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**THE INFLUENCE OF PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MEDIATING VARIABLE FOR CONTRACT EMPLOYEES OF SBA COMPANY**

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**ABSTRACT**

The goal of this research is to examine the psychological capital and organizational culture effect on employee engagement, with perceived organizational support (POS) as a mediator among contract employees of SBA Company in Aceh, Indonesia. This study utilized a quantitative approach and employed Structural Equation Modeling (SEM) with AMOS. The study population included contract employees of SBA, and a simple random sampling technique was used, resulting in 227 respondents selected using the Isaac and Michael table. The findings reveal that psychological capital positively affects engagement; organizational culture positively affects engagement; psychological capital positively affects POS; organizational culture does not affect POS; POS positively affects engagement; psychological capital affects engagement through POS; and organizational culture does not affect engagement through POS.

**Keywords:** Psychological Capital, Organizational Culture, Employee Engagement, Perceived Organizational Support.

**1. INTRODUCTION**

Every company faces significant challenges including economic pressures, globalization, and rapid market changes (Zeb et al., 2024). In this situation, the human resources (HR) department plays a significant role in retaining talent and understanding employee psychology to increase productivity. A strong relationship between employees and the company, known as employee engagement, is key to organizational success (Sihag, 2021). Employee engagement refers to employees' emotional and intellectual involvement in the organization, characterized by high levels of passion, dedication, and commitment (Sun & Bunchapattanasakda, 2019). Engaged employees tend to be more productive, loyal, and contribute positively to achieving organizational goals. In Indonesia, challenges such as economic uncertainty, digitalization, and mental health issues impact employee engagement levels. A 2022-2024 employee engagement survey showed that 69% of Indonesian employees are predominantly not engaged (Gallup, 2024). Contract employees, with their precarious employment status and limited benefits, often have a low emotional attachment to the organization, which impacts their motivation and commitment.

This phenomenon also occurs among contract employees at SBA company, a subsidiary of an Indonesian state-owned company that produces cement. The company prepares its raw materials locally through limestone, clay, and iron sand mining and operates an integrated factory to produce

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cement through a firing and grinding process. The pre-survey results showed that the employee engagement score for contract employees was 3.31, which is quite good, but still needs to be improved so that employees have an emotional attachment to the company and are committed and more productive in their work.

One internal factor that can increase engagement is psychological capital. According to (Luthans & Youssef-Morgan, 2017), conditions for psychological growth that benefit an individual include self-confidence, a positive outlook, hope, and resilience in the face of adversity. The pre-survey results on psychological capital among contract employees at SBA showed an average of 3.97, which is considered good but still needs improvement. Furthermore, an external factor influencing employee engagement is organizational culture. (Robbins & Judge, 2023) defined organizational culture as the set of basic values held by the organization, which builds a shared identity and commitment. An initial survey of culture at SBA yielded an average score of 3.81 (sufficient), which demonstrates the need for strengthening in innovation and teamwork. These results are also in line with initial interviews that have been conducted which showed that contract employees sometimes experience discrimination because they come from minority areas, and an authoritarian work culture where all decisions are made by the leadership without involving employees.

The next factor is perceived organizational support (POS). According to (Eisenberger et al., 2020), POS is employees' belief in the organization's concern for the contributions and well-being of its members. Research conducted by (Sihag, 2021) found that POS can mediate the psychological capital and employee engagement. The results of a pre-survey of SBA regarding POS showed an average score of 4.06, which is considered good, indicating that SBA ensures the welfare of its employees, even those on contract. Therefore, based on several empirical phenomena from the survey results as stated above, and also the availability of literature that connects these phenomena, and to complement the literature on companies such as SBA, this study attempts to fill the existing gap.

