

SUITABILITY OF PLACEMENT AND ORGANIZATIONAL CLIMATE TO WORK EFFECTIVENESS BY MEDIATING INDIVIDUAL CHARACTERISTICS

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Abstract: *This study aims to understand how individual characteristics play an important role in mediating the relationship between job placement, organizational climate and work effectiveness. In this study, quantitative research methods were used. Data were collected with the help of questionnaires and a sample of 30 workers. Path analysis and descriptive analysis are the data analysis methods used. Research findings show that all variables positively influence from 1) job placement and organizational climate have an impact on individual characteristic variables. 2) Work placement, organizational climate and individual characteristics have an impact on work effectiveness. 3) The results of this study state that the indirect influence of individual characteristic variables can influence job placement variables and organizational climate and work effectiveness.*

Keywords: *individual characteristics, organisational climate, work effectiveness, work placement.*

1. Introduction

People working for a government agency are the single most important and useful component in that organization (Sugiyanto & Sutianingsih, 2023). This is because the participation of workers in an agency cannot be divorced from the success of any goals that have been established by the organization (Diamantidis & Chatzoglou, 2019). To put it another way, the capabilities and talents of the people who work in an organization are the primary factors that decide whether or not that organization is successful (Arif et al., 2020; Fransyah et al., 2022; Parodya et al., 2022). Therefore, effective management of staff is required to achieve maximum efficiency in task completion. Every institution needs to be brimming with passion because they are one of the government agencies that are a part of the Youth, Sport, and Tourism Services of the Boyolali Regency. Since they serve a variety of community interests, they are responsible for increasing the work performance of their personnel. Because of this, there will be no further public objections or even vigorous demonstrations of disapproval as a result. A person's level of productivity at work is dependent on a variety of factors, including the nature of the task they are assigned, the culture of the firm they are employed by, and their personal qualities.

No matter how advanced the technology is, if it is not supported by humans as a resource, the agency's goals will not be achieved; therefore, it is very important to provide human resources. Because human labour cannot possibly be separated from government agencies, even though government agency activities involve very large capital and modern technology, government agency goals will not be achieved. direction or instruction. When each person has their area of expertise, the work that needs to be done can be carried out in a manner that is more effective and efficient. The concept of specialization in this context refers to how an employee works according to their abilities and the execution of suitable work placements for employees. Because having a work placement makes it easier for employees to carry out the responsibilities

that have been allocated to each employee, this work placement needs to be as transparent and directive as possible (Svabova & Kramarova, 2021).

It is expected of agencies, as companies, to have a higher level of professionalism and improved performance. One of these requirements is to foster a positive environment at work within the organization so that staff members can perform at their highest potential (Febriansyah et al., 2018). The leadership has a great deal of leeway in terms of how readily they can alter the mood of the firm. The perception that members of an organization have of the aspects of the climate of the organization that they directly experience is what is known as the organizational climate. As a result, it is generally accepted that the culture of an organization, often known as the working environment, has a significant impact on the success of a business. The effectiveness of the work performed by a person or organization is directly proportional to the quality of the organizational climate, and vice versa. When we apply this concept to governmental organizations, we see that high levels of organizational performance have a direct bearing on the quality of the services provided to the public and society. To ensure that the Youth, Sport, and Tourism Services of Boyolali Regency do not continue to get complaints or even protests as a result of the services they provide, this phrase has been included.

Individual characteristics can be thought of as a person's behaviour or character and can be either positive or negative. Individual characteristics are something a person is born with. Each person in a company has their own set of traits that they bring to the table when performing their task; some of them do a good job at it, while others fall short of expectations. Because the characteristics of individuals in a company are so varied, the goals that are set for those individuals also differ. Work well, the personalities of individuals working for the same company are not necessarily identical to one another; the same is true of employees working for the same organization. As a result, every individual needs the presence of other individuals to compensate for the shortcomings shared by all parties and to foster the growth of each party's unique capabilities. Individual qualities have an impact on one employee's interactions with another inside a business. Individual characteristics can be improved through training and development (Putra & Sutianingsih, 2023).

