al. (2017) identified five leadership styles: charismatic Leadership, *Transactional Leadership*, Transformational Leadership, *visionary Leadership*, and culture-based Leadership. Of the five styles, researchers will examine *transformational leadership* styles. Transformational leadership style is a leadership style in which a leader inspires subordinates to attach importance to the organization's interests rather than his interests to make the necessary changes (Alqatawenh, 2018). According to Pratama (2016), *transformational Leadership* is a process in which leaders and subordinates develop an integrated level of morality and motivation. Transformational Leadership focuses on identifying potential associates and encouraging and motivating subordinates with their abilities (Arokiasamy and Tat, 2020). The transformational leadership style is a source of inspiration for associates and brings about change in an organization (Ith, 2011). According to (Ih 2011), transformational Leadership has four on, motivation, ideal influence, intellectual stimulation, and individual considerations.

Employee Job Satisfaction

Job satisfaction can be defined as a person's feelings about a job (C. Swarnalatha and T. S. Prasanna, 2012). Job Satisfaction is one of the principal attitudes that can affect human behavior in the workplace (Hettiarachchi, 2014). Employee job satisfaction is the expectation of employees in their work, the level of happiness obtained from the condition of service condition is a factor that determines the effectiveness of an organization (Idiegbeyan Oset et al., 2019). Job satisfaction also reflects one's feelings towards her work from everything encountered in the work environment (Putri, 2018).

Job satisfaction refers to people's attitudes and feelings about their work. A positive attitude will be beneficial or, a negative attitude will not be favorable to the job indicating job satisfaction (Anbari et al., 2015). Job satisfaction is an expression of an employee's work and expectations of the results of the work that employees want in an organization (Parameshwari and Suresh, 2015). Job satisfaction is a measurement of the extent to which an employee has positive feelings about the work or work environment of Jayasankara Reddy (2015). Satisfaction is a feeling of achievement, and how successful an employee is in his job affects the relationship between the Employee's Performance and the Employee's welfare (Inuwa, 2016). According to Idiegbeyan Ose et al., (2019) there are 3 three dimensions in job satisfaction, namely promotion, conducive work environment, and employee recognition

Employee Performance

Performance is the performance of work obtained by an employee in performing his duties following his responsibilities (Supriadi *et al.*, 2018). Performance is the Employee's overall result or success rate during a specific period in carrying out his duties, such as job standards, job targets, or pre-determined criteria agreed upon (Sarwani, 2016). Employee performance records result obtained from certain job functions for a particular employee period (Nwakoby et al., 2019). According to Rosita and Yanuar (2019), research performance results from an employee or actual behavior displayed according to his role in an organization. Employee performance does usually see in terms of results. However, it can also be seen in terms of behavior (Shigenobu and Ikeda, 2013).

Employee performance is essential for an organization to make every effort to help underperforming employees. Performance does classify into five elements: Planning, monitoring, development, assessment, and reward (Sharma and Taneja, 2018). Employee performance involves output and looks of quantity and quality of work (Djoemadi et al., 2019). Employee performance is the performance of work or work results (*output*), both quality and quantity achieved by employees per one period of time in carrying out their work duties following the responsibilities given to employees (Arman et al., 2019). Employee performance can be described as a system of behavior attributed to the organizational objectives each employee's been assigned to complete (Langat et al., 2019). According to (Pradhan and Jena, 2017, there are three dimensions of employee

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performance, namely: *task performance, adaptive performance, and contextual performance*

III. RELATIONSHIPS BETWEEN VARIABLES AND HYPOTHESES.

Organizational Culture and Employee Job Satisfaction

Gibson et al. (2011) said the culture of this organization needs to be distinguished into a weak and robust culture. A strong culture does demonstrate by organizational values reflected in employee behavior. The greater the importance that employees can accept, the stronger the corporate culture, the more likely it will be to influence employee behavior. Solid values and leadership styles shape a strong culture. In addition, a strong culture is determined by equality (shared) and identity (intensity). Equalization shows the extent to which each member of the organization has the same values. Identity indicates the level of commitment of organization members to the values applicable to the organization (Sutanto, 2002). Kotter and Heskett (1997) revealed that a solid organizational culture would trigger employees to think, behave, and behave following the organization's values. Conformity between the organization's culture and its members that supports it will lead to job satisfaction. A solid organizational culture does require each organization for job satisfaction to increase.

Organizational culture can affect employee job satisfaction, which corporate culture has identified as an essential aspect of organizational behavior, and this is useful in explaining how the organization functions (Nkereuwem and Alfred, 2016). In addition, corporate culture has a strong substantiality on job satisfaction, where employee job satisfaction depends on individuals to other individuals and supports the condition of the organization (Nadarasa, 2013). Organizational culture and job satisfaction among employees need to be improved. One way to improve job satisfaction, among others, is to strengthen the organization's culture because it impacts job satisfaction (Miharty, 2013). Therefore, a conducive organizational culture will cause a level of employee satisfaction in the organization.

Research on the influence of organizational culture on employee satisfaction has been conducted by several researchers as follows Nkereuwem and Alfred (2016); Nadarasa (2013); Miharty (2013); Wambugu (2014); Pawirosumarto et al. (2017), which found that organizational culture has a positive influence on job satisfaction, where a corporate organizational culture, will lead to a level of employee satisfaction towards the organization. In line with the study, the authors tried to propose the following initial hypothesis:

H1^a: Organizational Culture Positively Affects the Job Satisfaction of Permanent Employees.