## **2. LITERATURE**

### **2.1 Employee Engagement**

Sun & Bunchapattanasakda (2019) reveal that employee engagement is a positive condition characterized by passion, dedication, and enthusiasm for work, with a construct that includes cognitive, emotional, and behavioral aspects, which reflects the extent to which employees are mentally, emotionally, and physically connected and committed to their work. A similar definition was put forward by (Schaufeli & Bakker, 2022), which is a positive and satisfying state of mind related to work, characterized by enthusiasm, dedication and high emotional adhesion in the company, so that it is able to handle work demands well. (Rasool et al., 2021) define the source of physical and emotional connection between employees and the organization as workforce productivity, achieved through support and attention to employees. Meanwhile, according to (Saks, 2019), employee engagement refers to an energizing perspective described as energy, impressive work skills, responsibility, and readiness to engage in work.

Employee engagement in this study was measured by five indicators: 1) Organization Identity : the degree to which employees feel part of the organization and align with the organization's values and goals; 2) Dedication : Strong emotional commitment to work, characterized by passion, enthusiasm, and pride in the work done; 3) Absorption (Full Involvement

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in Work): Employees are so involved in their work that time feels fast; 4) Vigor (Enthusiasm): energy, and mental resilience when working; 5) Pleasant Harmony: positive and enjoyable feelings when working and a balance between work life and personal life (Sun & Bunchapattanasakda, 2019) .

## **2.2 POS**

(Eisenberger et al., 2020) POS is a state where a member believes in the organization's concern for the contributions made by members by appreciating each contribution and striving for their welfare. (Bonaiuto et al., 2022) define POS in the context of work as organizational support that is felt and considered as an organizational commitment to employees, with two main factors in increasing POS, namely support from coworkers and support from superiors. According to (Umami et al., 2024) the view of POS is a belief held by employees about how much the organization values their commitment and often thinks about employee welfare. Every employee will participate in organizational activities and make every effort to achieve organizational goals if they believe that they have support from the organization. (Luo, 2020) emphasizes that when employees feel supported by the organization, they will feel obliged to reciprocate by improving performance and loyalty. This creates a norm of reciprocity where support from the organization encourages positive behavior from employees.

POS in this study was measured using the Fairness indicator, which refers to the fair treatment of each employee and the company's concern for employee health. Supervisor support, which refers to superior support for subordinates' work, indicates concern for employees. organizational rewards and job conditions, which include: promotion, job security, independence, stressor roles, training, and company size (Eisenberger et al., 2020).

## **2.3 Psychological Capital**

According to (Luthans & Youssef-Morgan, 2017), psychological capital is a condition of psychological growth that is beneficial for individuals who are determined by self-confidence (self-efficacy) to undertake difficult tasks, as well as having a positive view (optimism) regarding current and future achievements, continuing to pursue goals and rearrange the way to achieve the goal if necessary (hope) to be successful, and to be able to survive even become better than before when experiencing difficulties and problems (resiliency) to achieve success thereby increasing engagement and satisfaction. (Cendrawati, 2018) states that psychological capital tends to be more flexible and can change throughout a person's life. It is also personal, with each person having varying levels of psychological capital. Psychological capital is characterized by awareness and confidence in one's abilities, intrinsic motivation, optimism, and the ability to adapt to challenges. According to (Sihag, 2021), it is a potentially positive resource, encompassing the ability and strength to quickly address challenges with a positive mindset, including hope, resilience, self-efficacy, and optimism.

Psychological capital in this study was measured using four indicators: hope, the motivation to complete work despite challenges; self-efficacy, the belief in one's ability to complete work; resilience, the employee's resilience in the face of adversity and the drive to move forward; and optimism, the positive and realistic belief in achieving satisfactory results from their work (Luthans & Youssef-Morgan, 2017).

## **2.4 Organizational culture**

According to (Jufrizen & Rahmadhani, 2020), organizational culture is manifested in the values, beliefs, assumptions, or long-standing norms agreed upon and accepted by members of an

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organization as guidelines for behavior and ways of addressing problems within the organization. Furthermore, according to (Luthans & Youssef-Morgan, 2017), organizational culture is the values and norms that guide the organizational members' behavior. Because each individual within an organization has unique characteristics, one thing that sets an organization apart from others is its culture.

