

***IS ORGANIZATIONAL CULTURE MEDIATING THE RELATIONSHIP
RECRUITMENT AND PLACEMENT ON EMPLOYEE PERFORMANCE IN BHIRAWA
DAILY NEWSPAPER OFFICE?***

**APAKAH BUDAYA ORGANISASI MEDIASI HUBUNGAN REKRUTMEN DAN
PENEMPATAN TERHADAP KINERJA KARYAWAN DI KANTOR HARIAN
BHIRAWA?**

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ABSTRAK

Banyak penelitian yang berfokus pada pengaruh rekrutmen dan penempatan terhadap kinerja karyawan, namun kurang fokus untuk mengkaji peran budaya organisasi sebagai mediator untuk merangsang kinerja karyawan. Tujuan dari penelitian ini adalah untuk menguji dan menganalisis pengaruh rekrutmen, penempatan, dan budaya organisasi terhadap kinerja karyawan pada Harian Harian Perusahaan Bhirawa Surabaya. Dalam penelitian ini juga mengkaji peran budaya organisasi sebagai mediator dalam hubungan kedua variabel tersebut terhadap kinerja karyawan. Penelitian dilakukan dengan menggunakan desain survei dengan sensus untuk mengumpulkan data. Kuesioner yang dirancang dengan skala Likert digunakan untuk mengumpulkan data. Data dianalisis dengan Partial Least Square. Hasil penelitian ini menunjukkan bahwa rekrutmen tidak berpengaruh positif terhadap kinerja karyawan, penempatan tidak berpengaruh positif terhadap kinerja karyawan, budaya organisasi berpengaruh signifikan terhadap kinerja karyawan dan budaya organisasi memediasi pengaruh rekrutmen terhadap kinerja karyawan surat kabar harian Bhirawa Surabaya.

Kata Kunci : Rekrutmen, Penempatan, Budaya Organisasi, Kinerja Karyawan

ABSTRACT

Many research focus on the effect of recruitment and placement on employee performance, but less of them focus for examining the role of organizational culture as mediator for stimulating employee performance. The purpose of this study was to examine and analyze the effect of recruitment, placement, and organizational culture on employee performance at the Daily newspaper Bhirawa Surabaya Company. In this research also examine the role of organizational culture as the mediator in that relationship on both variables on employee performance. The research was conducted by using a survey design with sensus for collecting data. Questionnaires which is designed by Likert scale were used to collect data. Data was analyzed with Partial Least Square. The results of this study indicate that recruitment has no positive effect on employee performance, placement has no positive effect on employee performance, organizational culture has a significant effect on employee performance and organizational culture mediates the effect of recruitment on the employee's performance of daily newspaper Bhirawa Surabaya.

Keywords : Recruitment, Placement, Organizational Culture, Employee Performance

INTRODUCTION

Human Resource Management has a major role in every companies. Some research found that the practices of human

resource management has impact on companies competitive advantage and business performance (Pham, 2020). One on the determination of business performance is

become from employee performance. The conditions of employee performance was influenced by several factors, such as employee recruitment, employee placement, and organizational culture, and other element of human resource management implementation.

According to Sinambela, (2016:18), human resource management is a process of dealing with various problems within the scope of employees, workers, managers, and other workers to support organizational activities to achieve a predetermined goal. The Bhirawa daily newspaper is a company engaged in the media sector, especially newspapers published in Surabaya which publishes specialized news on economics, sports, and bureaucracy and has the motto of the eyes of the people, the eyes of the bureaucrats. The bhirawa daily has 50 employees led by 3 boards of directors and 1 managing director.

For enhancing its business performance, the company views employee performance must be enhanced. However, high employee performance is currently not fulfilled. In an effort to realize employee performance, one of the things that will be done is good recruitment. Research found that good recruitment practices has impact on employee performance(Ukpabi & Salaudeen, 2021). The recruitment process in an organization is common, but problems often occur in this process. Such as the many problems during the employee recruitment process by the company. In recruiting new employees, there are often problems that underlie this research, such as human resource management not seeing the potential of their own internal company and if recruiting employees from externally, the interview is always the final test to determine whether or not the prospective employee is part of the company, this often happens because the recruitment process is too rushed and human resource management expects perfect employee candidates and expects too much of prospective employees. this kind of

thing also currently happens in the recruitment process, This kind of thing is also currently happening in the Bhirawa news paper Daily company, the recruitment process is less selective, it seems rushed and does not look for human resources from within the organization, resulting in a decrease in the quality of human resources there, the interview is also the final determinant of whether or not a prospective employee is eligible to become a new member of the company. Sinambela, (2016 : 118), Recruitment is the process of luring potential employees to the company in the quantities and with the qualifications that are required at the correct moment.