H1^b: Organizational Culture Positively Affects the Job Satisfaction of Contract Employees.

Transformational Leadership Style and Employee Job Satisfaction

By applying the right leadership style, a leader can influence employee job satisfaction. Leadership is seen as an essential actor and plays a central role and a determining factor of employee job satisfaction. Janićijević et al. (2018) argue that one factor that most affects employee job satisfaction is Leadership. In addition, Leadership has a positive impact on research job satisfaction (Karada Ć, 2015). While many leadership styles can affect employee job satisfaction, this study only pays attention to *transformational* Leadership (Bushra et al., 2011). One form of Leadership that affects job satisfaction is *transformational* Leadership, where it directly affects employees in the form of high creativity (Kim and Lee, 2011).

We choose transformational Leadership because of its supportive, productive, and innovative nature. Cumming et al. (2010) stated that Leadership that cares only about worker output and does not care about their feelings would fail in achieving employees' best efforts. The study suggests that *transformational* Leadership should be adopted to improve worker satisfaction. Miles and Mangold (2002) stated that job satisfaction is facilitated by leader performance and effective supervisory interactions with employees. A leader's ability to identify and resolve employee conflicts determines an employee's perception of a leader's performance.

Research on the influence of *transformational* Leadership on employee job satisfaction has been conducted by several researchers such as Kim and Lee (2011); Karada Ć (2015); Beads (2016); Ibraheemet al. (2011); Bushra et al. (2011), which found that *transformational* Leadership has a positive influence on job satisfaction. Transformational leadership has a significant impact on employee satisfaction due to its supportive, productive, and innovative nature in dealing with employees. In line with the study, the authors tried to propose the following initial hypothesis:

H2a: *Transformational* Leadership Positively Affects Permanent Employee Job Satisfaction.

H2a: *Transformational* Leadership Positively Affects Contract Employee Job Satisfaction.

Organizational Culture and Employee Performance

High organizational culture will explain how employees think and make and make the right decisions to ultimately affect and improve employee performance (Saad & Abbas, 2018). Organizational culture, which results from the interaction of habitual traits that affect groups of people within their organization's corporate environment, will form an overall subjective perception of the organization based on factors such as risk tolerance, pressure on the team, and people's support. The over generally emotion will be the culture or

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personality of the organization that can influence employee job satisfaction and employee performance as well as a tremendous more significant on the development of more robust organizational culture (Niam and Shah, 2019). Narayana's research (2017) stated that organizational culture as a dynamic force in the organization is exciting and interactive, and it does shape by employee movement and management and behavior and attitude. Previous studies have indicated a link between organizational culture and employee performance. In the research, Nkereuwem and Alfred (26), revealed that the cultural organization's culture impacts the performance of employees.

Research on the Influence of Organizational Culture on employee performance has been conducted by several researchers such as Nkereuwem and Alfred, (2016); Saad and Abbas (2018); Narayana (2017); Wambugu (2014); Pawirosumarto *et al.* (2017), which found that Organizational Culture has a positive influence on Employee Performance. It explains that high organizational culture can positively impact employee attitudes and behavior, and ultimately, employees can complete tasks before a set grace period (Narayana, 2017). In line with the study, the authors tried to propose the following initial hypothesis:

H3a: Organizational Culture positively affects the Performance of Permanent Employees.

H3b: Organizational Culture positively affects the Performance of Contract Employees.

Transformational Leadership Style and Employee Performance

Transformational Leadership directly affects employee performance, and it can be seen by the Leadership's openness to always invite employees to work together in finding solutions to a problem. Transformational leadership style does carry out using the application and approach of consultation, communication, discuss concerns to produce that over-explanation, and can be run in all situations and be the best solution for its employees (Rana *et al.*, 2019). The impact of the implementation of transformational Leadership is improved employee performance, thus implying that the leadership style used by the Leadership has a significant impact on employee performance. When Leadership improves skills better, it will improve the performance of employees as well (Wambugu, 2014).

Transformational Leadership can improve the motivation and climate of the organization towards employee performance (Manik, 2016). Thus, there needs to be the attention of leaders in the organization to increase employee motivation and create a more conducive organizational climate to improve employee performance. Research on the influence of *transformational* Leadership on employee performance does been conduct by several researchers such as Roz (2019); Abou-Moghli, (2018); Agron (2019); Khalifa and Noermijati (2014); Manik, (2016); Kishen *et al.* (2020); Edward *et al.* (2020); Miller (2020), who found that *transformational* Leadership has a positive influence on Employee Performance. This indicates that leaders who have the maximum *transformational* style will have a significant impact on employee performance. In line with the study, the authors tried to propose the following initial hypothesis:

H4a: Transformational Leadership Style Positively Affects the Performance of Permanent Employees.

H4b: Transformational Leadership Style Positively Affects Contract Employee Performance.

Employee Job Satisfaction and Employee Performance

Each individual will have a different level of satisfaction according to the individual's own seen prided action. Job satisfaction directly affects employee performance. To improve employee performance, it is necessary to pay attention to the sense of importance assimilate with the organization, give employees the freedom to innovate. Create a comfortable working atmosphere, and build good come exemplary cation among employees with superior supervisors need to be established (Wagiman and Sutanto (2019). Job satisfaction has an important essential factor in the workplace because an organization's success can only be obtained on the basis of the individual success of its employees (Rivai *et al.*, 2019). With job satisfaction, encourage employees to improve performance for the better by staying in one company and career in the long run. Therefore, a strong organizational culture is required by each organization in order for job satisfaction and employee performance to improve so as to improve the overall performance of the organization.

