

Consequences of the Recruitment and Selection Process on Employee Turnover & Absenteeism: Profitability in the Textile Sector of Indonesia

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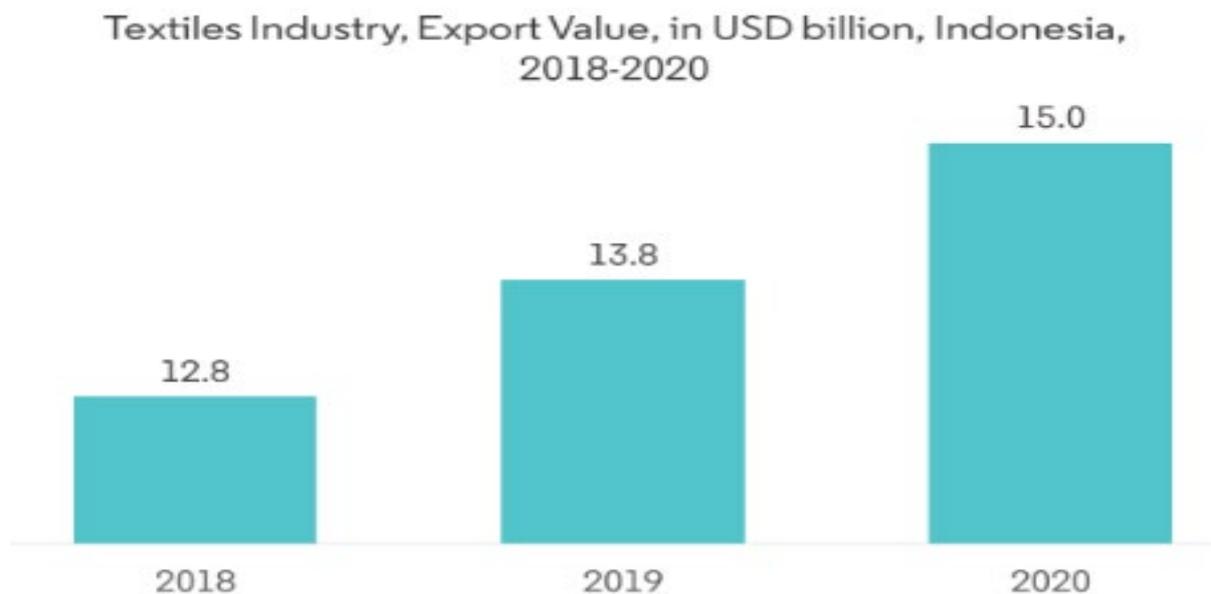
This study aims to examine the impact of the recruitment and selection process on employee turnover and absenteeism. Recruitment and selection processes are examined on an organisation's performance with the mediating roles of employee absenteeism and turnover. The study has employed the SEM-PLS approach which is appropriate in cases of model complexity. Since there are four second order constructs and around 32 indicators involved in this study, the PLS-SEM is an appropriate technique to analyse the current data. In addition, the nature of the construct items is reflective and formative, which could not be appropriately handled by other software. Data has been collected from employees of textile sectors in Indonesia with a 76% response rate, which is sufficient and above the threshold level. Finally, the results of this study have provided support to the suggested hypotheses. The study is among the very first on this issue and will provide the basis of policy guidelines to future researchers, academics and policymakers.

Key words: *Recruitment, turnover, absenteeism, Indonesia.*

Introduction

In the current era of global competition, performance is a critical concept that highlights the outcomes of personnel activities. One of the important ways by which an organisation can be effective is through sufficient organisational performance (OP). As global competition grows, the demand for a skilled and diverse workforce is also rapidly increasing. As a result, it has become very difficult for organisations to efficiently manage this diverse workforce. Moreover, it is critical for organisations to develop and achieve competitive advantage. Many businesses are therefore adopting several different strategies to develop a competitive advantage that can be sustained for a long period of time. Strategic management procedures include the formation, implementation and evaluation of strategic actions undertaken by organisations in order to achieve goals on a long-term basis. For this reason, the process of setting goals is considered as the management process. An organisation's strategic actions are performed through tools like organisational culture and strategic orientation. By successfully adopting such tools, an organisation can improve its performance and profitability (Ahmed, Khuwaja, Brohi, Othman & Bin, 2018).

