

# Enhancing Organizational Effectiveness: A Study on Human Resource Strategies, Employee Productivity, and Turnover in SMEs

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**Abstract:-** This study investigated the impact of various human resource (HR) strategies—namely, policies, leadership, training and development, and organizational culture—on employee productivity, turnover, and retention within small and medium-sized enterprises (SMEs) in Guangdong Province, South China. Utilizing a quantitative research approach and a correlational research design. The data was collected from 351 employees through survey questionnaires to provide insights into their perceptions of HR practices. The statistical analysis used was descriptive statistics summarizing respondent profiles and Pearson correlation coefficients quantifying the relationships between HR strategies and employee outcomes. The results indicate that HR policies are generally perceived positively, contributing effectively to organizational goals. Leadership is valued for skill awareness and anti-discrimination efforts, though improvements in accessibility and trustworthiness are needed. Training and development initiatives are appreciated, yet require better alignment with organizational objectives. The organizational culture is supportive and collaborative but needs greater clarity in task focus to enhance productivity. The findings underscore the importance of comprehensive HR strategies that integrate effective leadership, clear communication, supportive organizational culture, and ongoing professional development to enhance employee productivity and retention.

**Keywords:-** Employee Productivity, Retention and Turnover, Organizational Excellence.

## I. INTRODUCTION

In the dynamic environment of South China, small and medium-sized enterprises (SMEs) play a pivotal role in driving economic growth, innovation, and employment. Since the country's reforms, SMEs have become key economic drivers, with over 38 million SMEs predicted existed in 2019. For instance, in 2017, Beijing alone had more than 3,100 industrial SMEs, generating annual sales exceeding 2.8 billion dollars [47]. By the end of 2018, China had more than 30 million SMEs and over 70 million individual industrial and commercial households, contributing significantly to the

nation's tax revenue, GDP, technological innovation, and employment [52].

However, the COVID-19 pandemic posed significant challenges for SMEs, potentially more severe than the 2008 global financial crisis [9] [10]. As the pandemic's epicenter, China experienced substantial economic disruption. Most businesses, except those producing medical supplies, delayed reopening after the 2020 Spring Festival. By March 29, only 76.8% of SMEs had resumed operations, and the economic impact persisted. China's GDP fell by 6.8% year-over-year in the first quarter but rebounded with a 3.2% increase in the second quarter due to successful epidemic prevention measures. During this time, Chinese SMEs faced limited financial resources, faced unique challenges, and struggled. It is essential to regain its growth for China's future economic stability and development and to ensure business continuity.

One of the critical factors influencing the success and sustainability of a company is the effectiveness of its human resource (HR) strategies.

This study is grounded in the Human Capital Theory by Schultz (1961), Maslow's Motivation Theory (1943), and Barney's Resource-Based View Theory (1991). These theories discussed the various indicators to measure productivity, turnover, and retention. Maslow's Motivation Theory highlights the importance of fulfilling employees' needs to motivate and improve performance while Barney's Resource-Based View Theory focuses on leveraging an organization's internal resources, including human resources, to gain competitive advantage and gain insight into the various factors that enhance productivity and retention and its correlation. It addressed the contextual gap in the lack of studies applying these variables to small and medium-sized enterprises (SMEs). Additionally, it filled the knowledge gap, as there is no existing research showing the correlation between human resource strategies and employee productivity and turnover within the context of SMEs. By providing empirical evidence on these relationships, this research contributed to the understanding of how HR strategies can influence productivity and turnover in SMEs.

➤ *Importance of the Study*

This study investigated the HR strategies in terms of policies, leadership, training and development, and organizational culture—and the relationship of these in employee productivity, turnover, and retention within SMEs in China. Focusing on these variables provided practical insights that can help SMEs optimize their human capital resources, support policymakers in developing targeted interventions, and contribute to the understanding of HR management in the SME context. The study aimed to enhance the organizational effectiveness of SMEs, fostering their growth and sustainability in a dynamic economic landscape.

➤ *Statement of the Problem*

This research determined the correlation of human resource strategies with employee productivity and turnover among SMEs in China. It answered the following questions:

- How did the respondents assess the extent of HR strategies in terms of HR policies, leadership, training and development, and organizational culture?
- How did the respondents assess the extent of employee productivity and employee turnover?
- To what extent do policies, leadership, training and development, and organizational culture impact employee productivity?
- To what extent do policies, leadership, training and development, and organizational culture impact employee turnover?
- Based on the findings, what recommendation could be proposed to enhance organizational effectiveness?

