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**Building Inclusive Collaboration: The Impact of Sourcing
Channel and Gender on Employee Performance
Through Right Placement**

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ABSTRACT

This research analyzes how Recruitment Channel and Gender affect Employee Performance with Placement as an intervening variable. This study used a quantitative method design with 34 saturated samples taken from PT. SJI Surabaya, Indonesia. The data collection in this study was primary data, and the instrument used was a self-administered questionnaire addressed to 34 respondents of PT SJI Surabaya, Indonesia, consisting of 4 variables, namely recruitment channel, gender, placement, and employee performance. Data analyses used SEM SmartPLS-3. The results indicate that gender is not a direct determinant of employees' performance, but it affects placement considerably. Placement influences performance significantly and thus might be an intervening variable in the performance-gender relationship. Recruitment channels do not significantly influence either employee performance or placement. Strong points of this study include the application of Organizational Psychology theory to understand the relation of variables, thus giving a sound conceptual framework in the context of the Indonesian Industry. This is a study that will try to provide insight for companies in managing gender diversity and the recruitment process. Results from the present study have highlighted placement into jobs, which should take into consideration the individual characteristics and demands of a particular job and vice versa, while implementing diversity and inclusion management will create a favorable working environment that actually enhances employee performance.

Collaboration, Gender, Placement, Sourcing Channel.

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INTRODUCTION

Improvement of employee performance is now the chief priority of modern organizations competing in the era of globalization. As the world of work changes, research in the realm of human resource management has deeply perceived roots of factors influencing employees' performance. In such a scenario, a focus on sourcing channels, gender, and positioning roles would

promise new horizons for understanding complex relationships between such variables.

Literature reviews identify the first impact of sourcing channels on employee perceptions and performances. The sourcing channels from internal and external organizations will provide the employees with a clear direction regarding role and responsibilities. According to Christensen Hughes & Rog (2008), transparent sourcing channels would enhance employee motivation and engagement. Literature is not well-settled on the matter of how different employee outcomes can be yielded by the integration of various internal and external sourcing channels.

The internal channels, such as direct communications from management and superiors, can provide an in-depth insight into what exactly the organization expects and strives for. Sourcing from external channels, for example, the latest news about the industry or communications between business partners, is able to give an overview of one subject or another. As Smith has noted, those employees who have access to multiple sourcing channels tend to possess a richer understanding of the organizational context. On the other hand, no study has established how the interaction or balance between internal and external sourcing channels can affect employee performance.

More than that, internal sources include direct communications from superiors and management that could bring deeper understanding of the expectations and goals of the organization. On the other hand, sourcing in an organization may provide a wider perspective when it comes to industry news or communications from business partners. Argote & Ingram (2000) established in his study that employees with access to multiple sourcing channels lead to a richer understanding of their organizational context. Until now, no study has investigated the extent to which the interaction or balance between internal and external sourcing channels may affect employee performance.

Literature also illustrates how sourcing channels could help in shaping the perceptions and understanding of employees. Effective internal communication promotes better coordination, collaboration, and cohesion among its members, which may result in better organizational performance. However, past research has not fully investigated exactly how the proper selection of a sourcing channel can play its role in improving employee performance. Depending on the organizational context and the nature of employees' tasks, does the difference in impact exist between direct, written, or online communication?

Another important aspect of interest has been the role of gender in conjunction with employee performance. There are some intrinsic leadership

style differences, communication preferences, and motivational factors for men and women. These may intrinsically affect their responses to the sourcing channels per specific findings in the literature. However, little is known about the extent at which gender may act as a moderator between sourcing channels and performance.

While such a role has been given scant attention, by placement, in linking these variables within the existing research gaps. Placement herein refers to the strategic placing of employees in various parts of the organization or project, and not much research has tried to investigate how placement can act as a mediator in the relationship between sourcing channels and employee performance.

In this research, we will dissect the complexity of interactions that exist between the observed variables by referring to basic concepts of Organizational Psychology originating from thoughts. The theory of Organizational Psychology is used to identify how these psychological factors are related and how placement can act as a mediator to understand the impact of sourcing channels and gender differences on employee performance.

Based on this mapping of the literature, the most substantive finding of the research gap is related to a lack of understanding concerning how internal and external sourcing channels, sourcing channel selection, and gender differences may interactively affect employee performance, for which placement can act as a potential mediator in explaining this complex relationship. Conclusively, this research will fill that lacuna by examining the joint influences of sourcing channels and gender on employee performance, including placement as an important mediating agent. This study, therefore, may be expected to give new insights into a full understanding of the factors affecting employee performance in a context far from being comprehensive.

