

The Implementation of Culture Fit-Based Recruitment and Selection Practices on Workforce Retention in the Creative Industry

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ABSTRACT

The creative industry is characterized by a high dependence on the quality of human resources, flexible work dynamics, and a relatively high employee turnover rate, thus demanding an HR management strategy that is able to maintain the sustainability of the workforce. One approach that is getting more attention is the implementation of culture fit-based recruitment and selection, which emphasizes the compatibility of individual values, attitudes, and work styles with the organization's culture. This study aims to analyze the effect of the implementation of culture fit-based recruitment and selection practices on workforce retention in creative industry companies. The research uses a quantitative approach with an explanatory design. Primary data was collected through a Likert scale questionnaire that was distributed to 75 creative industry employees who had worked for at least six months, using purposive sampling techniques. Data analysis was carried out using linear regression analysis to test the relationships between variables. The results show that culture fit-based recruitment and selection have a positive and significant effect on workforce retention, which is reflected in increased retention intention, loyalty, and commitment of employees to the organization. These findings indicate that cultural appropriateness built from the early stages of staffing plays an important role in creating sustainable working relationships

INTRODUCTION

The creative industry is experiencing rapid growth globally and is seen as one of the main drivers of an economy based on innovation, knowledge, and creativity. Various academic studies show that the contribution of this sector is not only reflected in the creation of economic value, but also in the improvement of organizational competitiveness through superior human capital management. However, the high dependence on human resources makes the creative industry vulnerable to labor stability problems. De Winne et al. (2021) emphasized that organizational failure to retain a high-skilled workforce can hinder productivity and continuity of performance, especially in sectors based on creativity and expertise.

In the framework of strategic human resource management, the relationship between individuals and organizations is no longer understood solely as a formal employment contract, but as a long-term value relationship. The person-organization fit theory emphasizes the importance of alignment between employees' personal values and the organization's core values in shaping positive work attitudes and behaviors. Sekiguchi et al. (2020) show that the conformity of these values plays a significant role in increasing job satisfaction and employee engagement. In line with this view, Kristof-Brown et al. (2021) stated that the alignment of values built from the early stages of employment is an important foundation for the sustainability of employment relationships.

The concept of culture fit is gaining more attention in the human resource management literature because it is considered to be able to explain variations in employee behavior that cannot be fully explained by technical competence. Employees who feel aligned with the organization's culture tend to show a higher level of commitment and loyalty to the organization. Cable and Yu (2021) suggest that cultural mismatches are often the main trigger for the emergence of intention to leave the organization, even in high-performing employees. In addition, organizations that integrate culture fit into their staffing practices have been shown to have a more stable rate of workforce retention than organizations that focus only on technical capabilities (Van Vianen et al., 2022).

Although the relationship between culture fit and various employee behavior outcomes has been extensively researched, there are still prominent research gaps in the international literature. Most previous studies have focused more on the impact of person-organization fit on job satisfaction and individual performance, while aspects of workforce retention have often been positioned as indirect consequences. Peccei and Van De Voorde (2020) criticized that human resource management studies still lack to place workforce retention as a stand-alone strategic issue. In addition, research that explicitly examines the implementation of culture fit-based recruitment and selection as an initial mechanism for the formation of retention is still relatively limited, especially in the context of the creative industry (Jiang & Messersmith, 2020).

In the context of the creative industry, the problem of workforce retention has become increasingly complex due to the characteristics of flexible, project-based, and minimal hierarchical structures. This condition is also reflected in the

development of the creative industry in Indonesia which shows significant growth, but still faces serious challenges in human resource management. Putri and Riyanto (2022) found that many creative organizations in Indonesia have not implemented a structured and long-term oriented recruitment system. As a result, employee turnover rates are relatively high and have the potential to disrupt organizational continuity, so a more contextual and sustainable recruitment strategy is needed.

Based on the background and gaps of the research, this study aims to analyze the effect of the implementation of culture fit-based recruitment and selection practices on workforce retention in creative industry companies. The research focus is directed at how the fit of values, attitudes, and work culture built from the early stages of recruitment affects employee retention intention and commitment. This study uses a quantitative approach with an explanatory design to obtain empirical evidence regarding the causal relationship between variables. This approach is seen as relevant to produce objective and measurable findings in human resource management studies (Vogel et al., 2021).

This research is expected to make a theoretical contribution by enriching the literature on human resource management, especially related to the development of culture-fit-based recruitment and selection studies in the context of the creative industry. Practically, the results of this study can be a reference for human resource practitioners in designing recruitment policies that are more strategic and long-term oriented. Knies et al. (2022) emphasized that human resource practices that are aligned with organizational values have the potential to increase workforce stability and organizational sustainability. Thus, this research is expected to be able to bridge the academic interests and practical needs of organizations in facing the challenges of creative workforce retention.