(Dai & Qin, 2016) argue that organizational culture can make members feel satisfied with what the organization provides, which then leads to an increased sense of organizational identity. This allows members to prove their value to the organization and make the organization worthy of greater support. The results indicate higher levels of employee engagement. According to (Robbins & Judge, 2023), organizational culture is a collective framework of meaning regarding the core values held and valued by an organization. This framework plays a role in creating clear distinctions between one organization and another, building a sense of identity for its members, facilitating the emergence of a shared organizational commitment, strengthening the stability of the social system, and producing mechanisms that shape meaning and control that guide the attitudes and actions of organizational members.

Organizational culture in this study was measured using seven indicators: 1) innovation and risk-taking, where employees are encouraged to create new things and dare to take risks; 2) attention to detail; 3) results orientation (outcome orientation), where leaders focus on achieving work goals; 4) people orientation (individual orientation), where company decisions affect employees; 5) team orientation (group orientation), involves teamwork to achieve work goals; 6) aggressiveness (aggressiveness), is a competitive and aggressive attitude at work, and; 7) stability, where company policies are stable (Robbins & Judge, 2023).

## **2.5 Hypothesis**

### **Psychological Capital on Employee Engagement**

Psychological capital is a term used to describe a person's positive mindset and inner resources, such as believing in their abilities, staying hopeful, remaining optimistic, and being resilient when facing challenges at work. A workplace characterized by high psychological capital tends to make employees more focused, increase the quality of their performance and cause them to become increasingly engaged in their work. These people tend to exude more energy and engagement, as well as being willing to get involved in all kinds of activities at work. According to (Khoiriah & Viranda, 2024) and (Ngwenya & Pelsier, 2020), strong psychological capital leads to higher levels of work engagement among individuals. This implies that investing in psychological capital can take a real toll on the level of connection and motivation experienced by employees in their positions.

Ha1: significantly, psychological capital affects employee engagement

### **Organizational Culture on Employee Engagement**

The organizational culture is the shared values, beliefs and norms which influence how people in an organization act, work together to reach their goal (Jufrizen & Rahmadhani, 2020). In contrast, when a company cultivated some degree of positive culture, such as a supportive environment, fair compensation and equitable purpose, it can positively improve employees' sense of their job. In these situations, workers tend to be more engaged, inspired and excited about their work. The studies conducted by (Dai & Qin, 2016) and (Anggraini et al., 2026) even emphasize that developing a good culture by the company leads to enhanced organizational engagement.

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Consequently, how an organization's culture is created and preserved can directly affect employee engagement levels on a day-to-day basis.

Ha2: significantly, organizational culture affects employee engagement

### **Psychological Capital on POS**

Psychological capital describes the ways in which an individual maintains a positive mindset, such as believing in their competence, staying hopeful and optimistic and exhibiting resilience when things get tough at work. Individuals exhibiting strong psychological capital show more favorable perceptions of their organizational environment and appreciate perceptions of POS, considering that their employer truly cares about them (Ngwenya & Pelsner, 2020). This highlights how psychological capital not only makes employees more resilient to the ebbs and flows of organizational life, but also reinforces their perception that they are cared for and valued by their employer. This argument is supported by the findings of (Sihag, 2021) and (Fadilah & Hurriyati, 2023), who found that employees with high psychological capital are more likely to perceive a higher level of organizational support. Psychological capital such as hope, optimism, resilience, and self-efficacy, all lead to individual performance outcomes.

Ha3: significantly, psychological capital affects POS

### **Organizational Culture on POS**

According to (Jufrizen & Rahmadhani, 2020), organizational culture is a shared set of values, beliefs, and norms that influences how individuals behave within their organization. When an organization builds a healthy, solid culture, it establishes an environment that encourages creativity and innovation and fosters genuine recognition for the day-to-day hard work employees contribute (Nazir et al., 2019). Such an environment makes employees feel they belong there and have the psychological safety needed for their professional development and holistic growth. When employees feel safe and included at work, they are more likely to perceive the organization as genuinely caring about them and valuing their contributions, a feeling referred to as POS. This notion is further supported by research by (Sihag, 2021) and (Leung & Lim, 2016), indicating that a favorable organizational climate can impact employees' sense of support available to them at their place of work. In the end, when it comes to how anyone feels supported and valued in the work they do each day, the manner in which an organization's culture has been developed and sustained has a profound effect.