RESEARCH METHODE

This study falls under the category of quantitative research. utilizing primary data from respondents' responses to a survey given to PT. SJI Surabaya, Indonesia staff members. The total saturation sample was 34 persons.

In total, four variables will be examined in this study: five questionnaires (X1.1-X1.5) for the sourcing channel and four questionnaires (X2.1-X2.4) for gender; five questionnaires (Z1-Z5) for the mediating variable; and seven questionnaires (Y1-Y7) for the dependent variable, employee performance. Four Likert scale criteria are used to measure the questionnaire's results: TS (disagree) at score 2, S (agree) at score 3, and SS (strongly agree) at score 4. applies the theory of organizational psychology to comprehend interactions

and can offer a solid conceptual basis. Utilizing SEM SmartPLS-3, data collected from respondents' questionnaire responses was processed.

RESULT AND DISCUSSION

Characteristics of Respondents

Table 1.
Characteristic of Respondents

Description	Frequency	Percentage
Gender		
- Male	19	55.9%
- Female	15	44.1%
Education background		
- Senior High School	15	44.1%
- Diploma	9	26.5%
- Bachelor	10	29.4%
Age		
- Less than 20	0	0 %
- 20-25	15	44.1%
- 26-30	12	35.3 %
- 31-40	7	20.6 %

Source: processed data

Table 1 above displayed the attributes of the participants. The majority was made up of 55.9% males, 44.1% senior high school in education background, 44.1% between 20 – 25 years old.

Measurement Indicator (Outer Model)

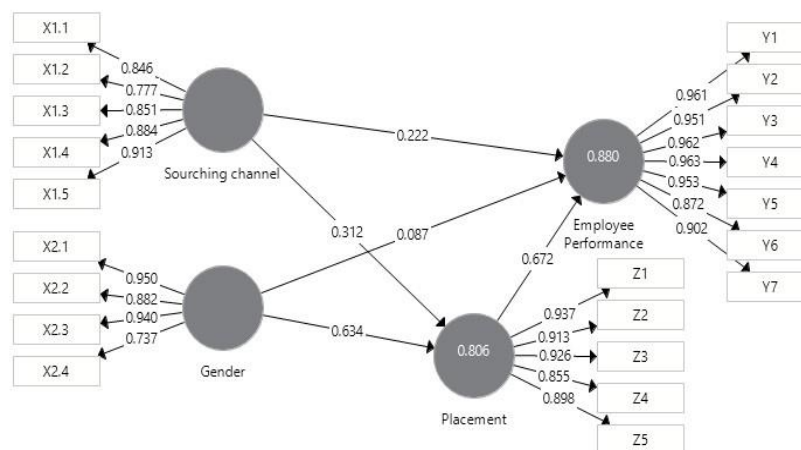


Figure 1.
PLS Analysis Diagram (Source: SmartPLS-3)

Validity Value

Table 2.
Outer Loading

Dimensions	Employee Performance	Gender	Placement	Sourcing Channel
X1.1				0.846
X1.2				0.777
X1.3				0.851
X1.4				0.884
X1.5				0.913
X2.1		0.950		
X2.2		0.882		
X2.3		0.940		
X2.4		0.737		
Y1	0.961			
Y2	0.951			
Y3	0.962			
Y4	0.963			
Y5	0.953			
Y6	0.872			
Y7	0.902			
Z1			0.937	
Z2			0.913	
Z3			0.926	
Z4			0.855	
Z5			0.898	

Source: SmartPLS-3 output

All of the elements or indicators that were listed in the external loading table had outer loadings that were greater than 0.7. The values confirmed the validity of the measures under evaluation by meeting the standards stated in (Santos, 2017).

Construct Reliability and Construct Validity

Determining the dependability of latent variable development was the goal of the component reliability evaluation. evaluated using the dependability of the construction. to fulfil the need for dependability. It had to be more than 0.70. The Cronbach Alpha coefficient demonstrated the degree of dependability of this evaluation.