Textile is an important global sector, with Indonesia as one of the top textile producing nations and the 12th largest textiles exporter worldwide. A major buyer of textile products from Indonesia are Middle Eastern countries, the US and the EU. Indonesian garment and Yarn segment exports have increased between 2016-2018, with predictions that exports in this sector will reach 15 billion USD in 2020. These figures highlight the importance of skilled manpower to ensure the proper functioning of this critical industry (Nordås, 2004). To improve profitability and revenue, it is important for firms operating in the textiles sector to retain their employees by adopting different HR strategies.



Source: Mordor Intelligence

Recruitment and selection (R&S) are vital in HRM operations. Organisations design these processes to optimise employees' strengths so they can meet their goals and objectives. The R&S process is a means of collecting, shortlisting and selecting appropriate candidates for available positions. In the context of organisations, the R&S process is very broad and consists of a number of operations. One of the most important aspects of this process are the resources involved in hiring the most suitable candidate for a job. Every organisation follows its own recruitment pattern made up of certain procedures and policies that should successfully identify the needs of human resources. Recruitment is therefore aimed at discovering the candidate who has the highest potential to fill a vacant position. It can also be seen as the link between activities which connects job seekers with occupations. Ideally, a recruitment effort should attract a large number of applicants who are qualified to manage and perform in the available position (Naveen & Raju, 2014).

Many organisations around the globe are facing the issue of employee turnover, the rate of which is very high in most developed nations. Turnover is the process by which employees terminate their membership with an organisation, and attracts certain advantages and disadvantages. An organisation's adaptability, flexibility and creativity can be improved by replacing low quality employees. Conversely, a skilled employee leaving an organisation would increase costs involved in productivity loss, training and recruitment, and would result in loss of opportunity for the employer, a weakened position chain and a potentially damaged reputation for the organisation. Two kinds of employee turnover exist, namely voluntary and involuntary turnover. Voluntary turnover involves the employee making the decision to quit the firm, whereas involuntary turnover requires the company to dismiss the employee. From an organisational point of view, involuntary turnover can be controlled, while voluntary turnover can be potentially damaging for the company (Zhang, 2016; Canh & Liem 2018).

Absenteeism is also considered an important problem for the organisation, the management of which is a critical strategic action that HR departments must undertake. Absenteeism refers to the absence of any worker from regular work duties without informing the employer or having permission. Absenteeism is a major problem in arguably every organisation, excess amounts of which can damage business production and revenue (Cucchiella, Gastaldi, & Ranieri, 2014). This study therefore aims to examine the issue of employee turnover, with absenteeism as a mediator for the relationship between OP and R&S organisational processes.

Literature Review

Organisational performance (OP)

One of the best ways to measure the effectiveness of an organisation is through its performance in accomplishing business goals and objectives. However, scholars are facing the problem of developing a sufficient measurement and definition of organisational performance due to the number of conflicting goals involved in many companies. Two potential measurements for performance can be implemented, including financial and non-financial performance. Scholars have also mentioned three measurements of corporate performance, namely organisational effectiveness, operational performance and financial performance (Jermsittiparsert & Rungsisawat, 2019; Kaliappen, Nu'Man, & Jermsittiparsert, 2019). Further, six financial factors exist within human resources, including proportion of assets per company, profitability per employee, return on assets, earning per share, profitability and turnover growth rate (Gupta, 2011).

Recruitment and selection process (R&S)

The organisational selection and recruitment procedure is a major aspect of a company's overall strategic resource. This process identifies suitable individuals and secure them according to the needs of the organisation. The effectiveness of this process is important to ensure the short- and long-term success and survival of the organisation. The main function of recruitment process is the creation of a pool of suitable candidates who can play a significant role in organisational success (Ekwoaba, Ikeje, & Ufoma, 2015).

The R&S process is critical to an organisation's overall planning and success and is closely linked with other tasks in human resource management, including transfers, promotions, succession planning, career planning, reward systems, performance management, performance appraisal, human resource development and job design (Tomčíková, 2016).

Under the process of recruitment, potential clients are identified and attracted both externally and internally (from within the organisation) to start the evaluation for future employment. The selection process begins as the candidates are identified, and includes the evaluation of candidates' information after the collection and measurement of their skills and qualifications. By using this process, organisations maximise the likelihood that the right client will be selected for the job through possessing the required skills. Employees who are suitable for a particular job are therefore highly motivated and perform to high standards. For this reason, the success of an organisation relies upon the happiness, motivation and qualification of its employees. Through effective HRM systems, companies should therefore

be able to attract suitable candidates who possess the right attitudes, skills and knowledge (Saddam & abu Mansor, 2015).