Ha4: significantly, organizational culture affects POS

### **POS on Employee Engagement**

POS is employees knowing that their organization acknowledges and cares for them as individuals, reflecting how valuable the hours of their days devoted to work are (Umami et al., 2024). When team members feel their company provides support, gives the right tools and resources, and encourages them, they are more likely to feel comfortable meeting expectations (Saks, 2019). This type of encouraging, warm environment creates a sense of safety and inclusion, letting people know they are important parts of a whole. Consequently, employees feel motivated to contribute more to the enterprise, with increased commitment and passion, in addition to going the extra mile. Research by (Sihag, 2021) and (Nikhil & Arthi, 2018) supports the statement that employees who feel supported are much more likely to contribute engagement and commitment to their jobs. It

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shows how vital it is that organizations create a culture where employees feel their contributions matter and that their well-being is genuinely valued.

Ha5: significantly, POS affects employee engagement

### **Psychological Capital on Employee Engagement Through POS**

Employees with high psychological capital, confidence, hope, optimism and resilience, typically look at their workplace through a rosier lens. This optimistic bias makes them more likely to believe (or perceive) that their organization recognizes and supports their efforts (Ngwenya & Pelser, 2020). Researchers have found that employees who know their employer has their back and gives them the tools they need and encourages them to do the work, are more likely to feel empowered for their daily work (Saks, 2019). Such supportive surroundings enable people to get their work done but also elevate their sense of well-being and encourage them to take an interest in roles they have. Intriguingly, the research work of (Sihag, 2021), found that POS mediates between psychological capital and engagement. This means that when employees have a positive disposition, it often results in them feeling more supported by their organization, which helps propel them to feel even more engaged and committed to doing the work. This influence mechanism underscores the value of not only developing employee personal strengths, but also a supportive workplace environment.

Ha6: significantly, psychological capital affects employee engagement through POS

### **Organizational Culture on Employee Engagement Through POS**

A healthy, right organizational culture significantly impacts a workplace, enabling creativity to be unleashed (Nazir et al., 2019), and employees feel that the organization is acknowledging their contributions while actively working to fully support them. In this kind of organization, where employees believe they are really supported by the establishment they work for, they will be much more inclined to feel they have all the access and support needed to perform their job (Saks, 2019). Having this type of supportive environment fosters personal growth and sustainability, while also resulting in higher engagement among team members, in which individuals feel more energized, dedicated, and even proactive on the job. In addition, (Murti, 2018) research indicates that POS serves as a mediating factor between culture and engagement. Consequently, employees receive the benefits of a positive, empowering culture through everyday experiences of support, care, and acknowledgment from the organization. In the end, this supportive culture is what can truly change employees' commitment and engagement at work.

Ha7: significantly, organizational culture affects employee engagement through POS

## **2.6 Study Framework**

The connection between variables and the existence of POS as a mediator in human resource studies is not only supported by theoretical foundations but also reinforced by previous studies. Therefore, the paradigm or relationship between concepts (variables) in this study is as follows.