Research on the effect of job satisfaction on employee performance has been conducted by several researchers such as Elprida Sidabutar *et al.* (2016); Kishen *et al.* (2020); Paais and Pattiruhu (2020); Edward *et al.* (2020), which found that Employee Satisfaction has a positive influence on Employee Performance, it explains that high Employee Satisfaction can create a positive impact on Employee Performance. In line with the study, the authors tried to propose the following initial hypothesis:

H5a: Job Satisfaction positively affects The Performance of Permanent Employees

H5b: Job Satisfaction positively affects Contract Employee Performance

Organizational Culture and Employee Performance through Job Satisfaction

An organizational culture managed, organized, organized, and created for harmonious interaction will encourage organizations to optional administrative issues. In addition, valued innovation, participation-intensive and conducive joint decision making, can lead to improved aspects of job satisfaction whose impact will

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improve employee performance (Ilyas and Abdullah, 2016). If organizational culture is an essential aspect in improving performance, then the organization's culture must be appropriately managed. To be able to handle the organization well requires a clear understanding and attention to the organization's culture (Daud et al. 2019; Latief et al. 2019; Latief et al. 2018; Syardiansah et al. 2018). Each organization or company has an organizational culture that forms rules or guidelines in thinking and acting to achieve a set goal. This means that a growing and well-maintained corporate culture would push the organization towards better development (Syardiansah et al., 2020).

Research on job satisfaction on employee performance does been conduct by several researchers, such as Syardiansah et al. (2020);2017.Ilyas and Abdullah (2016),who found that organizational culture has a positive influence on Employee Performance through job satisfaction, explains that high Employee Satisfaction can positively impact Employee Performance.In line with the study, the authors tried to propose the following initial hypothesis:

H6a: Organizational Culture positively affects Employee Performance through Employee Job Satisfaction

H6b: Organizational Culture positively affects Employee Performance through Employee Job Satisfaction

Transformational Leadership Style to Employee Performance through Job Satisfaction

Leadership style becomes an essential factor that influences work behavior, such as Employee Performance. In addition, the leadership style directly affects Job Satisfaction through its thoroughness in creating exciting jobs and work environments, the delegation of responsibilities, and the application of regulations well. Therefore, leaders with the right leadership style will cause employee satisfaction to their work, and the impact of their performance increases. Pratama (2016, shows that *transformational* leadership style has a positive influence on employee performance, where job satisfaction mediation gives equally good results as well.

Research on the influence of job satisfaction on employee performance has been conducted by several researchers such as Edward *et al.* (2020);Pambudi et al. (2016); Primary (2016);Roz (2019),which found that *transformational* Leadership Style and job satisfaction had a positive and significant influence on employee performance. Transformational Leadership has a significant impact on employee performance through jobsatisfaction, and it shows that an ex. *Transformational* Leadership Style will significantly improve Employee Performance along with high Employee and actionIn line with the study, and the authors tried to propose the following initial hypothesis:

H7a: Transformational leadership style positively affects Employee Performance through Permanent Employee Job Satisfaction

H7b: *Transformational* leadership style positively affects Employee Performance through Job Satisfaction of Contract Employees

Based on the results of previous research and the initial hypothesis does describe above, the following is the research framework for both samples of permanent employees and contract employees as follows:

IV. Research Framework

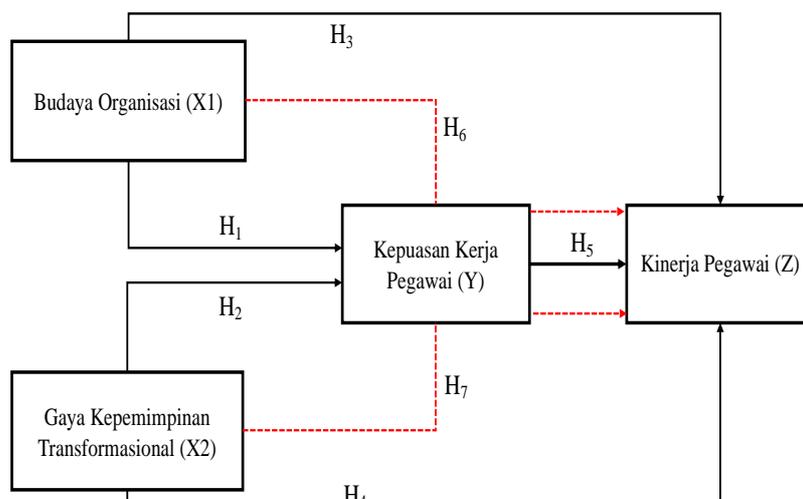


Figure 1. Conceptual Research Framework Model

V. RESEARCH METHODS

This type of research is done using a quantitative does approach. In this study, we aim to find out the relationship between four variables, namely organizational culture (X1), transformational leadership style (X2), job satisfaction (Y), and employee performance (Z). The research was conducted at the BPJS health office in Jakarta in Indonesia. This research is quantitative. The population used in this study is all employees at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. The samples in this study were permanent employees and contract employees at the Office of the Social Security Organizing Agency (BPJS) of Central Health in Jakarta, Indonesia. In this study, the determination of samples using the formula Hair et al. (2012) where the number of indicators multiplied by five so that the number of pieces in this study is $69 \times 5 = 345$ respondents. Sampling techniques by random sampling in various divisions in the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. The assessment scale uses a 1-5 Likert scale ranging from strongly disagreeing to strongly agreeing (Muda et al., 2017). The survey was conducted by disseminating quantitative method questionnaires and then analyzed using SEM with the help of *Lisrel (Linear Structural Relationship) 8.8 software*. In this study, there are several variables such as organizational culture (X1), transformational leadership style (X2), employee job satisfaction (Y), and employee performance (Z).