Work Placement

According to Hikmawati et al. (2013), work can be carried out in a manner that is both more effective and more efficient if each person has their area of competence. The concept of specialization in this context refers to how an employee works according to their abilities and the execution of suitable work placements for employees. Because having a work placement makes it easier for employees to carry out the responsibilities that have been allocated to each employee, this work placement needs to be as transparent and directive as possible. According to Sulistiyani and Rosidah (2003), the definition of placement is the placement of a policy that is taken by the head of an agency, or the personnel department, to determine whether or not an employee remains in a certain position or position based on consideration of certain expertise, skills, or qualifications. This policy determines whether or not an employee is placed in a certain position or position based on consideration of certain qualifications. According to Tohardi (quoted in Gusti, 2011), the definition of "placement" is the process of finding a person a position inside an organization or firm that is appropriate for their level of experience or education.

Organisational Climate

Abas (2017) makes the point that "Organizational climate in the form of factors such as temperature, humidity, ventilation, noise, light and colour can have an impact on work planning." The internal atmosphere of an organization as experienced by its members is referred

to as the "organizational climate," and it should be understood as a property that is largely stable throughout time. its conduct can be understood in terms of a set of organizational features or attributes, and organizations affect the behaviour of their members. According to Ismuel Hadjar (2015), "Organizational climate itself can be seen in various forms, several terms that describe behaviour such as the place (setting) where the behaviour occurs, environment (environment), social environment (milieu), culture (culture), atmosphere (atmosphere), situation (situation), field pattern (field setting), behaviour pattern (behaviour setting), and conditions (conditions)"

Individual Characteristics

Individuals are something one of a kind, as Badeni (2013) states in his research. Every single person has their own unique set of qualities or attributes. These traits or aspects of an individual are what set them apart from others and make each person unique. According to Triatna and Cepi's (2015) definition of personality, "Personality is generally defined as a person's psychological characteristics for an action or behaviour."The personalities that each individual possesses are what set them apart from one another, even though some people's qualities may be the same as those of one another. Individuals are a structure within an organization, as stated by Rivai (2013), and this structure manifests itself in the form of capabilities, personal views, hopes, needs, and other past experiences. In the meantime, individual traits will be transplanted into a new setting, whether organizational or otherwise. Aside from that, organizations are also characterized by certain qualities and provide individuals with a particular setting.

Work Effectiveness

According to Rahman (2017), work effectiveness is a state that displays the degree to which goals may be attained through the execution of plans. This definition of work effectiveness can be found in the passage quoted above. The more of the activity's predetermined objectives that are realized, the more fruitful the endeavour will be. Because of this, the term "effectiveness" can be understood to refer to the degree of success attained as a result of a certain strategy or effort by the objectives that are intended to be accomplished. According to Kusdi (2009), the degree to which an organization is successful in achieving the numerous targets (short term) and objectives (long term) that have been established is a good indicator of the work effectiveness of that organization. The determination of these targets and objectives should reflect the strategic constituents and subjective interests of the organization. assessor, in addition to the progression of the organization's level of growth. The following are the aspects that, according to Yudhaningsih (2011), have an impact on the amount of job effectiveness that can be achieved: 1. The qualities of the organization 2. Characteristics of the environment that is all around you 3. Characteristics held by members of the staff 4. Qualities of the management rules and procedures in place.

