

Effect of recruitment, selection and culture of organizations on state personnel performance

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ABSTRACT

This research was carried out in fourteen ministries and one national staff agency, which was the largest and most comprehensive study of government institutions that examined the importance of the recruitment, selection and organizational culture of employee performance which is still an important issue in developing countries. The purpose of this study was to analyze the effect of recruitment, selection and organizational culture on the performance of civil servants, especially at the National Personnel Agency and 14 Ministries. This research was conducted in the Democratic Republic of Timor Leste (RDTL) with an area of 15,410 KM². The total population is 1,261,072 people. The study began in September 2018 until February 2019, using quantitative (positivism) methods. The study was conducted using proportional random sampling, so that from each work unit a total of 1000 target populations and 286 samples were obtained using a questionnaire. This research used structural equation modeling (SEM) method with partial least square (SEM-PLS) approach. The results of the study found that well-programmed recruitment was not able to provide significant results either directly or through organizational culture, but recruitment could have a significant effect on job performance through mediation selection. Moreover, well-programmed recruitment backed by selection quality could improve employee performance.

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1. Introduction

The success of an organization to obtain quality human resources (HR) is through the recruitment process, since in this way the organization can choose the best number of workers from the many prospective applicants to be employed in their organizations. Smith (2004) and Walker (2009) revealed that recruitment is a process of attracting individuals in a timely manner, in sufficient numbers and with the right time. According to Mayson and Barret (2006), recruitment is a process that involves, finding and selecting applicants predicted to have desirable capabilities, skills, dedication and able to contribute to their organizations. The recruitment process is not merely a procedural activity to get prospective job seekers as it is, but recruitment must be an important effort for the organization to help find a number of prospective employees who meet certain conditions and organizations can select the most appropriate people to fill existing job openings (Jackson et al., 2009). The importance of Human Resource Readiness is not only needed by private companies but also by public organizations and it shows that the competition of human resources is not only happening in the private sector but also has penetrated into the public sector. At the same time, the public sector is facing very tight competition both between domestic institutions and other countries, where reality has encouraged the public sector to obtain and employ workers who have high competitiveness. The role of recruitment is a forum for building potentials that can be withdrawn by the organization if needed, recruitment as a practice or activity is carried out by the organization to identify and attract potential employees. The goal of recruitment is to produce a large number of applicants. If the process only produces unqualified applicants, the organization will be charged a large fee in selection, but the result will only get a few job vacancies that will be completely filled (Raymond & John, 2008: 266). Recruitment is a set of activities used to get a number of people who are quite right at the right time and the right place (Nickels et al., 2000; Swanepoel et al., 2005). The purpose of recruitment is an activity carried out by the organization to select and to place the

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best people in meeting the needs in the workplace, and developing and maintaining adequate quality. Likewise, Cloete and Motsoeneng (2011) argue that recruitment is an opportunity to ensure that qualified people are available to meet the needs of the workforce at government sector.

Recruitment and selection are the earliest stage and become the entrance for new employees, therefore mistakes in the recruitment process and selection activities will create fatal new problems for the organization in the future. Agbola et al. (2011) confirm that for the purpose of recruitment and selection activities to get the right people in vacant positions, new staff are expected to be more satisfied. Moreover, Cameron et al. (2010) reveal that the better the recruitment and selection strategy of an organization, the better the results, recruitment and selection is the beginning of the success or failure of the organization because the recruitment process and selection activities must be carried out seriously by using trusted standard standards to produce applicants who are really expected by the organization, this is certainly very related closely especially regarding employee performance. In carrying out its function as a sovereign state, the government of Timor Leste issues various laws and regulations to manage its human resources (civil servants) in order to succeed Good Government in the world of lorosa, including government regulation No. 34/2008 concerning the recruitment of selection and promotion of civil servants, government regulation No. 5/2009, from changes in the laws and regulations 27/2008, concerning careers, progress and promotion of civil servants, followed by Government Regulation No.7 / 2009 and Laws and Regulations No. 20/2010 concerning equal rights, for training and education for every civil servant in increasing their capacity. The issuance of these regulations is expected to encourage the creation of a climate for managing government resources (civil servants) that have more responsive quality, accountability and responsibility. However, on the other hand, increased education and training have not been able to make a real contribution to public servants so that the spotlight on the poor performance of public services has been increasingly echoing throughout Timor Leste in recent years, especially among the increasingly fertile nepotism in the midst of poor performance of civil servants.

