

INFLUENCE PERCEIVED ORGANIZATIONAL SUPPORT, WORK CULTURE, AND EMPLOYEE PLACEMENT ON THE PERFORMANCE OF RADIO REPUBLIK INDONESIA EMPLOYEES

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ABSTRACT

The rapid advancement of digital technology and the increasing demand for high-quality public broadcasting services require Radio Republik Indonesia (RRI) to continuously improve employee performance. This study aims to analyze the influence of perceived organizational support, work culture, and employee placement on employee performance at Radio Republik Indonesia (RRI) Regional Station Surabaya, East Java, Indonesia. The study employed a quantitative approach with an explanatory research design. The population consisted of 62 employees, all of whom were selected as respondents using a census technique. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using multiple linear regression. The results indicate that perceived organizational support has a positive and significant effect on employee performance ($t = 4.763$; $p = 0.000$). Work culture also has a positive and significant effect on employee performance ($t = 2.766$; $p = 0.008$), as does employee placement ($t = 2.465$; $p = 0.018$). Simultaneously, perceived organizational support, work culture, and employee placement significantly influence employee performance. Among the three variables, perceived organizational support emerged as the most dominant factor affecting employee performance. These findings highlight the importance of organizational support, a positive work culture, and competency-based employee placement in enhancing employee performance within public broadcasting organizations facing the challenges of digital transformation.

Key words: *Employee performance; Employee placement; Perceived organizational support; Radio Republik Indonesia; Work culture*

INTRODUCTION

Human resources are a strategic asset that determines an organization's success in achieving its institutional objectives. In an increasingly competitive environment shaped by rapid digital technological advancement, organizations are required to enhance employee effectiveness and productivity to maintain service quality and organizational sustainability. Employee performance is a critical aspect because it is closely associated with productivity, service quality, work effectiveness, and the achievement of organizational goals (Robbins & Judge, 2022; Armstrong & Taylor, 2023). In public sector organizations, performance improvement has become increasingly important as public institutions are expected to deliver professional, transparent, and accountable services.

As a public broadcasting institution, Radio Republik Indonesia (RRI) plays a strategic role in providing information, education, entertainment, and social cohesion to society. However, the expansion of digital media, shifts in public information consumption patterns, and increasing demands for high-quality public services present new challenges for RRI in enhancing employee adaptability, professionalism, and work effectiveness. In recent years, public broadcasting organizations have faced increasing pressure to transform conventional broadcasting services into digital-based content platforms. This transition requires employees to adapt to new technologies, multimedia content production systems, and integrated digital communication channels.

Furthermore, operational challenges such as the need for continuous competency development, rapid coordination across work units, and alignment between employee capabilities and evolving job demands have become increasingly prominent within public broadcasting institutions. Digital transformation in the broadcasting sector requires employees to possess not only technical competencies but also strong collaboration, communication, and responsiveness to workplace changes. Therefore, improving employee performance has become a strategic priority for ensuring organizational sustainability.

Employee performance is influenced by various organizational factors, one of which is perceived organizational support (POS), defined as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory (Blau, 1964), employees who perceive higher organizational support tend to reciprocate through greater loyalty, commitment, motivation, and improved performance. Organizational support may be manifested through recognition, work facilities, competency development, and leadership support. Previous studies have reported that POS positively affects employee performance (Bosi et al., 2022; Kim & Park, 2021). However, empirical findings regarding perceived organizational support (POS) and employee-related outcomes remain varied across organizational contexts. Umihastanti and Frianto (2022) reported that organizational support and employee engagement positively influence employee performance. Similarly, Campos and Cavazotte (2023) found that organizational support positively affects work engagement, whereas bureaucratic control negatively affects it. Their study further demonstrated that psychological empowerment mediates the relationship between organizational support and work engagement, highlighting its important role in enhancing employees' vigor, dedication, and involvement in public-sector organizations. These findings suggest that the effectiveness of perceived organizational support may depend on organizational characteristics and contextual factors, thereby warranting further investigation within public broadcasting institutions such as Radio Republik Indonesia.

