

The Role of Organizational Culture in the Relationship of Personality and Organization Commitment on Employee Performance

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The main objective of this study is to examine the role of organizational culture as a mediating variable in the relationship between personality and organizational commitment on employee performance in North Aceh Health Office, Indonesia. There were 130 respondents who participated in this study and the data was analyzed using statistical software: SEM-AMOS. The findings of the data analysis show that personality and organizational commitment have a significant and positive relationship on organizational culture and employee performance. Organizational culture partially mediates the relationship of personality and organizational commitment on employee performance. The results of this study recommend that employees be required to improve self-awareness of work, service-friendly work and aggressiveness to work as an ongoing practice to improve employee performance.

Key words: *Personality, organizational commitment, organizational culture, employee performance.*

Introduction

Human resources are one of the determining factors in developing an organization to improve performance (Tanuwibowo & Sutanto, 2014) and adhere to a principle of quality employee performance (Tarin & Nasution, 2014). As Colquitt, et. Al., (2009) argue, there are several other factors that influence the improvement of employee performance and become a measure, such as the personality of the employee, organizational commitment and organizational culture. According to Rivai, (2009), a measure of changes in employee performance is also influenced by one's personality behaviour, organizational commitment and organizational culture. Performance can also be an achievement in carrying out services to the community in a certain period based on the goals and targets set, or the results from the behaviour of employees (Ivancevich, et. Al., 2008).

Performance according to Dessler, (2013) means evaluating employees in the present and/or in the past as relative to the employee's performance standards. In addition, Manzoor, et.al, (2011) state that performance is a measure of one's success in carrying out a job. Based on observation at the research location, there is a decrease in the quality of work as a lot of work cannot be completed on time and the specified target cannot be achieved. Another problem was identified regarding the responsibilities of the job. There are many employees who are weak in job responsibilities, lack teamwork and direct interaction with colleagues and use a manual work method which leads to very low target achievement.

Furthermore, the factor that influences employee performance is organizational culture. According to Luthans, (2011) organizational culture comprises the norms and values that direct the behaviour of organizational members. Organizational culture is a basic assumption pattern as a way of thinking, seeing, feeling and behaving in relation to norms and practices, organizational stories, traditions and rituals and certain symbols in an organization (Schein, 2004). According to Robbins (2008), organizational culture is a perception of shared meaning. This is similar to the opinion of Bauer & Erdogan, (2012), who state that organizational culture refers to a system of shared assumptions, values and beliefs that are indicated by both proper and inappropriate employee behaviours. By seeing the reality in the area of research, the work ability of employees is often far from satisfying. Community expectations about the norms of service seem to be ignored. Most of them wait for the boss's orders to do their job. If there are no orders, they will not do anything as after all, there is no effect on their salary whether they do the job properly or not. This is how the rise of lack of discipline cases has become an inherent thing in government employees.

Personality is an individual behaviour that determines a person's ability to adapt uniquely to his environment. Personality is most often described in terms of traits that can be measured as shown by someone (Robbins, 2008). Personality is usually depicted in behavioural

characteristics such as self-confidence, dominance, social ability, autonomy, self-defence, adaptability and aggression (Allport & Omar, Rashid, 2013). The research results of this study identified the problem that needs to be addressed in understanding personality as can be seen from the decreasing friendship between fellow employees; difficulty in obeying superiors and co-workers and lack of a clear meaning of life all of which interfere with work and the workplace increasingly is unable to accommodate employee complaints and capabilities so that lack of understanding and consideration of interests and talents is prevalent.

Literature Review

Personality

A person's personality is formed by the influence of expected behaviour as determined by the respective community and in the workplace, according to the nature of the work. It is attached to personality competencies the most positive of which reflect discipline, stability, maturity, wisdom and authority with good morals as role models in society. Personality is a personal characteristic that causes the emergence of consistent feelings, thoughts and behaviours (Cervone & Pervin, 2012; Feist & Feist, 2008); Sjarkawi, (2008); Mulyadi, (2016). Personality is formulated as described by Allport, et. Al (2013) and Moorhead and Ricky (2008) and is a dynamic organization in individuals as a system of psychophysics that determines their way of adjusting to the environment.