Table 3.
Construct Reliability and Construct Validity

Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Employee	0.977	0.978	0.981	0.880
Performance	0.901	0.925	0.932	0.776
Gender	0.945	0.946	0.958	0.822
Placement	0.908	0.914	0.931	0.732
Sourcing Channel				

Source: SmartPLS-3 output

Memon et al. (2017) highlighted the need of employing Cronbach Alpha and Composite Reliability as assessment instruments to reliably examine the essential elements of the measure in compliance with Sarstedt et al. (2019). Continuity was deemed to have been established when the composite reliability value and the projected Cronbach alpha value were both higher than 0.7 (Ghozali & Latan, 2015). Every construct in the provided table has a Cronbach alpha value greater than 0.7, indicating that it was dependable. As such, each construct might be regarded as trustworthy. The dependability of the latent variable Gender was confirmed when its Cronbach alpha of 0.901 exceeded the 0.7 threshold. All the factors showed consistency in this pattern with numbers higher than 0.7.

Convergent Validity

Utilizing the guidelines provided by Ghozali & Latan (2015) to demonstrate convergent validity. There should be a sufficient degree of correlation between the factor dimensions. The AVE value and the reflex index were used to evaluate the model's convergent validity. As stressed by Sarstedt et al. (2019), the AVE had to meet or surpass 0.5, meaning that it had to explain for 50% or more of the variance in the construct. Every latent variable in the table had an AVE value greater than 0.5. As an example, the latent variable Sourcing Channel showed an AVE of 0.732, above the 0.5 cut-off, indicating that it is convergent. This standard was routinely used for a number of additional factors. which all displayed AVE values higher than 0.5.

Discriminant Validity

To ascertain the reflex index's reflection of the structure's strength. A discriminant validity analysis was performed. The main assumption of this assessment was that there should be a strong link between the index and the structure (Ghozali & Latan, 2015). The Fornell-Larcker Criteria and cross-loading values were shown to be less sensitive than the HTMT value in discriminant validity tests conducted within SmartPLS. A multitrait-multimethod matrix served as the foundation for this approach's measuring

methodology. The HTMT value had to be much lower than 0.9 in order to guarantee discriminant validity (Henseler et al., 2015).

Table 4.
Heterotrait-Monotrait (HTMT)

Dimensions	Employee Performance	Gender	Placement	Sourcing Channel
Employee Performance				
Gender	0.898			
Placement	0.863	0.840		
Sourcing Channel	0.878	0.878	0.868	

Source: SmartPLS-3 output

Structural Model (Inner Model)

As soon as the inferred model satisfied the external model's requirements. The internal models of the structural framework came into prominence. Afterwards. The variables' corresponding R-square values were considered.

Table 5.
R-Square

Dimensions	R-Square
Employee Performance	0.880
Placement	0.806

Source: SmartPLS-3 output

As shown in the table above, the R-Square value for the Employee Performance variable is 0.880 which indicates that 88.0% of the variance in Employee Performance can be caused by Sourcing Channel, Gender and Placement. Meanwhile, Placement is strongly influenced by 80.6% by Sourcing Channel and Gender.

The hypothesis test result is as follows:

Table 6.
Hypothesis Test

Relationship	Original sample	Standard Deviation	T Statistic	P Values
Gender → Employee Performance	0.087	0.208	0.418	0.676
Gender → Placement	0.634	0.231	2.743	0.006
Placement → Employee Performance	0.672	0.154	4.367	0.000
Sourcing channel → Employee Performance	0.222	0.174	1.272	0.204
Sourcing channel → Placement	0.426	0.194	2.195	0.029
Gender → Placement → Employee Performance	0.209	0.127	1.651	0.099

Sourcing channel → Placement → Employee Performance				
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Source: SmartPLS-3 output

Findings:

1. Gender has no significant effect on Employee Performance because P Values $0.676 > 0.05$.
2. Gender has a significant effect on Placement because P Values $0.006 < 0.05$.
3. Placement has a significant effect on Employee Performance because P Values $0.000 < 0.05$.
4. Sourcing channel has no significant effect on Employee Performance because P Values $0.204 > 0.05$.
5. Sourcing channel has no significant effect on Placement because P Values $0.162 > 0.05$.
6. Placement can mediate Gender on Employee Performance because P Values $0.029 < 0.05$.
7. Placement does not mediate Sourcing channel on Employee Performance because P Values $0.099 > 0.05$.

