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The Influence of Organizational Culture on Employee Performance with the Mediation of Psychological Capital and Employee Satisfaction in the Library and Archives Service in Central Kalimantan

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Abstract: *This study aims to examine the effect of organizational culture on employee performance with the mediation of psychological capital and employee satisfaction at the Department Library and Archives Office in Central Kalimantan. Using quantitative approach and SEM-PLS version 4.0 method, this study involved 75 respondents selected through purposive sampling. Data were collected through online questionnaire, namely Google Form and direct observation. The results of the study show that organizational culture has a positive and significant effect on psychological capital, employee satisfaction, and employee performance. Psychological capital and employee satisfaction also have a positive and significant effect on employee performance. Indirectly, organizational culture influences employee performance through these two variables as mediators.*

Keywords: *Organizational Culture, Employee Performance, Psychological Capital, Employee Satisfaction*

INTRODUCTION

In government agencies such as the Library and Archives Service in Central Kalimantan, improving employee performance is crucial for providing quality public services. The Regional Library and Archives Service plays a crucial role in managing information, literacy, and regional archives, which impact various aspects of society, including education, culture, and government administration. In this context, the State Civil Apparatus (ASN) plays a central role as implementers of public policy, public servants, and as a unifying force for the nation. Therefore, ASN performance is a crucial indicator in measuring the success of government administration, particularly in public service institutions.

According to data from Goodstats.id, Indonesia ranks 38th in the international ranking of civil servant (ASN) performance. This position lags far behind countries like Singapore (ranked 1st, index 0.85), Norway, and Canada, which occupy the top three with high ASN

performance indices. This fact indicates that the quality of ASN performance in Indonesia still needs to be improved to compete globally. Optimal ASN performance is crucial because they are the spearheads in the implementation of public services, national development, and bureaucratic reform.

According to the Civil Servant Statistics Book for Semester II of 2024, the number of civil servants in Indonesia reached 4,734,041, consisting of 3,566,141 Civil Servants (PNS) and 1,167,900 Government Employees with Employment Agreements (PPPK). Of this number, 78% work in regional agencies, while the remainder work in central agencies. This data demonstrates the government's high dependence on civil servant performance in various areas of national and regional development.

Based on data from the Central Kalimantan Provincial Government's civil servants (ASN) as of March 2025, the performance of civil servants within the Central Kalimantan Provincial Government is suboptimal. Most employees are between 41 and 55 years old and occupy grade III positions, representing middle-level positions. Meanwhile, the number of young employees and grades I and II remains very low. This situation reflects the suboptimal regeneration and development of human resources, which can impact slow innovation, adaptation to change, and the sustainability of overall organizational performance.

Employee performance is a fundamental aspect in determining the success of an agency, particularly in the provision of public services. In this context, the Library and Archives Service plays a crucial role as a provider of information services and regional archives management. Therefore, improving employee performance in this agency is crucial to supporting high-quality, transparent, and community-oriented public services.

According to Wirawan (2009), performance is the results obtained by employees in carrying out the tasks and responsibilities given by the organization.

One factor influencing employee performance is organizational culture. Organizational culture reflects the values, norms, and work methods adopted by the organization and its members. Several studies have shown that a strong and positive organizational culture can motivate employees to perform better, feel more connected to the organization, and contribute more to achieving organizational goals. Culture is defined as a key indicator of employee retention, supporting collaboration that directly impacts employee retention (Yuan et al., 2022).

Psychological Capital plays a role as a mediator in improving organizational culture and employee performance. Psychological capital (PsyCap), which consists of hope, self-efficacy, resilience, and optimism, contributes to improving employee psychological well-being. PsyCap not only influences how individuals face challenges but also acts as a mediator that strengthens the relationship between external factors, organizational culture, and employee performance.