According to Kreitner and Kinicki (2014) and Thoah (2012), personality is a combination of physical and mental characteristics that are permanent and give identity to a person and create organizational order, ability and personal trust, expectations and experiences. Meanwhile Robbins & Judge, (2013) suggested several individual characteristics including: sex, marital status, age, education, family income and tenure; whereas, according to Sopiah, (2008) individual characteristics are biographical characteristics, personality, perceptions and attitudes. In addition, there are two big factors that can affect a person's personality in his life according to Sjarkawi (2008) comprising both internal and external factors. Determinants of personality according to (Robbins and Judge (2013) include ancestry, environment and situation.

According to Arief Subyantoro, (2016), everyone has views, goals, needs and abilities that are different from each other and he mentions indicators of individual characteristics including: abilities, values, attitudes and interests. Furthermore, Robbins and Judge, (2013) suggest that personality indicators include abilities as individual capacities, intellectual values, objective attitudes and interests in pleasure. According to Arifin and Barnawi, (2012), there are several factors that influence a person's personality, including biological, social and cultural factors. Personality refers to the structure and tendency of a person that explains their patterns of thought, emotional and behavioural characteristics. Colquitt, et.al, (2009) define the five

dimensions of personality: (i) agreeableness is demonstrated by a person who has warmth, kindness, cooperation, sympathy, help and is courteous; (ii) Extraversion is demonstrated by a person who is talkative, friendly, passionate, assertive, brave and dominant (in contrast to introverts who are rather shy and reserved); (iii) Neuroticism is displayed by a neurotic person who is nervous, moody, emotional, uncomfortable and jealous; (iv) Emotional stability is displayed when a person is trustworthy, hard-working, reliable, and responsible; (v) Openness is evident in people who are open, always curious, imaginative, creative, refined and moderate.

Organizational Commitment

Robbins & Judge (2013) and Mathis & Jackson (2012), expressed their opinion that organizational commitment is the level at which an employee sides with an organization and its goals and desires to maintain membership in the organization. While Luthans, (2011) explanation is that organizational commitment is an attitude where an employee shows loyalty and is a continuous process of someone expressing attention to the success of the organization. Benefits of organizational commitment for organizations according to Ivancevich, et.al. (2008) are as follows: someone who is committed is not likely to quit his job and accept other jobs; Research shows that the lack of commitment can reduce organizational effectiveness; Colquitt, et.al, (2011) stated that organizational commitment can influence whether an employee will remain as a member of the organization or leave the organization to look for another job. Employees who are committed and have high expertise will reduce the need for supervision of them and increase the effectiveness of the organization. Whereas according to Luthans (2011), an organization whose employees have organizational commitment will achieve the desired results such as high performance, low employee turnover and low absence rates.

Ganesan and Weitz, (1996) identified indicators of organizational commitment as: feelings of being part of the organization; pride in the organization; concern for the organization; strong desire to work for organizations; strong belief in organizational values and great willingness to strive for the organization. According to Newstrom, (2011), organizational commitment is the level at which individuals take sides and want to continuously actively participate in the organization, which is reflected through the following characteristics: the existence of strong beliefs and acceptance of the values and goals of the organization; willingness to try the best for the organization, and a definite desire to survive in the organization.

Organizational Culture

In the opinion of Robbins and Judge, (2013), organizational culture is a shared perception of members of the organization; a system of shared meaning. Whereas according to Schein (2010), organizational culture is a feature of the basic assumptions that are found or developed

by a group to learn to deal with group problems from external adaptation and internal integration which have worked well. Furthermore, Mathis and Jakson (2006) state that organizational culture is a pattern of mutually agreed upon values and beliefs that give meaning to members of the organization and rules of behaviour. Meanwhile the definition of organizational culture according to Kinicki and Fugate (2013) is a common set, taken to provide an implicit assumption that groups hold and determine how they view, think and react to various environments. Whereas according to Kreitner and Kinicki (2003), organizational culture is a form of assumption that is owned and implicitly received by the group that determines how the group feels, thinks and reacts to its diverse environment.

In addition, according to Robbins (2008), the functions of organizational culture are as follows: Culture creates clear distinctions between one organization and another; Culture brings a sense of identity to members of the organization; Culture facilitates the emergence of a commitment to something wider than one's individual self-interest; Culture is a social glue that helps unite the organization by providing appropriate standards for employees to do; Culture as a mechanism for making meaning and control, guides and shapes employee attitudes and behaviour. Organizational culture is possible to deal with changes. According to Robbins (2008), cultural change can be effected by: making behaviour management a model; creating new history, symbols and customs and beliefs in accordance with the desired culture; choosing to promote and support employees; determining the process of re-socializing new values; changing the appreciation system with new values; replacing unwritten norms with formal or written rules and the existence of sub-culture through job rotation and improved teamwork.

