
Key Factors of Employee Performance and Sustainable HR Practices in Indonesian Manufacturing Industry

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ABSTRACT: In the framework of Indonesia's manufacturing sector, this study explores the complex relationships that exist between social media use, employee performance, recruiting, retention, and sustainable HR practices. A thorough quantitative research yielded insights into these links for a sample of 220 participants spanning various organizational levels. The study used partial least squares (SEM-PLS) structural equation modeling to investigate the direct and indirect relationships between the constructs. The findings show that social media use, hiring, and retention have a substantial beneficial direct impact on worker performance. Furthermore, an indirect effect was found, which shows that social media usage done well influences sustainable HR practices by mediating employee performance. The results provide firms looking to improve employee performance and promote sustainable HR practices in the ever-changing Indonesian manufacturing industry with practical takeaways.

Keywords: Social Media Utilization, Employee Recruitment, Employee Retention, Employee Performance, Sustainable HR Practices



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INTRODUCTION

The manufacturing sector in Indonesia is undergoing significant expansion and metamorphosis, propelled by various reasons like the worldwide economy, technological progress, and evolving labor patterns (Harahap et al., 2023; PALUPI et al., 2023; Primanthi & Kalirajan, 2023; Saputra et al., 2023; Wolok et al., 2023). Businesses in the sector must adjust to this changing environment and plan for long-term viability and excellent performance. The manufacturing industry is crucial to Indonesia's economic growth since it generates high-value goods and adds to the GDP of the nation. The industrial sector's investment, technological breakthroughs, and technical efficiency are some of the variables that impact the industry's growth. Companies are investigating the possibility of using digital transformation to boost financial performance, which is another factor making it more significant. In general, Indonesia's manufacturing sector is changing dramatically,

and businesses need to overcome these obstacles to be successful in the long run and support the nation's economic expansion.

Managing the changing organizational dynamics and communication standards is a major obstacle to social media integration in the workplace. This is a particularly significant difficulty for firms that are trying to draw in, keep, and develop highly qualified individuals (Koch et al., 2018). Social media has revolutionized the hiring process by giving recruiters access to a larger pool of possible applicants, allowing them to interact more personally and develop connections with them (Evitha et al., 2023; Johnson et al., 2023). Nevertheless, there are challenges involved with using social media for jobs, like making sure data security regulations are followed and confirming the veracity of applicant material (Dewi et al., 2024; Oncioiu et al., 2022). Furthermore, applicant attraction to organizations and employee retention is impacted by the alignment of an employee's expectations for privacy on social media with the organization's expectations regarding social media usage (Munro, 2018). Critical success elements for overcoming these obstacles include creating a social media policy for human resources, adhering to current legal requirements, educating HR staff, designating a social media champion, and putting social media recruitment strategies into place (ERNAWATI et al., 2023; Murire et al., 2020).

In light of the pressing nature of these issues, this study aims to explore the relationships between social media use, hiring, retention, performance, and sustainable HR practices in the Indonesian manufacturing industry. The confluence of several disruptive variables affecting Indonesia's industrial sector makes this research imperative. The imperative to investigate the impact of social media utilization, employee recruitment strategies, and retention efforts on employee performance and sustainable human resource practices in Indonesia's manufacturing industry is undeniable, given the rapid technological advancements and evolving recruitment landscape. Failure to address these crucial elements may result in decreased performance, heightened turnover rates, and missed opportunities for growth and innovation, underscoring the necessity for rigorous research to inform strategic adaptations and ensure organizational competitiveness.

Social media's quick spread in the workplace has made it necessary for organizations to handle the opportunities and problems it brings. Utilizing social media to its fullest while avoiding its drawbacks can help organizations maintain their competitive edge in the talent market and develop a long-term, high-achieving workforce. They risk losing their place in the global economy if they don't take this action (Murire et al., 2020; Rehman et al., 2022; Saharan, 2021; Tikhonov & Konovalova, 2020). Organizations can enhance the efficacy of their staff and improve the talent acquisition process by utilizing social media platforms for employee recruitment and retention initiatives (Shneikat et al., 2023). Additionally, by putting in place a talent management strategy, organizations may better draw in, hold on to, and develop highly qualified workers who share their values and aspirations, which will boost engagement, productivity, and job happiness. Organizations must act quickly to address these issues to maintain their competitiveness and guarantee long-term success.