In addition to POS, work culture is considered an important determinant of employee performance. Work culture refers to a system of values, norms, beliefs, and behavioral patterns that guide organizational activities (Schein & Schein, 2021). A positive work culture can foster a disciplined, collaborative, innovative, and productive work environment. In public broadcasting organizations such as RRI, work culture is particularly important because operational activities require rapid coordination, teamwork, and adaptability to changing information environments. Previous studies have shown that work culture significantly influences employee productivity and effectiveness in the public sector (Herawati et al., 2021; Putra et al., 2023). However, its influence may be less effective in organizations characterized by rigid bureaucracy and limited work flexibility.

Another factor affecting employee performance is employee placement, which refers to the alignment of employee competencies, skills, education, and experience with job requirements. This concept is grounded in Person–Job Fit Theory, which posits that compatibility between individual characteristics and job demands enhances productivity and work effectiveness (Kristof-Brown et al., 2005). Prior studies indicate that appropriate employee placement positively affects work quality and employee productivity (Aulia & Firmansyah, 2022; Santoso et al., 2023). However, in public organizations, employee placement is often constrained by administrative procedures

and limited human resource capacity, resulting in placement practices that are not fully competency-based.

Previous studies conducted within the context of Radio Republik Indonesia have generally examined performance determinants separately. Aprilianti and Kusuma (2024) investigated work–life balance and work discipline, Maulidino et al. (2024) examined motivation and the work environment, while Haryadibudiman et al. (2023) focused on organizational culture. However, studies integrating perceived organizational support, work culture, and employee placement within a single analytical framework remain limited. Therefore, this study offers novelty by proposing and testing an integrative model linking POS, work culture, and employee placement to employee performance in the context of a public broadcasting organization.

Based on these considerations, this study aims to analyze the influence of perceived organizational support, work culture, and employee placement on employee performance at Radio Republik Indonesia. The findings are expected to contribute to the development of public sector human resource management literature and provide managerial insights for improving organizational effectiveness and the quality of public services.

LITERATURE REVIEW

This study is grounded in the integration of Social Exchange Theory, Organizational Culture Theory, and Person–Job Fit Theory to explain the relationships among perceived organizational support, work culture, employee placement, and employee performance. Social Exchange Theory posits that organizational support and attention encourage employees to reciprocate through positive attitudes and behaviors, including increased loyalty, motivation, and performance (Blau, 1964; Cropanzano & Mitchell, 2005). Organizational Culture Theory explains that organizational values, norms, and behavioral patterns shape employee work behavior through discipline, communication, and collaboration (Schein & Schein, 2021). Meanwhile, Person–Job Fit Theory suggests that alignment between individual competencies and job demands enhances work effectiveness, productivity, and performance quality (Kristof-Brown et al., 2005). The integration of these theories provides a conceptual foundation for examining the influence of perceived organizational support, work culture, and employee placement on employee performance at Radio Republik Indonesia.

Employee Performance

Employee performance refers to the outcomes achieved by individuals in carrying out their duties and responsibilities in accordance with organizational standards. Robbins and Judge (2022) explain that employee performance reflects individual effectiveness through work quality, quantity, timeliness, productivity, and the achievement of organizational objectives. In public sector organizations, employee performance is particularly important because it directly affects organizational effectiveness and service quality. In public broadcasting institutions such as Radio Republik Indonesia, employees are expected to work professionally, adaptively, and responsively to technological developments and evolving public information needs.

Hafidulloh et al. (2021) emphasize that effective human resource management can enhance employee discipline and individual performance within organizations. Furthermore, Mochklas et al. (2024) found that strengthening human capital contributes to improved organizational performance through innovation activities.

Consistent with these findings, Muchlis et al. (2024) argue that effective intellectual capital management supports organizational capability development and sustainable performance achievement. These studies indicate that the quality of human resources plays a critical role in enhancing employee performance.

Perceived Organizational Support

Perceived organizational support (POS) refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory, employees who receive organizational attention, recognition, adequate work facilities, and institutional support tend to reciprocate through higher motivation, loyalty, work engagement, and performance (Blau, 1964; Cropanzano & Mitchell, 2005). Therefore, stronger perceptions of organizational support increase employees' willingness to contribute positively to organizational goals.