Performance

Every employee in the organization is required to make a positive contribution through good performance, given the performance of the organization depends on the performance of its employees (Gibson, 2012). While according to Rivai (2011), performance is a term in general that is used in part or all the actions or activities of an organization in a period. Furthermore, Mangkunegara (2013) stated that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Robbins and Judge (2013) define performance as a result achieved by employees in their work according to certain criteria that apply to a job. According to Moeherton (2012) performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in a strategic planning of an organization.

In relation to the measurement of work performance and employee performance, according to Robbins (2008), the factors that influence performance are as follows: Quantity of work;

Quality of work; and Timeliness. According to Moorhead and Griffin (2013) employee performance is influenced by several factors: Job Quality; Job Quantity; Job Knowledge; Teamwork; Creativity; Innovation and Initiative. Sutrisno (2014) suggests that there are two factors that affect performance: individual discipline and environmental factors. The individual factors in question are: Efforts that show a number of physical and mental synergies are used in carrying out the tasks; Abilities, namely the personal qualities needed to carry out a task. According to Tiffin and Cornick (2013) there are also two variables that can affect performance, individual and organizational variables and social and organizational factors, including organizational regulations; the nature of the organization; the type of training and supervision; the wage system and the social environment. Another opinion expressed by Purwanto (2013), is that performance is influenced by two factors: the Ability factor which includes knowledge, education, experience, practice, interest, skills and personality and the motivation factor which involves social conditions; formal and informal organizations; leadership; trade unions; individual need; physiology; social; egoistic; physical conditions and work environment.

Research Framework and Hypothesis

The empirical model framework of this study discusses and examines the influence between personality and organizational commitment and the effect on employee performance as mediated by organizational culture. In the opinion of Robbins and Judge (2013) there is a positive relationship between performance, personality, commitment and organizational culture. Likewise, the opinion of Luthans (2011) is that employee performance is closely related to organizational culture, commitment and personality of employees. Another suggestion put forward by some experts Colquitt, et.al, (2009); Dessler (2013); Kreitner and Kinicki (2014) suggests that there is a relationship between personality, organizational commitment and organizational culture in the context of employee performance.

Additional to the relationship of theory, empirical studies are also needed in this context. Some previous researcher studied various relationships between personality, organizational commitment, organizational culture and performance. According to the results of research by Nasyroh and Wikansari (2017) and Nurandini and Lataruva (2014), there is a significant relationship between personality traits and employee performance. The results of further research conducted by Dirwan (2014) and Soepardjo (2014), suggests that there is a significant relationship between organizational culture and organizational commitment in terms of employee performance. Other findings by Marchalina et.al, (2018) and Rizqi, et.al, (2015) suggest that there is a relationship between personality and organizational culture on employee performance. The results of follow-up studies conducted by Kosasih and Sutanto, 2014), Darajat and Rosyidah (2012) and Susanti and Widayat (2016) also found that there is a

significant relationship between personality, organizational culture and organizational commitment in the context of employee performance.

Relationship between Personality and Organization Culture

The results Ang, et. Al. (2006) research and Marchalina et.al. (2018) suggest that there is a significant and positive relationship between employee personality and organizational culture. Other empirical studies examined by Nurjanah and Rofaida (2016); Fatimah, et.al, (2015) suggest that the everyday behaviour and personalities of employees has a significant relationship with their organization culture. Based on the results of theoretical and empirical analysis, the research hypothesis of this study can be formulated as follows:

H1: Personality has a significant and positive influence on Organization Culture of Employees of The North Aceh District Health Office

Relationship between Organizational Commitment and Organizational Culture

The findings of research by Darajat and Rosyidah (2012) and Tanuibowo and Sutanto (2014) suggest that there is a significant and positive relationship between organizational commitment and organizational culture. The results of other empirical studies conducted by Syahrudin (2016) and Usmany, et.al, (2016), suggest that there is a significant and positive relationship between organizational commitment and organizational culture. Based on the description, the following hypothesis can be formulated:

H2: Organizational commitment has a significant and positive effect on organizational culture of the North Aceh District Health Office Staff.