The Government of Timor Leste is proactive in building human resources on a large scale, by adopting the Portuguese Education system to fix domestic education starting from basic education, secondary level and tertiary institutions to prepare quality human resources. In addition to formal government education, a training institution has also been formed, namely the National Institute of Public Administration (INAP) or the State Administration Agency (SAA). This body functions to provide training to civil servants in order to improve performance in providing excellent, effective and efficient services. The availability of qualified public servants in accordance with the challenges faced by this new country has not yet been fully met, this is due to the poor bureaucratic system that has been running so far that has kept from bureaucratic reforms that have become popular in recent years, especially the recruitment and selection processes that have not fully implemented in accordance with the rules of recruitment and selection, for example in the recruitment and selection process there are still often deposits from certain Ministers or leaders of certain political parties that are recommended as priorities to be accepted so that this becomes a problem in producing the expected selection quality. In relation to the high level of nepotism, this condition causes a large number of civil servants who are currently high school graduates, this is due to the high level of nepotism that exists this condition also illustrates that Funsau publicu or the national staffing agency (NSA) which has been the motorbike. The main thing in carrying out recruitment and selection activities has not been to function optimally. Função publico / national staff agency (NSA) is given full authority in the recruitment process and selection activities of new employees both internal and external, which are desired by all ministries in Timor Leste.

In addition to the problem of high nepotism and poor quality of the recruitment and selection process which has become an obstacle in providing excellent public services based on professional, quality and capability, internally the placement of employees who have not yet proportionally applied. Placing the right man in the right place or the right people in the right place also contributed to the poor performance of public servants in Timor Leste. In Timor Leste the group of employees in each ministry consists of three groups: firstly Apoiment poitik (party delegates) who are recruited not through national staffing agency but they are selected by the elected minister and enter together with the elected Minister and will come out together with the minister concerned when their term of service is over, the second group, party people already in the ministry who will be chosen to occupy important positions regardless of quality, as long as they are obedience, and the third group comes from non-party people (semi-professionals) who are often called small groups and they more often become spectators and do not have good access to carry out their duties. Of the three groups with two different interests automatically it is difficult for the ministry to obtain positive work from its employees, because it more often puts the interests of parties and groups over the interests of the nation and state. The strategy of recruitment and selection of human resources, is seen as a catalyst for the placement of human resources which is an integral component in maintaining organizational competitiveness at the level of internal competitiveness between employees in the organization and external competitiveness with other organizations. This is applied to both small and large organizations, further research by Agyei et al. (2016) found that recruitment has a significant effect on employee performance. Based on the existing real conditions, the problem of recruitment and selection in Timor Leste still faces various problems. In accordance with the description above, the researchers took the location of the study at the national staff agency and ministries in Timor Leste. The phenomenon that has emerged in the midst of society at the same time becomes public opinion that the work performance of civil servants in almost all ministries is still a public complaint because, this is based on the recruitment and selection process that seems to be politicized so that the work performance of civil servants does not show results that are satisfying. Moreover, civil servants play a more important role as stewards of the interests of political parties and groups rather than as state machines that are ready to contribute to the state and society regardless of the colours of the party flags and certain organizational groups.

2. Research Methods

This research was carried out in the Democratic Republic of Timor Leste (RDTL), with an area of 15,410 km². The total population is 1,261,072 people. The study began in September 2018 until February 2019, specifically in the national staffing agency and 14 ministries - in Dili Timor Leste. This research uses quantitative methods (positivism). At the national staffing agency and 14 ministries - in Timor Leste, with population, sample and sampling techniques. Furthermore, for the distribution of samples in each work unit, both in the National Staff Agency (NSA) and fourteen (14) ministries in Timor Leste are carried out using proportional random sampling, so that from for the population of 1000, the sample size is 286 using a questionnaire.