It is undeniable that errors in placement still occur in the scope of work of the Bhirawa Daily newspaper company, starting from the placement of employees who do not match the educational background with what the employee does to other problems such as the mismatch between the interests, talents, skills, and expertise of employees with the type and level of work/position entrusted to them, this will likely affect employee performance. This problem is the basis for the research that the author will conduct on the placement process after employees are accepted through the recruitment process. Placement of employees after being accepted into the company is also important. Thorytically the right placement has important effect on performance. Research found that the right placement has positive effect on employee performance (Ronald Aprianto et al., 2020) , In this company the placement process still does not match the interests and talents and experience of employees because the right placement in the right position will be able to assist the company in achieving the expected goals Elmi, (2018 : 53), Employee placement refers to assigning employees to certain jobs. This is particularly true for new hires and veteran workers who have held down roles that fal within the purview of the employee placement function in the sense of sustaining

that function. In addition to problems in the recruitment and placement process, the thing that is less precise in the scope of work in that company.

Another problem in Bhirawa Daily newspaper company is organizational culture. Some employees unable to adapt with company's vision and mission with employees. This is the fundamental basis for researchers to examine this issue of organizational culture, According to Robbins & Judge, (2018: 296), organizational culture is a system of shared meanings shared by members that distinguish the organization from other dominant organizations. Langford et al., (2020: 107), Organizational culture is the value of mutually agreed beliefs and norms that influence the way employees to think, feel, and behave towards people inside and outside the organization. Employee performance can be influenced by recruitment and placement and organizational culture. Productivity is the main key to achieving organizational performance, and organizational performance is highly dependent on employee performance. Therefore, this is what underlies researchers to examine issues regarding employee performance. In general, the notion of performance is a person's work performance based on the quantity and quality that has been mutually agreed upon. This is also supported by the statements of experts about performance. According to Amir performance is something that is displayed by a person by a person or a process, which is related to the assigned work tasks (Amir, 2015). Meanwhile, according to Sinambela, (2016: 480), employee performance is defined as the ability of employees to do certain skills

Based on the problem that have been described, this study aims to examine and analyze the effect of recruitment, placement, and culture organization on employee performance in Bhirawa Daily newspaper company. The hypothesis in this study are : H1: Recruitment has no positive significant

effect on employee performance, H2: Placement has no positive significant effect on employee performance. H3: Organizational culture has a positive significant effect on employee performance, H4: Organizational culture mediates the effect of recruitment on employee performance in Bhirawa daily office

RESEARCH METHODS

This research was conducted on employees of Bhirawa Daily Office using a quantitative approach using survey methods. Data was collected by distributing questionnaires. The sampling technique census which involving employees who works more than 1 year.

The variables and the operational definition in this study are: Recruitment as the independent variable. Recruitment is process of finding and inviting qualified applicants to become employees, the recruitment process is based on job description, job specifications, and performance standard for prospective job applicants. (dos Santos et al., 2020), The second variables is placement (independent variable). Placement is assigning employee to specific work roles. This is especially true for new and old employee who have held down occupations or positions that include the aim of employee function placement in the sense of retaining their functions. (Elmi, 2018). The mediator variables is organization culture. Organizational culture is a system of shared by members that distinguish the organization from other dominant organizations.(Robbins & Judge, 2018) . The dependent variable is employee performance. According to Salomo & Agbaeze, (2019) in Campo et al., (2021: 3) Employee performance is the performance of productive workers in the tasks entrusted to them, which are entrusted to them, which can be measured in terms of results, and are as large as the results of some combination of skill, effort, and opportunity. (Page & Vella-Brodrick, 2009).