LITERATURE REVIEW

1. Recruitment and Selection in the Perspective of Strategic Human Resource Management

Recruitment and selection are fundamental processes in strategic human resource management that function to determine the quality of organizational workforce input. In a strategic approach, recruitment is not only understood as an administrative activity to fill vacant positions, but as an initial mechanism for the formation of an organization's competitive advantage. Lepak et al. (2021) affirm that the right recruitment decisions contribute directly to the effectiveness of the human resource system as a whole. In the context of knowledge-based organizations, the quality of the selection process is increasingly crucial because human resources play a role as the main intellectual asset. Therefore, organizations are required to develop recruitment practices that align with the organization's long-term goals and work culture characteristics.

2. The Concept of Culture Fit and Person-Organization Fit

The concept of culture fit develops from the theory of person-organization fit which emphasizes the compatibility between individual values and organizational values. This theory states that individuals will show higher performance and commitment when there is an alignment between personal preferences and the work environment. According to Edwards and Cable (2020), value matching has a direct influence on positive work attitudes, including job satisfaction and emotional attachment to the organization. In addition, research by Jansen and Kristof-Brown (2021) shows that person-organization fit is a significant predictor of the successful adaptation of new employees. Thus, culture fit is seen as an important element in creating sustainable working relationships.

3. Implementation of Culture Fit-Based Recruitment

The implementation of culture fit-based recruitment involves a systematic effort to identify and communicate the organization's core values to potential employees. This practice can be realized through the formulation of recruitment messages that reflect the organizational culture and the use of selection tools that assess the suitability of values and attitudes. According to Ehrhart and Ziegert (2021), organizational culture transparency during the recruitment process helps prospective employees form realistic expectations regarding the work environment. In addition, the value-based selection approach has been proven to be able to reduce the risk of post-recruitment mismatches. This shows that culture fit-based recruitment functions as a preventive mechanism in human resource management.

4. Workforce Retention in the Creative Industry

Workforce retention refers to an organization's ability to retain competent and strategically valuable employees within a certain period of time. In the creative industry, workforce retention is a crucial issue due to the characteristics of flexible jobs and high career mobility opportunities. According to Cooke et al. (2022), creative employees tend to have high expectations of a work environment that supports self-expression and personal values. The mismatch between individual values and the culture of the organization often triggers the intention to change jobs. Therefore, retention strategies in the creative industries need to be designed with cultural aspects in mind as a key factor in workforce sustainability.

5. The Relationship between Culture Fit and Workforce Retention

The relationship between culture fit and workforce retention has received empirical support in various cutting-edge studies. Employees who feel a fit for the organization's culture tend to have stronger affective commitment and higher retention intentions. Research by Lee and Kim (2023) shows that organizational value matching significantly lowers turnover intention, even when the job satisfaction factor has been controlled. In addition, cultural conformity also plays a role in strengthening the psychological bond between employees and the organization. These findings reinforce the argument that culture-fit-based recruitment is an effective strategy in improving workforce retention.

6. Context of the Creative Industry in Developing Countries

In developing countries, including Indonesia, the implementation of culture fit-based recruitment still faces various structural challenges, such as the limitations of a formal human resource management system. Many creative organizations still adopt a short-term recruitment pattern that is oriented to the needs of the project. A study by Rahman et al. (2024) shows that strategically unplanned recruitment practices contribute to high employee turnover rates in the creative sector. However, the study also highlights the potential of value-based approaches as an alternative solution to improve workforce stability. This opens up space for further research on the effectiveness of culture fit in the context of the creative industry in developing countries.

METHODOLOGY

1. Research Type and Design

This study uses a quantitative approach with a cross-sectional explanatory survey design. This approach was chosen because the study aimed to test the causal relationship between variables based on respondents' perceptions collected over a period of time. Explanatory surveys allow researchers to explain the influence of independent variables on dependent variables empirically. The implementation and reporting of survey methods follows the principles of design transparency, instrument development, data collection procedures, and systematic statistical analysis as recommended in contemporary survey research (Sharma et al., 2021). The unit of research analysis is an individual, namely an employee in a creative industry company.

2. Conceptual Models and Research Variables

The conceptual model of the study places the implementation of culture fit-based recruitment and selection as independent variables and workforce retention as dependent variables. In addition, organizational commitment is used as a mediating variable to explain the psychological mechanisms that link early recruitment practices to employees' tendency to retain. This model is based on the view that perceived conformity of values and work culture from the beginning of employment can form long-term psychological attachments. This attachment further plays a role in increasing the stability of the workforce and the retention intention of employees (Graczyk-Kucharska & Erickson, 2020).