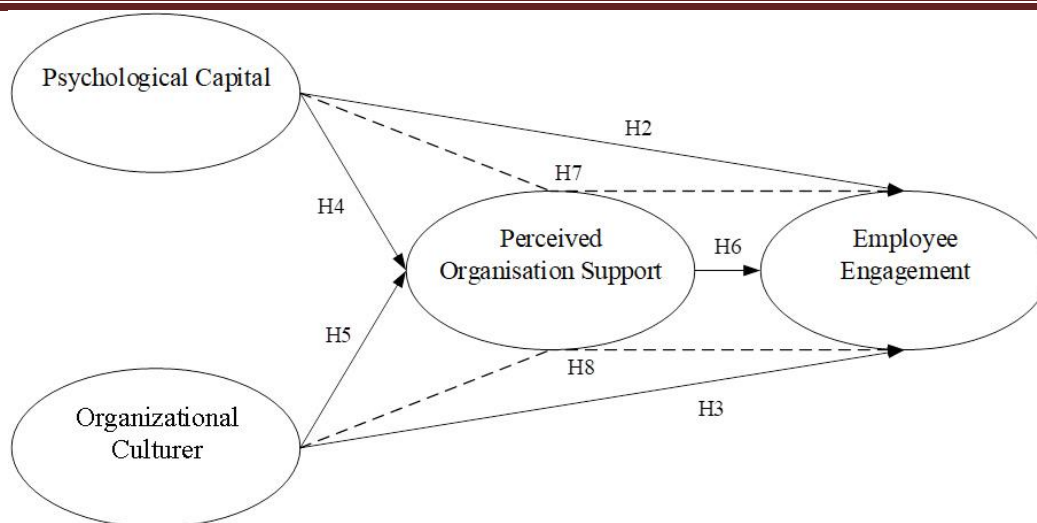


**Figure 1.** Study Paradigm

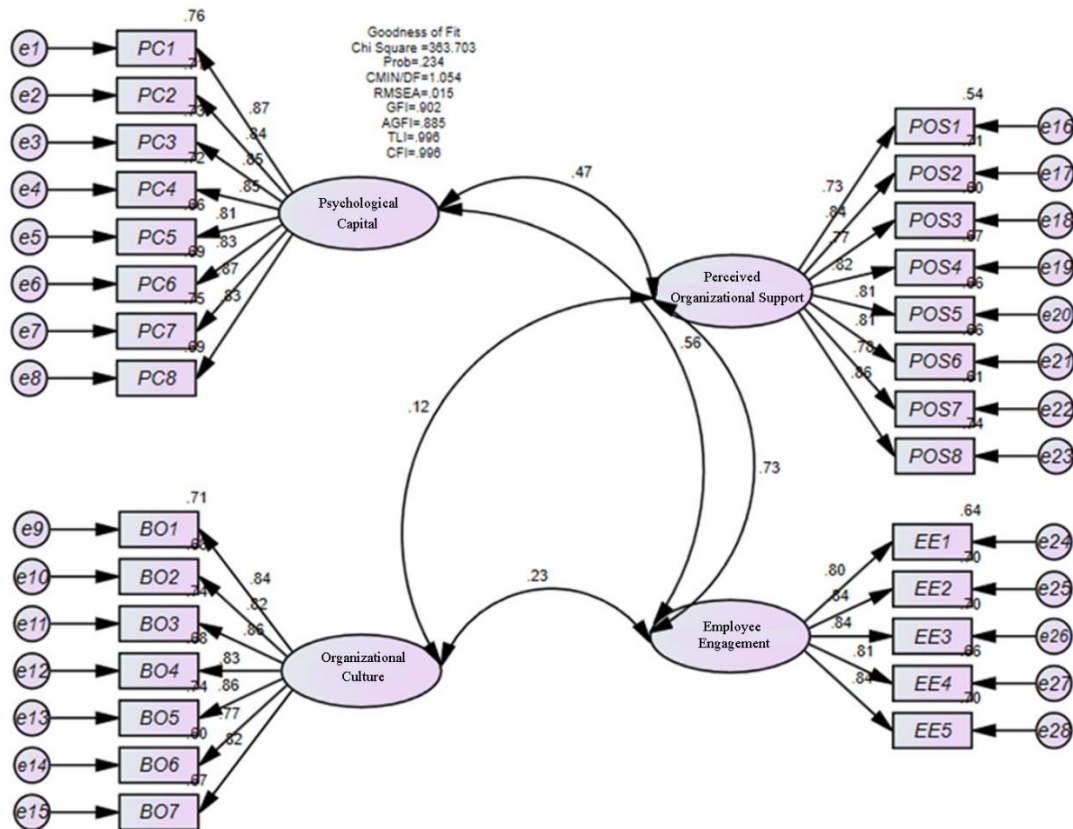
### 3. METHOD

This research was conducted at the SBA company. The population consisted entirely of SBA contract employees, totaling 657 people. The sampling technique used was simple random sampling, with 227 respondents determined using the Isaac and Michael table (Sugiyono, 2017). The analysis method used is Structural Equation Modeling (SEM) with AMOS. It is suitable for testing complex mediation models (Hair et al., 2020); Byrne, 2016). This method also provides strong empirical support for the mediating role of POS in the relationship between perceived value (psychological capital and organizational culture) and employee engagement. Furthermore, SEM allows for the simultaneous testing of multiple hypotheses, thereby increasing the reliability and generalizability of the research results.

