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Relational Capital, Work Motivation, and Work Culture as Determinants of Employee Performance at the National Library of the Republic of Indonesia

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Abstract: This study aims to examine the effects of relational capital, work motivation, and work culture on employee performance at the Center for the Development of Public and Special Libraries, National Library of the Republic of Indonesia, within the context of service transformation and bureaucratic reform. A quantitative approach was employed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). Data were collected through a questionnaire distributed to employees and analyzed using SmartPLS software. The results indicate that relational capital, work motivation, and work culture simultaneously influence employee performance, with an adjusted R-square value of 0.534, indicating a moderate predictive power of the model. Partially, work motivation and work culture have a significant positive effect on employee performance, whereas relational capital does not show a significant effect. The effect size (f^2) analysis further reveals that work culture exerts the strongest influence, followed by work motivation, while the contribution of relational capital is negligible. These findings suggest that improving employee performance in the National Library environment is more effectively achieved through strengthening work culture and enhancing work motivation as part of human resource development and bureaucratic reform strategies. This study provides empirical evidence and practical implications for human resource management in public-sector library institutions.

Keyword: Relational Capital, Work Motivation, Work Culture, Employee Performance.

INTRODUCTION

Employee performance is a critical indicator of organizational effectiveness. Within the framework of contemporary performance management, public sector organizations are expected not only to perform administrative functions but also to deliver services that are responsive, high-quality, and grounded in professionalism. The National Library of the Republic of Indonesia, as a central government institution mandated to advance national literacy, plays a strategic role in ensuring the sustainability of information services and in enhancing the quality of human resources within the library sector.

One of the functional units within the organizational structure of the National Library of the Republic of Indonesia is the Center for the Development of Public and Special Libraries (Pusat Pengembangan Perpustakaan Umum dan Khusus). In accordance with the National Library Regulation No. 4 of 2020 on Organizational Structure and Operational Procedures, the Center functions as an implementing unit under the authority of the Deputy for Library Resource Development (Deputi Bidang Pengembangan Sumber Daya Perpustakaan). The Center for the Development of Public and Special Libraries (Pusat Pengembangan Perpustakaan Umum dan Khusus) is responsible for policy formulation and implementation, facilitation, provision of technical guidance, supervision, as well as evaluation and reporting related to the development and capacity building of public and special libraries. Organizationally, the Center for the Development of Public and Special Libraries (Pusat Pengembangan Perpustakaan Umum dan Khusus) is headed by a Director (Head of Center), who is responsible for coordinating and overseeing the execution of these functions.

Employee performance is commonly understood as the extent to which individuals effectively carry out both cognitive and behavioral activities to achieve predetermined organizational objectives, particularly those related to institutional sustainability and public service delivery. In the context of human resource management in the public sector, Mangkunegara (2013) defines employee performance as the qualitative and quantitative outcomes achieved by civil servants in performing their assigned duties in accordance with formally defined roles and responsibilities. Employee performance in public organizations is shaped by a complex interaction of internal and external determinants, reflecting its multidimensional nature.

Within contemporary public administration and library and information science research, three factors have received increasing scholarly attention as key antecedents of employee performance: relational capital, work motivation, and organizational work culture. Relational capital, as a core dimension of intellectual capital, refers to the quality of professional relationships, institutional networks, and trust-based interactions among organizational members (Nahapiet & Ghoshal, 1998). In public library institutions, strong relational capital contributes to effective knowledge sharing, coordination of services, and collaborative problem-solving across organizational units. Moreover, high-quality interpersonal relations are particularly critical in public sector bureaucracies, where coordination, procedural compliance, and inter-unit collaboration significantly influence organizational effectiveness and service performance.

