

## Performance of Public Information in Improving Employee Performance at the One Stop Service Office in Palangka Raya City

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### ABSTRACT

This study explores the impact of organizational culture, HR strategy, and employee performance at the Kantor Pelayanan Satu Pintu in Palangka Raya. HR innovation arises from a creative learning process, supported by empathetic leadership and a strong organizational culture. A strategic HRM approach fostering a culture of achievement is essential for enhancing employee performance. Using a quantitative approach with the SEM-PLS method and 100 respondents, the results show that organizational culture significantly affects information quality and employee performance. Performance and information quality also have a partial yet significant impact on employee performance. Aligning information quality with organizational strategy further strengthens performance outcomes. The findings emphasize the interconnection of organizational culture as the foundation, performance quality for execution, and information quality for decision-making. These factors collectively improve organizational effectiveness. Future research should consider internal dynamics, including motivation shifts and innovative performance, to deepen the understanding of organizational development.

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## INTRODUCTION

In recent years, the focus of human resource management (HRM) studies has shifted from improving the efficiency of individual employee operations to enhancing the managerial efficiency of entire organizations (Jusoh et al., 2022). To be effective, HR policies must tightly align HR systems and functions with the organization's overall objectives and functional business requirements. Organizations that lack well-defined HR policies or fail to consider human resources when formulating business strategies suffer from competitive disadvantages compared to those that integrate HR effectively. Recent HR literature has adopted the term "strategic" to describe HR practices that incorporate human factors as an integral part of broad, long-term planning to achieve organizational objectives (Wahyudi et al., 2017).

Two key factors distinguish the implementation of strategic management in profit and nonprofit organizations. Profit-oriented organizations focus on *values*, whereas nonprofit organizations prioritize *goals*. The underlying values of profit organizations (such as companies and industries) revolve around philosophies promoting free competition among similar business organizations, leveraging all available resources to achieve strategic goals. The objective of profit organizations is to sustain and grow their existence over the long term by achieving sustainable competitive profitability (Intern; Hussain et al., 2023).

In contrast, nonprofit organizations are guided by the philosophy of service and humanitarian values. Their primary goal is to achieve shared welfare within the community. In both profit and nonprofit organizations, the quality of public information plays a crucial role in supporting HRM strategies and achieving organizational goals (Russell-Bennett et al., 2024). High-quality public information enables organizations to communicate effectively with stakeholders, build trust, and enhance transparency. For profit-oriented organizations, this fosters customer loyalty and a competitive edge, while for nonprofit organizations, it strengthens public confidence and engagement in achieving shared societal goals. By integrating information quality into their strategic HRM frameworks, organizations can ensure that decision-making processes are data-driven, transparent, and aligned with their mission, thereby enhancing overall performance and sustainability (Kossek et al., 2006).

Organizational culture, as a concept, can serve as a tool to measure the alignment between an organization's vision and mission. According to theory, the process of forming an organizational culture can originate from individuals or groups at any level, from the lower ranks to the top of the organization (Abuhantash, 2023). Culture is key to achieving an organization's vision and mission, reflecting what has been accomplished in the past. It is manifested in norms, behaviors, and values, which are often implicit rather than explicitly articulated. Organizational culture shapes how individuals act and interact within the organization.

The public bureaucracy currently faces several challenges (Whitehead et al., 2016) :a) Large bureaucratic institutions with insufficiently professional human resources;b) Centralized work mechanisms that hinder efficiency;c) Bureaucratic oversight conducted exclusively by and for the government;d)

Patron-client relationships (favoritism and corruption) that obstruct efforts to establish meritocracy;e) Lack of “sense of accountability,” both institutionally and individually;f) Bureaucratic roles limited to structural positions, often filled without consideration of required competencies;g) Misalignment of human resource structuring with institutional needs.

While some research highlights the influence of organizational culture on performance, other studies find no significant impact. This ongoing conceptual and empirical debate raises questions about the theoretical foundations linking organizational culture and performance. The functions of organizational culture cannot operate in isolation and must be examined within the framework of strategic issues or corporate strategies a perspective often referred to as the strategic approach (Widayanto & Nugroho, 2022). Organizations employing specific strategies require tailored HR practices that are only suitable under certain conditions and may not fit others, particularly in relation to public information performance.