Indonesia's manufacturing sector faces difficult issues that call for in-depth knowledge and calculated solutions. Although social media integration creates new opportunities for interaction

and teamwork, it also carries concerns, including compromised data and a blurring of lines between work and personal life. Given shifting consumer demands and market conditions, conventional methods of hiring new employees and keeping existing ones may no longer be sufficient. The difficulty is made even more difficult by the incomplete knowledge of how social media use, hiring, retention, employee performance, and sustainable HR practices are all interdependent. The purpose of this study is to examine the connections between social media use, hiring, and retention in the Indonesian manufacturing industry. The focus is on how social media affects employee performance, how recruiting procedures affect performance enhancement, how retention plans affect employee performance, and how sustainable HR practices work. To give a thorough knowledge of these factors' cumulative effects, the research aims to reveal how interrelated they are.

Social Media Utilization and Employee Performance

Social media's introduction into the workplace has revolutionized information sharing, teamwork, and communication (Doshi & Nigam, 2023; Okonkwo & Awad, 2023). Social media can boost employee engagement and connectedness inside the company, according to research (Mirdhal et al., 2023). Studies indicate a favorable association between the use of social media and several aspects of worker performance, including the sharing of knowledge, creativity, and problem-solving (Lysandra et al., 2023; Rohman, 2023). Nonetheless, not enough research has been done on the use of social media in Indonesia's manufacturing sector. To fully comprehend the effects of social media on employee performance in this specific setting, more research is required. Specialized study is necessary due to the potential unique difficulties and opportunities presented by Indonesia's manufacturing sector.

Improved employee performance in Indonesia's manufacturing sector is positively correlated with increased use of social media for collaboration and work-related communication (H1).

Employee Recruitment Practices and Employee Performance

Attracting qualified candidates is essential to developing a motivated and skilled team. Employee performance can be positively impacted by talent acquisition strategies, which are strategically significant (Perkasa et al., 2023; Shrivastava, 2022). To fully utilize new hires' contributions and integrate them into the organization's culture, the onboarding process is essential (Aldhuhoori et al., 2022). Because of the distinct work environment and technical requirements of the manufacturing sector, customized onboarding techniques could be required to maximize employee performance (Lisowski & Grajek, 2023; Suprayitno & Hermawan, 2022). However, given the unique demands of the sector and changing labor expectations, Indonesia's manufacturing sector may have unique difficulties in luring and keeping talent. Organizations trying to improve their hiring procedures in the Indonesian setting must investigate these dynamics.

In the manufacturing sector, effective hiring procedures that result in faster time to fill positions are positively correlated with higher worker performance (H2).

Employee Retention Strategies and Sustainable HR Practices

Organizations in the manufacturing sector have a complex problem with employee retention to preserve institutional knowledge and stability (James & Mathew, 2012; Sunitha et al., 2023). Long-term organizational success and the creation of a sustainable workforce depend on effective retention methods (Gorde, 2019). Including sustainable HR practices is in line with society's expectations as well as larger organizational objectives (Salha, 2022). Studies underscore the significance of human resources practices in advancing sustainability and corporate social responsibility (Kossivi et al., 2016; Suprayitno & Wibowo, 2020). Organizations that seek to strike a balance between social and environmental concerns and economic objectives must analyze the relationship between staff retention tactics and sustainable HR practices.

In the manufacturing sector, lower employee turnover is positively correlated with higher employee performance (H3).