➤ *Conceptual Framework*

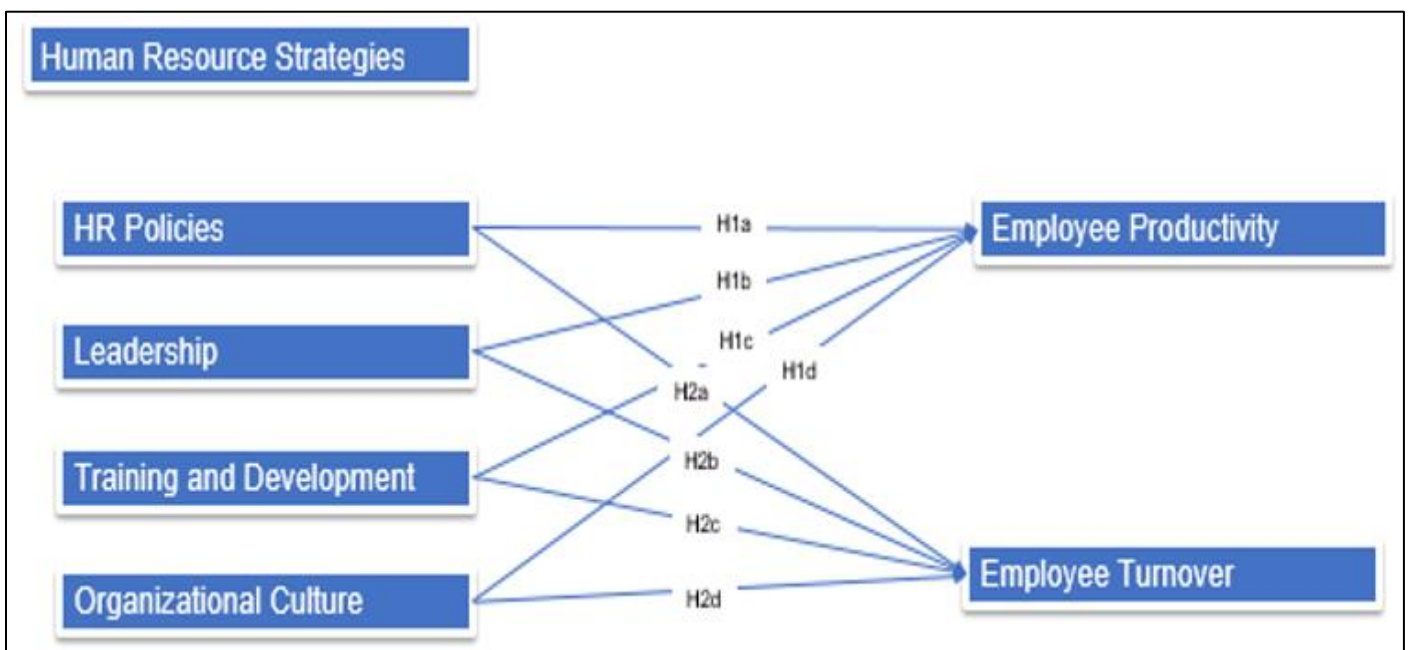


Fig 1 Conceptual Framework

➤ *Hypotheses*

The following null hypotheses will be tested with a 0.05 level of significance:

- H<sub>0</sub>1a: There is no significant correlation effect of Policies on Employee Productivity.
- H<sub>0</sub>1b: There is no significant correlation effect of Leadership on Employee Productivity.
- H<sub>0</sub>1c: There is no significant correlation effect of Training and Development on Employee Productivity.
- H<sub>0</sub>1d: There is no significant correlation effect of Organizational Culture on Employee Productivity.
- H<sub>0</sub>2a: There is no significant correlation effect of HR Policies on Employee Turnover.
- H<sub>0</sub>2b: There is no significant correlation effect of Leadership on Employee Turnover.
- H<sub>0</sub>2c: There is no significant correlation effect of Training and Development on Employee Turnover.

- H<sub>0</sub>2d: There is no significant correlation effect of Organizational Culture on Employee Turnover.

➤ *Profile of the Respondents*

Out of 351 respondents, the largest group comprises 137 employees (39%), aged between 31 to 40 years old. Followed by 54 employees (15%) who fall within the age range of 20 to 30 years old, and close to it are 132 employees (38%), aged from 41 to 50 years old. The least are 28 employees (8%) who are over 50 years old. In terms of gender, 116 employees (33%) are male, and 235 employees (67%), are female, constituting the largest group among the sample. The sample size was determined using statistical power analysis with parameters set at a power of 0.80, an effect size of 0.25, and an alpha level of 0.05. The respondents are from Guangdong Province, South China the major economic hub because of its substantial concentration of innovative SMEs.

➤ *Related Literature and Studies*

The critical role of Human Resource Management (HRM) practices in enhancing employee productivity, turnover and retention across different organizational contexts is the basis of this study. For instance, Tahir et al. (2023) demonstrate that career planning, compensation, job rotation, performance appraisal, and training significantly boost employee performance in the Punjab Police. Similarly, Mishra and Lakshmi (2020) emphasize that HRM, by focusing on training, development, performance appraisal, and award management, enhances organizational competitiveness. Mintawati and Albert (2023) highlight the importance of knowledge about police recruitment in optimizing human resources for national security, stressing the role of HRM in strategic alignment with organizational goals. Vdovina et al. (2022) also emphasize the strategic alignment of HRM practices with an organization's life cycle and personnel policy

The strategic importance of HRM in employee retention is further supported by Suhairi et al. (2023), who highlight that planning, development, monitoring, and motivation are essential for maintaining and improving employee performance in a dynamic business environment. This was confirmed by Nevia et al. (2023) who also found that HRM strategies positively impact employee performance at GAPOKTAN Tambak Pocok, Tanjung Bumi, Bangkalan. Aside from this, effective leadership is another crucial factor, as demonstrated by Effendy and Santiago (2022), who show that leadership style and employment policy significantly impact employee productivity. Arif (2021) further confirms that transformational leadership, discipline, and productivity improve employee performance and HRM practices directly impact turnover rates. The study of Jurij et al. (2023) highlights that effective HR approaches are essential to mitigating turnover, especially in high-stress environments. Leadership also influences retention, as Hauer et al. (2021) demonstrate emotional intelligence and transformational leadership styles significantly impact employee retention.

Moreover, organizational culture also plays a significant role in productivity and retention. Olakunle (2021) finds that a positive organizational culture focusing on teamwork, communication, and employee involvement correlates with

higher productivity. Similarly, Olynick and Li (2020) note that organizational culture impacts employee well-being and productivity, with clan culture being particularly beneficial. Thus, strategic HRM practices—including training, development, effective leadership, and positive organizational culture—are critical in enhancing employee performance and retention across various sectors. These findings collectively emphasize the importance of adopting comprehensive HR strategies to foster a supportive and productive work environment.