2. Research Method

The methodology of quantitative research was utilized for this study. Because it is founded on the philosophical doctrine of positivism, this method is sometimes referred to as a positivistic method. Discovery is another name for this methodology. This technique is referred to as a quantitative method since the findings of the research are presented in numerical form, and statistical methods are used in the analysis. The Youth, Sport, and Tourism Services of the Boyolali Regency were the locations where this study was carried out. A population is a more generalized region consisting of things or persons that the researcher has determined to have particular features and characteristics that are to be investigated to conclude. The entire workforce of Youth, Sports, and Tourism Services of the Boyolali Regency consists of thirty people. According to Sugiyono (Sugiyono, 2017), the sample is a representation of the

population in terms of both its size and its features. The method of sampling that was utilized was known as saturated sampling, and it is a method of sampling in which each member of the population is used as a sample. As a sample, there are as many as 30 employees who make up the entire population of Disporapar Boyolali Regency. The methods of descriptive analysis, simple linear regression, the R test, and the t-test were utilized in the process of analyzing the data for this study. The objective of the straightforward linear regression model is to determine whether or not the independent variable affects the dependent variable.

3. Results and Discussion

3.1. Results

Validity Test

Table 1 shows that the data is reliable and suitable for further investigation because the alpha value is higher than the typical alpha value of 0.6.

Table 1. Validity Test Results

No	Work Placement	Organisational Climate	Individual Characteristics	Work Effectiveness
1	0,552	0,801	0,667	0,819
2	0,686	0,680	0,709	0,758
3	0,506	0,707	0,817	0,764
4	0,776	0,923	0,615	0,671
5	0,746	0,869	0,627	0,700
5	0,746	0,869	0,627	0,700

Source: Primary Data Processed (2023)

Since the computed r value for each variable is higher than the table r value based on Table 1, all question indication items for each variable are valid.

Reliability Test

Table 2 below presents the findings of the reliability testing for this research, which was conducted using SPSS 26 software as a tool to examine the quality level of research variable instruments.

Table 2. Reliability Test Results

No	Variable	Nilai Alpha	Standard Alpha	Keterangan
1	Work Placement	0,656	0,60	Reliable
2	Organisational Climate	0,849	0,60	Reliable
3	Individual Characteristics	0,712	0,60	Reliable
4	Work Effectiveness	0,788	0,60	Reliable

Source: Primary Data Processed (2023)

Table 2's alpha value is higher than the industry standard alpha value of 0.6, suggesting that the data is trustworthy and deserving of more investigation.

Multicollinearity Test

Table 3. Substructural Multicollinearity Test Results 1

No	Variabel Bebas	Collinearity Statistic	
		Tolerance	VIF
1	Work Placement	0,496	2,017
2	Organisational Climate	0,496	2,017

Source: Data Primer Diolah (2023)

Table 4. Substructural Multicollinearity Test Results 2

No	Variabel Bebas	Collinearity Statistic	
		Tolerance	VIF
1	Work Placement	0,415	2,412
2	Organisational Climate	0,379	2,641
3	Individual Characteristics	0,367	2,723

Sumber: Data Primer Diolah (2023)

According to Table 3 and Table 4, the tolerance is more than 0.10 and the VIF value is not greater than 10 in the collinearity statistics section. The model can be employed because it is evident from the results of the substructural multicollinearity tests 1 and 2 above that there is no multicollinearity.

Normality Test

The results of the normality test that were reported show that the Kolmogorov-Smirnov method yielded a statistical significance value of 0.200, which is higher than the threshold of 0.05. Because of this, we may conclude that the normalcy assumption is satisfied by the regression approach that was utilized in this research.

Test Results t

Table 5. Substructural t-Test Results 1

Table 5. Descriptive and Test Results 1							
Model		Unstandardised		Standardised		t	sig
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	Constant	1,906	2,626			0,726	0,474
	Work Placement	0,400	0,174	0,381		2,298	0,030
	Organisational Climate	0,454	0,157	0,479		2,891	0,008

Source: Primary Data Processed (2023)

The results of the t-test are presented in Table 5, and it is clear that the calculated t value is more than the t table value of 1,697 (2,298 is greater than 1,697). Based on the significance, the value of work placement is between 0.03 and 0.05. Therefore, it is possible to conclude that work placement is shown to have a considerable influence on both the good and negative aspects of individual characteristics. It is possible to conclude that h1 is approved. The results of the t-test are presented in Table 5, and it can be seen that the computed value of t is more than the

value of t in the table, which is 1,697 ($2,891 > 1,697$). In terms of statistical significance, the organizational climate has a value of 0.00 0.05. As a result, we can conclude that it has been demonstrated that organizational climate has a positive and considerable influence on individual characteristics. It is possible to conclude that H2 is valid.