Employee absenteeism (EA)

Previous literature commonly defines employee absenteeism (EA) as sickness absenteeism and absence. The measurement of absenteeism functions as the main difference between these types. Scholars and employers alike attribute sickness absence to the nonappearance from work due to illness (Whitaker, 2001). On the other hand, scholars described absenteeism as the employee's unwarranted absence from scheduled work. This definition indicates a difference between absenteeism and other types of non-attendance from work (Langenhoff, 2011).

Employee turnover (ET)

ET is considered a critical activity of human resources which the management of an organisation resists. This resistance is due to the organisation having made sufficient investment in an employee in terms of training, development, reimbursement planning and workflow to achieve goals and objectives. Organisational growth can get affected by a large number of turnover if a key employee leaves the organisation. The organisation will then incur high costs of subsequent recruitment to fill the vacant position as well as further investments in the new employee's training and development. It is therefore vital for a company's management to take steps to minimise turnover incidents (Abdulrasaq, Falilat, & Ibrahim, 2019).

Development of Hypothesis

Recruitment & selection process and the organisation's performance

Past literature shows a positive association between organisational performance and employee performance. Studies have reported that the performance of an organisation can be improved by implementing an effective R&S process, thus indicating a positive relationship between these variables. Successful R&S processes include locating a potential candidate by advertising an available position through a variety of different platforms and methods, using interviews and tests to screen those candidates, selecting the candidate on the basis of interview and test results, and finally ensuring that the hired candidate is the best fit for the organisation. A large pool of qualified candidates is gathered by the organisation through this recruitment process. The selection process then determines the best employee for the position through a carefully and properly designed system. The probability of choosing the best candidate will be increased if this selection process is carefully designed and appropriately

followed. The productivity of the organisation is thus increased when the top individual is chosen for the advertised job. There exists very little literature surrounding the linkage between this R&S process and subsequent organisational profits. It has been reported, however, that a sophisticated R&S process has a positive impact on OP (Ekwoaba et al., 2015).

The R&S process is, among other basic activities, an essential component of an organisation's human resource management. Effective management will significantly and positively impact an organisation's performance and image, as well as reducing costs involved in unnecessary turnover or ineffective R&S procedures. Employee performance and organisational output is also impacted by R&S protocols. Replacing an employee is not the only purpose of the R&S procedure; hiring the most suitable candidates for vacant positions is a key role of R&S as often conducted by HR departments. Past scholars agree that effective human resource policies, including the R&S process, positively impact both employee and organisation performance (Saddam & abu Mansor, 2015). This research instigates the following hypothesis:

H1: There is a significant relationship between the R&S process and OP.

Employee turnover and the organisation's performance

Existing research mentions that employees function as the assets and capital of an organisation, both of which are negatively impacted when an employee leaves the organisation. Loss of skilled employees translates to an organisation's inability to complete the tasks required to fulfil organisational goals. Moreover, the skills and knowledge gained by employees during their work is required to fulfil these tasks, so the OP is negatively impacted when such skills are lacking following employee turnover. Scholars have reported that there exists a linear relationship between variables, meaning that turnover is more dangerous at the beginning of the curve and less dangerous at the end of the curve. Scholars argue that when employee turnover is low and an experienced and qualified employee leaves a company, that position is likely to be replaced by someone who is less experienced, thus reducing an organisation's source of knowledge. In high turnover rates, however, the replaced employee can gain the same efficiency more quickly because replaced workers do not represent a great loss of knowledge for the organisation (de Mesquita Ferreira & de Aquino Almeida, 2015).

It can be understood from this past literature that ET plays a significant role in the relationship between recruitment & selection procedures and an organisation's performance. The following hypotheses can therefore be made:

Hypothesis 2: There is a significant relationship between ET and OP.

Hypothesis 3: ET mediates the relationship between the R&S process and OP.