The Relationship between Social Media, Recruitment, Retention, and Performance

There hasn't been much research done in the literature on the connections between social media use, employee performance, recruiting, retention, and sustainable HR practices in the context of Indonesian manufacturing. Nonetheless, several research shed light on these factors. Sustainable manufacturing techniques have a favorable impact on the competitiveness of micro, small, and medium-sized firms (MSMEs) in Indonesia, according to research by (Acintya et al., 2022). (Rehman et al., 2022; Suprayitno et al., 2024) emphasized the use of information technology and social media in hiring, demonstrating the beneficial relationships between the intention to utilize social media recruiting technology and its application as well as the effect on hiring quality. According to research by (Dirgiatmo et al., 2020) social media use by SMEs in Indonesia has a beneficial effect on business performance, although awareness of these advantages is still lacking. In the tourism industry, Oncioiu et al. highlighted the value of social media and digital recruitment tactics as they support efficient HR procedures (Oncioiu et al., 2022).

The utilization of social media has a noteworthy and indirect positive impact on the adoption of sustainable HR practices. This effect is mediated by enhanced employee performance in Indonesia's manufacturing sector (H4).

METHOD

Research Design

The relationship between social media usage, employee recruitment, retention, performance, and sustainable HR practices in the manufacturing sector listed and unlisted on the Indonesian IDX is methodically analysed in this study using a quantitative research strategy. A sample of participants from different levels of organisations in the sector will be collected using cross-sectional techniques.

Sampling Technique

To guarantee representation across various organizational tiers, including management, technical personnel, and operational employees, a stratified random sample technique was utilized. Using stratification increases the generalizability of the results by ensuring that each subgroup is fairly represented in the final sample. Researchers multiplied the number of indicators between 5 and 10 using Hair's technique (2019); the author selected 10. Consequently, the study's indications were 15, indicating that 150 samples were required as the minimal sample size. The author first sent out 220 questionnaires, however, 100% of them were returned and turned into responders for this study to preserve data shortfalls.

Data Collection

The primary instrument for gathering data will be a structured survey. The survey instrument will have multiple sections that correspond to the variables being studied, such as the use of social media, the experience of hiring new employees, retention tactics, employee performance as seen by the employer, and views toward sustainable HR practices. The primary survey will be preceded by a small-group pilot test to enhance reliability and fine-tune the questions.

Research Instruments

Participants will be able to express their opinions on a scale of agree or disagree by using a Likert 1–5 scale in the survey. In addition to the Likert scale, open-ended questions will enable participants to offer more in-depth explanations. The tool seeks to collect data that is both quantitative and qualitative to enhance the depth of analysis.

Table 1. Variable and Measurement

Variable	Indicators	Source
Social Media Utilization (SMU)	Frequency of Platform Use	(Bizhanova et al., 2019; Phiri, 2020)
	Content Sharing	
	Network Engagement	
Employee Recruitment (ER)	Time-to-Fill Positions	(Mathis & Jackson, 2016; Teruna & Ardiansyah, 2022)
	Quality of Hires	
	Onboarding Success	
Employee Retention (ERet)	Employee Turnover Rate	(Kumar et al., 2023; Presbitero et al., 2016)
	Tenure and Loyalty	

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	Participation in Retention Programs	
Employee Performance (EP)		(Alromaihi et al., 2017; Eniola et al., 2022)
	Key Performance Indicators (KPIs)	
	360-Degree Feedback	
	Project Completion Rates	
Sustainable HR Practices (SHRP)		(de Kervenoael et al., 2020; Malik et al., 2022)
	Green HR Policies	
	Diversity and Inclusion Initiatives	
	Employee Well-being Programs	

Source: Literature

Data Analysis

Structural Equation Modeling-Partial Least Squares (SEM-PLS), an efficient technique for examining complex interactions in small to medium-sized samples, is the statistical program that will be used to analyze the data. SEM-PLS is highly proficient in managing latent variables and offers a profound understanding of the interdependencies across constructs (Hair et al., 2019). The first step in the analysis process is to develop a theoretical model that explains the connections between social media use, performance, employee recruitment, retention, and sustainable HR practices. Using reliability and validity evaluations, the measurement model operationalizes the constructs through observable variables. Direct and indirect impacts can be investigated thanks to the structural model's analysis of the links between the constructs. To make sure the relationships in the sample were accurately represented, the model's fit to the data was assessed. Results are reinforced by verifying the stability and importance of findings from several sub-samples through the use of bootstrapping techniques. It is anticipated that the data analysis using SEM-PLS and these metrics will offer comprehensive insights into the correlations between the variables in the context of this study.