Empirical studies on organizational culture yield mixed findings regarding its impact on organizational performance, creating a research gap. This gap necessitates the inclusion of a mediating variable to bridge the relationship between organizational culture and performance. Public information performance serves as this variable, offering a strategic orientation that aligns with the concept of human capital investment. Public information performance, strategically aligned, enables HR to function as a “strategic partner” for the organization, adapting effectively to ongoing changes. This aligns with its core role of supporting the organization’s overarching strategy by ensuring competent managerial and workforce capabilities.

The strategic role of public information performance is to: Maximize profitability, Enhance the quality of work-life, an Drive organizational profitability through effective human resource management. By integrating public information performance into the HR framework, organizations can address the challenges of aligning culture and performance, creating a more adaptive and competitive environment. This approach underscores the critical role of HR in fostering an organizational culture that promotes excellence and sustains long-term success.

Public information performance can only function effectively when HR management policies and practices are integrated with it. The level of interaction and alignment between public information performance and HR management reflects the organization's dedication and commitment to recognizing and valuing its human capital (Rachmaliya & Efendy, 2017)not merely treating HR as organizational rhetoric. The critical challenge lies in identifying the appropriate and distinctive public information performance framework that aligns with the organization's resources, social environment, and cultural context.

To address this challenge, a specialized strategy is needed to integrate HR management as a multidimensional process with public information performance. This integration ensures the maximum contribution of both elements to the organization (Deny, 2023). Human Resource Management

(HRM) theory emphasizes the strategic role of human capital in achieving organizational goals. HRM is not just an administrative function but a strategic partner in shaping and implementing organizational strategies. Effective HR practices, when integrated with public information performance, enhance the organization's ability to adapt to changing internal and external environments (Kraugusteeliana et al., 2023). Key HRM theories, such as the resource-based view (RBV), highlight that the unique and valuable attributes of human resources can serve as a source of sustained competitive advantage. Preliminary observations at the One-Stop Service Office in Palangka Raya reveal challenges such as the suboptimal utilization of government apparatus resources and insufficient service quality. These issues underscore the need to optimize both the potential of human resources and the quality of public service delivery to the community.

This research aims to enhance: The potential of government apparatus resources, ensuring that their skills and competencies are effectively utilized. The quality of public service, addressing gaps in responsiveness, efficiency, and satisfaction to meet community needs effectively. By integrating HRM strategies with public information performance, organizations can develop a framework that maximizes the alignment of human capital potential with organizational objectives, fostering an environment of improved public service delivery and sustainable performance.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance represents the contribution of individuals to an organization by empowering their abilities. It encompasses the results of work performed, whether physical/material or non-physical/non-material (Ali, 2013). Performance is a function of motivation and ability, implying that completing tasks or jobs requires a certain degree of willingness and capability. Based on this definition, employee performance can be defined as the individual contribution to the organization aimed at managing both physical and non-physical resources, driven by a specific level of willingness and ability (Collings, 2012).

Employee performance can be assessed using the following indicators:

1. Quantity of Output: Measured by the employee's perception of the volume of activities assigned and their outcomes.
2. Quality of Output: Evaluated based on the employee's perception of the quality of work produced and the level of perfection achieved, reflecting their skills and abilities.
3. Timeliness of Output: Assessed by the employee's perception of whether an activity is completed within the scheduled time, optimizing the available time effectively.

Performance serves as a benchmark for determining employee success, necessitating regular evaluations. Employee performance appraisal involves observing an individual's work execution, allowing decisions to be made regarding their success or failure. It evaluates current or past performance relative to set standards, enabling organizations to determine how well

employees meet the communicated expectations (Al-Bahussin & Elgaraihy, 2013).

Public information performance extends beyond individual contributions and integrates organizational communication, transparency, and accessibility to enhance overall performance. It reflects how effectively an organization provides accurate, timely, and relevant information to stakeholders, ensuring alignment with strategic objectives (Al-Swidi et al., 2021). When public information performance is integrated with employee performance metrics, it offers a multidimensional evaluation framework:

- **Enhancing Employee Awareness:** Providing employees with accessible and transparent information improves their understanding of organizational goals, motivating them to align their efforts accordingly.
- **Fostering Accountability:** Clear and timely dissemination of information ensures that employees are held accountable for their tasks and deliverables, promoting a culture of responsibility.
- **Improving Service Quality:** In public service organizations, public information performance directly influences how employees respond to community needs, fostering efficiency and satisfaction.