In addition to these factors, employee satisfaction also plays an important role as a mediator. According to Hasibuan (2012), job satisfaction is an emotional action that brings joy and enjoyment to one's work. This action is reflected in work morale, discipline, and work performance, so that employee job satisfaction can be felt both within and outside the organization. High job satisfaction can create a positive bond between employees and their jobs, resulting in optimal results. Conversely, the more aspects of a job that do not align with an individual's desires and value system, the lower the level of satisfaction.

Table 1. Performance Achievements of the Central Kalimantan Library and Archives Service (2019 – 2024)

NO	INDICATOR	2019	2020	2021	2022-2023	2024
1	Public satisfaction index for library services	100%	94.1%	77.25%	Not yet published	86.96%

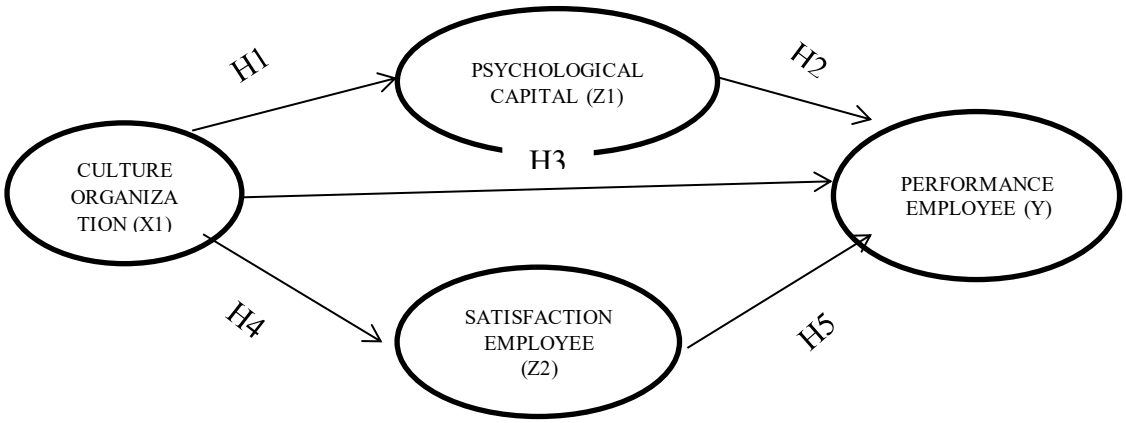
2	Percentage of standard/good archive management	100%	100%	100%	Not yet published	100%

Source: Central Kalimantan Library and Archives Service

The 2019–2024 achievement data shows good consistency in standard archive management with 100% achievement from 2019 to 2024 (except 2022–2023 which has not been published), reflecting an organizational culture that is orderly, disciplined, and compliant with regulatory standards. Meanwhile, the Public Satisfaction Index for library services had decreased from 100% (2019) to 77.25% (2021), but increased again to 86.96% in 2024, indicating an adaptive and responsive organizational culture in improving the quality of public services based on community evaluation and needs.

Based on the problems above, the researcher took the title "The Influence of Organizational Culture on Employee Performance with the Mediation of Psychological Capital and Employee Satisfaction at the Library and Archives Service in Central Kalimantan". This research is also expected to provide useful recommendations in improving employee performance through improving organizational culture, Psychological Capital and Employee Satisfaction.

METHOD



Picture 1. Conceptual Framework

The type of research used in this study is quantitative research. Quantitative data is data in the form of numbers, or qualitative data that is scored (Sugiyono, 2017). This study aims to determine the influence between the dependent variable and the independent variable. This quantitative research also aims to explain the causal relationship between variables through hypothesis testing. Quantitative research requires the study of samples from the population and relies heavily on numerical data and statistical analysis. The population in this study were all employees at the library and archives service in Central Kalimantan. Meanwhile, the sample in this study amounted to 75 employees of the Palangka Raya City Library and Archives Service and the Central Kalimantan Regional Library and Archives Service. Information sources are anything that can provide information regarding the data needed in this study. There are two types of data sources used in this study: first data sources (primary sources) and second data sources (secondary sources).