Data was analyzed by partial least square (PLS). In this study the measurement of variables using a Likert scale which has scoring: 1: totally disagree, 2: disagree, 3: netral, 4: agree dan 5: very agree. In this study the researchers used a construct validity test, where the test can be said to be valid if the AVE is greater than the correlation between variables. The reliability test is demonstrated by the value of Crobach alpha with a condition of > 0.6 . Validity and reliability test results are presented in the Table 1.

Table 1. Validity and Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Recruitment	0.918	0.922	0.935	0.674
Placement	0.921	0.921	0.934	0.585
Organization Culture	0.946	0.953	0.930	0.613
Employee Performance	0.900	0.905	0.930	0.770

Source: Data processed (2023)

Based on table 1, the results of the reliability test have been obtained which can be seen from the Crobach alpha which obtained a result of > 0.6 , meaning that it can be concluded that the reliability test is reliable. In testing the validity where the test can be said to be valid if the AVE has a value of > 0.5 , it can be concluded in the table that the results of the validity test can be said to be valid.

RESULTS AND DISCUSSIONS

Based on the results of data analysis that has been carried out on 50 employee respondents in Bhirawa daily office Surabaya it can be described an overview of the respondents from this study as presented in Table 2. Table 2 shows the profile of respondents based on age, gender and last education employee.

Table 2. Characteristics of Respondents

Variable	Classification	N	%
Age	18 - < 22	3	6%
	22 - < 27	2	4%
	27 - < 32	4	8%
	32 - < 37	5	10%
	37 - < 40	5	10%
	40 > -	31	62%
Gender	Man	39	78%
	Woman	11	22%
Last education	SLTA	11	22%
	Diploma	5	10%
	S1	30	60%
	S2	3	6%
	S3	1	2%

Source: Data processed (2023)

Referring on Table 2, most respondents are male employees with a percentage of 78%. When viewed from the age of the respondents, some of the respondents in this study had an age range of 40 > years with a percentage value of 62%. It can be seen that most of the respondents last education is S1 with a percentage of 60%. The description of the respondents shows that respondents are employees whose career development is in the final stage, where employees at this stage already feel comfortable working at the company where they work and tend not to change jobs because of their old age and want to focus on a career where they currently work.

The results of testing the hypothesis to answer the objectives of the study are presented in Table 3.

Table 3. Hypothesis Test Results

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P values
Organizational Culture -> Employee Performance	0,591	0,583	0,147	4,020	0,000
Placement -> Employee Performance	0,198	0,202	0,183	1,078	0,142
Organizational Culture -> Employee Performance Recruitment -> Employee Performance	0,899	0,897	0,038	23,410	0,000
	0,138	0,141	0,207	0,669	0,252

Source: Data processed (2023)

The Effect Organizational Culture on Employee Performance

Based on the results of the hypothesis testing presented in Table 3, the important findings of this study can be explained. Referring to table 3, it can be concluded that the coefficient value of Organizational culture on employee performance is 0.591 with a t-statistic of 4.020 so it can be said to be significant, because the probability value (p values) is 0.000 which means it has a value <0.05 meaning H_1 : Organizational culture has a significant positive effect on employee performance is accepted The results of this

study support and confirm previous research conducted (dos Santos et al., 2020) which found that Organization culture has a positive and significant effect on employee performance. This finding also confirmed the previous research in telecommunications industry in Afghanistan which the results that organizational culture has positive effect on employee performance (Neyazi et al., 2020). The organizational culture at Bhirawa Daily newspaper seemed comfortable work environment and the influence of the general leader of Bhirawa Daily as a cultural leader who utilizes employees by giving delegation assignments, involvement, and opportunities for participation in every activity, if employees have difficulties in carrying out their work, they are given support by providing counseling and training so that

Bhirawa Daily employees can achieve high performance

The Effect of Placement on Employee Performance

The results of the analysis for the second hypothesis are testing the effect of placement on employee performance. In the results of testing the hypothesis H_2 gets a coefficient value of 0.198 with a t-statistic value of 1.078 meaning that the t-statistic not significant with a p value of 0.142 so that H_2 : Placement influence on employee engagement can not be accepted. The results of this study different from previous research conducted by (Setyawati et al., 2019) which shows that the placement variable has a positive and significant effect on performance. placement does not have a positive and significant influence, because the Bhirawa Daily newspaper company in making placements it does not consider work experience, interests, gender, and age factors of employees this happens because at Bhirawa Daily company employees are required to be able to rotate in all work divisions which does not require special skills.