Relationship between Personality and Employee Performance

The results of research conducted by Awadh and Wan Ismail (2008), and Abdullah et al. (2013) argue that the personality of an employee and employee performance have a positive and significant effect related to the work. Other research findings by Nasyroh and Wikansari (2017) and (Indarti, et. Al. (2014) suggest that there is a significant relationship between the personality of an employee and his performance. Based on the above description, the following hypothesis can be formulated:

H3: Personality has a significant and positive effect on employee performance in the North Aceh District Health Office.

Relationship between Organizational Commitment and Employee Performance

The results of the research conducted by Abdullah et.al, (2013); and Damayanti, et.al, (2017), and AH Arifin, et.al, (2018) suggest that there is a positive and significant relationship between organizational commitment and employee performance. The findings of other studies conducted by (Kosasih and Sutanto (2014), Nurjanah and Rofaida (2016), and Muzakkir, et.al, (2017) suggest that there is a significant relationship between organizational commitment and employee performance. A further hypothesis can be formulated as follows:

H4: Organizational Commitment has a significant and positive effect on and against the performance of North Aceh District Health Office staff.

Relationship between Organizational Culture and Employee Performance

The results of research conducted by Purnama (2013) and Eddy and Gorda (2016) suggest that there is a positive and significant relationship between organizational culture and employee performance. In other research conducted by Mariam (2009) and Fauzi, et.al, (2016) it is argued that there is a significant and positive relationship between organizational culture and employee performance. Based on this description, a hypothesis can be formulated as follows:

H5: Organizational culture has a significant and positive effect on employee performance in the North Aceh District Health Office.

Relations of Mediation, Organizational Culture, Personality and Employee Performance

The research findings based on previous research conducted by Award and Alharbi, Mohammed (2013), Pangewa (2015), Narayana (2017), Mohamed and Abukar (2013), Darsana (2014) suggest there is a significant relationship between organizational culture that mediates between personality and performance and then with the logic of the relationship between the influences of the relationship the following hypothesis is formulated:

H6: Organizational culture mediates the influence of personality significantly and positively on Employee Performance.

Relations Mediation between Organizational Culture, Organizational Commitments and Employee Performance

The research findings of Tanuwibowo and Sutanto (2014), Syahrudin, (2016), Soepardjo (2014), Nikpour (2017), Narayana (2017), and Judges (2015) suggest that there is a positive and significant relationship among commitment to performance with mediation by

organizational culture. This means that organizational culture strengthens the relationship between organizational commitment and employee performance.

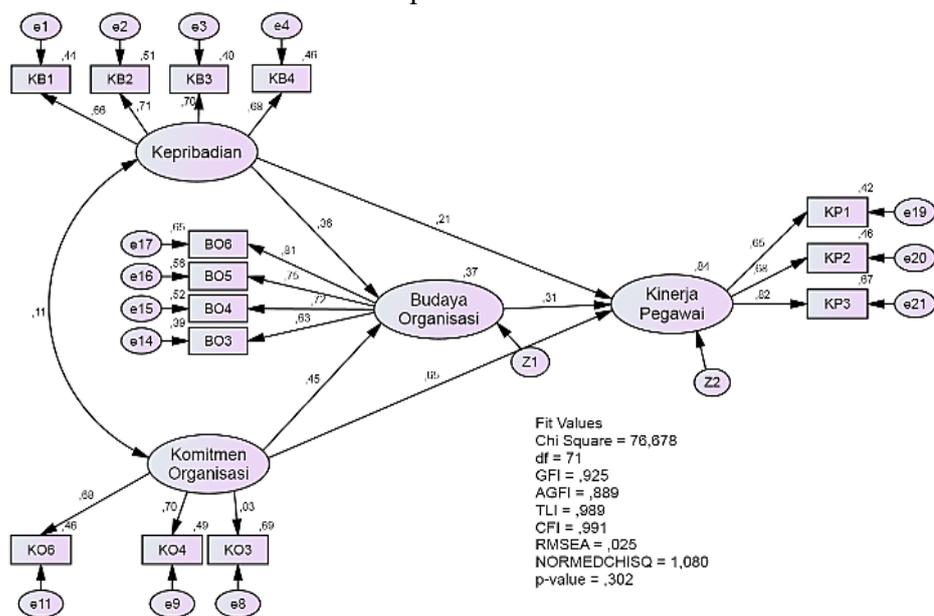
H7: Organizational Culture mediates the influence of organizational commitment significantly and positively on employee performance.