RESULT AND DISCUSSION

Descriptive Statistics

It is imperative to review the descriptive statistics of the 220 participants, who represent different organizational levels within the Indonesian manufacturing industry, prior to diving into the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis. The important backdrop for comprehending the ensuing results is provided by the demographic breakdown and salient

features of the respondents. The research participants' demographic profile highlights important aspects of the Indonesian manufacturing sector. The participants' ages range from 34.5 years on average to 5.8 years on standard. Males make up 65% of the 220 participants, while females make up 35% of the participant population. There is diversity in the roles within the organization: 20% are in management, 45% are in technical professionals, and 35% are in operational responsibilities. In terms of tenure, there is a 3.4-year standard deviation and an average of 7.2 years.

Demographic analysis offers important background information for evaluating research findings. Given that younger employees are more accustomed to digital platforms, the comparatively young average age of 34.5 years suggests a youthful workforce that may have an impact on how social media tools are integrated and how attitudes regarding HR procedures are shaped. With 65% of participants being male, the gender distribution is consistent with larger manufacturing sector patterns and could explain unique workplace characteristics. A multidimensional perspective is ensured by the diversified participation of management, technical staff, and operational employees, which enhances the comprehension of research constructs. In addition, the average tenure of 7.2 years points to a workforce with a reasonable level of expertise, raising questions about possible effects on hiring and retention tactics as well as the implementation of sustainable HR practices.

Measurement Model Results

To make sure that the selected constructs are valid and reliable, the measurement model assessment is essential. Measures of discriminant validity, convergent validity, and reliability are all included in the evaluation. For ease of reference, the results are shown below with a summary table.

Table 2. Measurement Model

Construct	Cronbach's Alpha	Composite Reliability	Factor Loadings	AVE
Social Media Utilization (SMU)	0.875	0.887	0.788, 0.819, 0.893	0.687
Employee Recruitment (ER)	0.823	0.854	0.754, 0.873, 0.864	0.654
Employee Retention (ERet)	0.898	0.917	0.812, 0.776, 0.924	0.717
Employee Performance (EP)	0.882	0.894	0.844, 0.729, 0.914	0.734
Sustainable HR Practices (SHRP)	0.85	0.87	0.794, 0.718, 0.886	0.69

Source: Data processed by the author (2024)

Assessments of convergent validity and reliability are essential to guaranteeing the measuring model's resilience. Both Cronbach's alpha and composite reliability were used to measure reliability; results showed that all constructs had high internal consistency, with all of the constructions exceeding the suggested criterion of 0.70. Factor loadings and Average Variance Extracted (AVE), which evaluate how well observed variables match their corresponding constructs, were used to examine convergent validity. Convergent validity is confirmed by strong

factor loadings and AVE values more than 0.50, demonstrating the constructs' consistency and dependability in assessing the desired occurrences. These results confirm that the measurement model effectively captures and represents the latent variables being studied.

Discriminant Validity

By comparing the square root of AVE for each construct with the correlations between constructs, discriminant validity is evaluated. This guarantees that every build is unique.

Table 3. Discriminant Validity

Constructs	SMU	ER	ERet	EP	SHRP
SMU	0.824				
ER	0.388	0.804			
ERet	0.204	0.327	0.841		
EP	0.458	0.384	0.427	0.855	
SHRP	0.281	0.196	0.305	0.277	0.833

Source: Data processed by the author (2024)

By comparing the square root of AVE with inter-construct correlations, discriminant validity is validated. There is no doubt about the discriminant validity of each construct. These findings support the measurement model's resilience and set the stage for the SEM-PLS study of structural relationships that followed.

Testing of Hypotheses

Examining the direct and indirect relationships between the constructs in the suggested structural model is the hypothesis testing phase. A summary table and numerical data are used to support the conclusions of the Structural Equation Modeling-Partial Least Squares (SEM-PLS) investigation, which are shown below.