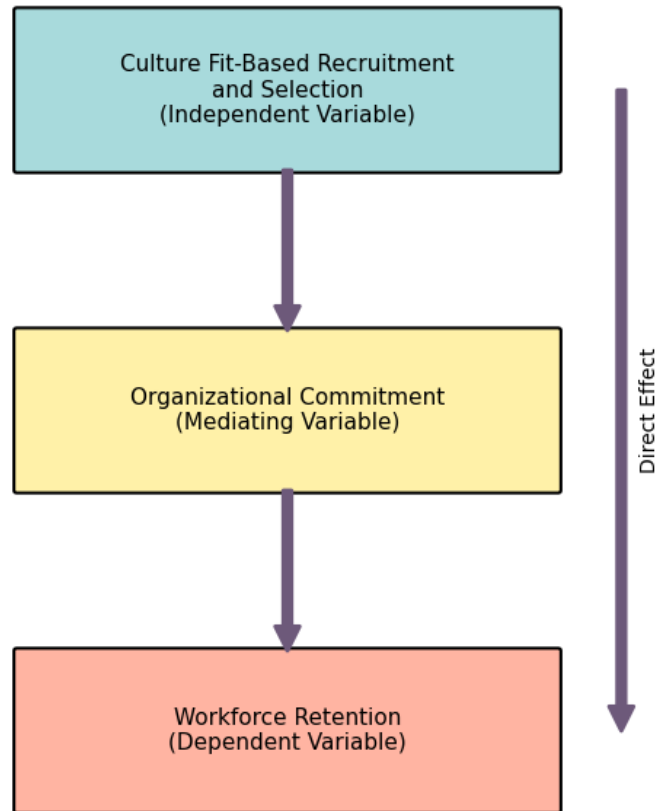


Figure 1. Conceptual Model of the Mediating Role of Organizational Commitment in Workforce Retention

3. Hypothesis

Based on the conceptual framework and literature review, the research hypothesis is formulated as follows:

- H1: The implementation of culture fit-based recruitment and selection has a positive effect on workforce retention.
- H2: The implementation of culture fit-based recruitment and selection has a positive effect on organizational commitment.
- H3: Organizational commitment has a positive effect on workforce retention.
- H4: Organizational commitment to mediate the influence of the implementation of culture fit-based recruitment and selection on workforce retention.

4. Population and Sampling Techniques

The population of this study is all employees who work in creative industry companies. The sample was determined using purposive sampling techniques, with respondent criteria including employees who work in the creative industry, have a minimum working period of six months, and are willing to participate voluntarily. Based on these criteria, the number of respondents analyzed was 75 employees. This number is considered adequate for regression analysis and bootstrapping-based mediation tests in applied survey research, and has met the consideration of the adequacy of sample size for the strength of statistical tests (Ahmed, 2024; Kang, 2021).

5. Data Collection Techniques and Instruments

The research data was collected using a closed-ended questionnaire with a five-point Likert scale, ranging from strongly disagree to strongly agree. The instrument is compiled based on indicators that represent three main constructs, namely recruitment and selection based on culture fit, organizational commitment, and workforce retention. Workforce retention is operationalized mainly through indicators of intention to stay and the tendency to stay in the organization. The preparation of instruments is carried out through the stages of literature review, adjustment of the context of the creative industry, readability tests, and expert assessments to ensure the suitability of the content and clarity of the question items (Al Yahyaei et al., 2022).

6. Instrument Validity and Reliability Test

The quality of the instruments is tested through validity and reliability testing. The validity of the construct was assessed using factor analysis and the correlation between the indicator and the measured construct. To ensure the difference between constructs, the validity of the discriminant is strengthened using the heterotrait-monotrait approach. The internal reliability of the instrument was tested using Cronbach's alpha and McDonald's omega to obtain a more stable estimate of internal consistency. In addition, this study applied general method bias control measures through respondent anonymity, item sequencing, and affirmation that there is no right or wrong answer (Roemer et al., 2021; Malkewitz et al., 2023; Kock et al., 2021).

7. Research Implementation Procedure

The research is carried out gradually and systematically. The research stages include the preparation of literature-based models and indicators, the development and validation of instruments, data collection through the dissemination of questionnaires, data filtering and cleaning, instrument quality testing, and hypothesis testing. All respondents were given an explanation of the research objectives and consent to participation before filling out the questionnaire. The data was analyzed in aggregate to maintain the confidentiality of respondents' identities and research ethics.