Results and Discussion

Results

This research was conducted at a health office in North Aceh Regency with a sample 135 civil servants as census samples. The analysis model in used is structural equation modelling (SEM) to analyze the relationship of research variables. Full testing of SEM models aimed to see to what extent the basic model formed in this study meets the criteria goodness of fit so that the model can describe the phenomenon of research. The full SEM model can be seen in Figure 1 below

Figure 1. Full Model of Structural Equation Model - AMOS



Furthermore, based on the SEM test, it can be analyzed how much influence of exogenous variables (personality and organizational commitment) on endogenous variables (organizational culture and employee performance) as shown in Table 1 below:

Path Analysis			Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
Culture Organization	<--	Personality	0.359	0.327	0.102	3.220	0.001
Culture Organization	<--	Organization Commitment	0.449	0.322	0.083	3.892	****
Employee Performance	<--	Personality	0.208	0.182	0.079	2.288	0.022
Employee Performance	<--	Organization Commitment	0.648	0.446	0.086	5.175	****
Employee Performance	<--	Organization Culture	0.315	0.302	0.109	2.771	0.006

Based on the table, it can be explained that the direct effect of 5 exogenous variables on endogenous variables have entirely significant and positive effect. The influence of organizational commitment on employee performance is the largest, 64.8%, while the lowest influence is the personality on the performance of employee employees with a value 20.8%. Results will be discussed below.

According to Ghozali (2013) the direct effect analysis aims to see how strong the influence of a latent variable with other latent variables either directly (direct effect) or indirectly (indirect effect) and also the total effect (total effect) can be stated in the following Table 2 below:

Table 2: Direct and Indirect Effect among variables

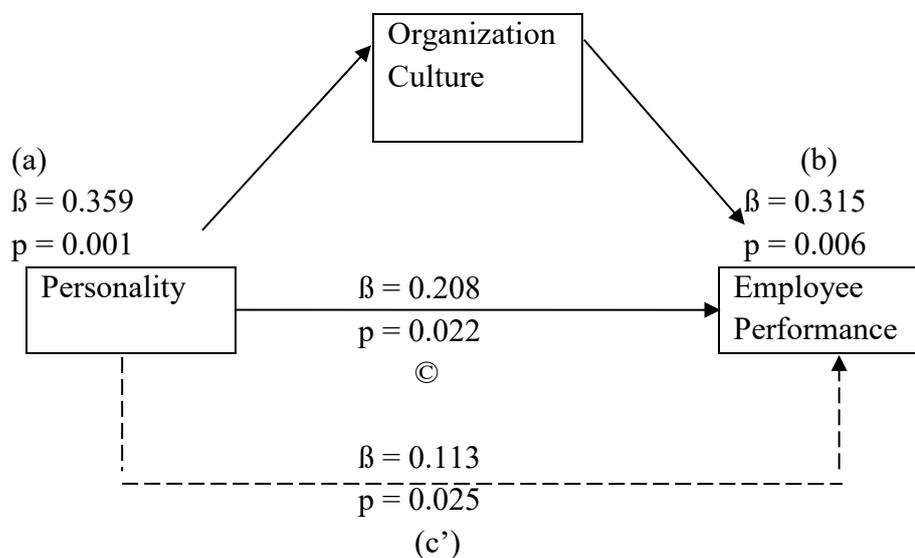
	Personality	Organization Commitment	Organization Culture	Employee Performance
<i>Direct Effect</i>				
Organization Culture	0.359	0.449	-	-
Employee Performance	0.208	0.648	0.315	-
<i>Indirect Effect</i>				
Organization Culture	-	-	-	-
Employee Performance	0.113	0.141	-	-
<i>Total Effect</i>				
Work Effectiveness	0.359	0.449	-	-
Employee Performance	0.321	0.790	0.315	-

Based on the table above, it can be seen that the direct effect of personality on organizational culture has estimated value of 0.359 (35.9%) and a significant value of 0.001 is smaller than 0.05, which means a significant effect. The direct effect of organizational commitment on organizational culture has the estimated value of 0.449 (44.9%) and a significant value of 0.0001 smaller than 0.05, which means that the effect is very significant. The direct effect of

personality on employee performance has the estimated value of 0.208 (20.8%) and a significant value of 0.022 smaller than 0.05, which means a significant effect. The direct effect of organizational commitment on employee performance has the estimate value of 0.648 (64.8%) and a significant value of 0.0001 smaller than 0.05, which means that the effect is very significant. The direct influence of organizational culture on employee performance has with an estimate value of 0.315 (31.5%) and a significant value of 0.006 smaller than 0.05, which means significant influence.