Recruitment & selection process and employee turnover

As mentioned above, R&S is a key procedure within HRM and plays vital role in the survival and sustainability of an organisation. Through ensuring the appropriate hiring of the most suitable and qualified candidate, the employee's commitment will be developed and less turnover of that position will occur. Implementing an effective recruitment and selection process is imperative in reducing such employee turnover, and must be proficient in hiring personnel according to vacancy requirements, ensuring the competency of the employee and checking the relevant qualifications and skills of the employee. Workers should develop an expectation regarding their potential employment circumstances during the process of R&S, thus better preparing them for the job and increasing their likelihood of staying in that position. Such employees, once chosen as the best fit for a position, will then remain committed and loyal to the organisation. The company in turn retains the employee on a prospectively long-term basis, and thus avoids wasting further resources on repeated recruiting and training from excess turnover (Hossain, Rahman, & Labony, 2015). A worker who has the required skill set for a vacant position is a valuable asset for any organisation, and negative consequences can occur if such an employee leaves his or her role. Productivity and revenue is then damaged when a position is re-filled by an individual who does not possess as much knowledge or expertise, and expenses must then be made for subsequent training and education to regain that knowledge. Employee retention is therefore vital in the modern competitive workforce, and organisations must implement appropriate strategies to hire stable employees and to minimise the rate of turnover (Hossain et al., 2015). It can therefore be hypothesised that the R&S procedure and ET are inversely related to each other:

Hypothesis 4: There is a significant relationship between the R&S process and ET.

Recruitment & selection process and employee absenteeism

Scholars have deemed the R&S procedure as integral to any firm and employee performance as major factor upon which the success of an organisation depends. It is therefore imperative that organisations choose the most suitable and effective employees for their taskforce and that they reduce absenteeism and turnover to maximise profit on a long-term basis. Companies must also foster good working relationships between employees and employers, and maintain a positive public image and good reputation. This can subsequently attract skilled and knowledgeable candidates for advertised jobs, increase employee performance and morale, and thus reduce rates of absenteeism. An ineffective R&S process will

conversely have a negative impact on employee performance and may increase absenteeism. It is therefore hypothesised that R&S and EA is inversely related to each other (Peretz, 2012).

Hypothesis 5: There is a significant relationship between the R&S process and EA.
Employee absenteeism and organisational performance

Existing literature suggests that absenteeism will increase if employees become dissatisfied with their jobs. In case of absenteeism, the replacement worker will be much less familiar with the tasks performed by the absent employee. Productivity is therefore affected by this absenteeism and the non-availability of skilled labour. Absenteeism is the unscheduled activity by which the organisation is threatened in terms of disruption in daily tasks. The behaviour of the workplace can also become deviant as a result of EA. Norms and values of the organisation are violated, which impacts both employee and organisational performance. Employee turnover can also be affected here, as well as the costs required for hiring and training new or replacement workers. Satisfaction of the employee is also impacted by EA, which in turn produces a negative effect on the overall OP (Onikoyi, Awolusi, & Ayodeji, 2015).