In conclusion, public information performance serves as a strategic enabler, enhancing employee performance by improving the flow of information, fostering alignment with organizational objectives, and driving accountability (Yoana et al., 2022). By integrating these dimensions into performance assessments, organizations can create a robust framework to measure and optimize individual and collective contributions effectively.

### **HR Strategies, Work Quality, and Public Information Quality**

According to the Resource-Based View (RBV) theory, human resources are a key asset and source of sustainable competitive advantage (Kristinae et al., 2023). This theory highlights the importance of developing unique, valuable, and inimitable capabilities within the workforce to achieve organizational success. Similarly, the Human Capital Theory underscores the investment in employees' knowledge, skills, and abilities as a means to drive productivity and innovation. These theoretical frameworks form the foundation of HRM strategies, which include development, motivation, reinforcement, and transfer strategies (Aggarwal & Agarwala, 2023).

The development of human resources follows a systematic process comprising five phases:

1. **Analysis:** Identifying organizational needs, gaps, and opportunities for growth.
2. **Proposal:** Designing tailored HR policies and strategies to address identified needs.
3. **Formation:** Structuring the organization and workforce practices to align with proposed strategies.
4. **Implementation:** Executing the planned HR activities and integrating them into daily operations.

5. Evaluation: Assessing the effectiveness of implemented strategies and their impact on organizational goals.

This phased approach aligns with Kirkpatrick's Four-Level Training Evaluation Model, which emphasizes reaction, learning, behavior, and results as metrics for evaluating HR interventions. A successful HR strategy considers all phases and ensures their integration with broader organizational objectives (Sabil et al., 2022).

The effectiveness of HR strategies is inherently tied to both work quality and the quality of public information (Shah et al., 2021). The integration of these elements reflects the organization's commitment to excellence and transparency, key tenets of modern HR theories such as Strategic Human Resource Management (SHRM) and High-Performance Work Systems (HPWS).

1. Development Strategy: Rooted in Maslow's Hierarchy of Needs, development strategies focus on employee growth and self-actualization. By investing in training and continuous learning, organizations enhance employees' ability to perform tasks with precision and provide accurate public information, fostering credibility.
2. Motivation Strategy: Drawing from Herzberg's Two-Factor Theory, motivation strategies address both intrinsic factors (achievement, recognition) and extrinsic factors (salary, job security). Motivated employees are more likely to maintain high standards in their work and ensure the reliability of public information.
3. Reinforcement Strategy: Based on Skinner's Operant Conditioning Theory, this strategy emphasizes positive reinforcement to encourage desirable behaviors, such as diligence and integrity. It helps employees uphold the quality of their work and maintain transparency in public information dissemination.

### **The Role of HR on Public Information Quality**

Public information quality acts as a bridge between organizational performance and public trust. Integrating HR strategies with public information quality aligns with the principles of Total Quality Management (TQM), which advocate for continuous improvement and stakeholder satisfaction. Public information quality enhances organizational performance by:

- Fostering Transparency: Accessible and accurate information ensures stakeholders are informed about organizational initiatives and outcomes, building trust.
- Promoting Accountability: Employees are more accountable for their roles when information flow is clear, timely, and relevant.
- Improving Decision-Making: High-quality public information empowers employees and management to make informed, strategic decisions, leading to better performance outcomes.

By integrating HR theories and practices with work quality and public information quality, organizations can build a cohesive strategy that enhances individual and collective performance. This holistic approach not only drives

operational efficiency but also strengthens organizational credibility, ensuring long-term success in achieving strategic goals. Through investment in human capital, continuous development, and a commitment to transparency, organizations can adapt to evolving demands and maintain their competitive edge (Dahlan et al., 2017).

Work quality plays a pivotal role in improving public information performance, as it directly impacts the accuracy, reliability, and timeliness of the information shared with stakeholders. High work quality ensures that employees deliver consistent, precise, and effective outputs, which are critical for fostering transparency, accountability, and trust between organizations and the public.