The cultural variables of the organization are seen based on research that has been done by (Al-Bourini et al., 2013). Has four dimensions, namely, The applicable value (*Meaningful Values*), support and promotion values (*Support and Promotion Values*), discipline values (*Discipline values*), and freestyle values (*Freestyle values*) with the number of statements as many as 24 (Twenty-four) items. On the variable of transformational leadership style seen based on research that has been done by (Ith, 2011) measurement using four dimensions namely Inspirational Motivation, Ideal Influence, Intellectual Stimulation, and Individual Considerations. This study used 10 (ten) item statements. For employee job satisfaction variables in this study, research was conducted (Idiegbeyan Oset et al. 1, 2019). measurement using 3 dimensions: promotion, conducive work environment, and employee recognition with the number of statements as many as 12 (Twelve) items. And variable employee performance in this study was based on research conducted (Pradhan & Jena, 2017) measurement using three dimensions: task performance, adaptive performance, and contextual performance with the number of statements as many as 23 (twenty-three) items.

Research Results

Analysis using SEM with the help of *Lisrel (Linear Structural Relationship) 8.8 software*, the results of this study will be widely described for and looking at the relationship of four variables, namely Organizational Culture, Transformational Leadership Style, Employee Job Satisfaction, and Employee Performance on the perspective of contract employees and permanent employees.

Respondent Profile

In this study, some information is related to consumer demographics such as age, occupation, education, and work experience. This is having been summarized in Table 1. below.

Table 1. Respondent Profile

Demografi Responden		Frekuensi	Persentase (%)
Usia	<20 Tahun	3	0.9
	>20-30 Tahun	218	63.2
	>30-40 Tahun	113	32.8
	>40-50 Tahun	9	2.6
	>50 Tahun	2	0.6
Pekerjaan	Pegawai Kontrak	173	50.1
	Pegawai Tetap	172	49.9
Pendidikan	SLTA/SMU/SMK/Sederajat	25	7.2
	Sarjana (S1)	275	79.7
	Pasca Sarjana (2)	45	13.0
	Sarjana (S1)	275	79.7
Pengalaman Kerja	< 5 Tahun	188	54.5
	>6 – 10 Tahun	69	20.0
	>10-15 Tahun	77	22.3
	>15- 20 Tahun	9	2.6
	>20 Tahun	2	0.6

Source: Lisrel Processed Data 8.8.

Based on the respondent demography description results, the highest age group in this study was 20-30 years old, with a percentage of 63.3%. Furthermore, the group of contracts employee's occupation occupied the

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most elevated position with 173 and the p rate of 50.1%. For Education, the highest group was Bachelor with the number of 275 and 79.7%. The highest work experience group was under five years, with 188 respondents with a rate of 54.5%.

Descriptive Analysis

The data used in this study is primary data obtained through the division of questionnaires divided into 69 indicators/statements representing four latent variables. The scale used to use the Likert scale and has been filled by 345 respondents.

Validity and Reliability Test

Analysis of the validity of the measurement model in the early stages of CFA has been done by testing whether the t-value of the standardized loading factor of the observed variable meets the reasonable requirements of ≥ 1.96 and standardized loading factor of the variables observed in the model is sufficient for good conditions great is with a cut off value of ≥ 0.70 or a cut off value of ≥ 0.50 . Reliability analysis of measurement models are done by calculating the construct reliability (CR) and Variance extracted (AVE) values of standardized loading factors and variance errors, where according to hair et al. in Wijanto (2008: 66) states that a construct has good reliability if it meets the requirements of Construct Reliability (CR) and Variance Extracted (AVE). After offending estimates tests and stated that all observed variables totaling 69 no values exceeded the accepted limit, validity and reliability tests could be conducted, and in this test using SEM method with Lisrel 8.8 program, which found the following findings:

Validity Test

Organizational Culture (BO) variables do measurer 24 observed variables, Transformational Leadership (KT) was measured from 10 observed variables, Employee Satisfaction (KK) was calculated from 12 variables observed from all observed variables, Employee Performance (KP) was measured from the 23 observed variables, it is was found that all observed variables met the validity requirements, where loading factors ≥ 0.50 , and t-values ≥ 1.96 , with details of the test results contained in table 6 (appendix).

Reliability Test

After conducting validity tests, the researchers then conducted reliability tests by calculating construct reliability (CR) and Variance Extracted (AVE) values on all 345 variables observed. The result obtained from the calculation is that all observed variables used to assess all variables meet reasonable reliability requirements. The value of Cronbach Alpha evidences this has met the reliability requirements, where the importance of Cronbach Alpha ≥ 0.70 , the details of the reliability test result, is in table 7.

Table 7 Reliability Test

Variable	Cronbach Alpha (>0.6)	Result
Organizational Culture	0.966	Reliability
Transformational Leadership	0.906	Reliability
Job Satisfaction	0.918	Reliability
Employee Performance	0.966	Reliability

Source: SPSS Processed Data (2021)

Confirmatory Factor Analysis (CFA)

Measurement Model Validity Analysis

The measurement model models the relationship between latent variables and observed/measured variables. These relationships are reflective, where variables are regarded as reflections of related latent variables. Usually, in SEM, this relationship is con-generic, i.e., one observed variable only measures or reflects a latent variable. The measurement model attempts to confirm whether the observed variables measure or reflect a latent variable. Thus, the analysis of this measurement model is also known as Confirmatory Factor Analysis (CFA). The final result of CFA was based on the analysis of the suitability of all models, analysis of the model's validity, and analysis of the model's reliability (Wijanto, 2008).