The Effect Organizational Culture Mediates The Effect of Recruitment on Employee Performance

The results of testing the third hypothesis are testing organizational culture mediates the effect of recruitment on employee performance. In the test results, it can be shown with a coefficient value of 0.899 with a t-statistic of 23,410 meaning that the t-

statistic can be said to be significant with a p-value of 0.000 which means it has a value of <0.05 , so it can be interpreted that H₃: organizational culture mediates the effect of recruitment on employee performance is accepted. The results of this study support previous research conducted by (dos Santos et al., 2020) shows that organizational culture mediates the effect of recruitment on employee performance has a positive effect so that if organizational culture mediates recruitment, it will affect the employee's performance because employees no longer need to adapt to the culture and vision of the company where they will work.

The Effect of Recruitment on Employee Performance

The results of the analysis for the fourth hypothesis are testing the effect of recruitment on employee performance. In the results of testing the hypothesis, H₄ gets a coefficient value of 0.138 with a t-statistic value of 0,669 meaning that the t-statistic is not significant with a p-value of 0.252 so that H₄: Recruitment influence on employee Performance can not be accepted. The results of this study support previous research conducted by (dos Santos et al., 2020) the effect of recruitment on employee performance shows no significant effect. the recruitment process at Bhirawa Daily does not directly have a positive impact on employee performance, so in this case, recruitment requires a mediating variable to determine the effect on employee performance which is expected to have a positive impact.

To assess the accuracy of the resulting model, the results of the R² coefficient of determination test and the accuracy test of the model will be presented below (Table 4 and Table 5).

Table 4. R-Squares Results

Variable	R-square	R-square adjusted
Organizational Culture	0.808	0.804
Employee Performance	0,797	0.784

Source: Data processed (2023)

Based on the test results from table 4 it shows that the R Square results on the intervening variable namely organizational culture are 0.808 or 80.8% which can be interpreted that the influence between Recruitment variables (X1) and Placement (X2) being 80.8% with the remainder being of 20.2% which can be influenced by other factors not written in this study. The value obtained for the employee performance variable shows a value of 0.797 or 79.7% which can be interpreted that the employee performance variable can affect employee performance and the remaining 20.3% is influenced by other variables not written in this study.

Table 5. Model Fit results

	Saturated model	Estimated model
SRMR	0,089	0,089
d_ ULS	4,766	4,761
d_ G	6,753	6,767
Chi-square	1151,413	1150,788
NFI	0,518	0,519

Source: Data processed (2023)

The SRMR test aims to describe the fit of the correlation matrix in the model. The criterion in this test is if the SRMR value is below 0.1 then there is a match between the correlation matrix and the model. Based on the tests that have been carried out in table 5, it shows a saturated value of 0.089 and an estimated model value of 0.089, it means that the SRMR test results meet the criteria, namely a value below 0.1 so that there is a match between the correlation matrices in the model.

CONCLUSION

Based on the outcomes of the test that were performed for this study, it can be concluded that.

1. Recruitment has no significant positive effect on employee performance, based on validity and reliability tests. If not mediated by other variables. Placement has no significant positive effect on employee performance.
2. Organizational culture has a significant positive effect on employee performance. This shows that the stronger the organizational culture in Bhirawa Surabaya Daily, the higher the employee performance.
3. Organizational culture mediates the effect of recruitment on employee performance in Bhirawa Daily. This shows that a strong organizational culture can increase the influence of recruitment on the performance of Bhirawa Daily employees.

Companies can increase the quality of recruitment in the recruitment variable by using procedures that are in place at the Bhirawa Daily office and hiring from two sources, namely internal and external recruitmen. Organizational cuture may be improved by firms through routine communication, socializing, and training in order to sustain the Bhirawa Daily office organizational culture and positively impact variable that may be improved by firms through routine communication, socializing, and training in order to sustain the organizational culture of the Bhirawa Daily office and have a positive impact on employee performance

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