8. Data Analysis Techniques

Data analysis was carried out using linear regression to test direct hypotheses and bootstrapping-based mediation tests to test the mediating role of organizational commitments. The bootstrapping approach was chosen because it is able to provide a more stable estimate of indirect effects, especially on survey data that is not always normally distributed. In addition, testing of statistical assumptions such as residual normality, multicollinearity, and heteroscedasticity is carried out systematically to ensure the feasibility of the analysis model. The data analysis process is supported by IBM SPSS and PROCESS Macro software, as well as additional statistical tools when needed (Alfons et al., 2022; Shatz, 2023).

RESEARCH RESULTS

1. Descriptive Statistics of Research Variables

The initial analysis was conducted to obtain an overview of respondents' perceptions of the research variables, namely the implementation of recruitment and selection based on culture fit, organizational commitment, and workforce retention. The results of descriptive statistics showed that all variables were in the medium to high category, which indicated that respondents generally had a positive perception of culture-based recruitment practices and a tendency to stay in the organization.

Table 1. Descriptive Statistics of Research Variables

| Variable | Mean | Standard Deviation |
|---|------|--------------------|
| Culture Fit-Based Recruitment and Selection | 4.02 | 0.61 |
| Organizational Commitment | 3.95 | 0.58 |
| Workforce Retention | 4.08 | 0.56 |

The highest average score was found in the workforce retention variable, which showed that respondents had a strong intention to stay and loyalty to the organization. Meanwhile, the average value of the culture fit-based recruitment and selection variable was also at a high level, indicating that respondents felt a value and culture match since the initial recruitment process. These findings provide an adequate empirical basis for continuing testing the causal relationships between variables as formulated in the research hypothesis.

2. Effect of Culture Fit-Based Recruitment and Selection on Workforce Retention

The first hypothesis test was conducted using linear regression analysis to assess the direct influence of the implementation of culture fit-based recruitment and selection on workforce retention. The results of the analysis showed a positive and significant influence between the two variables.

Table 2. Regression Results of Culture Fit-Based Recruitment and Selection on Workforce Retention

| Predictor | b | t-value | Sig. |
|---|------|---------|-------|
| Culture Fit-Based Recruitment and Selection | 0.62 | 6.87 | 0.000 |
| R ² | 0.38 | | |

The regression coefficient of 0.62 shows that increased perception of culture fit-based recruitment and selection practices directly increases workforce retention. A significance value below 0.05 indicates that the influence is statistically significant. Thus, Hypothesis 1 (H1) is accepted, which means that cultural appropriateness built from the recruitment stage plays an important role in increasing employee retention intention, loyalty, and stability in creative industry organizations.

3. Effect of Culture Fit-Based Recruitment and Selection on Organizational Commitment

Furthermore, testing was carried out to determine the effect of the implementation of culture fit-based recruitment and selection on organizational commitment. Linear regression analysis shows that culture fit has a positive and significant influence on employee commitment levels.

Table 3. Regression Results of Culture Fit-Based Recruitment and Selection on Organizational Commitment

| Predictor | b | t-value | Sig. |
|---|------|---------|-------|
| Culture Fit-Based Recruitment and Selection | 0.59 | 6.12 | 0.000 |
| R ² | 0.35 | | |

These results show that recruitment and selection practices that emphasize the appropriateness of organizational values and culture are able to strengthen employees' emotional attachment to the organization. The determination coefficient shows that 35% variation in organizational commitment can be explained by culture fit-based recruitment and selection. Thus, Hypothesis 2 (H2) is accepted, which confirms that cultural appropriateness from the beginning of staffing contributes significantly to shaping organizational commitment.

4. Effect of Organizational Commitment on Workforce Retention

The third hypothesis test was conducted to assess the influence of organizational commitment on workforce retention. The regression results show that organizational commitment has a positive and significant effect on employees' tendency to stay put.

Table 4. Regression Results of Organizational Commitment on Workforce Retention

| Predictor | b | t-value | Sig. |
|---------------------------|------|---------|-------|
| Organizational Commitment | 0.67 | 7.45 | 0.000 |
| R ² | 0.45 | | |

The regression coefficient value of 0.67 shows that the higher the organizational commitment felt by employees, the higher the level of workforce retention. These results confirm that organizational commitment is an important determinant in maintaining workforce stability. Therefore, Hypothesis 3 (H3) is accepted.

5. Mediation Effect of Organizational Commitment

To test the fourth hypothesis, a mediation test was carried out using a bootstrapping approach in accordance with the established methodology. The results of the analysis show that organizational commitment plays a role as a partial mediator in the relationship between culture fit-based recruitment and selection and workforce retention.