Data collection techniques included distributing an online questionnaire via Google Forms and direct observation. Measurements in the questionnaire used a Likert scale. Data analysis tools used the Structural Equation Modeling–Partial Least Squares (SEM-PLS) application version 4.0.

RESULTS AND DISCUSSION

Data Quality Testing Through Measurement Models (Outer Models)

1. Convergent Validity

Table 2. Convergent Validity

	Outer Loading	*Construct reliability and validity*		
		Composite reliability	*Cronbach's alpha*	*AVE*
OC1	0.895	0.860	0.832	0.747
OC2	0.894			
OC3	0.801			
PC1	0.794	0.867	0.867	0.716
PC2	0.747			
PC3	0.836			
PC4	0.792			
ES1	0.839	0.898	0.886	0.748
ES2	0.826			
ES3	0.894			
ES4	0.823			
EP1	0.778	0.820	0.805	0.629
EP2	0.942			
EP3	0.890			
EP4	0.709			

Source: Data Processing Results Using SmartPLS 4.0, 2025

Based on the validity test as shown in Table 2, it can be concluded that the value of all constructs has good convergent validity because it meets the criteria of the loading factor value for each indicator greater than > 0.7. Therefore, it can be concluded that all statement items are declared valid. The Cronbach's alpha and Composite Reliability values of all variables are > 0.70, meaning all variables are reliable. The Average Variance Extracted (AVE) value is > 0.50. Thus, it can be concluded that each variable is valid and has met the criteria of convergent validity.

2. Discriminant Validity

Discriminant validity can be assessed from the cross-loading value. An indicator is considered to meet the discriminant validity criteria if the cross-loading value for that variable is higher than the values for other variables. The following are the cross-loading values for each indicator.

Table 3. Cross Loading

Indicator	Organizational Culture (X1)	Psychological Capital (Z1)	Employee Satisfaction (Z2)	Employee Performance (Y)
OC1	0.895	0.602	0.573	0.659
OC2	0.894	0.512	0.676	0.676
OC3	0.801	0.44	0.418	0.48
PC1	0.531	0.704	0.586	0.663
PC2	0.399	0.747	0.527	0.434
PC3	0.575	0.836	0.629	0.738
PC4	0.52	0.792	0.593	0.583
ES1	0.545	0.612	0.839	0.544
ES2	0.521	0.643	0.826	0.695
ES3	0.523	0.661	0.894	0.628
ES4	0.629	0.585	0.823	0.615
EP1	0.531	0.658	0.635	0.778

EP2	0.639	0.73	0.739	0.942
EP3	0.681	0.738	0.727	0.89
EP4	0.602	0.55	0.512	0.841

Source: Data Processing Results Using SmartPLS 4.0, 2025

Table 3 shows that each variable indicator has a higher cross-loading value compared to the values of other variable indicators. This indicates that each indicator in this study is able to accurately measure the intended variable, thus meeting the requirements for discriminant validity.

Structural Model Test Results (Inner Model)

Table 4. *R-Square*

Latent Variables	*r-square*
Employee Performance (Y)	0.721
Psychological Capital (Z1)	0.432
Employee Satisfaction (Z2)	0.420

Source: Data Processing Results Using SmartPLS 4.0, 2025

Based on Table 4, the R-Square for the Employee Performance variable (Y) is
0.721, which is classified as strong. This indicates that Organizational Culture, psychological capital, and employee satisfaction significantly influence employee performance by 72.1%, with the remaining 27.9% attributed to other factors. The Psychological Capital variable (Z1) is 0.432, which is categorized as quite strong. This indicates that Organizational Culture, employee satisfaction, and employee performance have a significant influence of 43.2% on psychological capital, with the remaining 56.8% attributed to other factors. In addition, the Employee Satisfaction variable (Z2) is 0.420, which is categorized as quite strong. This indicates that Organizational Culture, psychological capital, and employee performance have a significant influence of 42.0% on psychological capital, with the remaining 58.0% attributed to other factors.