Previous studies have demonstrated a positive relationship between POS and employee performance. Rhoades and Eisenberger (2002) found that organizational support enhances employee commitment and work effectiveness. Similarly, Kurtessis et al. (2017), Bosi et al. (2022), and Kim and Park (2021) reported that POS significantly influences employee engagement, productivity, and performance, particularly within public sector organizations. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H1: Perceived organizational support has a positive effect on the performance of employees at Radio Republik Indonesia.

Work Culture

Work culture refers to the values, norms, and behavioral patterns that guide employees in carrying out work activities. Based on Organizational Culture Theory, organizational culture shapes the way organizational members think, behave, and interact through a system of shared values, beliefs, and norms (Schein & Schein, 2021). In this study, work culture is conceptualized as a manifestation of organizational culture reflected in discipline, communication, collaboration, innovation, and orientation toward achieving organizational goals. A positive work culture can create a productive work environment, strengthen teamwork, and enhance employee effectiveness and organizational performance.

Previous studies have demonstrated that work culture significantly influences employee performance. Herawati et al. (2021) found that an adaptive work culture contributes to higher organizational productivity and effectiveness. Similarly, Panggayudi and Mochklas (2025) argued that organizational culture supported by innovation and management commitment strengthens human resource management effectiveness and organizational performance. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H2: Work culture has a positive effect on the performance of employees at Radio Republik Indonesia.

Employee Placement

Employee placement refers to the process of assigning employees to positions that match their competencies, skills, educational background, and work experience. This concept is grounded in Person–Job Fit Theory, which posits that alignment between

individual characteristics and job requirements enhances work effectiveness and performance quality (Kristof-Brown et al., 2005). Employees who are placed according to their competencies tend to perform tasks more effectively, demonstrate higher motivation, and achieve better work outcomes. In contrast, inappropriate placement may reduce productivity, job satisfaction, and work quality.

Previous studies indicate that employee placement is positively associated with employee performance. Aulia and Firmansyah (2022) found that appropriate employee placement improves organizational productivity and effectiveness. Likewise, Santoso et al. (2023) reported that competency–job fit contributes to increased job satisfaction and employee performance. Based on these theoretical foundations and empirical findings, the following hypothesis is proposed:

H3: Employee placement has a positive effect on the performance of employees at Radio Republik Indonesia.

Simultaneous Effect of Perceived Organizational Support, Work Culture, and Employee Placement on Employee Performance

Employee performance is influenced by multiple interrelated organizational factors, including perceived organizational support (POS), work culture, and employee placement. Based on the integration of Social Exchange Theory, Organizational Culture Theory, and Person–Job Fit Theory, these three variables operate through distinct yet complementary mechanisms in enhancing employee performance. Perceived organizational support promotes employee motivation, loyalty, and work engagement through reciprocal relationships between organizations and employees (Blau, 1964). Work culture shapes employee behavior through organizational values, norms, and interaction patterns that support organizational effectiveness (Schein & Schein, 2021). Meanwhile, employee placement ensures alignment between individual competencies and job requirements, thereby improving task effectiveness and performance quality (Kristof-Brown et al., 2005).

Empirical evidence also supports the combined influence of these variables on employee performance. Bosi et al.(2022) found that POS enhances employee engagement and work performance. Panggayudi and Mochklas (2025) demonstrated that an adaptive organizational culture strengthens human resource management effectiveness, while Santoso et al. (2023) showed that competency–job fit significantly affects employee performance. These findings suggest that organizational support, a positive work culture, and appropriate employee placement collectively contribute to improving employee performance. Based on these theoretical arguments and empirical evidence, the following hypothesis is proposed:

H4: Perceived organizational support, work culture, and employee placement simultaneously have a positive effect on the performance of employees at Radio Republik Indonesia.