Work motivation plays a critical role in fostering positive employee behavior and enhancing performance in public organizations. Motivation theories, such as Herzberg's Two-Factor Theory (1966) and Vroom's Expectancy Theory (1964), emphasize that intrinsic drives, self-actualization needs, incentives, and employees' perceptions of the value and meaningfulness of their work significantly determine their level of commitment to task execution. Employees with high levels of work motivation tend to demonstrate greater perseverance, proactivity, and a stronger results-oriented approach.

Within government institutions, where work structures are often characterized by strict regulations and formalized bureaucratic mechanisms, work motivation becomes a key determinant in sustaining employee productivity and ensuring optimal contribution to organizational objectives and public service outcomes.

This study contributes to the literature on public administration and library and information science by providing empirical evidence on the relative influence of relational capital, work motivation, and organizational work culture on employee performance within a public library institution. By situating the analysis in the context of a national-level government organization, this research extends existing performance management studies to the domain of public libraries, which remains underexplored in empirical research.

From a practical perspective, the findings offer important implications for managerial decision-making at the Center for the Development of Public and Special Libraries (Pusat Pengembangan Perpustakaan Umum dan Khusus), National Library of the Republic of Indonesia. The results suggest that strategies aimed at improving employee performance should prioritize strengthening organizational work culture and enhancing work motivation. Practical measures may include improving the work environment, fostering constructive interpersonal relationships, implementing effective motivation and reward systems, and cultivating an adaptive work culture that supports collaboration, innovation, and public service orientation.

Ultimately, improved employee performance is expected to contribute to the delivery of high-quality, inclusive, and socially responsive library services, thereby supporting the broader objectives of national literacy development and public service excellence.

METHOD

This study adopts an explanatory quantitative research design using a survey approach to examine the causal relationships between relational capital, work motivation, organizational work culture, and employee performance at the Center for the Development of Public and Special Libraries, National Library of the Republic of Indonesia. The survey method was selected because it enables systematic data collection and facilitates the empirical analysis of relationships among latent constructs measured through multiple indicators.

Partial Least Squares–Structural Equation Modeling (PLS-SEM) was employed as the primary analytical technique. The use of PLS-SEM is methodologically justified for several reasons. First, PLS-SEM is particularly suitable for prediction-oriented and explanatory research that aims to maximize the explained variance of endogenous constructs (Hair et al., 2019). Second, PLS-SEM is appropriate for studies with relatively small sample sizes and complex research models involving multiple latent variables (Ghozali & Latan, 2020). Third, PLS-SEM does not require strict assumptions of multivariate normality, making it well suited for organizational and public sector research contexts.

The research model consists of three exogenous variables—relational capital (X1), work motivation (X2), and organizational work culture (X3)—and one endogenous variable, employee performance (Y). The study was conducted at the Center for the Development of Public and Special Libraries, National Library of the Republic of Indonesia. The population comprised all 25 employees working at the Center, and a census approach was applied in which the entire population was included as research respondents.

Primary data were collected using a structured, self-administered questionnaire developed based on established measurement indicators for each construct. All items were measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questionnaires were distributed both in person and through online platforms to ensure accessibility, while maintaining strict confidentiality and anonymity of respondents. Data analysis was performed using SmartPLS software following the two-stage evaluation procedure recommended in PLS-SEM literature, namely assessment of the measurement model (outer model) and the structural model (inner model) (Hair et al., 2019; Ghozali & Latan, 2020).

RESULTS AND DISCUSSION

Results of Construct Validity and Reliability Testing

The evaluation of the measurement model (outer model) was conducted to assess construct validity and reliability using the PLS-SEM approach. Reliability was examined using Cronbach's Alpha and Composite Reliability, while convergent validity was assessed based on the Average Variance Extracted (AVE) values.

The results indicate that all research constructs (X1, X2, X3, and Y) exhibit Cronbach's Alpha and Composite Reliability values exceeding the minimum threshold of 0.70, indicating

satisfactory internal consistency and reliability. Accordingly, the indicators for each construct are considered reliable in measuring their respective latent variables.