**II. RESEARCH METHODOLOGY**

This study employed a quantitative research approach utilizing a correlational research design, to assess the significant correlational impact of various human resource strategies (HR policies, leadership, training and development, organizational culture) on both employee productivity, turnover and retention. Primary data was collected from employees of SMEs who have been operating for at least three years and engage in international trade through survey questionnaires administered using the BAIDU form. A reputable research firm was employed during the data-gathering procedure, to facilitate online survey distribution and data collection. Clear instructions and a consent form were provided to participants, ensuring transparency and ethical compliance. To ensure the adequacy of data for factor analysis, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were conducted. These assessed whether the data are suitable for factor analysis by evaluating the sampling adequacy and the overall pattern of correlations among variables.

The JAMOVI application served as the primary analytical tool. The results of the descriptive statistics were calculated in frequency tables and percentages to summarize the respondent profiles and survey responses. Additionally, weighted mean calculations were used to determine average responses across different variables, providing a comprehensive overview of participant perceptions. Pearson correlation coefficient (r) analysis was employed to quantify the strength and direction of relationships.

Table 1 HR Strategies in terms of Policies

Indicators	Mean	SD	Rank	Interpretation
The enterprise explains all the policies clearly.	4.91	0.559	2	Strongly Agree
The enterprise accepts new ideas for newly implemented policies.	3.67	0.745	3	Agree
The enterprise conducts a pilot survey before executing the policy.	3.46	0.775	4	Agree
The enterprise policies are mostly to protect the employees.	3.32	0.600	5	Moderately Agree
The policies are followed.	4.94	0.560	1	Strongly Agree
<b>Extent of HR Policies</b>	<b>4.06</b>	<b>0.6478</b>		<b>Agree</b>

Table 1 provides a detailed overview of several key indicators related to Human Resource (HR) Strategies, specifically focusing on HR Policies within the enterprise. Each indicator's mean and standard deviation offer insights into how employees perceive and respond to various aspects of the organization's policies. The highest-ranked indicator is Policies are followed, (x= 4.94, sd=0.560). This indicates a

strong consensus among employees that the organization adheres closely to its stated policies, suggesting a high level of consistency and reliability in policy implementation. Employees generally perceive the organization's communication of policies to be very clear and transparent, contributing to a better understanding and compliance among the workforce. This is evident in the result of the indicator The

enterprise explains all the policies with a mean of 4.91 and a standard deviation of 0.559.

However, while there is generally a positive disposition towards accepting new ideas, there is more variability among employees in their perceptions, possibly reflecting differing experiences or levels of involvement in policy development. This is seen on the result of the indicator "Accepting new ideas for newly implemented policies" which received a mean score of 3.67 with a higher standard deviation of 0.745.

Similar to this, there is greater variability in opinions compared to other indicators in the results of, "Conducting a pilot survey before executing the policy" which scored a mean of 3.46 with a standard deviation of 0.775 indicating a moderate level of agreement among employees. Similarly, the results of "Policies are mostly to protect the employees" received a mean score of 3.32 with a standard deviation of

0.600, indicating a moderate level of agreement. This suggests that while employees generally agree that policies are intended to protect them, there is less uniformity in this perception compared to clearer policies and procedural aspects.

Using the mean average of the extent of HR policies across, it is safe to conclude that employees perceive a positive alignment with HR policies across the various indicators calculated as 4.06 with a standard deviation of 0.6478, which falls within the "Agree" category. Although there are relatively higher standard deviations across some indicators there are differing levels of agreement or perception among employees. Highlighting potential areas like communication or implementation could be further refined to enhance employee understanding and engagement. Communication [54] and employment policy [15] significantly impact employee job satisfaction.

Table 2 Human Resource Strategies in Terms of Leadership

Indicators	Mean	SD	Rank	Interpretation
The leaders are easy to approach when you have a query.	3.36	0.687	4	Moderately Agree
The supervisors are friendly and condone discrimination.	3.84	0.782	2	Agree
The enterprise has good and trustworthy leaders.	3.26	0.743	5	Moderately Agree
The managers display genuine care for everyone’s development.	3.67	0.589	3	Agree
The handlers are aware of the employee's skills, knowledge, and ability.	4.35	0.568	1	Strongly Agree
<b>Extent of Leadership</b>	<b>3.696</b>	<b>0.6738</b>		<b>Agree</b>

The extent of Human Resource Strategies indicators focusing on Leadership is revealed in Table 2. The indicator with the highest mean score indicates a strong consensus among employees that their leaders possess a good understanding of their capabilities and strengths. "The handlers are aware of the employee's skills, knowledge, and ability" (x =4.35, sd = 0.568). This was followed by "The supervisors are friendly and condone discrimination" (x = 3.84, sd = 0.782). This suggests a positive perception among employees regarding the interpersonal skills and fairness of supervisors within the organization. This result is validated in the employees' perceptions that their managers are committed to fostering their professional growth and advancement as the third in the rank indicator "The managers display genuine care for everyone’s development," (x = 3.67, sd= 0.589).

In addition, Employees moderately agree on two aspects: approachability and trustworthiness of leaders. "The leaders are easy to approach when you have a query," (x = 3.36, sd = 0.687). The enterprise has good and trustworthy leaders, (x = 3.26, sd = 0.743). These scores indicate varying levels among employees about the accessibility, approachability, and trustworthiness of leadership in the overall leadership of the organization.