Research Conceptual Framework

This study analyzes the influence of *perceived organizational support*, work culture, and employee placement on the performance of Radio Republik Indonesia employees based on Social Exchange Theory, Organizational Culture Theory, and Person–Job Fit Theory. Organizational support increases employee motivation, work culture shapes productive work behavior, while employee placement ensures the match of competencies with job demands. These three variables are expected to have a positive

effect on employee performance in public broadcasting organizations. The relationships between variables in this study are depicted in the conceptual framework shown in Figure 1.

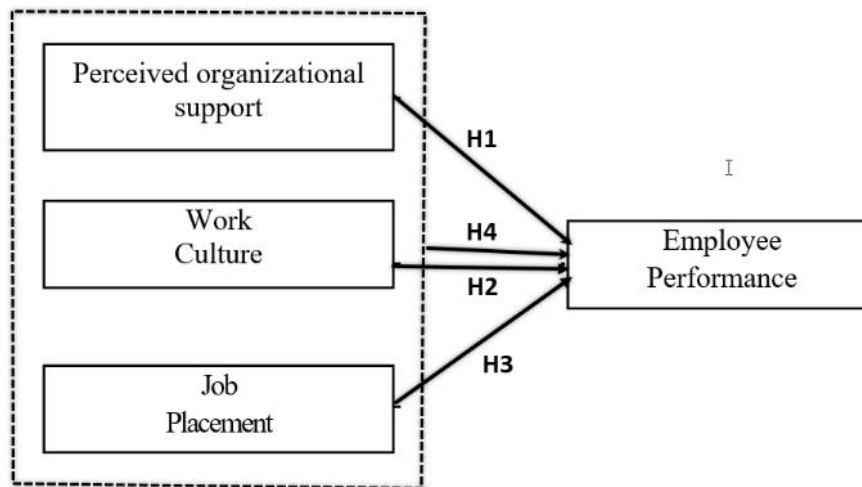


Figure 1. Conceptual Framework of the Research

RESEARCH METHODS

This study employed a quantitative approach with an explanatory design to examine the influence of perceived organizational support, work culture, and employee placement on employee performance at Radio Republik Indonesia (RRI). A quantitative approach was selected because the study focused on objectively testing relationships among variables through statistical analysis (Hafidulloh & Mochklas, 2024). The study population consisted of 62 RRI employees. Given the relatively small population size, a census technique was applied, in which the entire population was included as research respondents. The inclusion criteria for respondents were permanent and contract employees who were actively employed at RRI during the data collection period and had worked for at least one year. This criterion was established to ensure that respondents possessed sufficient experience and understanding of organizational support, work culture, employee placement practices, and performance evaluation within the organization.

Data were collected using a five-point Likert scale questionnaire, supported by interviews as supplementary data. The independent variables consisted of perceived organizational support (X_1), work culture (X_2), and employee placement (X_3), while employee performance (Y) served as the dependent variable. Perceived organizational support was measured using indicators of training opportunities, work facility support, organizational concern, and productive teamwork (Eisenberger et al., 1986; Shannock, 2009). Work culture was measured through indicators of innovation, result orientation, communication, teamwork, and work capability (George & Jones, 2010; Schein, 2017). Employee placement was measured based on time efficiency, professionalism, and the suitability of work procedures, reflecting the alignment between employee competencies and job demands (Kristof-Brown et al., 2005). Meanwhile, employee performance was assessed through work quantity, work quality, and work attitude (Robbins & Judge, 2022; Armstrong & Taylor, 2023).

Data analysis was conducted using multiple linear regression analysis. Prior to hypothesis testing, validity, reliability, and classical assumption tests—including normality, multicollinearity, and heteroscedasticity tests—were performed to ensure

model adequacy. The multiple linear regression model used in this study is expressed as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

where Y represents employee performance, α is the constant, β_1 , β_2 , and β_3 are the regression coefficients, X_1 denotes perceived organizational support, X_2 denotes work culture, X_3 denotes employee placement, and ε represents the error term.

Subsequently, hypothesis testing employed t-tests, F-tests, and the coefficient of determination (R^2) to examine the partial and simultaneous effects of the independent variables and the model's explanatory power in accounting for variations in employee performance.

RESEARCH RESULT

Respondent Profile

Respondent profiles describe individual characteristics not only descriptively, but also provide context in understanding the research results and strengthen the interpretation of the findings obtained, as shown in Table 1.