Furthermore, the AVE values for constructs X2, X3, and Y meet the recommended criterion of ≥ 0.50 , suggesting adequate convergent validity. In contrast, construct X1 records an AVE value of 0.470, which is slightly below the recommended threshold. However, given that both Composite Reliability and Cronbach’s Alpha values for construct X1 are relatively high, the construct remains conceptually acceptable. This condition is consistent with the recommendation of Hair et al. (2019), who argue that AVE values below 0.50 may still be acceptable provided that construct reliability is sufficiently established.

Overall, the results demonstrate that the measurement model satisfies the criteria for reliability and convergent validity. Therefore, the research model is deemed appropriate for further analysis at the structural model (inner model) stage.

Table 1. Construct Reliability and Convergent Validity Results

Construct	Cronbach’s Alpha	Composite Reliability	AVE	Interpretation
X1 (Relational Capital)	0.848	0.875	0.470	Reliable, marginally valid
X2 (Work Motivation)	0.880	0.923	0.545	Reliable and valid
X3 (Work Culture)	0.917	0.942	0.628	Reliable and valid
Y (Employee Performance)	0.907	0.915	0.604	Reliable and valid

Source: Primary Data Processed Using Smartpls (2025)

Constructs are considered reliable when Cronbach’s Alpha and Composite Reliability values exceed 0.70, and convergent validity is established when AVE values are ≥ 0.50 . AVE values below 0.50 may still be acceptable if construct reliability has been adequately achieved (Hair et al., 2019).

Results of the Structural Model Assessment (PLS-SEM)

Coefficient of Determination

Dependent Variable	R-square	Adjusted R-square	Category
Employee Performance (Y)	0.592	0.534	Moderate–strong

Path Significance and Effect Size

Path Relationship	t-statistic	p-value	f ²	Interpretation
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X1 → Y	< 1.96	> 0.05	0.005	Not significant, very small effect
X2 → Y	> 1.96	< 0.05	0.273	Significant, moderate effect
X3 → Y	> 1.96	< 0.05	0.327	Significant, dominant effect

Based on the results presented above, the R-square value of 0.592 and the adjusted R-square value of 0.534 indicate that relational capital (X1), work motivation (X2), and organizational work culture (X3) jointly explain between 53.4% and 59.2% of the variance in employee performance (Y). These values suggest that the structural model demonstrates adequate predictive power.

The bootstrapping results reveal that work motivation (X2) and organizational work culture (X3) have statistically significant effects on employee performance, whereas relational capital (X1) does not exhibit a significant direct effect. Furthermore, the effect size (f^2) analysis indicates that organizational work culture is the most dominant predictor of employee performance, followed by work motivation, while the contribution of relational capital is negligible.

The evaluation of the structural model is based on the coefficient of determination (R^2 and adjusted R^2), the significance of path coefficients (t-statistics and p-values), and effect size (f^2) to assess the relative contribution of each exogenous variable, in accordance with the recommendations of Hair et al. (2019) and Ghozali and Latan (2020).

The findings indicate that relational capital, work motivation, and organizational work culture jointly make a substantial contribution to explaining employee performance at the Center for the Development of Public and Special Libraries, National Library of the Republic of Indonesia. This is evidenced by an adjusted R-square value of 0.534, suggesting that more than half of the variance in employee performance is explained by the combined influence of these three variables. This result reinforces the argument in public administration and library science literature that employee performance in public institutions is shaped not only by structural and administrative factors, but also by social, psychological, and organizational cultural dimensions.

At the individual level, the analysis reveals that relational capital does not exert a statistically significant direct effect on employee performance. This finding suggests that interpersonal relationships, internal networks, and trust among employees have not yet translated into measurable individual performance outcomes within the organizational unit. In highly formalized bureaucratic settings such as the National Library, employee performance is more strongly driven by compliance with standardized procedures, hierarchical task allocation, and formally defined performance indicators. As a result, relational capital appears to function primarily as a long-term organizational asset that supports coordination and institutional stability, rather than as an immediate determinant of performance.