The indirect effect of personality on employee performance through organizational culture is estimated at 0.113 (11.3%), with a significance value of 0.025 greater than 0.05, which means a significant effect. Indirect influence of personality towards employee performance through organizational culture is estimated at 0,113 (11.3 %), with 0.025 significance value greater than 0.05, which means a significant influence. The following, Figure 2 shows the results of the Sobel test mediating organizational culture between personality to the employee performance:

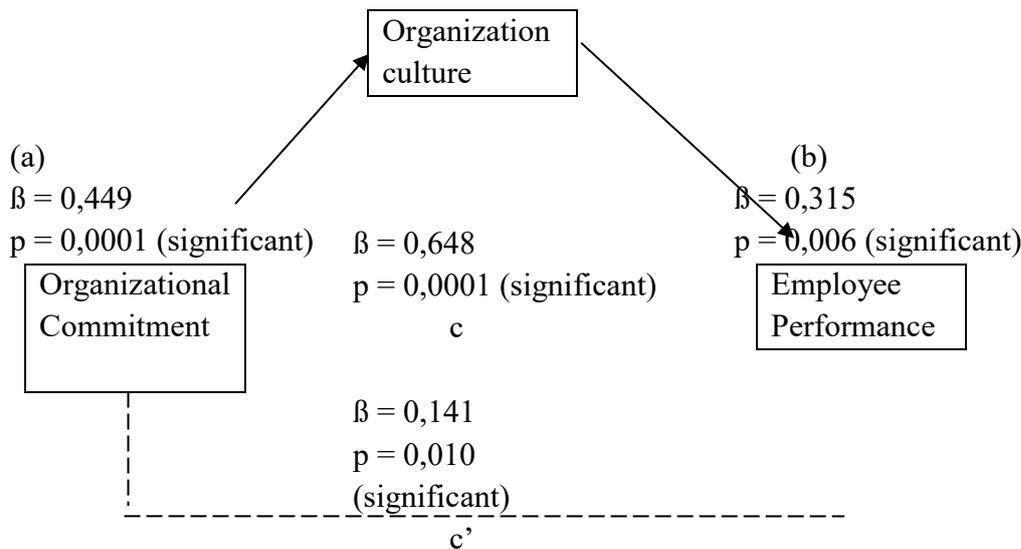
Figure 2. Organization culture mediates the relationship between personality and employee performance



Based on the figure above, it can be explained that the significance of path A consists of the influence of personality towards organizational culture that obtained a significance value of 0.001. Significance of path b is organizational culture on employee performance with a significance value of 0.006. Pathway C is personality on employee performance with a significance value of 0.022. Signification of path C' is personality on employee performance through organizational culture with a significance value of 0.025. The four significance values are <0.05 which means they are significant. Therefore, this mediation is called Partial

Mediation. Partial Mediation is a mediation conducted by the mediating variables (organizational culture) between the independent variables (personality) on the dependent variable (employee performance). The result of the Sobel test of organization culture mediation between organizational commitment and employee performance is depicted in Figure 3 below:

Figure 3. Picture of Organizational Culture Mediated the Organizational Commitments and Employee Performance



Based on the figure above, it can be explained that the significance of path A consists of the effect of organizational commitment on organizational culture and the significance value of 0.0001 is obtained. Significance of path B is organizational culture on employee performance with a significance value of 0.006. Pathway C significance is organizational commitment to employee performance with a significance value of 0.0001. Pathway C significance is organizational commitment to employee performance through organizational culture with a significance value of 0.010. The four significance values are <0.05 which means it is significant. So, this mediation is called *Partial mediation*.

Discussion

The Effect of Personality on Employee Organizational Culture

Based on the results of SEM test in the Amos program, evidence is provided that personality has a significant and positive influence on organizational culture. The results of the analysis show the estimated value is 0.359 with a probability value of 0.001 (<0.05), so that it can be stated that personality has a significant and positive effect on organizational culture. Therefore, the better the personality, the better the culture of the North Aceh District

Health Office employee organization. If the processed data is analyzed based on average, among personality indicators, there are indicators of awareness and hospitality that are considered weak. The findings from this study, in line with research findings from researchers Ang, et.al, (2006) and Marchalina et.al, (2018) suggest there is a significant and positive relationship between the personality of employees and organizational culture. Other empirical studies by Nurjanah & Rofaida (2016) and Fatimah et.al, (2015), suggest that the everyday personality behaviour of employees has a significant relationship with organizational culture.