- 1. Reliability in Public Information Dissemination.** Reliable information delivery depends on employees' ability to adhere to established protocols and deadlines. Work quality ensures that tasks are completed with diligence and consistency, reducing the risk of misinformation or delays. According to **Herzberg's Two-Factor Theory**, intrinsic motivators like job satisfaction and recognition play a significant role in driving work quality, thereby supporting reliable public information dissemination.
- 2. Timeliness as a Measure of Public Information Performance.** The timeliness of information dissemination is critical in public services and decision-making processes. High work quality equips employees with the discipline and efficiency required to meet tight deadlines while maintaining accuracy. Timely delivery of public information fosters trust and ensures that stakeholders can make informed decisions promptly.
- 3. Impact of Work Quality on Stakeholder Trust and Engagement.** High work quality in public information management enhances stakeholder trust by demonstrating the organization's commitment to transparency and accountability. Stakeholders are more likely to engage with an organization that consistently provides high-quality information, as this reflects competence and reliability.
- 4. Strategic Alignment and Performance Improvement.** Work quality supports the alignment of public information performance with organizational strategies. By integrating work quality with human resource strategies such as development, motivation, and reinforcement, organizations can ensure that employees are equipped to handle complex tasks related to public information management effectively. This alignment is consistent with the principles of **Strategic Human Resource Management (SHRM)**, which advocate for the integration of HR practices with broader organizational goals.

### **Organizational Culture**

Organizational culture is a fundamental element that shapes how individuals interact, perform tasks, and align with the goals of an organization. It can be defined as the shared set of basic assumptions developed or

discovered by a group as it learns to address external adaptation and internal integration challenges (Sambung, 2019). These assumptions are considered valid and are taught to new members as the correct way to perceive, think, and feel in relation to these challenges.

Organizational culture comprises several core attributes that significantly influence work quality and public information performance:

- a. **Involvement.** Effective organizations empower their employees, structure themselves around teams, and develop human capabilities at all levels. Leaders, managers, and employees are committed to their work and feel a sense of ownership over organizational outcomes. Individuals at all levels have input into decisions affecting their work and see their roles as directly connected to organizational goals. This sense of involvement fosters employee engagement, which improves work quality and, consequently, the accuracy and reliability of public information performance.
- b. **Consistency.** Organizations with strong cultures demonstrate high levels of consistency, coordination, and integration. Behavior is rooted in core values, and leaders and employees align their perspectives even amid diverse viewpoints. This consistency provides stability and internal coherence, ensuring processes and communication are seamless. Consistency in organizational culture promotes uniform standards of work quality and enhances the dependability of public information dissemination (Sambung et al., 2021).
- c. **Adaptability.** While internal integration is essential, successful organizations must also adapt to external demands. Adaptive organizations are customer-driven, willing to take risks, learn from mistakes, and embrace change. Their systems evolve continuously, enabling them to deliver enhanced value. In the context of public information, adaptability ensures the organization can adjust its strategies to address emerging societal needs while maintaining high work quality.
- d. **Mission.** A clear mission provides direction, defines strategic objectives, and articulates a vision of the organization's future. When an organization's mission evolves, it often triggers changes in its culture, fostering alignment with new objectives. A well-defined mission enhances focus, motivating employees to improve their work quality and ensuring public information performance aligns with organizational priorities.

Organizational culture is a key driver of work quality, which directly impacts public information performance (Meitiana et al., 2023). A culture emphasizing **involvement** encourages employee participation and accountability, enhancing both individual and collective contributions to public information. **Consistency** ensures standardized processes that maintain high-quality outputs, while **adaptability** enables timely responses to new challenges or information demands. Finally, a strong sense of **mission** aligns employees

with organizational goals, fostering a commitment to excellence in public service.

In public organizations, achieving high-quality work and effective information performance often faces challenges such as bureaucratic inefficiencies, lack of accountability, and resistance to change. A strong, adaptive organizational culture can mitigate these issues by:

- **Encouraging collaboration** to streamline workflows and reduce redundancies.
- **Promoting accountability** through shared values and clear expectations.
- **Driving innovation** to modernize public information systems and processes

### Hypothesis Research

The influence of cultural variables in previous empirical studies is significant in improving employee performance (Hermawati et al., 2021). From the description above, the hypothesis in this research is:

H1: Organizational culture influences the quality of work at the one-stop service office in Palangkaraya city

H2: Organizational culture influences information performance at the one-stop service office in Palangkaraya city

H3: Organizational culture influences employee performance at the one-stop service office in Palangkaraya city

H4: The quality of work influences the performance of public information at the one-stop service office in Palangkaraya city

H5: Work quality influences employee performance at the one-stop service office in Palangkaraya city

H6: Information performance influences employee performance at the one-stop service office in Palangkaraya city

H7: Organizational culture encourages work quality which influences the performance of public information at the one-stop service office in Palangkaraya city