From the output of Lisrel 8.8, the standardized loading factor of organizational culture has a value above 0.6. This will mean that the ten indicators in the organization's cultural variables are statically valid and significant so that no hands need the eliminated. At the same time, the standardized loading factor of transformational Leadership has a value above 0.6. This will mean that the ten indicators in the transformational leadership variable are statically valid and significant so that no hand needs to be eliminated. Furthermore, the standardized loading factor of job satisfaction (KK) has a value above 0.6. This means that the 12 indicators in the job satisfaction variable are statically valid and significant so that no hands need to be eliminated. The last *standardized loading factor* of employee performance (KP) has a value above 0.6. This means that the 23 indicators in the employee performance variable are statically valid and significant so that no indicated hands

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are to be eliminated.

Normality Test

Normality analysis is one of the assumptions in structural equation modeling (SEM) to test whether a data distribution on a single matrix variable produces a normal distribution. The assumption of normality in this study was tested by looking at skewness and kurtosis values greater than 0.05. The p-value result of this skewness and kurtosis of researchers is < 0.05 or significant, which means that *multivariate* data is not distributed normally.

Table 12. Multivariate Normality Test

	Skeness	Kurtosis	Skewness and Kurtosis
Value	1.179		
Z Score	30		
P-Value	0.00	0.00	0.00
Chi-Square			1.203

Source: LISREL 8.8 (2021)

By using average to normalize the continuous variable, skewness and kurtosis values are obtained according to Table 12. This indicates that multivariate data does not distribute normally. However, according to Hair et al. (2006), deviations of data abnormalities can be ignored if the sample size exceeds 200. In this study, the number of samples used as many as 345 so that the assumption of normality can be ignored and tested for model compatibility.

Match Test (Goodness of fit)

The results of the overall match test of the research model based on Table 13 obtained the following results: First Chi-Square and p-value, Where the value of chi-square is 3055.14 with a p-value of 0.00, which indicates that the model is less good (poor fit) because chi-square is higher than chi-square table ($df=343$) and the p-value is smaller than 0.05. Both Root Mean Square Error of Approximation (RMSEA), where RMSEA Value 1.00 indicates that the model is a poor fit because it exceeds the requirement where more significantly more significant than 0.08 (≤ 0.08) The third is the Non-Normed Fit Index (NNFI), where nonfit values range from 0 to 1, where the more value produced, the better the model used. In this case, the NNFI value is 0.99, which means the model is good to use (good fit).

The fourth is a normed fit index (NFI), where the NFI value is 0.98, which can be concluded that the model is declared d good fit. Fifth is Parsimony Normed Fit Index (PNFI). On requirements also get a value of 0.95 (≥ 0.90), which means that the model is worth using (good fit). The sixth is a comparative fit index (CFI), on the requirements of CFI get a value of 1 (≥ 0.90), which means that the model is worth using (good fit). The seventh is the Incremental Fit Index (IFI), where the IFI value is declared a good fit when the ≥ 0.90 , where the Lisrel output results indicate a value of 1 which means that the model is worth using. The eighth is the Relative Fit Index (RFI), the RFI value of 0.98 (≥ 0.90), which can be concluded that the model is declared a good fit. The ninth in the s Goodness of Fit Index (GFI), GFI value of 0.80 which completed concluded that the model is declared marginal *fit* because the value is between the requirements of ≥ 0.80 and < 0.90 , The Tenth is Adjusted Goodness of Fit (AGFI), AGFI value of 0.79 (≥ 0.90), which can be concluded that the model is declared unfit (poor fit) because it is below marginal fit (≥ 0.80 and < 0.90). The last eleven is Parsimony Goodness of Fir (PGFI) PGFI value of 0.76 (≥ 0.90), which can be concluded that model declared unfit (poor fit) because it is below marginal fit that is at least 0.8. Based on the above match test results, seven of the 11 criteria are declared a good fit which means that the model continued for structural testing because it has been declared viable or fit.

Determination Coefficient (R-Square)

The coefficient was determined, or R-Square can be interpreted as significant dependent variables represented by variations of independent variables in the research model.

Table 14. Determination Coefficient Table

Variable	R Square Amount
Job Satisfaction	0.7
Employee Performance	0.83

Source: Lisrel 8.8 (2021)

It appears that the R-square value of job satisfaction is 0.7, which means that the job satisfaction variable is represented 70% by the variety of organizational culture and Transformational Leadership. While on employee performance, the R-square value of 0.83 means that this variable does define by 83% by the variable

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corporate culture, transformational Leadership, and job satisfaction. At the same time, the remaining 17% does characterize by other variable variations.

Structural Model Analysis

After analyzing Confirmatory Factor Analysis (CFA), latent scores can be measured for each latent variable. Furthermore, the complete structural model in this study is seen in figure 2.