Employees generally agree that the leadership in the organization is effective, with a mean score of 3.696. However, there are specific areas of strength and areas that require improvement because the perceptions of leadership qualities vary among employees, particularly in approachability and friendliness. Efforts to standardize positive leadership behaviors across the organization could help reduce this variability because leadership style positively impacts employee work resilience, leading to increased work productivity [5] [34].

Table 3 Human Resource Strategies Indicators in Terms of Training and Development

Indicators	Mean	SD	Rank	Interpretation
The enterprise gives monthly training to refresh and improve their employee’s capabilities.	3.21	0.584	4	Moderately Agree
The training provided is interactive and worth engaging.	3.82	0.838	2	Agree
The enterprise considers training as part of its organizational strategy.	3.00	0.616	5	Moderately Agree
The training is a well-planned exercise in the organization.	4.88	0.646	1	Strongly Agree
The training helps to improve employee-employer relationship.	3.49	0.614	3	Agree
<b>Extent of Training and Development</b>	<b>3.68</b>	<b>0.6596</b>		<b>Agree</b>

The overall mean score for the extent of training and development is 3.68, indicating that employees generally agree that the training and development efforts are effective as seen in Table 3. The highest-rated indicator is that the training is a well-planned exercise in the organization, ( $x=4.88$ ) suggests that the organization excels in designing and organizing training programs, ensuring they are structured and effective. This training is perceived as interactive and engaging, ( $x=3.82$ ). This indicates that the training sessions are not only informative but also involve employees actively, making the learning process more effective and enjoyable. The training programs are seen to help improve the employee-employer relationship, ( $x=3.49$ ). This highlights the role of training in fostering better communication and understanding between employees and management, contributing to a more positive workplace environment.

However, the standard deviations across the indicators indicate some variability in employee perceptions, particularly in areas such as the interactivity of training ( $sd = 0.838$ ) and the planning of training programs ( $sd = 0.646$ ). This variability suggests that while some employees find the training highly effective and engaging, others may have less favorable experiences.

The indicator for monthly training to refresh and improve employees' capabilities has a mean score of 3.21, indicating moderate agreement. This suggests that while monthly training is provided, there may be room to enhance the frequency or content of these sessions to better meet employee needs. Similarly, the indicator for considering training as part of the organizational strategy has the lowest mean score of 3.00, indicating moderate agreement. This suggests that employees perceive a need for the organization to integrate training more thoroughly into its overall strategic goals. Employee training and development positively impact organizational performance [1] and job satisfaction [41].

Table 4 Human Resource Strategies in terms of Organizational Culture

Indicators	Mean	SD	Rank	Interpretation
The employees within the enterprise coordinate and cooperate well in providing the best service.	4.09	0.652	3	Agree
Communication from the management is clear, transparent, and frequent.	4.71	0.804	2	Strongly Agree
Significant time is spent planning and thinking through before acting.	4.83	0.774	1	Strongly Agree
Employees have their own post and task to do.	2.80	0.794	5	Moderately Agree
Employees have a strong focus on completing the work.	2.99	0.725	4	Moderately Agree
<b>Extent of Organizational Culture</b>	<b>3.884</b>	<b>0.7498</b>		<b>Agree</b>

Organizational culture impacts well-being and productivity [37]. Table 4, shows the overall mean score for the extent of organizational culture is 3.884, indicating that employees generally agree that it is positive and supportive. Communication from management is seen as clear, transparent, and frequent, which is crucial for fostering trust and clarity within the organization ( $x=4.71$ ,  $sd = 0.804$ ). The indicator that has the highest mean score is where employees strongly agree that significant time is spent on planning and thoughtful decision-making before taking action ( $x=4.83$ ,  $sd = 0.774$ ). This reflects a strategic and well-considered

approach to work within the organization and validates the results of another indicator that there is good coordination and cooperation among them in providing the best service ( $x=4.09$ ,  $sd = 0.652$ ).

However, employees moderately agree that they have specific tasks and posts, with the lowest mean score among the indicators and they have a strong focus on completing their work. The moderate standard deviation indicates some inconsistency in how employees view the clarity of work focus and assignment of their roles.

Table 5 Descriptive Table of Human Resource Strategies Indicators

Indicators	Mean	SD	Rank	Interpretation
HR Policies	4.060	0.6478	1	Agree
Leadership	3.696	0.6738	3	Agree
Training and Development	3.680	0.6596	4	Agree
Organizational Culture	3.884	0.7498	2	Agree
Extent of Human Resource Strategies	3.83	0.6828		Agree

There is a cohesive approach across HR policies, leadership, training and development, and organizational culture as reflected in the extent of Human Resource Strategies with a mean of 3.83,  $sd = 0.6828$  interpreted as "Agree," when results of each indicator were combined. Table 5 shows that the highest mean score (4.060) belongs to HR policies as the most effective strategy. This suggests the existence of well-defined and effective HR policies and it contribute positively to the organization. The second-highest mean score (3.884)

indicates a positive organizational culture, characterized by good coordination, cooperation, and strategic planning. Although the leadership indicator has a favorable mean score (3.696), it ranks third, indicating potential areas for enhancing leadership effectiveness and consistency. The lowest mean score (3.680) among the indicators suggests there is room for improving training and development programs to better meet employee needs and organizational goals. The standard deviations across indicators suggest that while there are

generally positive perceptions, there is variability in how different aspects of HR strategies are experienced by employees. Efforts to standardize and uniformly apply these strategies could help reduce this variability.

Gauging from the results, there is an alignment in the strategies used, fostering employee engagement, organizational resilience, and competitive advantage. In line with contemporary research emphasizing the strategic value of unique organizational resources. Strategic adoption of new capabilities and competitive models is essential for organizational agility and long-term success in today's business landscape [4].