Table 1. Respondent Profile

Respondent Characteristics	Category	Amount	Percentage
Gender	Man	35	56%
	Woman	27	44%
Age	20–30 years	6	10%
	31–40 years	20	32%
	41–50 years	19	31%
	> 51 years	17	27%
Marital status	Marry	43	69%
	Not married yet	19	31%
Last education	SENIOR HIGH SCHOOL	8	13%
	Diploma	10	16%
	Bachelor	44	71%
Years of service	1–5 years	7	11%
	6–10 years	20	32%
	11–15 years	22	35%
	> 15 years	13	22%

Table 1 shows that the study involved 62 employees of Radio Republik Indonesia as respondents. The majority of respondents were male, aged 31–40 years, married, and held a bachelor's degree. In terms of tenure, most respondents had 11–15 years of work experience. The respondent profile provides an overview of the sample characteristics that may influence perceptions of perceived organizational support, work culture, employee placement, and employee performance, thereby supporting the interpretation of the research findings.

Validity and Reliability Test

Validity and reliability tests were conducted to ensure the research instruments were valid and consistent in measuring the research variables. The test results are presented in Table 2.

Table 2. Validity and Reliability Test

Variables	Validity Value	Validity Statement	Cronbach's Alpha	Reliability Information
Perceived Organizational Support	0.847–0.876	Valid	0.881	Reliable
Work Culture	0.776–0.869	Valid	0.894	Reliable
Employee Placement	0.834–0.879	Valid	0.818	Reliable
Employee Performance	0.629–0.725	Valid	0.617	Reliable

Table 2 shows that all statement items have Pearson correlation values above 0.30, thus being declared valid. The reliability test results also show Cronbach's α values. The alpha value for all variables exceeded 0.60. Thus, all research instruments were declared valid, reliable, and suitable for use in research.

Results of Multiple Linear Regression Analysis

The results of multiple linear regression analysis were used to determine the effect of independent variables on the dependent variable. The test results are presented in Table 3.

Table 3. Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient (B)	t count	Sig.	Information
Constant	0.853	-	-	-
Perceived Organizational Support	0.551	4,763	0,000	Significant
Work Culture	0.224	2,766	0.008	Significant
Employee Placement	0.261	2,465	0.018	Significant

Based on the results of multiple linear regression analysis, the following equation was obtained:

$$Y = 0,853 + 0,551X_1 + 0,224X_2 + 0,261X_3$$

The equation shows that all independent variables have a positive influence on employee performance. Perceived organizational support has the largest regression coefficient, at 0.551, followed by employee placement at 0.261 and work culture at 0.224. This indicates that increasing organizational support, work culture, and appropriate employee placement will improve employee performance at Radio Republik Indonesia.

Partial Test Results

The partial test results) were used to determine the effect of each independent variable on the dependent variable. The test results are presented in Table 5.

Table 4. Partial Test Results

Variables	t count	t table	Sig.	Decision
Perceived Organizational Support	4,763	2,001	0,000	H1 accepted
Work Culture	2,766	2,001	0.008	H2 accepted
Employee Placement	2,465	2,001	0.018	H3 accepted

Based on Table 5, perceived organizational Support, work culture, and employee placement have a positive and significant influence on the performance of Radio Republik Indonesia employees, so that H1, H2, and H3 are accepted. Perceived organizational support is the most dominant variable, indicating that organizational

support can improve employee performance. Furthermore, a positive work culture and appropriate employee placement also contribute to improving employee effectiveness and work quality.

Simultaneous Test Results (F Test)

The results of the simultaneous test (F test) are used to determine the effect of independent variables simultaneously on the dependent variable. The test results are presented in Table 6.

Table 5. Simultaneous Test Results

Variables	F count	F table	Sig .	Information
X1, X2, X3 → Y	37,538	2.80	0,000	Significant simultaneous effect

The results of the F test show a calculated F value of 37.538 with a significance level of 0.000. This significance value is smaller than 0.05, so it can be concluded that the perceived quality of service is 37.538 with a significance level of 0.000. perceived organizational support, work culture, and employee placement simultaneously significantly influence the performance of Radio Republik Indonesia employees. Thus, the regression model used in this study is deemed appropriate for explaining the relationship between the research variables.