### 4. RESULT

#### 4.1 Measurement Test

(Hair et al., 2020) stated that model fit evaluation in SEM is conducted using a number of goodness-of-fit indices along with recommended threshold values. The measurement model is presented in the Figure 2 below.



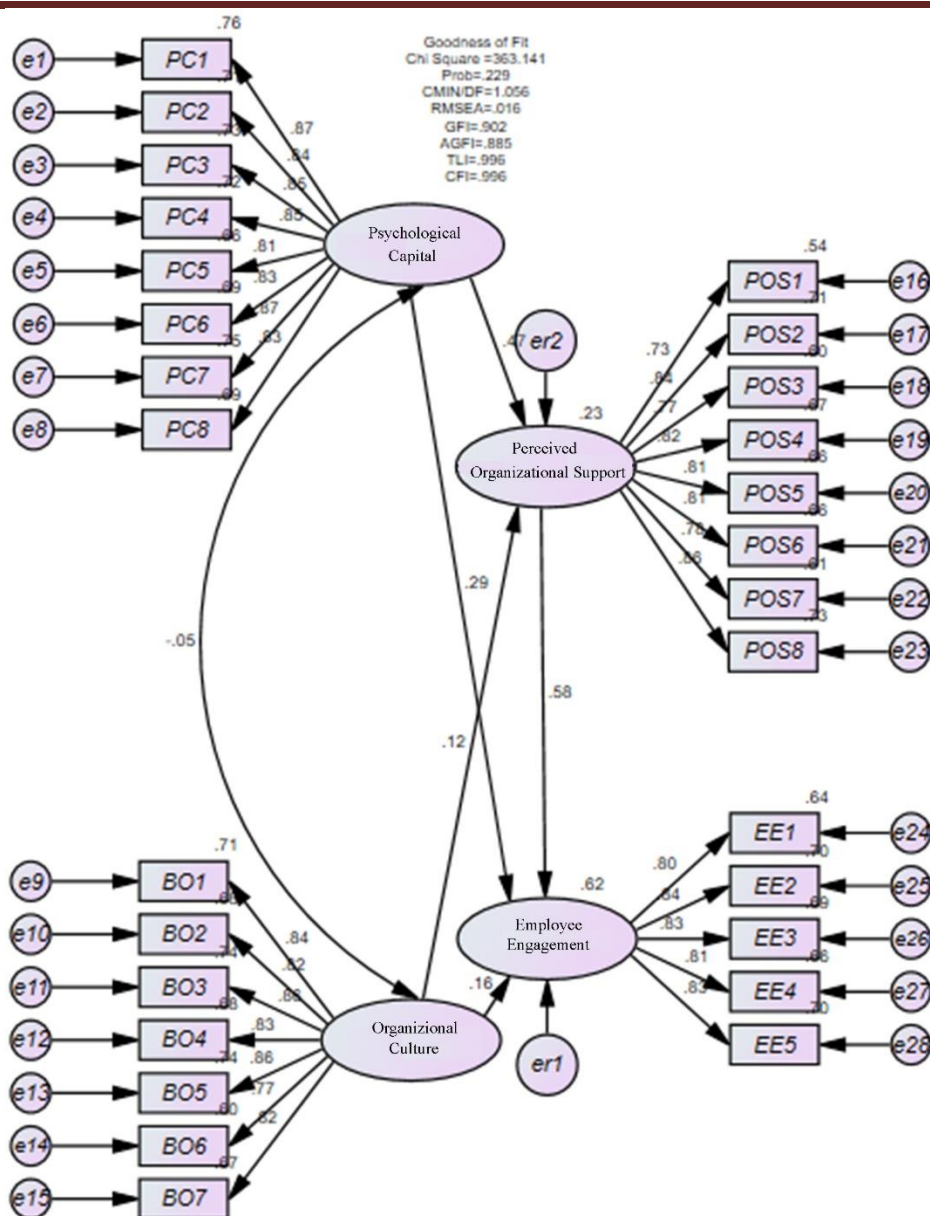
Source: AMOS Output ( 2026 )