The Effect of Organizational Commitment on Employee Organizational Culture

Based on the results of SEM test through the Amos program, evidence is provided that organizational commitment has a significant and positive influence on organizational culture. The results of the analysis prove the estimated value of the model is 0.449 with a probability value of 0.000 (<0.05), so that the variable organizational commitment has a significant and positive effect on organizational culture. Therefore, the better organizational commitment, the more effective organizational culture of employees in the North Aceh District Health Office. If the processed data based on average is analyzed for indicators of organizational commitment, there is a strong desire to work indicator which is still less effective. The findings of this study are consistent with the findings of research conducted by Darajat, L. & Rosyidah, (2012) and Tanuibowo & Sutanto, (2014), that suggest there is a significant and positive relationship between organizational commitment and organizational culture. The results of other empirical studies (Syahrudin, 2016 and Usmany et.al, 2016), suggest that there is a significant and positive relationship between organizational commitment and organizational culture.

The Effect of Personality on Employee Performance

Based on the results of SEM test in Amos program, it is evident that personality gains are significant and positive influences on employee performance. The results of this study are 0.208 with a probability value of 0.022 (<0.05), so that the personality variables have a significant and positive effect on employee performance. This means the better the personality of the employee, the higher the performance of the employees of the North Aceh District Health Office. If the processed data based on average is analyzed among indicators of personality, there are indicators of awareness and friendliness that do not meet the requirements. The findings of this study are consistent with the findings of research conducted by Awadh & Wan Ismail, 2008 and Abdullah, et.al, 2013) that suggest there is a significant and positive relationship between employee personality and employee performance. The results of other empirical studies (Nasyroh M. and Wikansari, 2017 and Indarti S., et.al, 2014) suggest that there is a significant relationship between employee personality the performance.

The influence of Organizational Commitment on employee performance

Based on the results of SEM test in Amos program, there is evidence that organizational commitment has a significant and positive influence on employee performance. The results of this study are 0.648 probability value of 0.000 (<0.05) and so organizational commitment variables have a significant and positive effect on employee performance. This means the higher the organizational commitment of the organization, the higher the employee performance of the North Aceh District Health Office. If the processed data is analysed based on average, among indicators of organizational commitment, there is a strong desire to work indicator which is not realized.

The findings of this study are consistent with the findings of research conducted by Abdullah et al., (2013); Damayanti, et al., (2017) and AH Arifin, et.al, (2018) that suggest there is a significant and positive relationship between organization commitment and employee performance. The results of other empirical studies (Kosasih & Sutanto, 2014; Nurjanah & Rofaida, 2016 and Muzakkir Y. et.al, 2017) suggest that there is a significant relationship between organizational commitment and employee performance.

The Influence Organization Culture to Employee Performance

Based on the results of SEM test in Amos program, there is evidence that organizational culture has significant and positive influence on employee performance. The results of this study are 0.315 probability value of 0.006 (<0.05), so that the organizational culture variables have a significant and positive effect on employee performance. This means the better the organizational commitment of the organization, the higher the employee performance of the North Aceh District Health Office. If the processed data based on average is analyzed among indicators of organizational culture, there is an aggressiveness indicator which is still weak. The findings of this study are consistent with the findings of research conducted by Purnama, (2013) and Eddy & Gorda, (2016) which suggest there is a significant and positive relationship between organization culture and employee performance. The results of other empirical studies (Mariam, 2009 and Fauzi, et.al, 2016) further suggest that there is a significant relationship between organizational culture and employee performance.

Analysis Mediation Effect (Intervening)

Analysis mediation effect or indirectly relationship test whether the organization culture variable is able to mediate the relationship between personality and commitment organization and relative effect on employee performance which can be seen through the Sobel Test Calculation by Preacher & Hayes (2010) which looks at the

significance from every line. The following is the explanation of results of Sobel testing for each mediation.

The effect of mediation between organization culture, personality and employee performance

Based on Sobel test results the influence of organization culture mediation between personality and employee performance produce estimated value 0,113 and probability value 0,025 which is significant. Therefore, it can be said the organization culture could mediate significantly the influence of personality on employee performance of the North Aceh District Health Office. It can be explained that significance in line A is the influence of personality toward organization culture with significance value 0,001. Significance line B is the influence organization culture toward employee performance with significance value 0,006. Significance line C is the influence of personality toward employee performance with significance value 0,022. Significance line C' is the influence of personality toward employee performance through organization culture with significance value 0,025. These 4 significance values are $<0,05$ which means there is significance and therefore this mediation is called Partial Mediation.