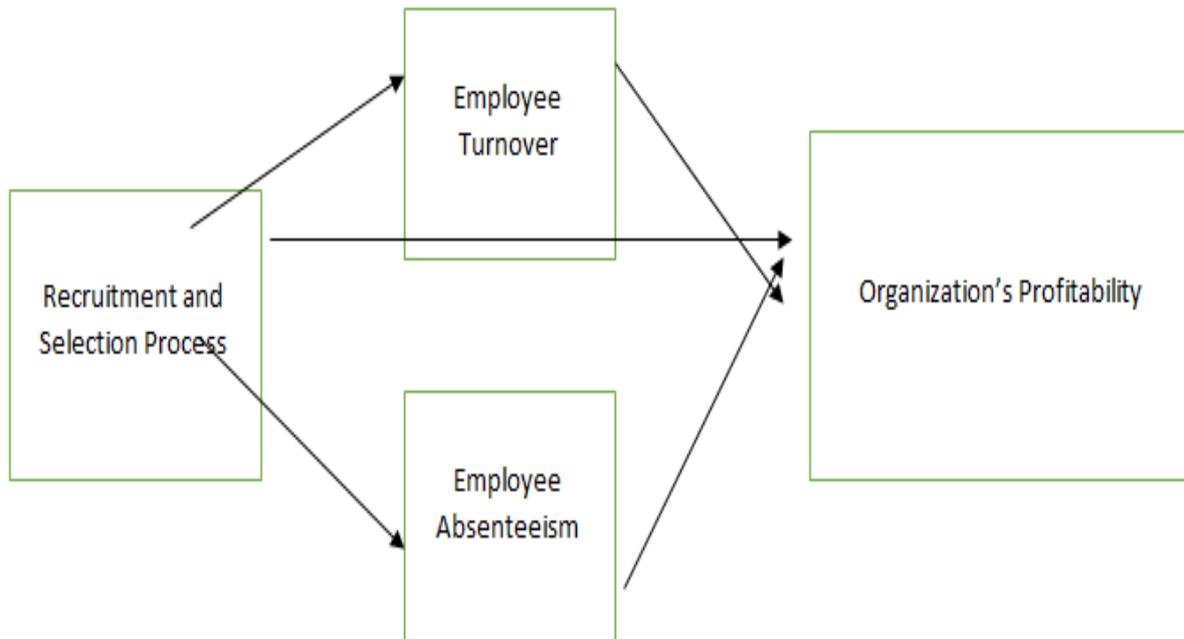
A company's productivity is reduced by absenteeism as the lack of appropriately skilled labour leads to loss of revenue, customer dissatisfaction and inefficient delivery of required services. Absent workers cause employers to spend some extra time with replacement staff in training to cover the temporary vacancy, a scenario often observed in the textile industry when a new individual is hired or an employee goes on leave. Remaining employees thus work overtime, which negatively impacts morale and compromises the quality of work performed (Singh, Chetty, & Karodia, 2016). It can therefore be concluded that EA has a significant relationship with the R&S process and OP, as outlined in the next hypotheses:

Hypothesis 6: There is a significant relationship between EA and OP.

Hypothesis 7: EA mediates the relationship between R&S and OP.

Conceptual framework

In line with the above presented literature, the following research framework is provided:



Methodology

This study employed a primary research method including a purposive sampling technique. From the population size of 7,347, a sample of 367 was chosen following the table for determining sample size as designed by Morgan & Krejcie (1970). Due to the difficulties arising from random sampling, a purposive sampling technique was employed to collect data. Self-administered questionnaires were distributed to the participants of soft skill training and those who were selected by experts, which comprised of around 450 questionnaires distributed across 10 textile factories in Indonesia. These surveys produced a 76% response rate, which is above the recommended 30% (Uma & Roger, 2003).

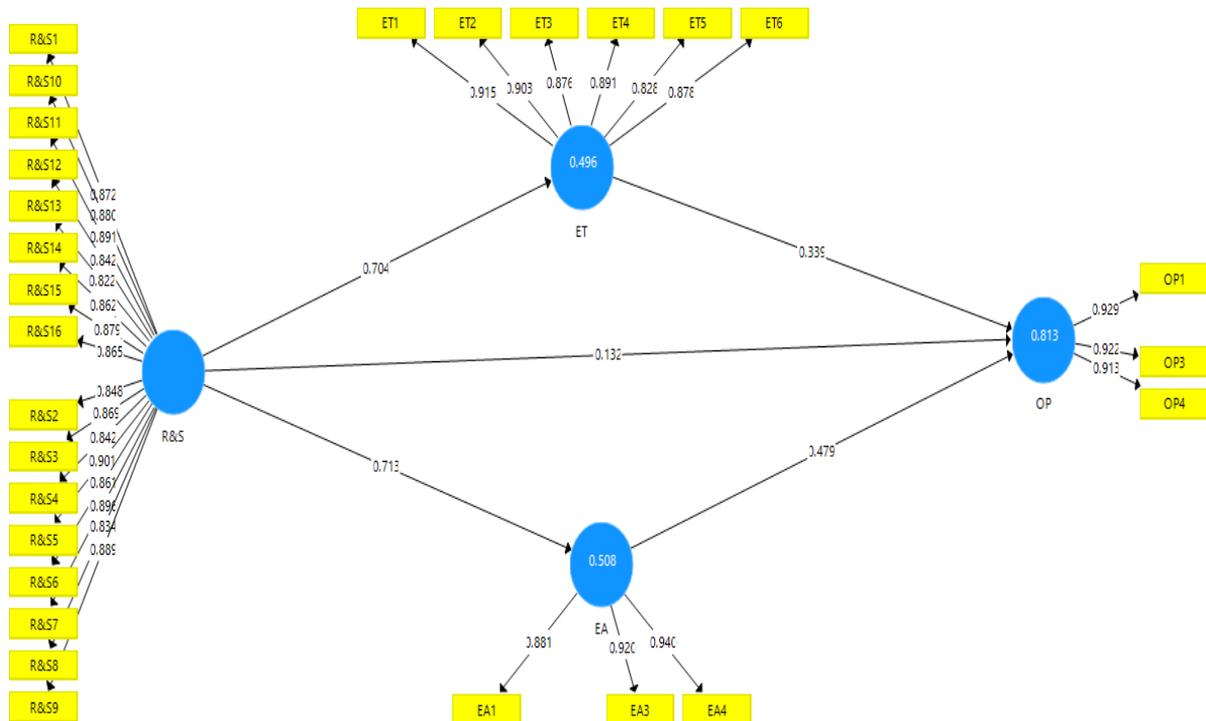
The items for R&S are adopted from Adu-Darkoh (2014), ET from Bothma and Roodt (2013), and EA from the study of Mayfield and Mayfield (2009). Lastly, the items for organisational performance were adopted from Singh et al. (2016).