Table 6 Extent of Employee Productivity

Indicators	Mean	SD	Rank	Interpretation
The employee's job and knowledge skills are accurate to their position.	3.47	0.662	5	Agree
The employee's quality of work is done in a specific of time ensuring no mistakes are made.	3.80	0.707	4	Agree
The employee's performance is being recorded for the company's tracking.	4.70	0.777	1	Strongly Agree
The employee's workplace is bullying and discrimination free.	4.40	0.837	2	Strongly Agree
The employee receive the best managerial quality.	4.30	0.558	3	Strongly Agree
<b>Extent of Employee Productivity</b>	<b>4.134</b>	<b>0.7082</b>		<b>Agree</b>

Table 6 presents the Employee Productivity indicators to provide insights into various aspects crucial for assessing workforce effectiveness. Topping the indicators is "Employee's performance is being recorded for the company's tracking," ( $x= 4.70$ ,  $sd = 0.777$ ), indicating strong agreement among employees regarding the systematic monitoring and evaluation of their performance. This reflects a structured approach to performance management aimed at enhancing accountability and transparency within the organization. Following closely is "The employee's workplaces are bullying and discrimination-free," ranked second ( $x= 4.40$ ,  $SD = 0.837$ ). This highlights a positive organizational climate where employees feel safe and respected, contributing to a supportive work environment conducive to productivity and well-being.

no mistakes are made" and "The employee's job and knowledge skills are accurate to their position" rank fourth and fifth, respectively. These indicators, with ( $x=3.80$ ,  $sd = 0.707$ ) and ( $x=3.47$ ,  $sd = 0.662$ ) respectively, demonstrate employees' positive perceptions regarding their skills alignment and the quality standards expected in their roles.

In terms of quality leadership, "The employee receives the best managerial quality" ranks third with a mean score of 4.30 ( $SD = 0.558$ ), indicating high satisfaction among employees regarding the managerial support they receive. This underscores the importance of effective leadership in fostering employee engagement and performance. Additionally, "The employee's quality of work is done in a specific time ensuring

The extent of Employee Productivity ( $x= 4.134$ ,  $sd = 0.7082$ ) is interpreted as "Agree," reflecting a strong consensus among employees across various productivity indicators. This suggests that the organization effectively supports and measures employee performance, maintains a respectful workplace culture, and provides adequate managerial support, all contributing to a productive and harmonious work environment. Factors like entrepreneurial orientation, learning orientation, and effective management practices play crucial roles in mitigating turnover. Additionally, the study underscores the importance of recognizing and addressing employee needs and providing a supportive work environment to foster long-term employee engagement and organizational success [25] [39].

Table 7 Extent of Employee Turnover

Indicators	Mean	SD	Rank	Interpretation
The work that I do is intellectually stimulating.	3.03	0.656	1	Moderately Agree
The workloads are manageable.	2.64	0.727	5	Moderately Agree
Recognitions are given for productive employees.	2.84	0.701	3	Moderately Agree
The enterprise is a great firm when it comes to employee care.	3.01	0.555	2	Moderately Agree
The workplace is fun and not stressful.	2.66	0.683	4	Moderately Agree
<b>Extent of Employee Turnover</b>	<b>2.836</b>	<b>0.6644</b>		<b>Moderately Agree</b>

Table 7 presents the Employee Turnover indicators to provide insights into various factors influencing turnover within the organization. Leading the indicators is "The work that I do is intellectually stimulating," with a mean score of 3.03 ( $sd = 0.656$ ), indicating a moderate level of agreement among employees regarding the stimulating nature of their work. This suggests that some employees find their tasks engaging and intellectually rewarding, which can contribute positively to job satisfaction and retention others do not.

Next in rank is "The enterprise is a great firm when it comes to employee care," ranked second with a mean score of 3.01 ( $sd = 0.555$ ). This indicates employees' positive perception of the organization's commitment to caring for its employees, reflecting efforts to create a supportive and nurturing work environment. "Recognitions are given for productive employees" ranks third with a mean score of 2.84 ( $sd = 0.701$ ), highlighting the importance of recognition and rewards in acknowledging employees' contributions. This can

influence morale and job satisfaction, potentially reducing turnover by fostering a culture of appreciation. "The workplace is fun and not stressful" and "Workloads are manageable" rank fourth and fifth, respectively. These indicators, with means of 2.66 (sd = 0.683) and 2.64 (sd = 0.727), indicate a moderate agreement among employees regarding the workplace atmosphere and workload management. A fun and stress-free workplace environment, coupled with manageable workloads, contributes positively to employee satisfaction and retention efforts.

The overall mean score for employee turnover is 2.836, indicating that employees moderately agree on the factors related to turnover. This suggests that while there are some positive aspects, there are also areas needing attention to reduce turnover rates and to further enhance employee retention strategies.

During COVID-19, variations in working hours' impact productivity levels, highlighting the need for adaptive management strategies to support employee well-being while maintaining productivity goals. Menon (2020). The correlation between extended workdays and productivity can vary based on contextual factors, emphasizing the importance of balancing workload to avoid employee burnout and optimize productivity.

Table 8 Analysis of HR Policies Towards Employee Productivity

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
HR Policies to Employee Productivity	0.370	0.0915	0.1905	0.549	4.04	< .001	H01a Rejected

- Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.

Employee Productivity, holding other variables constant. The p-value (< .001) indicates that this effect is highly statistically significant, with a confidence interval (CI) between 0.1905 and 0.549, further supporting the robustness of the relationship.