Table 4. Hypothesis Testing

Relationship	Path	T-Statistics	p-value
	Coefficient (β)		
Social Media Utilization → Employee Performance	0.454	6.034	0.000
Employee Recruitment → Employee Performance	0.383	4.932	0.000
Employee Retention → Employee Performance	0.424	5.783	0.000
Social Media Utilization → Sustainable HR Practices (Mediated by Employee Performance)	0.283	3.203	0.000

Source: Data processed by the author (2024)

In the context of Indonesia's manufacturing sector, the analysis of the direct and indirect effects produced fascinating insights into the linkages between social media utilization, employee performance, recruiting, retention, and sustainable HR practices. The direct effects study

supported hypothesis 1 by showing that using social media considerably improves employee performance ($\beta = 0.454, p < 0.001$). In a similar vein, H2 and H3 are both statistically significantly supported by successful staff retention tactics ($\beta = 0.423, p < 0.001$) and effective employee recruitment techniques ($\beta = 0.383, p < 0.001$). Turning to the indirect impacts, the study validated H4 by showing that using social media to promote sustainable HR practices had an indirect beneficial impact that was mediated by improved employee performance (Total Indirect Effect, $\beta = 0.283, p < 0.001$). Together, these results show the complex relationship between organizational dynamics and the role that social media and efficient HR procedures play in motivating workers to perform well and supporting long-term HR strategies in Indonesia's manufacturing industry.

Model Fit

An assessment of the goodness-of-fit metrics provide important information about how well the suggested structural model fits the gathered data. The results showed that the Standardized Root Mean Square Residual (SRMR) was 0.05, the Root Mean Square Error of Approximation (RMSEA) was 0.07, and the Normed Fit Index (NFI) was 0.91. Together, these metrics show that the structural model and empirical data fit the data satisfactorily, highlighting the model's ability to explain and capture the relationships between employee performance, recruitment, retention, and social media use and sustainable HR practices in the particular context of Indonesia's manufacturing sector.

The study's findings provide insight into the intricate dynamics that exist within the manufacturing sector in Indonesia. Specifically, the results highlight the connections between social media usage, employee performance, recruiting, retention, and sustainable HR practices. Key findings are summarized, their ramifications are examined, and insights for academics and practitioners are provided in this debate.

Social Media Utilisation and Employee Performance

The impact of digital communication platforms in the modern workplace is increasingly being recognized, and this is consistent with the favorable direct effect of social media use on employee performance that has been documented. By promoting participation and cooperation, the incorporation of social media tools into communication and knowledge sharing frameworks can maximize employee performance (Doshi & Nigam, 2023; Van Hoang, n.d.). Social media use at work can boost employee collaboration, communication, and trust, all of which can lead to better performance (Lysandra et al., 2023). In addition to fostering a common goal and solid network connections, social media can speed up information transfer and enhance productivity at work (Okonkwo & Awad, 2023). The association between social media use and employee performance can also be mediated by social media's ability to raise job satisfaction and employee engagement (Zahmat Doost & Zhang, 2023). Organizations must, however, determine the ideal amount of social media use because overuse can have unfavorable consequences on employee performance. In general, companies should deliberately include social media tools to develop an informed and engaged workforce, which will enhance worker performance.

Employee Hiring Practices and Employee Performance

The significance of strategic talent acquisition in the manufacturing industry is underscored by the noteworthy beneficial direct impact of hiring strategies on employee performance. It has been demonstrated that efficient recruiting procedures, such as focused recruitment and thorough onboarding, help new hires integrate into organizational procedures more quickly. Their performance is subsequently enhanced, indicating that labor productivity can be increased by investing in recruitment procedures. Studies have indicated that companies with efficient recruitment and selection processes have a higher chance of hiring and keeping contented staff members, which improves service performance (Minha & Tanth, 2023). Furthermore, it has been demonstrated that efficient hiring practices are essential to an organization's competitiveness and performance, putting the appropriate people in the right positions at the right times (Konateh et al., 2023). Furthermore, COVID-19's effects have brought attention to the significance of online hiring, which enables businesses to find, assess, and choose qualified applicants while adjusting to shifting conditions (Barry et al., 2019). All things considered, spending money on efficient hiring procedures can enhance performance, employee integration, and organizational success.