H8: Organizational culture encourages information performance which influences employee performance at the one-stop service office in Palangkaraya city

H9: Quality of work encourages performance. Information influences employee performance at the one-stop service office in Palangkaraya city

H10: Organizational culture encourages work quality in improving information performance which influences employee performance at the one-stop service office in Palangkaraya city

### METHODOLOGY

This research is a field study employing a survey method through the distribution of questionnaires (Asnoni et al., 2021). The approach used in this study is **explanatory research**, where data is collected at a single point in time, making it a **cross-sectional survey**. Data is sourced from employees working at the One-Stop Service Office in Palangka Raya. A quantitative method is applied

using statistical calculations to analyze the causal relationships between the variables of organizational culture (X1), Performance Quality (X2), Information Performance (Z), and employee performance (Y). The study design utilizes **Structural Equation Modeling (SEM)** to examine these relationships (Kristinae, 2021). Qualitative data is also obtained through interviews with several employees at the same office.

The population in this study consists of all employees at the One-Stop Service Office in Palangka Raya, totaling 100 individuals. The workforce distribution is as follows: **Administrative Division:** 32 employees, **RU Division:** 36 employees, **Finance and Personnel Administration Division:** 29 employees, **Functional Positions:** 3 employees.

This study uses the **Proportional Stratified Random Sampling** technique, which is a part of **Probability Sampling**. This method ensures that each subgroup within the population is proportionally represented in the sample, maintaining the integrity and accuracy of the data. The survey method targets 100 respondents selected proportionally across different divisions to ensure representation of each employee group. In addition to quantitative data, qualitative data is gathered through in-depth interviews with selected employees. These interviews aim to provide deeper insights into organizational dynamics, employee perceptions of cultural and strategic initiatives, and their impact on performance.

The combination of quantitative and qualitative methods allows for a comprehensive analysis of both measurable outcomes and contextual factors influencing the relationships between variables. By using SEM, the study identifies not only direct effects but also indirect and mediating effects between organizational culture, strategy, and performance, offering valuable insights for enhancing public service delivery quality.

## **RESULT AND DISCUSSION**

The measurement evaluation of the reflective indicator model is conducted using convergent validity, discriminant validity, and reliability. The following presents the results of the model evaluation to test the validity and reliability of the items, indicators, and constructs (latent variables) in the research.

The convergent validity of all variables with reflective indicators is evaluated based on the loading factor values (outer loadings) of each item indicator within the construct. Table 1 presents the outer loading values derived from the SmartPLS processing for the reflective indicators. The testing was conducted twice due to some indicator items having values below the required threshold.

Table 1. Outer Loading

Variable	Indicators	Value	Results
Organizational Culture	X1.1	0.944	Valid Reliable
	X1.2	0.934	Valid Reliable
	X1.3	0.927	Valid Reliable
Performance Quality	X2.1	0.747	Valid Reliable
	X2.2	0.903	Valid Reliable
	X2.3	0.852	Valid Reliable
Informance Performance	Z.1	0.802	Valid Reliable
	Z.2	0.850	Valid Reliable
	Z.3	0.801	Valid Reliable
Employee Performance	Y.1	0.768	Valid Reliable
	Y.2	0.946	Valid Reliable
	Y.3	0.915	Valid Reliable
	Y.4	0.905	Valid Reliable

Source: Authors, 2023

The first test showed that the outer loading value of all indicator items had a value of  $>0.60$  (convergent validity test requirement for exploratory research), indicator items for organizational culture, public information performance, work quality, employee performance. Thus, this indicator must be valid as a research instrument, to be tested again. Based on the outer loading values presented in Table 1, it can be seen that the loading factor values for all reflective construct indicators are  $>0.60$ , which means all construct indicators are valid.

Convergent validity testing can also be done by looking at the AVE value of the research variable. The AVE value is presented in Table 2 and from this table it can be seen that the AVE value of all variables with reflective indicators shows a value of  $>0.50$  which means convergent valid

Table 2. AVE Value

Variable	AVE
Organizational Culture	0,874
Performance Quality	0,700
Information Performance	0,669
Employee Performance	0,786

Source: Authors, 2023

### *Discriminant Validity*

Discriminant validity is tested by comparing the square root of AVE with the correlation between constructs in the model which can be seen below.