Table 8 presents the statistical analysis of the relationship between HR Policies and Employee Productivity. The path analysis indicates that HR Policies have a statistically significant positive effect on Employee Productivity ( $\beta = 0.370$ , SE = 0.0915, 95% CI [0.1905, 0.549],  $t = 4.04$ ,  $p < .001$ ). This finding supports the rejection of null hypothesis H01a, which posited that there is no significant effect of HR Policies on Employee Productivity. The significant positive estimate ( $\beta = 0.370$ ) suggests that for every unit increase in HR Policies, there is an estimated increase of 0.370 units in

This data provides strong evidence that HR Policies contribute significantly to enhancing Employee Productivity within the studied context. This supports the notion that effective HR policies when implemented and managed well, can lead to improved productivity outcomes among employees. HR recruitment policy, training, performance appraisal system, and reward system are key determinants of employee retention [8].

Table 9 Analysis of Leadership Towards Employee Productivity

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Leadership to Employee Productivity	0.314	0.0865	0.1444	0.484	3.63	< .001	H01b Rejected

- Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.

indicates that for every unit increase in Leadership, there is an estimated increase of 0.314 units in Employee Productivity, holding other variables constant. The p-value (< .001) confirms that this effect is highly statistically significant, with a confidence interval (CI) ranging from 0.1444 to 0.484, underscoring the reliability of the relationship.

The table presents the statistical analysis examining the relationship between Leadership and Employee Productivity. The path analysis reveals a statistically significant positive effect of Leadership on Employee Productivity ( $\beta = 0.314$ , SE = 0.0865, 95% CI [0.1444, 0.484],  $t = 3.63$ ,  $p < .001$ ). This finding leads to the rejection of null hypothesis H01b, which posited that there is no significant effect of Leadership on Employee Productivity. The estimated coefficient ( $\beta = 0.314$ )

The data provides robust evidence that leadership significantly enhances employee productivity within the studied context. Effective leadership practices, particularly emotional intelligence, communication, and transformational leadership style, significantly impact employee retention [18].

Table 10 Analysis of Training and Development towards Employee Productivity

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Training and Development to Employee Productivity	0.291	0.0857	0.1228	0.459	3.39	< .001	H01c Rejected

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.*

The table presents the results of a statistical analysis investigating the relationship between Training and Development (T&D) and Employee Productivity. The path analysis reveals a statistically significant positive effect of Training and Development on Employee Productivity ( $\beta = 0.291$ , SE = 0.0857, 95% CI [0.1228, 0.459],  $t = 3.39$ ,  $p < .001$ ). This finding leads to the rejection of null hypothesis H01c, which posited that there is no significant effect of Training and Development on Employee Productivity. The estimated coefficient ( $\beta = 0.291$ ) indicates that for every unit increase in Training and Development, there is an estimated

increase of 0.291 units in Employee Productivity, controlling for other variables. The p-value ( $< .001$ ) indicates a highly statistically significant relationship. The confidence interval (CI) ranging from 0.1228 to 0.459 further supports the robustness of this effect.

These results suggest that investments in Training and Development initiatives are associated with higher levels of Employee Productivity. Employees who receive adequate training and development opportunities tend to perform more effectively in their roles. This underscores the importance of organizational strategies that prioritize ongoing skills enhancement and professional development for optimizing workforce productivity. Career development positively impacts employee performance and satisfaction [51].

Table 11 Analysis of Organizational Culture towards Employee Productivity

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Organizational Structure to Employee Productivity	0.119	0.1038	-0.085	0.322	1.14	0.254	H01d Accepted

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.*

The table presents the results of a statistical analysis examining the relationship between Organizational Culture and Employee Productivity. The path analysis shows that the effect of Organizational Culture on Employee Productivity is not statistically significant ( $\beta = 0.119$ , SE = 0.1038, 95% CI [-0.085, 0.322],  $t = 1.14$ ,  $p = 0.254$ ). Therefore, null hypothesis H01d, which posited that there is no significant effect of Organizational Culture on Employee Productivity, is accepted. The estimated coefficient ( $\beta = 0.119$ ) indicates a positive but non-significant relationship between Organizational Culture and Employee Productivity. The p-value (0.254) is greater than the conventional significance level of 0.05, suggesting that the observed effect could have occurred by chance. This

means that variations in Organizational Culture do not reliably predict changes in Employee Productivity in this study sample.

The theoretical support [12] emphasizes the importance of organizational readiness and adaptability in fostering employee innovation and performance. While these studies highlight the potential benefits of a positive organizational culture, the current findings suggest that in this specific context, Organizational Culture alone may not significantly impact Employee Productivity.

Based on the previous results, HR policies, leadership, and training and development have shown significant positive effects on Employee Productivity. However, Organizational Culture did not demonstrate a statistically significant effect. This underscores the complexity of organizational factors influencing productivity outcomes and the need for tailored strategies to optimize workforce performance.

Table 12 Analysis of HR Policies Towards Employee Turnover

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
HR Policies to Employee Turnover	-0.295	0.0982	0.1029	0.488	-3.01	0.003	H02a Rejected

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.*

The table presents the results of a statistical analysis examining the relationship between HR Policies and Employee Turnover. The path analysis reveals a statistically significant negative effect of HR Policies on Employee Turnover ( $\beta = -0.295$ , SE = 0.0982, 95% CI [0.1029, 0.488],  $t = -3.01$ ,  $p = 0.003$ ). Therefore, null hypothesis H02a, which proposed that there is no significant effect of HR Policies on Employee Turnover, is rejected. The estimated coefficient ( $\beta = -0.295$ ) indicates a negative relationship between HR Policies and Employee Turnover. A decrease of 1 unit in HR Policies is associated with an increase in Employee Turnover

by approximately -0.295 units. The negative sign suggests that stronger HR Policies are associated with lower levels of Employee Turnover, highlighting the importance of effective HR policies in retaining employees. The p-value (0.003) is less than the conventional significance level of 0.05, indicating that this relationship is statistically significant. This means that the observed effect is unlikely to have occurred by chance alone, providing robust evidence that HR Policies do influence Employee Turnover in the studied context.