Results

This study analysed the research hypotheses proposed on the basis of research questions. The instruments of the study were then assessed by determining the structural and measurement models through the Smart-PLS system, commonly known as the second-generation multivariate data analysis tool. PLS-SEM was employed for close data analysis following the recommendation of Cassel, Hackl & Westlund (1999), who posit that the PLS-SEM approach is appropriate in the case of model complexity. Since there are four constructs with second

order and around 32 indicators involved in this study, PLS-SEM was deemed to be an appropriate technique in handling the gathered data. In addition, the nature of the construct items are reflective and formative, which could not be appropriately handled by other software (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). PLS-SEM is also recommended with theoretical framework that are not fully established (Wetzels, Odekerken-Schröder, & Van Oppen, 2009). PLS-SEM also considers the measurement error and is also used by high indexed journals.

Figure 1. Measurement model



The association between the variables was determined using PLS-SEM, after which data analysis was performed involving the structural and measurement models. The measurement model was assessed through PLS to confirm the supporting theory and to analyse the existing nature of the association between variables. A prediction was then calculated that the partial least square was expected to explain all the measured variance in the study. The measurement model shows the relationship between observed and unobserved variables (F. Hair Jr et al., 2014). While observing the measurement model, a confirmatory factor analysis (CFA) was also conducted to measure the validity and reliability of the constructs and items respectively. Furthermore, the composite reliability and average variance extracted (AVE) were also computed. The value for composite reliability should exhibit a value greater than 0.70, and the AVE must be greater or equal to a value of 0.50. The recommended range for the Cronbach alpha is greater or equal to 0.70 (Nunnally & Bernstein, 1994). The convergent validity of the construct is established if the outer loadings for the model exhibit significant

$t > 1.96$, equalling a 5% significance level. After confirming the reliability and validity of the measurement model, the structural model was determined for this study.

Table 1: Outer loadings

	EA	ET	OP	R&S
EA1	0.881			
EA3	0.920			
EA4	0.940			
ET1		0.915		
ET2		0.903		
ET3		0.876		
ET4		0.891		
ET5		0.828		
ET6		0.878		
OP1			0.929	
OP3			0.922	
OP4			0.913	
R&S1				0.872
R&S10				0.880
R&S11				0.891
R&S12				0.842
R&S13				0.822
R&S14				0.862
R&S15				0.879
R&S16				0.865
R&S2				0.848
R&S3				0.869
R&S4				0.842
R&S5				0.901
R&S6				0.861
R&S7				0.896
R&S8				0.834
R&S9				0.889

The reliability of an indicator ranges from 0-1 and refers to the amount of variance present in that indicator which can be explained by latent constructs. For each measuring construct, the outer loadings are observed to assess the reliability of the indicators (Hulland, 1999). While standardising the latent variables and indicators, the indicator reliability tends to equalise the square of the indicator loadings. Any reflective indicators with less than 0.40 loadings are

recommended to be excluded from the model (F. Hair Jr et al., 2014). As all item exhibited loadings within the recommended range, however, no item of the measurement model was excluded. After carrying out this unidimensional test on the indicators, the internal consistency reliability of the model was analysed. Instead of using Cronbach alpha, the PLS-SEM incorporates a composite reliability test to estimate the reliability of variables on the basis of the indicators' correlations. Prioritising items based on their individual reliability in PLS-SEM, accompanied by Cronbach alpha's limitations, therefore assumed equal loadings for all indicators. The Cronbach alpha shows sensitivity for the number of indicators and underestimates the internal consistency of the constructs, making it essential to introduce an alternative measure for assessing reliability. Composite reliability (ρ_c) is therefore the appropriate alternative to this as it estimates the degree of each indicator to share greater variance and to coincide with the indicators of other variables.