In contrast, work motivation demonstrates a significant and positive influence on employee performance. This finding is consistent with motivational theories that emphasize the role of both intrinsic and extrinsic drivers in shaping work-related behavior. Employees who exhibit higher levels of motivation tend to demonstrate greater commitment, persistence, and performance quality in carrying out core functions such as library development initiatives, technical services, and professional assistance for public and special libraries. In the context of public sector organizations, this result underscores the importance of motivational mechanisms in mitigating bureaucratic rigidity and sustaining employee engagement.

Moreover, organizational work culture emerges as the most dominant predictor of employee performance. A strong work culture—characterized by discipline, accountability,

collaboration, and a clear orientation toward public service—plays a decisive role in shaping consistent and goal-oriented work behavior. Within the National Library context, a well-internalized organizational culture provides a critical foundation for executing library development tasks that require precision, cross-unit coordination, and adherence to service standards. The predominance of work culture over relational capital suggests that the internalization of shared values and norms exerts a more direct and tangible impact on employee performance than informal relational dynamics alone.

Taken together, these findings suggest that efforts to improve employee performance at the Center for the Development of Public and Special Libraries are likely to be more effective when they prioritize the strengthening of organizational work culture and work motivation, rather than relying solely on the enhancement of relational capital. While relational capital remains an important component of organizational social capital, its performance-enhancing potential may only be realized when it is systematically embedded within formal work processes, performance management systems, and a supportive organizational culture.

The findings of this study offer several important policy and managerial implications for public sector organizations, particularly within the library and information services domain. First, policymakers and organizational leaders at the National Library of the Republic of Indonesia should prioritize the strengthening of organizational work culture as a strategic lever for improving employee performance. Efforts to internalize values such as professionalism, accountability, collaboration, and public service orientation are likely to yield substantial performance gains.

Second, the significant role of work motivation highlights the need for comprehensive human resource policies that go beyond formal administrative controls. These may include the development of transparent performance appraisal systems, recognition and reward mechanisms, opportunities for professional development, and supportive leadership practices that enhance intrinsic and extrinsic motivation among employees.

Third, although relational capital did not exhibit a significant direct effect, it should not be disregarded in policy formulation. Instead, relational capital should be embedded within formal organizational mechanisms—such as team-based work systems, cross-unit coordination platforms, and knowledge-sharing initiatives—so that interpersonal relationships can more effectively support organizational objectives.

Finally, in the context of ongoing bureaucratic reform and digital transformation of library services, the alignment of human resource policies with adaptive work culture and motivational strategies is essential. Strengthening these dimensions is expected to enhance the quality, inclusiveness, and responsiveness of public library services, thereby supporting national literacy development and broader public service reform agendas.

CONCLUSION

This study examined the effects of relational capital, work motivation, and organizational work culture on employee performance at the Center for the Development of Public and Special Libraries (Pusat Pengembangan Perpustakaan Umum dan Khusus), National Library of the Republic of Indonesia, using a PLS-SEM approach. The findings demonstrate that, collectively, the three explanatory variables exhibit a moderate to strong predictive capacity, explaining more than half of the variance in employee performance.

At the individual level, work motivation and organizational work culture were found to have significant positive effects on employee performance, with organizational work culture emerging as the most dominant predictor. These results indicate that shared values, norms, and behavioral expectations play a critical role in shaping employee performance in public library institutions. In contrast, relational capital did not show a significant direct effect on employee performance, suggesting that interpersonal relationships and social networks, while important

for coordination and organizational cohesion, may not directly translate into measurable performance outcomes within a highly structured bureaucratic context.

Overall, the findings underscore the importance of cultural and motivational factors over purely relational dynamics in driving employee performance in public sector library organizations. This study contributes to the literature by providing empirical evidence from a national-level public library institution and by integrating social, psychological, and cultural determinants of performance within a single analytical framework.

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