Hypothesis Testing

Table 5. Hypothesis Tests

Spurs|r	Original Sample	T statistic	P value|e|s
Organizational Culture (X1)→Psychological Capital (Z1)	0.648	8,926	0,000
Psychological Capital (Z1)→ Employee Performance (Y)	0.383	2,646	0.008
Organizational Culture (X1)→ Employee Performance (Y)	0.260	2,334	0.020
Organizational Culture (X1)→ Employee Satisfaction (Z2)	0.657	8,663	0,000
Employee Satisfaction (Z2)→ Employee Performance (Y)	0.311	2,596	0.009

Organizational Culture (X1)→Psychological Capital (Z1) → Employee Performance (Y)	0.248	2,322	0.020
Organizational Culture (X1)→Employee Satisfaction (Z2) → Employee Performance (Y)	0.204	2,362	0.018

Source: Data Processing Results Using SmartPLS 4.0, 2025

The explanation is as follows:

1. Organizational Culture development path → Psychological Capital obtained a p value of 0.000 < 0.05, so H1 is accepted, namely that organizational culture influences psychological capital as a mediating variable.
2. Psychological Capital development path → Employee Performance obtained a p value of 0.008 < 0.05, so H2 is accepted, namely Psychological Capital has an effect on Employee Performance.
3. Organizational Culture development path → Employee performance obtained a p value of 0.020 < 0.05, so H3 is accepted, namely that Organizational Culture influences employee performance.
4. Organizational Culture development path → Employee Satisfaction obtained a p value of 0.000 < 0.05, so H4 is accepted, namely Organizational Culture on Employee Satisfaction as a mediating variable.
5. Employee Satisfaction development path → Employee performance obtained a p value of 0.009 < 0.05, so H5 is accepted, namely Employee Satisfaction with employee performance.
6. The development path of Organizational Culture → Psychological Capital → Employee Performance obtained a p value of 0.020 < 0.05, so H6 is accepted, namely Organizational Culture on employee performance with Psychological Capital as a mediating variable.
7. The development path of Organizational Culture → Employee Satisfaction → Employee Performance obtained p values of 0.018 < 0.05, so H7 is accepted, namely Organizational Culture on employee performance with Employee Satisfaction as a mediating variable.

The Influence of Organizational Culture Development and Psychological Capital

The results of the study show that Organizational Culture significantly influences Psychological Capital, with a p value of 0.000 < 0.05, so HI is accepted.Therefore, the better the Organizational Culture improves, the higher the Psychological Capital.

This is proven by previous research conducted by Haddad Setyo Ndaru Pamungkasa, Achmad Mohyib and Eka Kadharpa Utama Dewayanic. from the Department of Management, University of Muhammadiyah Malang with the title "The Role of Psychological Capital and Organizational Culture in Improving Teacher Innovative Behavior: A Study at Muhammadiyah High School" (2024) shows that from the aspect of organizational culture there is a positive and significant influence on Psychological Capital.

The Influence of Psychological Capital Development and Employee Performance

The results of the study show that Psychological Capital significantly influences Employee Performance, with a p value of 0.008 < 0.05, so H2 is accepted.Therefore, the better Psychological Capital increases, the higher Employee Performance will be.

This is proven by previous research conducted by Made Angga Palguna and Andreas Wahyu Gunawan from the Faculty of Economics and Business, Trisakti University, entitled "The Influence of Psychological Capital, Job Satisfaction, and Human Capital Management" (2023), which showed that from the aspect of Psychological Capital, there is a positive and

significant influence on employee performance.

The Influence of Organizational Culture Development and Employee Performance

The results of the study show that Organizational Culture significantly influences Employee Performance, with a p value of 0.020 < 0.05, so H3 is accepted. Therefore, the better the Organizational Culture, the better the Employee Performance.The bigger the organization, the higher the employee performance.