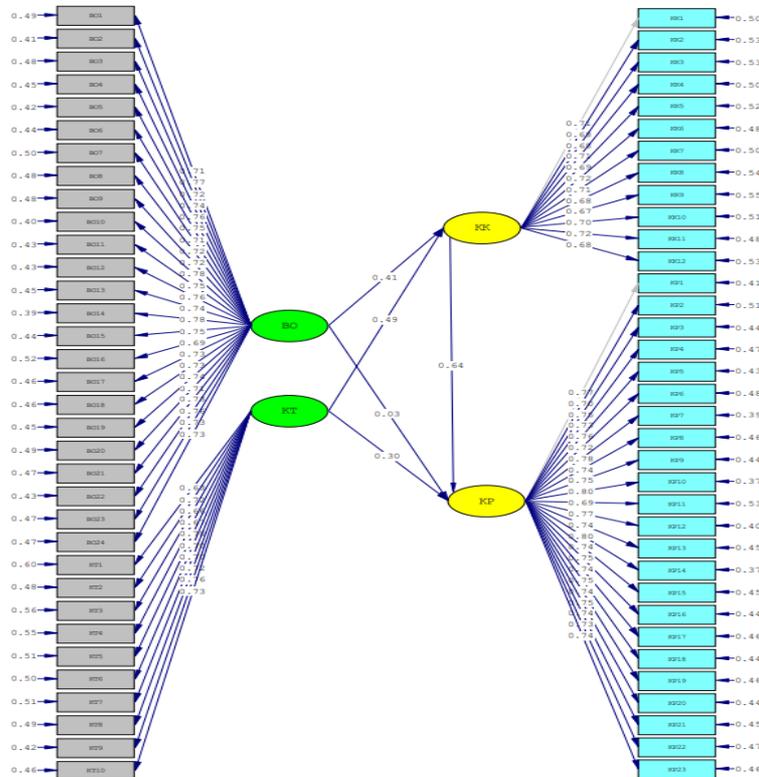


Figure 2. Complete Structural Model

Source: LISREL 8.8 (2021)

Based on the overall results of structural model analysis described above, it can be summarized into the table presented below by linking the results of the study with the hypotheses of the research model:

Table 17. Final Hypothesis

Hypothesis	Remark
H1a: Organizational culture positively affects the job satisfaction of permanent employees	Accepted
H1b: Organizational culture positively affects the job satisfaction of Contract employees	Accepted
H2a: Transformational Leadership positively affects the job satisfaction of permanent employees	Accepted
H2b: Transformational Leadership positively affects the job satisfaction of Contract employees	Accepted
H3a: Organizational culture positively affects the performance of permanent employees	Accepted
H3b: Organizational Culture positively affects the performance of contract employees	Accepted
H4a: Transformational Leadership positively affects the performance of permanent employees	Accepted
H4b: Transformational Leadership positively affects contract employee performance	Accepted
H5a: Job satisfaction positively affects the performance of permanent employees	Accepted
H5b: Job satisfaction positively affects the performance of contract employees	Accepted
H6a: Organizational culture positively affects Employee Performance through permanent employee job satisfaction	Accepted
H6b: Organizational Culture positively affects Employee Performance through employee job satisfaction Contracts	Accepted
H7a: Transformational Leadership positively affects Employee Performance through permanent employee job satisfaction	Accepted
H7b: Transformational Leadership positively affects Employee Performance through Employee Job Satisfaction Contract	Accepted

VI. Discussion

The Influence of Organizational Culture on Employee Job Satisfaction

Based on the structural model analysis results between organizational cultural variables to job satisfaction, there was a positive relationship of 0.41 and a significant effect with an at-stat score of 6.76 (>1.96). Thus, hypothesized one is acceptable. This data supports that a strong organizational culture will result in higher job satisfaction and vice versa. This show will show that the strong corporate culture of BPJS

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Kesehatan Pusat has a significant improvement impact on employee job satisfaction at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. Thus, explaining that the organizational culture at BPJS Kesehatan Pusat is one of the essential variables that can improve employee job satisfaction.

So far, the organizational culture that BPJS health has applied to contract employees has been good, especially concerning the level of compliance with the regulations, in other employees respect the applicable was working hours and working hours in the company was only used for work, seriousness in carrying out the work charged makes employees able to apply the values considered good by contract employees. This is inseparable from the characteristics of contract employees who are primarily in productive age with a working period of under five years. At that time, establishing experience and insight of work is still ongoing so that they are easier to accept the work culture that exists in the organization. Furthermore, in the perspective of permanent employees, the expected organizational culture is the need for a form of attention of the company related to the needs of employees, for example, the existence of adequate facilities and applying clear rules, when the company has given what employees want, it will further improve job satisfaction in the company's environment. In this case, the culture of the organization has created an impact on employee job satisfaction.

The results of this study are in line with research that has been conducted by several researchers such as Nkereuwem and Alfred (2016);Nadarasa (2013); Miharty (2013);Wambugu (2014),Pawirosumarto et al. (2017),which states that the organizational culture positively affects job satisfaction is acceptable, where a solid and conducive corporate culture, will increase employee satisfaction towards the organization.

Influence of Transformational Leadership Style of Employee Job Satisfaction

Based on the results of the structural model analysis of transformational leadership variables to job satisfaction, there was a positive relationship of 0.49 and a significant effect with an at-stat score of 7.70 (>1.96). Thus hypothesis 2 is acceptable, and there is a substantial influence between transformational Leadership and job satisfaction. That is data supports that strong Transformational Leadership will provide higher job satisfaction and vice versa.The transformational leadership styles affect employee job satisfaction. These results show that the higher the transformational leadership style, the higher the Employee's job satisfaction.