Coefficient of Determination (R²)

The results of the coefficient of determination (R²) to determine the ability of the independent variable to explain the dependent variable. The test results are presented in Table 6.

Table 6. Determination coefficient

Model	R	R ²	Adjusted R Square	Information
Multiple Linear Regression	0.837	0.701	0.682	The model has strong explanatory power

The results of the analysis show a coefficient of determination (R²) value of 0.701. This means that 70.1% of the variation in employee performance can be explained by perceived performance. organizational support, work culture, and employee placement. Meanwhile, the remaining 29.9% is explained by other variables outside the research model. The adjusted R- square value of 0.682 indicates that the research model has strong explanatory power for variations in employee performance at Radio Republik Indonesia.

DISCUSSION

The Influence of Perceived Organizational Support on Employee Performance

The results indicate that perceived organizational support (POS) has a positive and significant effect on the performance of Radio Republik Indonesia employees. This finding suggests that higher levels of organizational support perceived by employees are associated with improved employee performance.

Organizational support, reflected through training opportunities, employee welfare attention, adequate work facilities, and teamwork support, contributes to increased motivation, loyalty, and responsibility in carrying out work duties. Employees who feel valued and supported by their organization tend to demonstrate stronger work engagement, higher productivity, and better work quality. This finding supports Social Exchange Theory (Blau, 1964), which explains that reciprocal relationships between

organizations and employees encourage employees to respond positively when organizations provide support and recognition.

The findings are consistent with previous studies by Kurtessis et al. (2017) and Rahman et al. (2023), which reported that POS enhances employee motivation, organizational commitment, and work effectiveness. Likewise, Maulidino et al. (2024) found that organizational factors, particularly the work environment, significantly influence employee performance at RRI Bandar Lampung. Furthermore, Hafidulloh et al. (2021) emphasized that a supportive work environment improves employee discipline and performance quality, while Mochklas et al. (2024) highlighted that effective human capital management strengthens organizational performance through increased employee capability and engagement.

Within the context of Radio Republik Indonesia, which operates in a rapidly changing digital broadcasting environment, organizational support becomes a strategic factor in enhancing employee adaptability, professionalism, and effectiveness in delivering public information services.

The Influence of Work Culture on Employee Performance

The findings show that work culture positively and significantly affects employee performance at Radio Republik Indonesia. This result indicates that a stronger and more positive work culture leads to higher employee performance.

Work culture, manifested through effective communication, teamwork, result orientation, innovation, and professional competence, creates a conducive environment that enhances employee productivity and effectiveness. Employees working within a supportive organizational culture tend to display higher levels of discipline, responsibility, and organizational commitment. This finding supports Organizational Culture Theory (Schein & Schein, 2021), which posits that organizational values, norms, and behavioral patterns shape how employees work, interact, and adapt within an organization.

The findings are aligned with studies by Herawati et al. (2021) and Wahyuni and Ginting (2023), which found that work culture significantly improves employee productivity and organizational effectiveness. Similarly, Haryadibudiman et al. (2023), in their study at RRI Bukittinggi, emphasized that organizational culture contributes to organizational identity, employee commitment, and constructive work behavior that supports performance improvement. Furthermore, Panggayudi and Mochklas (2025) explained that an adaptive and innovative organizational culture, supported by management commitment, strengthens human resource management effectiveness and organizational performance. Muchlis et al. (2024) also highlighted that organizational culture and intellectual capital management are critical determinants of sustainable organizational performance.

In the context of Radio Republik Indonesia, work culture plays a strategic role because broadcasting activities require rapid coordination, effective communication, and cross-functional collaboration to maintain the quality of public information services amid digital transformation.

The Influence of Employee Placement on Employee Performance

The results demonstrate that employee placement has a positive and significant effect on employee performance at Radio Republik Indonesia. This finding suggests that

appropriate placement based on employee competencies, skills, experience, and abilities contributes to improved performance outcomes.