Practically, these findings suggest that organizations with well-defined and supportive HR Policies may experience lower turnover rates among their employees. This could be attributed to policies that enhance job satisfaction, provide career development opportunities, or foster a positive work



environment. The results support the notion that HR Policies play a significant role in influencing Employee Turnover. By rejecting H02a, the analysis confirms that stronger HR Policies are associated with reduced Employee Turnover. This underscores the strategic importance of HR Policies in

managing and retaining talent within organizations. Effective HR approaches to mitigate job burnout, low motivation, and restricted job autonomy are needed to solve turnover issues [20].

Table 13 Analysis of Leadership towards Employee Turnover

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Leadership to Employee Turnover	-0.367	0.0972	0.1767	0.558	-3.78	< .001	H <sub>0</sub> 2b Rejected

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5% the result is statistically non-significant.*

The table presents the results of a statistical analysis examining the relationship between Leadership and Employee Turnover. The path analysis reveals a statistically significant negative effect of Leadership on Employee Turnover ( $\beta = -0.367$ , SE = 0.0972, 95% CI [0.1767, 0.558],  $t = -3.78$ ,  $p < .001$ ). Therefore, null hypothesis H02b, which proposed that there is no significant effect of Leadership on Employee Turnover, is rejected. The estimated coefficient ( $\beta = -0.367$ ) indicates a negative relationship between Leadership and Employee Turnover. This suggests that higher levels of effective leadership are associated with lower levels of Employee Turnover. Specifically, a decrease of 1 unit in Leadership is associated with an increase in Employee Turnover by approximately -0.367 units. The p-value (< .001) is significantly lower than the conventional significance level of 0.05, indicating strong statistical significance. This means that the observed effect is unlikely to have occurred by chance

alone, providing robust evidence that Leadership does influence Employee Turnover in the studied context.

These findings imply that organizations with supportive and effective leadership practices are likely to experience lower turnover rates among their employees. Effective leaders may contribute to employee retention through various means such as providing clear direction, fostering a positive work environment, offering mentorship, and supporting employee growth and development. These results support the notion that Leadership plays a significant role in influencing Employee Turnover. By rejecting H02b, the analysis confirms that stronger Leadership is associated with reduced Employee Turnover. This highlights the strategic importance of leadership qualities and behaviors in managing turnover dynamics within organizations. Further research could explore specific leadership styles or behaviors that most effectively mitigate turnover and enhance organizational retention strategies. Responsible leadership significantly influences employees' turnover intentions, partially mediated by reduced turnover intentions [16].

Table 14 Analysis of Training and Development Towards Employee Turnover

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Training and Development to Employee Turnover	-0.286	0.105	0.0803	0.492	-2.73	0.006	H <sub>0</sub> 2c Rejected

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5% the result is statistically non-significant.*

The table presents the results of a statistical analysis examining the relationship between Training and Development and Employee Turnover. The path analysis reveals a statistically significant negative effect of Training and Development on Employee Turnover ( $\beta = -0.286$ , SE = 0.105, 95% CI [0.0803, 0.492],  $t = -2.73$ ,  $p = 0.006$ ). Therefore, null hypothesis H02c, which proposed that there is no significant effect of Training and Development on Employee Turnover, is rejected. The estimated coefficient ( $\beta = -0.286$ ) indicates a negative relationship between Training and Development and Employee Turnover. This suggests that higher levels of investment in training and development programs are associated with lower levels of Employee Turnover. Specifically, a decrease of 1 unit in Training and Development is associated with an increase in Employee Turnover by approximately -0.286 units. The p-value (0.006) is less than the conventional significance level

of 0.05, indicating statistical significance. This means that the observed effect is unlikely to have occurred by chance alone, providing robust evidence that Training and Development influence Employee Turnover in the studied context.

Practically, these findings imply that organizations that prioritize training and development initiatives are likely to experience lower turnover rates among their employees. Such initiatives may enhance employee skills, satisfaction, and commitment, thereby reducing the likelihood of turnover. Effective training programs can also contribute to a positive organizational culture and improve overall employee engagement.

The results support the notion that Training and Development play a significant role in influencing Employee Turnover. By rejecting H02c, the analysis confirms that stronger investments in Training and Development are associated with reduced Employee Turnover. This underscores the strategic importance of continuous learning and development opportunities in mitigating turnover

challenges within organizations. Further research could explore specific types of training programs or development strategies that yield the most significant impact on reducing

turnover rates. Training contributes to skills development and reduces turnover [24].

Table 15 Analysis of Organizational Culture towards Employee Turnover

Path	Estimate	SE	95% CI		t	p	Interpretation
			L	U			
Organizational Culture to Employee Turnover	-0.335	0.0993	0.1408	0.530	-3.38	< .001	H <sub>0</sub> 2d Rejected

- *Note: If the p-value is lower than 5% or 0.05, it is statistically significant. If the p-value is greater than 5%, the result is statistically non-significant.*

The table presents the results of a statistical analysis examining the relationship between Organizational Culture and Employee Turnover. The path analysis reveals a statistically significant negative effect of Organizational Culture on Employee Turnover ( $\beta = -0.335$ , SE = 0.0993, 95% CI [0.1408, 0.530],  $t = -3.38$ ,  $p < .001$ ). Therefore, null hypothesis H02d, which proposed that there is no significant effect of Organizational Culture on Employee Turnover, is rejected. The estimated coefficient ( $\beta = -0.335$ ) indicates a negative relationship between Organizational Culture and Employee Turnover. This suggests that organizations with a strong and positive organizational culture tend to experience lower levels of Employee Turnover. Specifically, a 1 unit increase in Organizational Culture is associated with a decrease in Employee Turnover by approximately -0.335 units. The p-value ( $< .001$ ) is less than the conventional significance level of 0.05, indicating statistical significance. This means that the observed effect is unlikely to have occurred by chance alone, providing robust evidence that Organizational Culture Influences Employee Turnover in the studied context. Organizational culture, climate, and leadership can help reduce turnover rates, improving productivity and care quality [38].