Explanation related to the application of transformational leadership style in BPJS Health explained that most contract employees consider that transformational Leadership has not been in line with expected expectations, it is necessary to transform the leadership style that can be a role model for followers, considering that contract employees are in the age range of 20-25 years. Where the age requires a different leadership style, and according to the current conditions or for millennials, furthermore, the perspective on permanent employees explains that the transformational leadership style gives an ideal influence and can motivate all permanent employees. A leader strives continuously to raise the spirit of working in the organizational environment. The role of leadership style that can generate employee job satisfaction remains indispensable.

The results of this study are in line with research that has been conducted by several researchers such as Kim and Lee (2011);, Karada Ğ (2015);, Beads (2016);Ibraheemet al.(2011);Bushra et al.(2011); Ibraheem et al. (2011), which states the transformational leadership style positively and significantly affects job satisfaction. These results provide evidence that a solid transformational leadership style can improve employee job satisfaction.

The Influence of Organizational Culture on Employee Performance

Based on the structural model analysis results between organizational cultural variables to employee performance, there was a positive relationship of 0.03 and an insignificant effect wat a t-stat value of 0.63 (<1.96). Thus, hypothesis 3 does reject, and there was no significant influence between the organization's culture on the performance of employees. This study showed no positive effect of organizational culture on the performance of employees in the Central Health Social Security Organizing Agency (BPJS). This research explains that the strong culture of the organization does not affect the performance of employees. Some things cause the ups or downs of employee performance and the factor. The organization's culture less at the performance of contract employees remains based on the ease of work tools, work processes, work environment and not, her supporters in helping employees complete their work.

The organizational culture run at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia, has contributed to or influences e satisfaction. Still, there are factors to improve the performance of its employees. The overall performance of contract employees has a low rating compared to the implementation of permanent employees, so it is necessary to adjust the compensation provided. This is necessary to maintain their performance. On the quality of work may need to be given special attention and given improvement and supervision while working and training both soft skills and hard skills to employees to achieve the company's goals. Provisions related to the term of the employment agreement should be considered and evaluated following the requirements of the law. Permanent employees do not occur problems, in addition to the organizational culture in the Social Security Organizing Agency (BPJS) Health Center adheres to the value of freedom. The management of the companies encourages new ideas, and companies apply regulations that are flexible in serving the interests of workers. Therefore, the role of an excellent organizational culture can

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generate employee work.

This research on the influence of Organizational Culture on employee performance is not in line with Nkereuwem and Alfred's study, (2016); Saad and Abbas (2018); Narayana (2017); Wambugu (2014); Pawirosumarto *et al.* (2017), which found that Organizational Culture has a positive influence on Employee Performance. While this research is in line with a study conducted by Windrawati and Purwanto (2020), Koesmono (2005); Yuwalliatin (2006); and Morrison (1997), which explains that organizational culture does not affect employee performance.

The Influence of Transformational Leadership Style on Employee Performance

Based on the results of the structural model analysis of transformational leadership variables to employee performance, there was a positive relationship of 0.30 and had a significant effect with the t-stat value of 5.37 (>1.96). Thus, hypothesis 4 is acceptable, and there is a substantial influence between transformational Leadership and employee performance. The transformational leadership style run at the Office of the Central Health Social Security Organizing Agency (BPJS) can impact employee performance.

This research shows that the influence of transformational leadership style on the performance of employees in the Social Security Organizing Agency (BPJS) Health Center in the view of contract employees is quite good. Because judging by how a leader communicates to contract employees is not rigid, meaning the work situation can be liquid, this is to encourage employees to become good employees. In the view of the permanent employees of the existing leadership style di Social Security Organizing Agency (BPJS) Health Center, in addition to agreeing what the contract employees in the style of Leadership in terms of communion, added with the view of a leader can have a clear understanding and ability to inspire employees with a plan for an organization to be better again. Therefore, the transformational leadership style influences the performance of employees at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia.

Research on the Influence of Transformational Leadership on employee performance in line with Agron Hoxha research (2019); Roz (2019); Abou-Moghli, (2018); Agron (2019); Khalifa and Noermijati (2014); Manik, (2016); Kishen *et al.* (2020); Edward *et al.* (2020); Miller (2020), who explained that transformational solid Leadership has a positive effect on improving Employee Performance. That leaders who have the maximum transformational style will have an impact on employee performance.

Effect of Employee Job Satisfaction on Employee Performance.

Based on the structural model analysis of the variable job satisfaction to employee performance, there was a positive relationship of 0.64 and a significant effect with the at-stat value of 8.70 (>1.96). Thus, hypothesis 5 is accepted, and there is a considerable influence between job satisfaction and employee performance. This research shows that high job satisfaction of employees affects improving employee performance at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. That will mean that the higher the Employee's Job satisfaction felt by an employee, the better the work performance. This study shows that despite the increased pleasure and performance of employees, there are significant differences between contract employees and permanent employees where the opportunities of existing careers and regular promotions are different, in addition to the validity period of the employment relationship and severance rights received if the employment relationship is severed. Employees still have a more extended working period than contract employees.

The working period of contract employees is limited to contractual agreements agreed by employees and companies. Generally, in contractual arrangements with a 1-year active period, employees who renew their contracts will be required to sign a new contract agreement for the following year. Employees who have finished their contract period and does not renew by the company are not entitled to severance. In contrast, permanent employees who experience termination of employment (layoffs) who meet the terms and conditions receive severance. Thus, the company must create a comfortable working environment to be satisfied for the Employees comfortable. When the Employees are satisfied, then the performance will improve. Research on the effect of job satisfaction on employee performance in line with Wagiman and Sutanto research (2019); Elprida Sidabutar *et al.* (2016); Kishen *et al.* (2020); Paais and Pattiruhu (2020); Edward *et al.* (2020), which states that with the job satisfaction obtained by an employee, then the Employee will give and show higher performance.