Proper employee placement enables employees to perform their tasks more effectively, efficiently, and professionally, whereas a mismatch between competencies and job requirements may reduce productivity and work effectiveness. These findings support Person–Job Fit Theory (Kristof-Brown et al., 2005), which explains that alignment between individual characteristics and job demands improves work effectiveness and performance quality.

The results are consistent with studies by Aulia and Firmansyah (2022) and Santoso et al. (2023), which found that employee placement positively influences productivity and work quality. In addition, Hafidulloh et al. (2021) emphasized the importance of competency-based human resource management in improving discipline and work effectiveness. Similarly, Mochklas et al. (2026) argued that competency-based HR management supports organizational adaptability and sustainability.

Within the context of Radio Republik Indonesia, employee placement is particularly important because broadcasting activities require specialized competencies in communication, media, information technology, and public information management. Therefore, appropriate employee placement is essential for supporting service quality, organizational effectiveness, and sustained employee performance improvement.

Simultaneous Effect of Perceived Organizational Support, Work Culture, and Employee Placement on Employee Performance

The simultaneous test results indicate that perceived organizational support, work culture, and employee placement jointly have a positive and significant effect on employee performance at Radio Republik Indonesia. This finding confirms that the three independent variables collectively contribute to improving employee performance and support the proposed research hypothesis.

These findings align with the theoretical integration of Social Exchange Theory, Organizational Culture Theory, and Person–Job Fit Theory adopted in this study. Perceived organizational support enhances employee motivation, loyalty, and engagement; work culture fosters disciplined, collaborative, and productive behavior; while appropriate employee placement ensures alignment between employee competencies and job requirements. The interaction of these factors creates a supportive organizational environment that enhances employee effectiveness, productivity, and overall performance.

The findings are consistent with previous studies by Bosi et al., (2022), Panggayudi and Mochklas (2025), and Santoso et al. (2023), which concluded that organizational support, work culture, and person–job fit significantly contribute to employee performance improvement. In the context of Radio Republik Indonesia, the synergy among these factors is essential for strengthening professionalism, adaptability, and the effectiveness of public information services amid the challenges of digital transformation.

The coefficient of determination ($R^2 = [\text{insert value}]$) indicates that a substantial proportion of the variation in employee performance can be explained by perceived organizational support, work culture, and employee placement. However, the remaining unexplained variation suggests that employee performance is also influenced by other organizational and individual factors beyond the scope of the present study. In the context of digital transformation, variables such as leadership style, employee

engagement, digital competence, job satisfaction, work motivation, organizational commitment, and technological readiness may also play important roles in shaping employee performance. The increasing adoption of digital broadcasting technologies requires employees to continuously adapt to new work systems, digital platforms, and communication technologies, which may further influence their effectiveness and productivity. Therefore, future research is encouraged to incorporate these variables to develop a more comprehensive understanding of employee performance determinants in public-sector broadcasting organizations.

Dominant Influence of Research Variables

The results reveal that perceived organizational support (POS) is the most dominant variable influencing employee performance at Radio Republik Indonesia, compared with work culture and employee placement. This is evidenced by its highest regression coefficient ($\beta = 0.551$) and a significance level of 0.000 ($p < 0.05$), indicating that perceived organizational support contributes more strongly to employee performance improvement than the other independent variables examined in this study.

This finding suggests that employees place considerable value on organizational attention, recognition, and support in carrying out their responsibilities. Organizational support provided through training opportunities, adequate work facilities, employee welfare programs, and teamwork encouragement can enhance employees' motivation, commitment, and sense of responsibility toward organizational goals. As a result, employees are more likely to demonstrate higher levels of engagement, productivity, and performance.

The findings support Social Exchange Theory (Blau, 1964), which posits that employees tend to reciprocate favorable treatment received from the organization through positive attitudes and behaviors, including improved work performance. When employees perceive that the organization values their contributions and cares about their well-being, they are more motivated to exert greater effort in achieving organizational objectives.