**Figure 2. Measurement Test**

The measurement analysis shows that the chi-square value = 383.703 is considered good. In addition, the RMSEA value = 0.015, GFI = 0.902, TLI = 0.996, AGFI = 0.885, and CFI = 0.996 meet the requirements and indicate suitability. Therefore, the output of this model can be used as findings or research results on how indicators relate to each construct.

#### 4.2 Structural Test

Structural test analysis was conducted after analyzing the indicators that form the latent variables. The test result is shown in Figure 3 below.



Source: AMOS Output ( 2026 )

**Figure 3. Structural Test**

### Direct Effect Hypothesis

Figure 1 provides the result for the direct effect test, in Table 1 below.

**Table 1. Direct Impact Test**

|            |      |                        | Estimate | SE   | CR    | P    |
|------------|------|------------------------|----------|------|-------|------|
| POS        | <--- | Psychological Capital  | .405     | .063 | 6.447 | ***  |
| POS        | <--- | Organizational culture | .099     | .054 | 1.837 | .066 |
| Engagement | <--- | Organizational culture | .155     | .048 | 3.208 | .001 |
| Engagement | <--- | POS                    | .664     | .083 | 8.039 | ***  |
| Engagement | <--- | Psychological Capital  | .284     | .058 | 4.927 | ***  |

Referring to Table 1, further analysis can be presented as follows:

#### H1 : Psychological Capital on Engagement

The test results show that psychological capital positively significantly affects engagement, with an estimated value of 0.284 and  $p\ 0.000 < 0.05$ . Therefore, Ha1 is accepted, which confirms that psychological capital has an important role in increasing engagement in SBA contract employees.

#### H2 : Organizational Culture on Engagement

The test results show that culture positively significantly affects engagement, with an estimated value of 0.155 and  $p\ 0.001 < 0.05$ . Therefore, Ha2 is accepted, which confirms that culture has an important role in increasing engagement in SBA contract employees.

#### H3 : Psychological Capital on POS

The test results show that psychological capital positively significantly affects POS, with an estimated value of 0.405 and  $p\ 0.000 < 0.05$ . Therefore, Ha3 is accepted, which confirms that psychological capital has an important role in increasing POS for SBA contract employees.

#### H4 : Organizational Culture on POS

The test results show that culture does not significantly influence POS, with an estimated value of 0.099 and  $p\ 0.066 > 0.05$ . Thus, Ha4 is rejected, which means there is no significant influence of culture on POS for SBA contract employees.

#### H5 : POS on Employee Engagement

The test results show that POS positively significantly affects engagement, with an estimated value of 0.664 and  $p\ 0.000 < 0.05$ . Therefore, Ha5 is accepted, which confirms that POS has an important role in increasing engagement in SBA contract employees.

#### **Mediation Hypothesis**

The mediation effect was tested using SEM as well, as this allows for simultaneous estimation of direct and indirect effects and is capable of handling complex structural relationships more accurately (Hair et al., 2020) . Table 2 below shows the mediation effect test result.

**Table 2. Mediation Impact Test**

|                     | Organizational culture | Psychological Capital |
|---------------------|------------------------|-----------------------|
| POS                 | .....                  | .....                 |
| Employee Engagement | .130                   | .018                  |

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From Table 2, the mediation analysis can be described as follows.

H6 : Psychological Capital on Employee Engagement Through POS

From the test results, it shows a significance value of  $\alpha = 0.018 > \text{considered } \alpha (0.05)$ , so the model is considered significant. Therefore, H6 is accepted, which means that POS mediates psychological capital towards employee engagement in SBA Contract Employees.