Table 6. Substructural t-Test Results 2

Model	Unstandardised Coefficients		Standardised Coefficients	t	sig
	B	Std. Error	Beta		
1 Constant	-2,433	1,875		-1,298	0,206
Work Placement	0,355	0,135	0,312	2,637	0,014
Organisational Climate	0,354	0,127	0,346	2,788	0,010
Individual Characteristics	0,389	0,136	0,360	2,860	0,008

Source: Primary Data Processed (2023)

The results of the t-test are presented in Table 6, and it is clear that the computed value of t is more than the value of t in the table, which is 1,697 ($2,637 > 1,697$). According to the importance, work placement falls within the range of 0.01 and 0.05. Therefore, it is possible to conclude that work placement is demonstrably associated with a positive and appreciable influence on work effectiveness. One can conclude that hypothesis 3 is valid. The results of the t-test are presented in Table 6, and it is clear that the computed value of t is greater than the value of the t table, which is 1,697 ($2,788 > 1,697$). In terms of statistical significance, organizational climate falls within the range of 0.01 and 0.05. Therefore, it is possible to conclude that it has been demonstrated that the organizational climate has a positive and considerable influence on work effectiveness. It is possible to conclude that h4 is approved. In addition, the results of the t-test can be seen in Table 7, and it can be seen that the computed t value is 2,860, which is greater than the t table, which is 1,697 ($2,860 > 1,697$). In terms of statistical significance, the value for individual characteristics is 0.00 0.05. Therefore, we can conclude that it has been demonstrated that individual characteristics have both a positive and significant influence on work effectiveness. It is possible to conclude that h5 is valid.

Coefficient of Determination (R^2)

Table 7. Results of Substructural Determinations 1 and 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,795	0,633	0,606	1,638
2	0,921	0,849	0,831	1,158

Source: Primary Data Processed (2023)

It can be seen that the adjusted R^2 value is 0.606, which can be interpreted as 60.6% of individual characteristics in Disporapar Boyolali Regency being influenced by work placement and organizational climate, while the remaining 39.4% of individual characteristics in Disporapar Boyolali Regency are influenced by other variables that are not in this research. This information can be found by looking at the output in model 1, which can be found above. Then, in model 2, it is possible to see that the adjusted R^2 value is 0.831, which can be interpreted as 83.1% of Work Effectiveness in Disporapar Boyolali Regency being influenced by work

placement, organizational climate, and individual characteristics, while the remaining 16.9% of work effectiveness in Disporapar Boyolali Regency being influenced by other variables that are not included in this research.

Sobel Test

It is possible to establish whether or not the effect of mediation is significant by employing the Sobel test. To do the Sobel test, one must first determine how strong an indirect influence is.

Table 8. Sobel Test

No	Variabel Bebas	Sobel test statistic	One-tailed probability
1	Work Placement	1,664	0,04
2	Organisational Climate	1,712	0,04

Source: Primary Data Processed (2023)

The results of the computation for the Sobel test in Table 8 that was presented earlier indicate that the values obtained for the Work Placement and Organizational Climate variables using the Sobel test are 1.664 and 1.712, respectively, and that the significance threshold is lower than 0.05 in both cases. This indicates that individual characteristics have the potential to operate as a moderating factor in the relationship between work placement and organizational climate as it relates to work effectiveness.