2.1. Variable identification

Based on the conceptual framework above, the variables in this study can be identified as follows:

- Exogenous variables or independent variables in this study are recruitment
- Endogenous variables or dependent variables, namely selection variables, organizational culture and employee performance

2.2. Data analysis method

Inferential Statistical Methods

This study uses inferential statistical methods namely structural equation modelling (SEM) with partial least square approach (SEM-PLS). SEM-PLS has several advantages compared to other analysis tools, namely: (1) can analyse complex models, (2) data does not need to be normally distributed, (3) can use small samples and (4) can handle missing values. The use of PLS as an analytical method requires several steps in modelling structural equations. The PLS steps are explained as follows:

- Designing structural models (inner models), namely designing relationships between variables (constructs) based on research hypotheses.
- Designing a measurement model (outer model) that is designing the relationship between latent variables and indicators.
- At this stage a path diagram is drawn up which illustrates the relationship between latent (construct) variables both exogenous and endogenous.
- Convert the path diagram into the equation system.

3. Results and Discussion

Discriminant validity testing in research uses the value of cross loading and square root of average (AVE) with the aim of checking (testing) whether the indicator is valid in explaining or reflecting latent variables. More clearly discriminant validity testing can be described as follows. Discriminant Validity uses cross loading values. If the cross loading value of each indicator of the variable is greater than the value of the cross loading of other variables, then the indicator is said to be valid. The results of discriminant validity calculations using cross loading values in the data analysis of this study are presented in Table 1. Validation based on loading factors on one indicator, X24, is not good. Other indicators have been fulfilled because the loading factor of more than 0.50 is also desirable value in the construct when compared to cross loading in other constructs. The outer model is evaluated by issuing one such indicator

Table 1
Loading Factor and Cross loading

Indicator	Recruitment	Selection	Organizational culture	Employee performance
X11	0.647	0.362	0.066	0.148
X12	0.862	0.620	0.359	0.413
X13	0.854	0.611	0.367	0.353
X14	0.827	0.585	0.296	0.363
X21	0.533	0.818	0.446	0.491
X22	0.595	0.866	0.454	0.453
X23	0.606	0.799	0.274	0.315
X24	0.084	0.020*)	-0.069	0.070
Z1	0.324	0.344	0.764	0.507
Z2	0.293	0.379	0.801	0.493
Z3	0.218	0.351	0.689	0.532
Y1	0.405	0.466	0.542	0.817
Y2	0.253	0.290	0.441	0.661
Y3	0.229	0.316	0.393	0.597
Y4	0.351	0.419	0.536	0.800
Y5	0.222	0.303	0.480	0.640

Source: Primary data (processed) 2019.

Note: *) = loading factor is less than 0.5.

3.1. Discriminant validity

Discriminant validity uses square root of average extracted (\sqrt{AVE}). If the root value of AVE for each latent variable is greater than the correlation with other variables, then the instrument is said to have good discriminant validity. Recommended measurement values must be greater than 0.5. The results of calculating the value of the square root of average variance extracted (\sqrt{AVE}) are shown in Table 2.

Table 2
Discriminant Validity Results

Construction	AVE	Recruitment	Selection	Organizational culture	Employee performance
1. Recruitment	0.643	(0.802)			
2. Selection	0.686	0.696	(0.828)		
3. Organizational culture	0.566	0.371	0.479	(0.752)	
4. Employee performance	0.502	0.422	0.512	0.680	(0.708)

Source: Primary data (processed) 2019.

Note: The coefficients on the diagonal section are the roots of AVE; The coefficient outside the diagonal is the correlation coefficient between constructs; AVE = Average Variance Extracted.

3.2. Composite Reliability

Composite reliability tests the reliability value between the indicators of the constructs. The composite reliability results are said to be good, if the value is above 0.70. The results of composite measurement model reliability testing are presented in Table 3 as follows.

Table 3
Composite Reliability results

Construction	Composite Reliability	Hasil
1. Recruitment	0.877	Reliable
2. Selection	0.868	Reliable
3. Organizational culture	0.796	Reliable
4. Employee performance	0.832	Reliable

The reliability test results show that all constructs had a composite reliability coefficient of more than 0.70. Thus, all measurement models used in this study already have high reliability. So further analysis can be done by examining the model's goodness of fit by evaluating the inner model.

3.3. Convergent Validity

Convergent validity measures the validity of an indicator as a measure of construct, which can be seen from outer loading. Indicators are considered valid if an outer loading value of 0.5 to 0.6 is considered sufficient, the number of indicators per construct is not large, ranging from 3 to 7 indicators. Outer loading with the highest value means that the indicator is the strongest / most important measure in reflecting the relevant latent variable. The loading factor value indicates the weight of each indicator as a gauge of each variable. Indicators with large loading factors indicate that the indicator is a measure of the strongest (dominant) variable. In the PLS model, the loading factor for reflexive indicators is outer loading, and for formative indicators is outer weight.