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

Based on the structural model analysis results between organizational cultural variables to employee performance through job satisfaction, there was a positive relationship of 0.26 and a significant effect with an at-stat score of 5.71 (>1.96). Thus, hypothesis 6 is acceptable, and there is a significant favorable influence between organizational culture and employee performance through job satisfaction. The study found a positive and meaningful indirect relationship between the artistic style of the organization to the implementation of employees through employee job satisfaction. This study showed that at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. The influence of organizational culture on employee job satisfaction in the Central Health Social Security Organizing Agency (BPJS) does see from the perspective of contract employees, namely if the company provides a comfortable work environment and provides means of transportations from/to the job site. It will arise a sense of satisfaction for them. In this case, the culture

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embraced in the Office of the Social Security Organizing Agency (BPJS) Health Center in Jakarta provides supporting and promotional value. Therefore, the field of employees remains very profitable and very satisfied if the performance can be special attention from the company so that an excellent organizational culture can arouse employee job satisfaction. If the Employees are satisfied, then a good performance arises.

Research on the influence of organizational culture through job satisfaction on employee performance is in line with the research of syardiansah et al. (2020). Ilyas and Abdullah (2016) found that organizational culture positively influences Employee Performance through job satisfaction. explains that high Employee Satisfaction can positively impact Employee Performance. In line with the study, the authors tried to propose the following initial hypothesis:

The Influence of Transformational Leadership Style on Employee Performance through Job Satisfaction

Based on the *structural* model analysis of *transformational* leadership variables on employee performance through job satisfaction, there was a positive relationship of 0.31 and had a significant effect with an at-stat score of 6.58 (>1.96). Thus, hypothesis 7 is acceptable, and there is a considerable influence between *transformational* Leadership on employee performance through job satisfaction. The study found a positive and meaningful indirect relationship between *transformational* leadership style to employee performance through employee job satisfaction. Job satisfaction is an essential factor in the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. With high job satisfaction, employees can improve their performance.

According to contract employees, the factors job satisfaction that gives a significant influence is that employees provide the full opportunity to provide the potential that they have in their work so that employees are satisfied with the results of their work. The contract employees are the attitude of a leader who they consider reasonable. After all, a leader allowed them to constantly explore the potential that they have, and the efforts and support of the organization in improving working conditions according to employees remain very satisfactory. The leader with his leadership style pays special attention to permanent employees to arouse employee satisfaction with a good leadership style. If the Employee is satisfied, a good performance arises at the Office of the Social Security Organizing Agency (BPJS) Health Center in Jakarta, Indonesia.

Research on the effect of job satisfaction on employee performance in line with Prabowo et al. research (2018); Edward *et al.* (2020); Pambudi et al. (2016); Primary (2016); Roz (2019), which found that *transformational* Leadership Style through job satisfaction has a positive and significant influence on employee performance. Transformational Leadership has a significant impact on employee performance through job satisfaction. It shows that an excellent *transformational* Leadership Style will significantly improve Employee Performance and high Employee Job Satisfaction.

VII. Conclusion

This research found conclusions related to the influence of organizational culture and *transformational* leadership style on employee performance supported by employee satisfaction at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia. This study showed that organizational culture and transformational Leadership positively relate to employee job satisfaction (BPJS) Health Center. While job satisfaction and transformational Leadership are positively associated with employee performance, the organizational culture does not affect employee performance.

The indirect relationship between organizational culture, *transformational* Leadership, and employee performance through job satisfaction showed that the two variables were positively related to employee performance through job satisfaction. A strong leadership style and organizational culture are indispensable for an organization's success in its current state. Specifically, at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia, deep knowledge is required related to matters that affect employee job satisfaction to improve their performance.

Limitation

This study has limitations in analyzing the results of research. Rules in this study do expect to be fined in future research. First, this study factors influencing employee performance insisted on only three variables: organizational culture, *transformational* leadership style, and employee job satisfaction. At the same time, many other factors affect employee performance, such as job level, education level, and work motivation, which can enrich findings. Second, this research conducts at the Office of the Central Health Social Security Organizing Agency (BPJS) in Jakarta, Indonesia, and further research analysis worked in other sectors. Third, the population in this study the number of samples in this study is still in the minimum recommended number according to the number of indicators available.

suggestion

Suggestions for further research so that this research model can do used for research with different case studies, both in service, services, and other manufacturing fields. The population and sample of the study can be improved so that the study results do maximize, and researchers can use technical analysis and test of the more comprehensive data. Researchers also advise the next researcher to develop this research model by adding

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variables and the variables used in this study to add insight to improve performance.

Managerial Implications

The implication of the results of this study that employee performance does influence by employee job satisfaction, this shows because there is a different perspective between contract employees and permanent employees; an essential factor to note in running an organization is the achievement of employee job satisfaction, it does see that employee job satisfaction can improve employee performance. Social Security Organizing Agency (BPJS) Health Center must develop an excellent organizational culture to enhance employees' job satisfaction, contract employees, and permanent employees, which can be done by creating a positive work atmosphere. A good leadership style and a culture are expected to improve performance by achieving employee job satisfaction in carrying out their primary duties and functions.

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