This is proven by previous research conducted by Vebina Desi EkaWati, M. Havidz Aima, and Ikramina Larasati Hazrati from Mercu Buana University entitled "The Influence of Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as Mediation" (2021) which shows that from the aspect of Organizational Culture, there is a positive and significant influence on employee performance.

The Influence of Organizational Culture Development and Employee Satisfaction

The results of the study show that Organizational Culture significantly influences Employee Satisfaction, with a p value of 0.000 < 0.05, so H4 is accepted.Therefore, the better the Organizational Culture improves, the higher the Employee Satisfaction.

This is proven by previous research conducted by Ahmad Ispik, Morris Adidi Yogia, Zainal, Made Devi Wedayanti, Astri Ayu Purwati from the Islamic University of Riau entitled "The Role of Organizational Culture on Employee Satisfaction and Performance" (2020) which shows that from the aspect of organizational culture there is a positive influence on job satisfaction.

The Influence of Employee Satisfaction Development and Employee Performance

The results of the study show that Employee Satisfaction significantly influences Employee Performance, with a p value of 0.009 < 0.05, so H5 is accepted. Therefore, the better the Employee Satisfaction, the better the Employee Performance.The more employees there are, the higher the employee performance.

This is proven byPrevious research conducted by Aftab Hameed Memon, Shabir Hussain Khahro, Nafees Ahmed Memon, Zubair Ahmed Memon and Ahmed Mustafa from Quaid-e-Awam University of Engineering, Science and Technology entitled “Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan” (2023) shows that from the aspect of job satisfaction there is a significant and positive relationship to improving employee performance.

The Influence of Organizational Culture Development and Employee Performance Through Psychological Capital

The results of the study indicate that Organizational Culture and Psychological Capital can significantly mediate the effect of employee performance. With a p-value of 0.020 < 0.05, H6 is accepted.

This is proven byPrevious research conducted by Satria Efandi et al, Hapsari, & Rido Prasetyo with the title "The Influence of Organizational Culture and Psychological Capital on Innovative Work Behavior in the Creative Industry" (2023) shows that from the aspect of Organizational Culture on Innovative Work Behavior (Employee Performance Indicators) with Psychological Capital can mediate positively and significantly.

The Influence of Organizational Culture Development and Employee Performance Through Employee Satisfaction

The results of the study show that Organizational Culture can significantly mediate the relationship between Employee Performance and Employee Satisfaction. With a p-value of 0.018 < 0.05, H7 is accepted.

This is proven byA 2022 study by Wua, Noermijati, and Yuniarinto entitled "The

Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Organizational Commitment" showed that organizational culture has a significant direct effect on employee performance. Furthermore, organizational culture also has a significant direct effect on job satisfaction, and job satisfaction has been shown to significantly influence employee performance. Furthermore, job satisfaction has been shown to mediate the relationship between organizational culture and employee performance, meaning that the influence of organizational culture on performance occurs both directly and through job satisfaction.

CONCLUSION

Using the data analysis test method using the Smart Partial Least Square (SmartPLS) version 4 application tool, Organizational Culture plays a significant role in improving employee performance at the Library and Archives Service in Central Kalimantan. Therefore, the better the Organizational Culture, the greater its impact on employee performance.

Organizational Culture has been shown to have a positive effect on employee performance, while Psychological Capital and Employee Satisfaction as mediating variables also have a positive and significant effect on employee performance. Based on the results of the hypothesis testing, it can be concluded that Organizational Culture can be significantly mediated by Psychological Capital and Employee Satisfaction.

The researcher hopes that the results of this study can provide an overview for related agencies to further strengthen organizational culture and develop psychological capital and employee satisfaction in order to optimally improve employee performance, especially at the Library and Archives Service in Central Kalimantan.

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