Table 3. Correlation value between constructs with the square root value of AVE

Indicators	Organizational Culture	Performance Quality	Information Performance	Employee Performance
Organizational Culture	0,935			
Performance Quality	0,362	0,837		
Information Performance	0,342	0,700	0.818	
Employee Performance	0,985	0,368	0,392	0,886

Source: author, 2023

Table 3 shows that the AVE square root value (in bold) for each construct is greater than the correlation value, so that the constructs in this research model can be said to have good discriminant validity values.

### Reliability

Reliability tests are carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. To measure the reliability of a construct with reflective indicators, it can be seen from the Cronbach's alpha and composite reliability values. Composite reliability tests the reliability value between the indicators of the constructs that form it.

Table 4. Results of Instrument Reliability Testing

Variable	Cronbach's Alpha	composite reliability
Organizational Culture	0,928	0,954
Performance Quality	0,785	0,874
Information Performance	0,765	0,858
Employee Performance	0,908	0,936

Source: author, 2023

The coefficient of determination ( $r^2$ ) of the two endogenous variables is presented in Table 5 below.

Table 5. Goodness of Fit Test Results

Endogen	R-Square	R-Square Adjusted
Performance Quality	0,431	0,411
Information Performance	0,499	0,489
Employee Performance	0,974	0,974

Source: author, 2023

Based on the value of the coefficient of determination ( $r^2$ ), a predictive relevance value of  $Q^2 = 0.825$  or 82.5 percent is obtained. This can be interpreted as meaning that the model can explain the phenomenon of employee performance associated with organizational culture, work quality

and public information performance variables of 82.5 percent, the remaining 17.5 percent is explained by errors and other variables that are not yet included in the model.

From the test results it was found that there was a relationship that was not significant. In accordance with the rule of thumb for structural model testing, the relationship between variables that are considered to have a significant influence is with a t-statistic value > 1.96 at  $\alpha = 0.05$ . These results will be used to test the proposed research hypothesis.

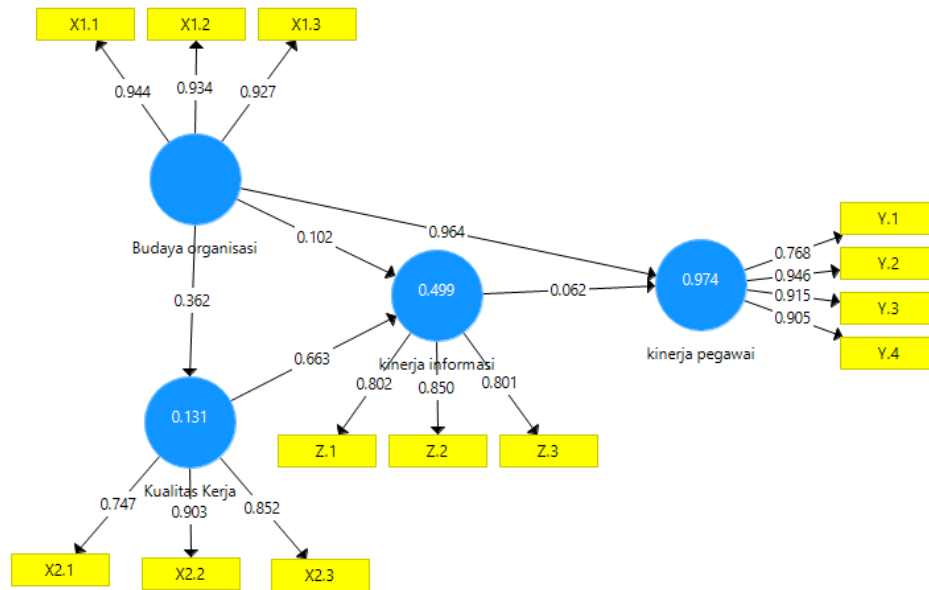


Figure 1. Path Coefficient Diagram and Direct Effect Hypothesis Testing

In detail, the following table shows the results of testing the relationship between variables and the hypotheses related to this relationship.