The result of data analysis shows that there is a significant relationship between personality and employee performance mediated by organizational culture. This is consistent with the findings of previous research by (Award, Alharbi M., & Saad Mohammed, 2013; Pangewa, 2015; Narayana, 2017; Mohamed, Ali, & Abukar, 2013 and Darsana, 2014), that argues there is a significant relationship between organizational culture that mediates between personality and performance.

The Effect of Mediation between Organizational Culture on Organizational Commitment and Employee Performance

Based on the results of the Sobel calculation test the influence of organizational culture mediation between organizational commitments on employee performance results in an estimated value of 0.141 and a probability value of 0.010 which means it is significant. It can be stated that organizational culture can mediate significantly the influence of organizational commitment on the performance of employees of the North Aceh District Health Office. It can be explained the path significance which consists of the influence of organizational commitment on organizational culture has a significance value of 0.0001. Significance of path B is organizational culture on employee performance with a significance value of 0.006. Pathway C significance is organizational commitment to employee performance with a significance value of 0,0001. Pathway C' significance is organizational commitment to employee performance through organizational culture with a significance value of 0.010. The

four significance values are <0.05 which indicate significance and thus this mediation is called Partial mediation.

Theoretical Implications

This research has produced several theoretical implications which can be summarize as:

- (i) Personality variables and organizational commitment have a positive and significant effect on the culture of the employee organization of North Aceh District Health Office. These results have strengthened and added to the amount of scientific literature within the scope of human resource management theory and organizational behaviour theory in relation to the influence of personality variables on organizational culture;
- (ii) The results of this study indicate that personality variables, organizational commitment and organizational culture have a positive and significant effect on the performance of North Aceh District Health Office employees. These results have strengthened and added to the amount of scientific literature within the scope of human resource management theory and organizational behaviour in relation to the influence of these variables on employee performance;
- (iii) The results of this study indicate that organizational culture variables mediate positively and significantly the influence of personality on the performance of North Aceh District Health Office employees. This mediation is called Partial mediation. These results have strengthened and added to the amount of scientific literature within the scope of human resource management theory and organizational behaviour in relation to organizational culture mediating the influence of personality variables on employee performance;
- (iv) The results of this study indicate that organizational culture variables mediate positively and significantly the influence of organizational commitment on the performance of North Aceh District Health Office staff. This mediation is called Partial mediation. These results have strengthened and added to the amount of scientific literature within the scope of human resource management theory and organizational behaviour in relation to organizational culture mediating the influence of organizational commitment on employee performance.

Practical Implications

This study can produce some practical implications such as:

- (i) From the findings of the research, it can be stated that the personality and organizational commitment variables have a significant and positive effect on the culture of the employee organization of the North Aceh District Health Office. However, there are still indicators of awareness and friendliness in the personality indicators that are weak and the desire to work is still low in relation to strengthening of organizational culture. This implies that personality variables, especially indicators of awareness, service friendliness and a strong desire to work that need to be considered to improve organizational culture.



(ii) From the results of this study, it was found that personality variables, organizational commitment and organizational culture had a significant and positive effect on the performance of employees of the North Aceh District Health Office. However, there are still weak indicators of self-awareness and service-friendly and strong desire to work which is also still low in influencing employee performance. This implies that personality variables, especially indicators of self-awareness and service friendliness and strong working desires that need to be considered to improve employee performance.

(iii) From the results of this study, it was found that organizational culture variables mediated the influence of personality significantly and positively on the performance of employees of the North Aceh District Health Office. This mediation is called partial mediation. Thus, the ability of the variable organizational culture is increasingly influential to be a mediator between the personality and performance of employees of the North Aceh District Health Office. This implies that the mediation of organizational culture variables is one of the most effective variables to strengthen the relationship between personality and employee performance.

(iv) The results of this study found that organizational culture variables mediated the influence of organizational commitment significantly and positively on the performance of employees of the North Aceh District Health Office. This mediation is called partial mediation. Thus, the organizational culture variable is effective as a mediator in strengthening the relationship between organizational commitment and employee performance. This implies that the mediation of organizational culture can encourage and strengthen the relationship between organizational commitment and employee performance.



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