The findings are consistent with studies by Kurtessis et al. (2017), Kim and Park (2021), and Rahman et al. (2023), which concluded that perceived organizational support positively influences employee commitment, work engagement, and performance effectiveness. In the context of Radio Republik Indonesia, organizational support emerges as a strategic determinant for enhancing employee adaptability, productivity, and service quality amid the challenges of digital transformation. The ongoing transition toward digital broadcasting requires employees to continuously develop new competencies and adapt to technological changes. Therefore, organizational support in the form of professional development opportunities, technological resources, and managerial encouragement becomes increasingly important in helping employees maintain high levels of performance and successfully respond to evolving organizational demands.

Research Contribution

a. Theoretical Contribution

This research provides a theoretical contribution by strengthening the integration between Social Exchange Theory, Organizational Culture Theory, and Person–Job Fit Theory in explaining employee performance in public sector organizations, especially public broadcasting institutions. This study proves that

perceived organizational Support, work culture, and employee placement are important factors that influence improving employee performance.

Furthermore, this study expands the study of human resource management in the context of Radio Republik Indonesia, which has been relatively limited in previous research. While most previous research has focused on the private sector or business organizations, this study provides empirical evidence on public broadcasting organizations with distinct work characteristics, such as demands for rapid coordination, intensive communication, and public information services.

This study also provides an empirical contribution by showing that perceived organizational Support is the most dominant variable influencing employee performance compared to work culture and employee placement. This finding reinforces the view that organizational support plays a strategic role in increasing employee motivation, loyalty, and productivity.

b. Managerial Contribution

From a managerial perspective, the results of this study provide important implications for Radio Republik Indonesia's management in improving employee performance. First, the organization needs to strengthen its perceived organizational Support through training, attention to employee welfare, adequate work facilities, and strengthening teamwork. Good organizational support has been shown to increase employee motivation and work effectiveness.

Second, organizations need to build a positive, adaptive, and collaborative work culture. A work culture that supports communication, innovation, discipline, and teamwork can create a conducive work environment that can improve employee productivity and the quality of public services.

Third, management needs to ensure that employee placement is based on competencies, skills, education, and work experience that align with job requirements. Appropriate employee placement will help organizations increase work effectiveness, reduce errors, and improve the overall quality of employee performance.

The results of this study can also be a basis for consideration for leaders of other public sector organizations in designing more effective human resource management policies to improve organizational performance and the quality of services to the public.

CONCLUSION

Based on the research findings, perceived organizational support, work culture, and employee placement have positive and significant effects on employee performance at Radio Republik Indonesia, both partially and simultaneously. These findings indicate that employee performance can be enhanced through organizational support mechanisms, the development of a positive work culture, and competency-based employee placement practices. Perceived organizational support, reflected in organizational attention, training opportunities, adequate work facilities, and teamwork support, contributes to higher levels of employee motivation, commitment, and productivity. Likewise, a constructive work culture and appropriate employee placement improve work effectiveness and support the achievement of organizational objectives. Among the three independent variables, perceived organizational support emerged as the most dominant factor influencing employee performance, highlighting the strategic importance of organizational support in strengthening employee adaptability and performance in the era of digital transformation.

Suggestion

Based on the findings, the management of Radio Republik Indonesia is encouraged to strengthen perceived organizational support through continuous competency development programs, employee welfare initiatives, adequate technological infrastructure, and collaborative teamwork practices. In the context of digital transformation, RRI is also advised to provide regular training in digital broadcasting, multimedia content production, digital communication technologies, and data-driven media management to enhance employee readiness for evolving workplace demands. Furthermore, the organization should foster an adaptive and innovative work culture while ensuring that employee placement decisions are aligned with employees' competencies, educational backgrounds, skills, and professional experience.

For future research, it is recommended to examine additional variables that may influence employee performance in public broadcasting organizations, such as digital agility, technostress, employee engagement, digital competence, organizational commitment, and technological readiness. Future studies may also involve larger samples, different public-sector organizations, and more advanced analytical approaches, such as Partial Least Squares Structural Equation Modeling (PLS-SEM), Covariance-Based Structural Equation Modeling (CB-SEM), or longitudinal research designs, to provide a more comprehensive understanding of employee performance determinants in the digital era.

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