Table 6. Results of Direct Effect Hypothesis Testing

Hypothesis	Variable	Original sample	t-statistic	p-value*)	results
H1	Organizational Culture → Performance Quality	0,362	4,314	0,000	Accepted
H2	Organizational Culture → Information Performance	0,342	3,656	0,000	Accepted
H3	Organizational Culture → Employee Performance	0,985	67,878	0,000	Accepted
H4	Performance Quality → Information Performance	0,663	11,329	0,000	Accepted
H5	Performance Quality → Employee Performance	0,041	3,234	0,001	Accepted
H6	Information Performance → Employee Performance	0,062	3,265	0,001	Accepted

\*) significant at  $\alpha = 0.05$

Source: author, 2023

The results of testing the influence of organizational culture on improving employee performance can be proven by looking at the estimated path coefficient value of 0.343 with a critical point value (t-statistic) of 1.977 (>1.96) or a P value of 0.001 which is smaller than  $\alpha = 0.05$  which means it is significant . The results of testing the influence of the variable The test results show that there is sufficient empirical evidence to accept this hypothesis. The path coefficient value of the relationship between the Public Information Performance variable and employee performance is 0.825 with a t-statistic value of 3.265 (>1.96) and a P value of 0.001 which is smaller than  $\alpha = 0.05$  which means it is significant.

Table 7. Results of Indirect Effect Hypothesis Testing

Hypothesis	Variable	Original Sample	t-statistic	P-Value	Results
H7	Organizational Culture → Performance Quality → Information Performance	0,240	3,832	0,000	Accepted
H8	Organizational Culture → Information Performance → Employee Performance	0,006	0,997	0,319	Not Accepted
H9	Performance Quality → Informantion Performance → Employee Performance	0,041	3,234	0,001	Accepted
H10	Organizational Culture → Performance Quality → Information Performance → Employee Performance	0,015	2,335	0,020	Accepted

\*) significant at  $\alpha = 0.05$

Source: author, 2023

Testing the mediation influence path coefficient aims to see the position or position of the mediating variable in the model. The mediation effect is the relationship between exogenous and endogenous constructs through connecting or intermediate variables. The influence of exogenous variables on endogenous variables can be direct but can also be through connecting or mediating variables. A variable that is suspected to be a mediating variable can act as partial mediation or not as a mediating variable. (Organizational Culture → Performance Quality → Information Performance) is accepted with a significant t-statistic (3.832) and p-value (0.000), indicating a positive and significant relationship. From the results of testing and data processing as shown in Table 7, the eight hypotheses are not accepted/not significant, it can be seen that the calculated t value is 0.997 which is <1.96 and the Pvalue is 0.319 which is greater than 0.05 so it can be proven that partial mediation effect occurs. Apart from that, it can also be seen that the path coefficient value of organizational culture on public information performance on employee performance even if each of them is directly significant (from direct influence).

## **CONCLUSION AND RECOMMENDATION**

Organizational culture plays a crucial foundational role in shaping the overall structure and behaviors within an organization. In the study, it has been demonstrated to significantly influence Performance Quality and Information Performance. The significant relationship highlighted by the hypothesis suggests that an organization's culture is the driving force behind fostering an environment conducive to high-quality performance and effective information management. A positive organizational culture encourages collaboration, communication, and efficiency, which directly translates into better performance outcomes.

Organizational culture is integral to improving work quality and public information performance. By fostering involvement, consistency, adaptability, and mission clarity, organizations can create an environment that supports excellence in both employee contributions and public service outcomes. Aligning culture with strategic human resource practices and information management further ensures the organization can meet societal needs effectively and sustainably.

The importance of work quality in enhancing public information performance cannot be overstated. It serves as the foundation for accurate, reliable, and timely information dissemination, which is critical for fostering trust, accountability, and engagement with stakeholders. Organizations must prioritize work quality through targeted training, employee motivation, and effective resource allocation to ensure that public information performance aligns with organizational goals and societal expectations. In doing so, they not only improve their operational effectiveness but also strengthen their reputation and public trust.

## **ADVANCED RESEARCH**

Future research should explore the dynamic interactions between organizational culture, performance quality, and information performance in various institutional contexts. Investigating how cultural elements such as adaptability, consistency, and mission clarity influence employee engagement and service effectiveness could provide deeper insights into optimizing organizational strategies. Additionally, examining the role of digital transformation in enhancing information performance may reveal new approaches to integrating technology with organizational culture. Comparative studies across different sectors could further clarify the universal and sector-specific impacts of organizational culture on performance outcomes. Moreover, exploring internal factors such as employee motivation, leadership styles, and innovation adoption may offer a more comprehensive understanding of how organizations can sustain high-performance environments. A longitudinal approach could also assess the long-term effects of cultural shifts on organizational success. By expanding research in these areas, organizations can develop more effective strategies to align their culture with performance objectives, ultimately improving service quality, public trust, and institutional resilience.

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