Table 5. Mediation Analysis Results Using Bootstrapping

| Path | Effect | Bootstrapped CI (Lower-Upper) |
|---|--------|-------------------------------|
| Direct Effect (Culture Fit → Retention) | 0.34 | 0.21 - 0.49 |
| Indirect Effect (via Organizational Commitment) | 0.28 | 0.17 - 0.41 |

The confidence interval of bootstrapping results did not cross zero, indicating that the mediating effect was significant. These results indicate that culture fit-based recruitment and selection practices not only affect workforce retention directly, but also indirectly through increased organizational commitment. Thus, Hypothesis 4 (H4) is accepted.

DISCUSSION

These findings show that the suitability of values and work culture built from the early stages of staffing is able to create a sense of comfort and attachment of employees to the organization. In the perspective of organizational behavior theory, as described by Van Vianen and De Pater (2021), labor retention is not solely determined by material rewards, but also by the quality of psychological harmony between the individual and his or her work environment. Employees who feel a cultural fit tend to develop a stronger perception of fairness and a stronger sense of work, thus increasing retention intention. These findings suggest that culture fit serves as a relational foundation that underpins long-term workforce stability in creativity-based organizations.

The results showed that recruitment practices that emphasized value fit and work attitudes significantly increased employee commitment levels. Psychologically, when employees feel they fit into the organization's culture, they are more likely to internalize the organization's values as part of their professional identity, as stated by Edwards et al. (2021). This internalization process encourages the formation of affective attachments that strengthen the relationship between employees and the organization. These findings support the view that recruitment is a strategic stage that not only determines who is hired, but also how long-term employee commitments are formed from the start.

Then organizational commitment plays a key determinant in employees' decisions to stay in the organization. Employees with high levels of commitment tend to show loyalty, work engagement, and a willingness to contribute on an ongoing basis. In a creative industry characterized by high flexibility and cross-organizational mobility opportunities, Ng and Feldman (2022) affirm that organizational commitment serves as a psychological anchor that holds back the tendency to change jobs. These findings reinforce the view that workforce retention cannot be separated from the quality of the emotional connection between employees and the organization.

The results of the mediation test showed that the influence of culture fit on retention was not only direct, but also worked through increased organizational commitment. These findings provide a deeper understanding of the psychological mechanisms that link recruitment practices to the organization's long-term outcomes. Jiang et al. (2021) explain that the procedural approach in human resource management views retention as the accumulation of work experience from the early stages of staffing. Thus, the effectiveness of culture fit-based recruitment lies in its ability to build commitment as a key mediator that strengthens workforce stability.

The creative industry has a dynamic, project-based, and relatively minimal work environment, so organizational culture factors are increasingly crucial in maintaining workforce stability. When cultural conformity is not built in the first place, employees tend to experience psychological fatigue and job dissatisfaction more quickly. Nevertheless, Harney and Collings (2021) emphasize that external factors such as career opportunities, time flexibility, and labor market dynamics can also influence survival decisions. Therefore, the influence of culture fit needs

to be understood as part of the complex interaction between organizational culture and the ever-changing characteristics of the creative industry.

This study uses a cross-sectional design, so it has not been able to capture the dynamics of changes in employee commitment and retention temporally. In addition, the use of perception-based data has the potential to cause subjectivity bias, even though general method bias control measures have been taken. Peccei, Van De Voorde, and Van Veldhoven (2023) affirm that human resource studies need to combine time and context approaches to improve the accuracy of inference. Therefore, further research is recommended to use a longitudinal design and include moderation variables such as leadership, work flexibility, or organizational support to enrich the conceptual model and increase the explainability of the research.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the implementation of culture fit-based recruitment and selection has a positive and significant influence on workforce retention in creative industry companies. The suitability of values, attitudes, and work culture built from the early stages of staffing has been proven to be able to increase organizational commitment and strengthen the intention to stay and employee loyalty. These findings confirm that workforce retention in the creative industries is not only influenced by structural and economic factors, but also by the quality of psychological alignment between individuals and organizations. Using a quantitative approach through explanatory surveys and regression analysis, this study provides empirical evidence that supports the strategic role of culture fit as an initial mechanism for the formation of sustainable employment relationships. Theoretically, the results of the study enrich the study of human resource management by emphasizing the importance of integrating cultural values in recruitment practices, while in practical terms these findings provide implications for creative industry organizations to design recruitment strategies that focus not only on technical competencies, but also on the alignment of values and work culture to maintain the sustainability of the workforce.

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