DISCUSSION

Such statements, which enumerate certain roles for men and women with the least scores, may further denote gender stereotyping at work. As Eagly & Karau (2002) note, perception about gender roles can affect one's performance rating. Yet, other studies, such as that of Diekmann & Eagly (2008), point out that changes in culture can minimize the stereotyping effects on gender at work.

If differences in mental toughness between men and women are scored highest, this may reflect stereotypes that are still perceived in the organisation. A study of the role of mental toughness in gender by Inzlicht & Ben-Zeev (2000) identified that stereotypes need first to be overcome if improvements both in individuals well-being and performance are to be achieved.

As the study by Alice Hendrickson Eagly et al. (2007), depicts that gender sometimes can make a difference in the way people perceive others about their leadership. Still, such effects are likely to be moderated by the organizational context and nature of the job.

Based on a study conducted by Powell et al. (2002), one gets to know that the differences in gender are not always linked with performance, and other factors like organizational support and recognition might be playing a more significant role there.

Items regarding the capability of fulfilling work objectives exhibit the lowest marks; this can be interpreted by stating that there is a lack of self-

confidence, or other variables can affect this perception. Bandura (1978), in his self-efficacy theory, states that performance is influenced by the beliefs concerning one's capabilities.

Responsibility and performance are related according to research by Brown & Leigh (1996), and responsibility applied to work increases performance. Hogg et al. (1986), on the other hand, talked about social identity, where an individual finds their identity in some group that they belong to. This may be in the form of gender. It thus, shapes perception and behaviors at the place of work.

Cox & Blake (1991) also maintained that diversity and inclusion management may go a long way in reducing the effects of stereotyping as well as creating a conducive work environment in which employees tend to perform better and are satisfied with their job performance.

While influencing the performance of employees based on gender, one needs to consider the organizational context, the impact of stereotypes, among other factors, that might influence the outcome. In managing diversity and inclusion, an enabling environment would be created for growth opportunities to be availed without limiting people with gender stereotypes. Organizational psychology theory forms the basis that forms the reason behind interaction between a person and the work environment.

The gender stereotype theory can also be related to the differences in traits between men and women influencing performance. According to Alice H Eagly & Karau (2002), it can be demonstrated that gender stereotypes will often make a difference in perceptions and expectations within the workplace and thus will affect placement and responsibilities given to each gender based on stereotypical categorizations.

The gender role theory can be associated with certain roles of men and women that affect performance. According to the concept, society and organizations have expectations on how individuals should behave basing on their gender as pointed out by Wood & Eagly (2015).

Before placing employees in performance evaluations, organizations consider an individual's physical and mental state. Murphy & Cleveland (1995) argue that a good performance evaluation offers a setting that is favorable to good well-being, considering the physical and mental states of employees.

The previous work experience interferes with present time placements and tasks. Kristof-Brown et al. (2005) postulate that the fit between individuals and their jobs is capable of predicting job satisfaction and performance.

Organizations that take into consideration physical and mental conditions before placement stress matching individual characteristics and job needs for

optimal results. The efficiency of work placement considerate of the employees' physical and mental conditions can have an effect on satisfaction and performance. Consideration of the suitability of the individual to the demands of a job can provide a sound foundation for the success of placement.

Employee performance, which is measured in terms of responsibility and achievement of job targets, can be related to motivation theory and performance evaluation. According to Latham et al. (2002), feelings of responsibility and the achievement of targets will increase the motivation and performance of employees. Appropriately given responsibilities and realistic target settings will increase employee motivation and performances accordingly.

Linking all the above statements, it would seem that job placement considering both physical and mental conditions can be a very positive starting point in improving employee performance, provided that responsibility and job targets are adjusted to individual characteristics.

CONCLUSION

Some important findings related to gender, job placement, and employee performance, although gender does not directly affect performance, it has a significant effect on job placement. Job placement itself has a significant impact on employee performance and can mediate the effect of gender on performance.

Gender stereotypes can still influence perceptions and expectations in the workplace, which have an impact on the placement and responsibilities given. However, factors such as organizational context, support, and recognition also play an important role in performance.

Job placement that takes into account the physical and mental conditions of employees, as well as the match between individual characteristics and job demands, can be a good foundation for improving performance. Giving appropriate responsibilities and setting realistic targets can also increase employee motivation and performance.

To reduce the impact of stereotypes and create a conducive work environment, diversity and inclusion management needs to be implemented. This can open up opportunities for growth without being limited by gender stereotypes, allowing employees to perform better and feel satisfied with their performance.

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