3.2. Discussion

Work Placement has a positive and significant effect on Individual Characteristics

According to the findings of the regression study, it is clear that work placement does have a significant impact on individual characteristics, as evidenced by the positive coefficient that it possesses. The results of the hypothesis testing produced a calculated t value of 2.298 with a significance of 0.00, where the significance value is smaller than 0.05, which means that work placement has a positive and significant influence on individual characteristics, such that a high level of work placement will increase individual characteristics. The significance value is smaller than 0.05, which means that work placement has a significant and positive influence on individual characteristics. In light of this, it may be concluded that hypothesis 1 in this study is correct.

Organisational Climate has a positive and significant effect on Individual Characteristics

It is clear, as a consequence of the findings of the regression analysis, that organizational climate exerts a favourable influence on individual characteristics, as indicated by the positive value of the coefficient for this relationship. The results of the hypothesis testing produced a calculated t value of 2.891 with a significance of 0.00, where the significance value is smaller than 0.05, which means that organizational climate has a positive and significant influence on individual characteristics, such that a high level of organizational climate will increase individual characteristics. The significance value is smaller than 0.05, which means that the results of the hypothesis testing indicate that individual characteristics are positively influenced by organizational climate. As a result of this, this study's second hypothesis can be accepted.

Work Placement has a positive and significant effect on Work Effectiveness

The findings of the regression analysis show that job placement does have a significant and favourable impact on work effectiveness, as indicated by the positive value of the

corresponding coefficient. The findings of the hypothesis testing gave a computed t value of 2.637 with a significance of 0.00, where the significance value is smaller than 0.05, which indicates that job placement has a positive and significant influence on work effectiveness, which also indicates that the level of job placement is big. This will lead to an improvement in productivity at work. In light of this, this study's third hypothesis can be regarded as validated.

Organisational Climate has a positive and significant effect on Work Effectiveness

Based on the results of the regression analysis, it can be seen that organizational climate has a positive influence on work effectiveness with a coefficient (b4) of 0.346. The results of hypothesis testing produced a calculated t value of 2.788 with a significance of 0.00, where the significance value is smaller than 0.05, which means that organizational climate has a positive and significant influence on work effectiveness so a large level of organizational climate will increase work effectiveness. Based on this, hypothesis 4 in this study is accepted.

Individual Characteristics have a positive and significant effect on Work Effectiveness

Individual traits are shown to have a positive influence on work effectiveness with a coefficient (b5) of 0.360, as shown by the findings of the regression analysis. This can be proven to be the case by looking at the results. The results of testing the hypothesis produce a calculated t value of 2.860 with a significance of 0.00, where the significance value is smaller than 0.05, which indicates that individual characteristics have a positive and significant influence on work effectiveness, such that a high level of individual characteristics will increase work effectiveness. This result is in line with research Sutianingsih dan Handayani (2023) which states that individual characteristics affect work productivity. Specifically, the significance value is smaller than 0.05, which means that the significance value is smaller than 0.05. The fifth hypothesis tested in this investigation can therefore be considered validated.

The Effect of Work Placement on Work Effectiveness through Individual Characteristics

The findings of the computations for the Sobel test are presented in Table 9, and they indicate that the Sobel test value for the work placement variable is 1.664, indicating that the significance level is more than 0.05. This indicates that individual characteristics have the potential to operate as a moderator between the effects that work placement has on work effectiveness.

The Influence of Organizational Climate on Work Effectiveness through Individual Characteristics

The findings of the computations for the Sobel test are presented above in Table 9, and they indicate that the value of the Sobel test for the organizational climate variable is 1.712, indicating that the significance level is more than or equal to 0.05. This indicates that individual characteristics have the potential to operate as a moderator between the effects of organizational climate on work effectiveness and the direct effect of the climate.

4. Conclusion

The first thing that can be gleaned from this investigation is that individual characteristics are significantly influenced, in a favourable way, by work placement and organizational climate. Work effectiveness can also be positively and significantly impacted by work placement, organizational climate, and individual characteristics. In addition to this, individual

characteristics were able to successfully mediate the relationships between work placement, organizational climate, and work effectiveness.

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