Employee Retention Strategies and Sustainable HR Practices

The study found that employee performance and the adoption of sustainable HR practices were positively impacted by employee retention methods. Prioritizing employee retention helps organizations implement sustainable and socially responsible HR policies as well as improve individual performance. The sustainability values ingrained in HR procedures are more likely to be supported and realized by a stable and engaged workforce (Nakra & Kashyap, 2023; Sunitha et al., 2023). The success and expansion of an organization depend on its ability to retain knowledgeable and dedicated workers (Gorde, 2019; Salha, 2022). Work-life balance, leadership style, career growth, job features, financial incentives, management assistance, and recognition are among the elements that should be the main emphasis of employee retention strategies (Kossivi et al., 2016). Organizations may develop employee capacities and support sustainability goals by investing in socially responsible HR strategies. To achieve sustainable goals, human resource development, corporate social responsibility, and HRM must come together. In general, employee retention helps the organization's financial, environmental, and social performance in addition to the individual employee.

Social Media Utilisation, Employee Performance and Sustainable HR Practices

The correlation between these variables is highlighted by the indirect impact of social media usage on sustainable HR practices, which is mediated by employee performance. Businesses who use social media well see an increase in employee performance, which helps them adopt sustainable HR policies. Social media use at work fosters a sense of community, trust, and a shared vision among staff members, which in turn promotes information sharing and, eventually, better performance (Doshi & Nigam, 2023). Furthermore, the financial, environmental, and social performance of an organization is positively impacted by socially responsible human resource (SR-HR) policies (Nakra & Kashyap, 2023). Technology may help with green HR practices, which include environmental considerations into HR policies and processes. Examples of this include electronic documentation, telecommuting, and digital tools for staff recruiting and communication

(Jora et al., 2023). Furthermore, social media use at an Omani broadband provider had a major impact on worker and organizational performance, particularly on quick adaption, speed to market, and cost savings (Al Randi et al., 2022). The connections between technology, communication, worker performance, and environmentally friendly HR procedures in businesses are highlighted by these findings.

Practical Implications

Strategic Integration of Social Media

Social media has a strategic role that organizations should acknowledge in order to support sustainable HR policies and improve employee performance. Providing staff with tools and training on social media usage might be a useful first step in maximizing its advantages.

Specific Recruitment Techniques

Adapting recruitment tactics to the particular requirements of the manufacturing industry, with an emphasis on efficient onboarding, can help boost worker productivity. To guarantee a smooth onboarding and integration of new employees, organizations should engage in thorough recruitment procedures.

Stressing Staff Retention

Setting staff retention methods as a top priority supports stability in the workforce and is consistent with larger sustainability objectives. Programs for professional development, opportunities for mentorship, and a healthy work environment can all help individuals succeed as well as the organization.

Future Research Directions

Even if the study offers insightful information, there are still ways to expand on our knowledge of these intricate relationships in the future. Studies with a longitudinal design could investigate how these processes change over time and offer a more complex understanding of causal links. Furthermore, examining the impact of contextual elements like company culture and industry-specific difficulties may provide deeper understanding of how these interactions vary among various manufacturing environments.

Limitations

There are certain limitations to the study. The possibility of common method bias is introduced by the use of self-reported data. The research design's cross-sectional character restricts the ability to demonstrate causal links. Subsequent research endeavors may tackle these constraints by integrating objective performance measurements and employing longitudinal study techniques.

CONCLUSION

In summary, this study adds significantly to our knowledge of the relationship between social media use, hiring, retention, performance, and sustainable HR practices in Indonesia's

manufacturing sector. The available empirical data substantiates the significance of employing strategic social media management, efficient recruitment techniques, and employee retention tactics in cultivating a top-performing team. Because social media improves employee performance, it has been shown to have an indirect effect that is important in forming organizational sustainability. The study's conclusions offer useful advice for enhancing HR procedures as businesses negotiate the difficulties presented by Indonesia's changing manufacturing environment. Subsequent investigations could go deeper into longitudinal dynamics and objective performance measurements, augmenting the breadth of comprehension inside this intricate organizational milieu.

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