H7 : Organizational Culture on Employee Engagement Through POS

From the test results, it shows a significance value of  $\alpha = 0.130 > \text{considered } \alpha (0.05)$ , so the model is considered insignificant. Therefore, Ha 7, which means that POS does not mediate organizational culture towards employee engagement. to SBA Contract Employees.

#### **4.3 Discussion**

The findings concluded that psychological capital positively significantly affects employee engagement in SBA contract employees. This describes that the more psychological capital an individual has as reflected by self-efficacy, hope, optimism and resilience, the higher their engagement level in work. Thus, these findings are congruent with the underlying theory of (Luthans & Youssef-Morgan, 2017), which was further reinforced by empirical research (Khoiriah & Viranda, 2024); (Ngwenya & Pelser, 2020), suggesting a supplementary relationship between psychological capital and employee engagement. Further, organizational culture was also discovered to have a notable positive influence on engagement. A positive organizational culture encourages employees to foster a sense of belonging, dedication, and involvement while in the workplace. This result is consistent with (Robbins & Judge, 2023) viewpoint, in addition to a study conducted by (Dai & Qin, 2016), as well as (Anggraini et al., 2026), all of whom turn to organizational culture as an important factor in building employee engagement.

The findings also show that psychological capital is positively related to POS. Thus, employees with high psychological capital are more likely to view their organization as being supportive, which is indicative of a greater overall perception of care and value from the employer. Indeed, this observation follows the explanations of (Luthans & Youssef-Morgan, 2017) and is supported by the work of (Sihag, 2021) as well as (Fadilah & Hurriyati, 2023). On the other hand, organizational culture was found to be statistically insignificant regarding POS in contract employees. This implies that, for this group, the perception of organizational support is more correlated with intra-organizational actions (like equal treatment and concern about employee interests) than macro cultural characteristics. This hypothesis is backed by the work of (Eisenberger et al., 2020), (Robbins & Judge, 2023), and Leung and Lim (2016). Additionally, the findings demonstrate that POS alone is a powerful predictor of employee engagement. When team members feel valued and supported by their company, they are more likely to be engaged, excited, and committed in their roles. Such a conclusion aligns with (Schaufeli & Bakker, 2022) theoretical contributions, which are corroborated by (Sihag, 2021) and (Nikhil & Arthi, 2018) empirical evidence.

The study further indicates that POS significantly mediates the psychological capital impact on engagement. (Sihag, 2021) suggested that psychological capital positively affects engagement both directly and through enhancing POS. On the contrary, POS statistically does not moderate the association between organizational culture and employee engagement. In the framework of contract employees, it means that organizational culture is not limited as explanatory factors to change perceptions of support by mediation methods. The finding is consistent with what (Leung & Lim, 2016) reported.

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## 5. CONCLUSION

Overall, the results suggest that both psychological capital and organizational culture act as key drivers of employee engagement among contract employees. When employees have psychological capital, they perceive the organization as supportive; thus, psychological capital not only plays a positive role in workplace outcomes but also enhances the employee-organization relationship. Unlike psychological capital, organizational culture did not predict perceived organizational support, suggesting that although the organization's cultural context may influence individual behavior and perceptions to some degree, beyond a certain threshold, these nuances are beyond its influence. Furthermore, the analysis emphasizes the role of POS to enhance engagement. Employees who feel appreciated and supported will also show higher levels of passion for their work. More specifically, psychological capital was associated with engagement via POS, highlighting the indirect mechanisms by which it can increase engagement levels. POS, however, did not mediate the organizational culture and employee engagement. Suggesting that cultural influences in terms of engagement are not necessarily channeled through perceptions of support.

Several recommendations are provided based on the results. For the study subject, the company is advised to improve employee engagement among contract employees by strengthening psychological capital and a supportive organizational culture. Furthermore, the company needs to strengthen POS by focusing on employee well-being, role clarity, and opportunities for self-development to ensure employees feel valued and supported. For academics, this research contributes to the development of HR management science, particularly regarding psychological capital, organizational culture, employee engagement, and POS. It serves as a reference for further research. For further researchers, it is advised to add other variables, such as job satisfaction, commitment, or leadership style, and to use broader research methods and objects to obtain a more comprehensive understanding of employee engagement.

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