3.4. Hypothesis Testing Results

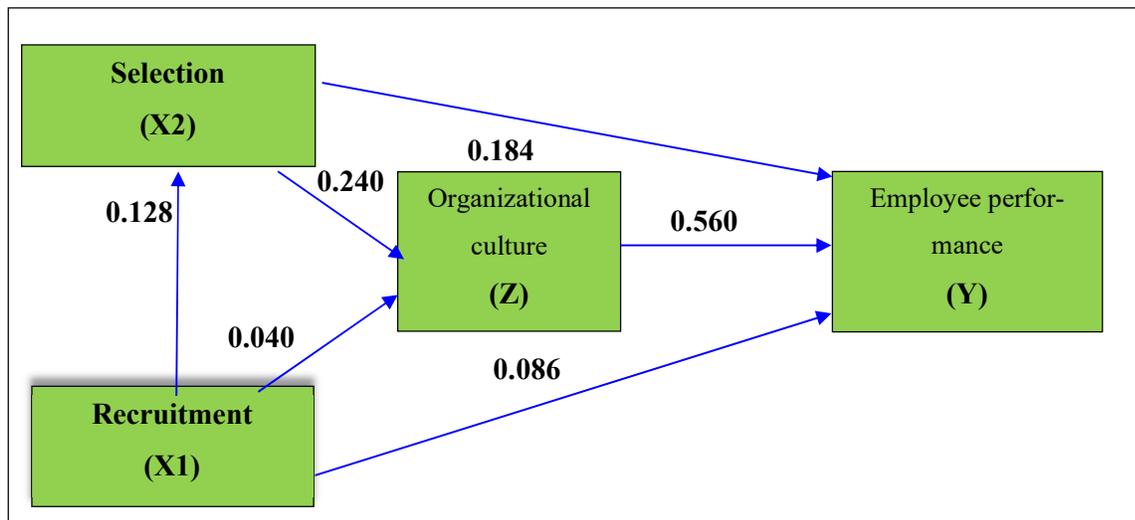


Fig. 1. Hypothesis Testing Results

In this study there are 6 hypotheses. Based on the exposure of the inner model coefficient test results, there are two hypotheses that are not supported. Furthermore, a detailed explanation of each hypothesis will be presented below.

H₁: This hypothesis states that better recruitment process increasingly improves employee performance. The results of hypothesis testing indicate that recruitment has no significant effect on employee performance. The results of this test explain that H₁ is not supported.

H₂: This hypothesis states that the better the employee selection, the better the employee performance. Hypothesis test results show that selection has a significant effect on employee performance. The results of this test explain that H₂ is supported.

H₃: This hypothesis states that better recruitment process will further improve employee performance by mediating employee selection. Testing this hypothesis shows the indirect effect of recruitment on employee performance through selection, provides the decision that selection significantly mediates the effect of recruitment on employee performance. The results of this test explain that H₃ is supported.

H₄: This hypothesis states that better recruitment will further improve the performance of employees mediated by organizational culture. The results show that organizational culture is not proven to significantly mediate the effect of recruitment on employee performance. These test results explain that H₄ is not supported.

H₅: This hypothesis states that the better the selection process is, the higher employee performance will be mediated by organizational culture. The results show that organizational culture is proven to significantly mediate the effect of selection on employee performance. The results of this test indicate that H₅ is supported.

H₆: This hypothesis states that better organizational culture will improve employee performance. The results of hypothesis testing indicate that organizational culture directly influences employee performance. The results of this test explain that H₆ is supported.

4. Discussion

The state (government) plays a large role in public services, and civil servants (CS) as the frontline in meeting and responding to the demands of service from the community and it continues to be dynamic in quality, quantity and speed of service that is qualified, it is expected that the government has employees who are capable and meet all the existing criteria in order to provide excellent public service. To have employees who meet all existing criteria, the important thing that needs to be done by the government is how to get employees who have the quality they expect. This study focuses on the relationship between, recruitment, selection and organizational culture on employee performance, the results of this study are interpreted by explaining the causal relationship between latent variables and their relationships to empirical evidence from previous researchers and pre-existing theories, discussing the influence of variables on. This research refers to the results of testing other hypotheses: recruitment, selection and organizational culture on employee performance at the national staffing agency and 14 ministries in Timor Leste. Explanation of the results of hypothesis testing can be described by the author as follows:

4.1. *The effect of recruitment on employee performance*

The results of the analysis of the effect of recruitment on employee performance show no significant effect. These results can be interpreted and provide empirical evidence that the recruitment process carried out by the national civil service agency (BKN) together with relevant ministries in Timor Leste directly did not have a positive impact on employee performance. The results of this study are not consistent with the research results of Eddy et al. (2016) and Ghader et al. (2015) who stated that a strong relationship between recruitment criteria on organizational performance. The findings showed that recruitment had a positive impact on organizational performance. Good recruitment will be able to have a positive influence on increasing employee commitment, productivity and quality of work so that employee performance will significantly influence on their organization. Guo et al. (2014) explain that the intensity of information on recruitment activities is significantly correlated with firm performance consistently. More intense recruitment activities carried out with a well programmed program will have positive impact on company performance and the individuals who contribute to the company are inseparable from the good recruitment program designed by the company.

Empirically the results of research at the National Staff Agency (NSA) and 14 ministries in Timor Leste show that recruitment activities described in the well-programmed recruitment process do not directly have a positive impact on employee performance, so in this case recruitment requires mediating variables to realize the effect of recruitment on employee performance that is expected to have a positive impact. The results of this study are not in line with Catalina (2013) revealed that an organization's competitive advantage against its competitors is the quality of a company's recruitment program that has the ability to attract and hire quality employees. It is important for organizations to continue to attract qualified candidates who will strengthen their competitive positions. The process of attracting qualified candidates becomes even more difficult with the limited quality of prospective workers in the labour market who have high skills, thus intensive and well-programmed recruitment activities will make companies continue to have competitive abilities.

4.2. *Effect of Selection on Employee Performance*

The analysis of the effect of selection on employee performance show positive and significant results. These results indicate that empirically good quality employee selection will further improve the performance of employees in each Ministry and

national staffing agency (NSA) in Timor Leste. This is in line with the results of previous research from: Prajogo and McDermott (2011) and Akgunduz (2013). Selection activities that have high standards will have a positive effect on performance government employees. Xenikou and Simosi (2006), Carlucci (2010) and Guo et al. (2014) reported that selection is significantly correlated with employee performance. In other words, in this study the selection variable measured by indicators is a measurement tool that should really be used as a standard system. These agencies more often use non-standardized instruments making it difficult to explore in depth the capabilities of prospective employees in a comprehensive manner. The national personnel agency prioritizes the hierarchy by using a representative system (officials) from each of the relevant institutions without considering the ability of the selection team members so that it becomes biased in producing employees who are highly qualified (Carlucci, 2010).

4.3. The influence of organizational culture on the performance of civil servants

Based on the results of the analysis, organizational culture has positive impact on employee performance. These results indicate that there is an empirical evidence that the role of organizational culture is to improve the performance of civil servants in the public sector or the national agency (NSA) and fourteen (14) ministries in Timor Leste. This explains that a good organizational culture inherent in every ministry or public function or national staffing agency (NSA) in Timor Leste will improve employee performance. The empirical evidence above is in line with Looi et al. (2016), Kotter and Heskett (1992) who said that organizational culture has long been an important factor in determining employee performance. It is also believed that corporate culture is related to organizational strategy, especially in the implementation of selected strategies within an organization. Note that developing a performance measurement system that was successfully implemented and used through changes in organizational culture, improve employee performance and it is part of organizational culture.

That organizational culture is a collective programming of the mind that distinguishes members of a group or category of people, from others. Organizational culture is a general perception considered by the members of the organization and becomes a system that has togetherness where individuals see the work environment as a sign of characterizing their work environment and understanding how to behave. Kotter and Heskett (1992) find that corporate culture has a significant impact on a company's long-term economic performance. They found that companies with a culture that emphasized all key managerial constituents (customers, shareholders, and employees) and leaders of managers at all levels, outperformed companies that did not have that culture.

Empirical evidence of research on employees in fourteen ministries and national Staff agencies (NSA) in Timor Leste shows that organizational culture is described through a set of values within employees having confidence in being able to complete all work happily for mutual success, while in employee performance high attention is reflected in the effectiveness and quality of completing work, especially in meeting leadership and cost spectra but with better results.