Table 2: Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
EA	0.901	0.906	0.938	0.835
ET	0.943	0.944	0.955	0.778
OP	0.911	0.915	0.944	0.849
R&S	0.978	0.978	0.980	0.750

The convergent validity shows whether the item of a construct has been accurately estimated. It is measured through Fornell and Larcker (1981), which is the sum of each construct's square loadings divided by the total number of indicators. When the value of AVE is equal to 0.50 or above, convergent validity is therefore established and indicates that on average, more than half of indicators' variance is explained by the construct. A value below 0.5 suggests that on average, the indicators' variance cannot be explained by the constructs due to certain errors (F. Hair Jr et al., 2014). The convergent validity values for this study are presented in Table 3 below, which shows the adequate convergent validity since the range of AVE equalled to 0.610-0.814, thereby satisfying the threshold level ($AVE > 0.50$) (Bagozzi & Yi, 1988). Discriminant validity is the extent to which measurement concepts are unrelated or different from other measurement concepts by following empirical standards. An established discriminant validity indicates that a construct is recognisably different to other model constructs. In a reflective measurement model, discriminant validity is measured through the cross-loading method and the Fornell-Larcker criterion. According to the cross-loadings method, the indicators' loading for a particular construct must be higher than its cross-loadings for other constructs of the same model. If the cross-loadings for any construct are greater than the loadings of the actual construct, however, discriminant validity is not achieved and is violated for that construct. The criterion proposed by Fornell and Larcker (1970) encompasses a conservative technique for analysing discriminant validity, which compares and examines the AVE's square roots for

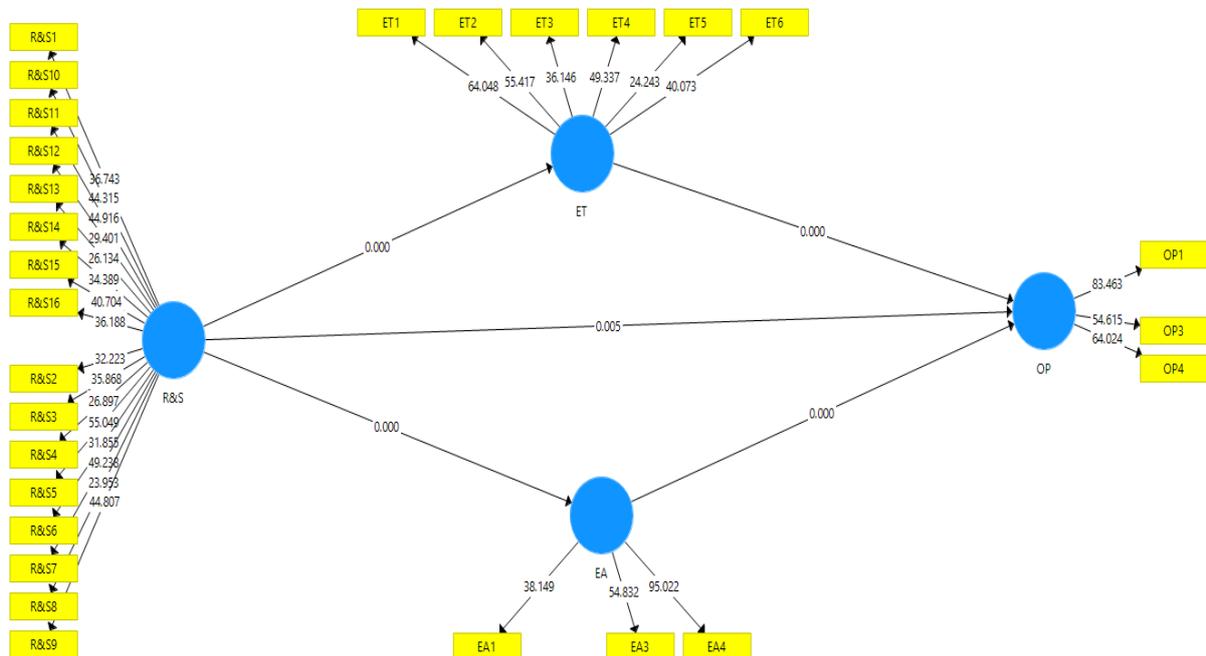
each latent construct against the correlations of latent constructs with other constructs. The AVE's square root values must be higher in comparison with its correlations among other variables (Hair et al., 2014), otherwise discriminant validity will not be achieved for reflective models.

Table 3: Discriminant validity

	EA	ET	OP	R&S
EA	0.924			
ET	0.918	0.882		
OP	0.885	0.872	0.921	
R&S	0.713	0.704	0.712	0.866

According to F. Hair Jr et al. (2014), the structural model estimates the relationship between the constructs involved in a proposed model. It provides a useful interdependence between the constructs, as the structural model depicts the nature of association between latent constructs. The existing connection between constructs of the proposed model for this study was tested using structural equation modelling. However, the structural model involves the exogenous and a set of endogenous variables.

Figure 2. Structural model



The above model was constructed by observing the significance and relevance of the structural relationships in the proposed model, including the collinearity issues, effect sizes, predictive relevance (Q^2) and the R^2 value. The bootstrapping technique was also used to

obtain standard errors and t-statistics. This technique provides a non-parametric approach to check the validity of PLS estimates, thereby allowing appropriate examination of the significance of the models' path coefficients (Chin, 1998).

Table 4: Direct relationships

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
EA -> OP	0.479	0.477	0.093	3.178	0.000
ET -> OP	0.339	0.333	0.094	3.623	0.000
R&S -> EA	0.713	0.714	0.062	3.527	0.000
R&S -> ET	0.704	0.706	0.069	3.278	0.000
R&S -> OP	0.712	0.713	0.063	3.389	0.000

Table 5: Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
R&S -> EA -> OP	0.341	0.340	0.070	4.893	0.000
R&S -> ET -> OP	0.239	0.234	0.066	3.633	0.000

According to several scholars, PLS-SEM can function as an accurate predictor. Most studies also use the R^2 value for model estimation and to assess the model's predictability to explain the variance in endogenous variable (Sarstedt, Ringle, Henseler & Hair, 2014). The coefficient of determination, or R^2 value, shows the combined effects of a set of exogenous variables on the model's endogenous variable. In addition, the regression function or fit is also measured using items obtained through empirical analysis and ranges from 0-1. The R^2 value is usually assessed as 0.19 for weak, 0.33 for mediation, and 0.67 as substantial variations in endogenous variables. However, the acceptance and rejection of R^2 differs based on the nature of the study. A higher R^2 value thus indicates that a greater proportion of endogenous variance can be explained by one or more exogenous variables (F. Hair Jr et al., 2014).

Table 6: R-square

	R Square
EA	0.508
ET	0.496
OP	0.813

Conclusion

This empirical study aimed to examine the impact of R&S processes in relation to organisational performance, EA and ET within the textile industry of Indonesia. The mediating impact of EA and ET were also investigated on OP and R&S. The success of an



organisation was found to rely on employees' mental wellbeing, high qualifications and levels of motivation. Organisations can also attract suitable employees who possess the right attitudes, skills and knowledge through effective HRM systems. Among other basic activities of human resource management, effective R&S procedures were found to be imperative within any organisation. Effective management of such procedures will produce a significant and positive impact on both employee and organisational performance. Companies must also endure a number of costly consequences in cases of ineffective recruitment processes, which further impacts on overall OP and revenue. This study employed the PLS-SEM approach as an appropriate tool for the complexity of the proposed models, including four constructs with second order and around 32 indicators. Further, the reflective and formative nature of the construct items indicates that other software would handle the data inefficiently. A response rate of 76% was obtained from employees in the textile sectors of Indonesia, which is sufficient and above the threshold level. The conclusions of the survey have provided support to the suggested hypotheses, indicating that this study can provide beneficial research and guidelines for future researchers, academics and policymakers. The R&S process is a critical factor for the hiring and retainment of suitable employees who play critical roles in the sustainability and success of their organisation. This study therefore supports prior scholars who posit that that effective human resource policies, including the recruitment and selection process, can positively impact the overall performance of an organisation.

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