The results of this study are also in line with the results of the study which says that the cultural value of collectivism has a positive and significant effect on performance. The results of research is consistent with Agbejule (2011) who stated organizational culture requires a combination of different knowledge and understanding of the relationship between organizational culture in influencing performance, thus organizational culture has a set of values inherent in the individual in completing work.

5. Discussion of Indirect Effect

Discussion of the indirect effects of the results of hypothesis testing shows that the relationship between recruitment variables and employee performance is mediated by employee selection. In addition, the role of selection is partial mediation while recruitment on employee performance is mediated by organizational culture but from the results of organizational culture mediation test, the results are not proven as mediating variables.

Explanation of the results of testing the hypothesis of mediating effects between the research variables can be explained as follows.

5.1. Effect of Recruitment on employee performance mediated by employee selection

Based on the results of the path analysis of the effect of recruitment on employee performance mediated by selection, a significant positive coefficient is obtained. Based on these results it is interpreted that although the direct effect of recruitment on employee performance is not significant, mediating the selection variable can significantly influence employee performance. This means that well-programmed recruitment continues to be needed so that employee performance improvement can be obtained with quality selection at the national Staff agency (NSA) and fourteen (14) ministries in Timor Leste can be formed. With the aforementioned results that recruitment is reflected through setting recruitment goals, developing strategies to fill vacant positions, attracting the right candidates and evaluating the selection variables reflected through surveying and analysing, using valid instruments, testing with relevant theories and involving experts who are able to improve employee performance reflected through Quality, Quantity, Timeliness, Effectiveness and Independence to produce significant positive performance. This is in line with the research of Agyei et al. (2016) who said that effective recruitment accompanied by selection using strict standardization would have a significant impact on organizational performance. This explains that recruitment does not directly affect employee performance.

5.2. The effect of recruitment on employee performance mediated by organizational culture

The results of this study indicate that recruitment has no significant effect on employee performance mediated by organizational culture. This relationship can be interpreted that organizational culture is not a mediating variable of the relationship between recruitment and employee performance. These results indicate that the effect of recruitment on organizational culture is not significant while organizational culture on employee performance is significant. Well programmed recruitment that always puts forward professionalism, with high accountability and responsiveness in gathering a number of potential applicants, in filling vacant positions in the national staffing agency (NSA) and fourteen (14) ministries in Timor Leste in return - Convincing reward has not been able to significantly influence employee performance.

5.3. Effect of selection on employee performance mediated by organizational culture

The results have shown that the effect of selection on employee performance mediated by organizational culture indicates that increasing standardized selection criteria will have a positive impact on prospective civil servants who are selected, so it is believed that contributions from new recruits will produce positive performance. Organizational performance will increase as long as employees have the expected skills and the quality of employees especially new employees will be largely determined by how well the selection criteria and standards are applied. Thus, the application and determination of selection indicators need to be examined in depth in order to obtain high quality selection results at the Funsau Public Corporation or the national staffing agency (NSA) and fourteen ministries in Timor Leste, this is in line with some studies (e.g. Dessler, 2000: 41; Luthans, 2006: 165; Noe et al., 2017) which says that performance is basically what is done or not done by employees. Performance is also the overall activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. Performance is evidence for organizations about whether their company / organization is competitive compared with competitors, if their company is superior to competitors it shows that their employees / employees both individually and in groups have made a positive contribution. Work performance can be described as behaviour or actions by employees at the individual level. So, in summary we can conclude that:

1. The authenticity in this study lies in the causal relationship between recruitment on employee performance, in addition to direct influence and there is also an indirect effect that shows a small value that is the path of recruitment through organizational culture to employee performance, but recruitment has a positive effect through indirect influence through selection.
2. The results of this study indicate that good quality selection in each department or institution will directly improve employee performance, in addition to direct influence there is also an indirect effect of the selection path to employee performance through organizational culture.

This research was carried out at the national staff agency (NSA) and fourteen (14) Ministries in Timor Leste. From the results of this study have provided a number of findings, but there are still a number of things that need to be further investigated in depth by future researchers. This situation which is strongly influenced by several things both directly and indirectly become the limitations of this study, namely:

1. the scope of research objects is not comprehensive in all ministries.
2. A large number of employees who become respondents are ordinary employees and are not officials so that their knowledge of recruitment is still limited.
3. Future researchers are expected to use a qualitative approach to obtain in-depth information from more competent informants.

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