These findings imply that fostering a supportive, inclusive, and engaging organizational culture can help mitigate turnover rates within organizations. Such cultures typically promote employee satisfaction, loyalty, and commitment, thereby reducing the likelihood of employees seeking opportunities elsewhere. Effective organizational cultures often emphasize values such as transparency, fairness, and teamwork, which contribute to a positive work environment and employee retention. The results support the notion that Organizational Culture plays a significant role in influencing Employee Turnover. By rejecting H02d, the analysis confirms that stronger organizational cultures are associated with reduced Employee Turnover. This underscores the strategic importance of cultivating and maintaining a healthy organizational culture as a means to retain talent and enhance organizational stability. Further research could explore specific cultural dimensions or interventions that yield the most significant impact on reducing turnover rates in different organizational contexts.

### III. FINDINGS

- Employees generally perceive a positive alignment with HR policies across the measured indicators.
- Managers' awareness of employees' skills, knowledge, and abilities is a significant strength. Their friendliness and stance against discrimination are also positively perceived.
- Leaders' approachability and trustworthiness scored the lowest respectively, indicating a need for leaders to be more accessible and open to employee queries. Building trust and reliability among employees is essential.
- Employees generally perceive positive aspects of training and development strategies within the organization, particularly in terms of well-planned and engaging training programs.
- Employees agree that the organizational culture is supportive, collaborative, and strategically oriented. However, there is a need for intervention on the clarity of employees' specific tasks and posts and work focus could be beneficial.
- HR policies and organizational culture are perceived positively and consistently among employees, there are opportunities to enhance leadership effectiveness and training and development programs to further improve overall HR strategy effectiveness.
- Structured performance management, supportive workplace culture, and effective leadership are important in fostering employee productivity and organizational success.
- Heavy or poorly managed workloads, recognition programs that are not sufficiently frequent or meaningful and stress levels are factors in employee retention and turnover.
- Well-implemented and well-managed HR policies significantly enhance employee productivity
- Effective leadership such as supportive management styles and clear communication has a positive impact on employee productivity.
- Investments in training and development initiatives are associated with higher levels of employee productivity. Emphasizing the importance of organizational strategies that prioritize ongoing skills enhancement and professional development to optimize workforce productivity.
- Employees who receive adequate opportunities tend to perform more effectively.
- There is no significant correlation effect of Organizational Culture on Employee Productivity
- Well-defined and supportive HR Policies play a significant role in influencing Employee Turnover

- Organizations with supportive and effective leadership practices are likely to experience lower turnover rates among their employees
- Investments in training and development initiatives are associated with higher levels of employee productivity.
- Employees who receive adequate opportunities tend to perform more effectively, emphasizing the importance of organizational strategies that prioritize ongoing skills enhancement and professional development to optimize workforce productivity.
- A supportive, inclusive, and engaging organizational culture—emphasizing values such as transparency, fairness, and teamwork—significantly reduces employee turnover by enhancing satisfaction, loyalty, and commitment, thereby underscoring the strategic importance of maintaining a healthy organizational culture for talent retention and organizational stability.

#### IV. CONCLUSION

Based on the findings, several key conclusions can be drawn regarding the relationship between HR policies, leadership, organizational culture, and employee productivity and turnover. Employees generally perceive HR policies positively, indicating effective alignment with organizational goals. Managers are well-regarded for their awareness of employees' skills and anti-discrimination stance, but there is a need for leaders to be more accessible and trustworthy, highlighting the importance of building trust and reliability. Training and development strategies are positively perceived, yet there is room for enhancing training delivery to better align with organizational objectives and meet diverse employee needs. The organizational culture is seen as supportive, collaborative, and strategically oriented, but clarity around specific tasks and work focus needs improvement to enhance productivity further.

Effective leadership and supportive HR strategies are crucial for fostering employee productivity and organizational success. Structured performance management, supportive workplace culture, and effective leadership practices positively influence productivity. However, heavy or poorly managed workloads and inadequate recognition programs contribute to employee stress and affect retention. Improving workload management and ensuring frequent, meaningful recognition can enhance satisfaction and retention. Well-implemented HR policies significantly enhance productivity, and investments in training and development initiatives are associated with higher productivity levels, underscoring the importance of ongoing skills enhancement and professional development.

Supportive and effective leadership practices are linked to lower turnover rates, and organizations with clear communication and supportive management styles are more likely to retain employees. A supportive, inclusive, and engaging organizational culture significantly reduces turnover by enhancing satisfaction, loyalty, and commitment, making it strategically important for talent retention and organizational stability. Overall, comprehensive HR strategies that encompass effective leadership, clear communication,

supportive organizational culture, and ongoing training and development are essential for enhancing employee productivity and retention.

#### RECOMMENDATIONS

➤ *Based on the Insights Gathered, here are Several Recommendations for Organizations to Achieve Excellence:*

- Continuously review and update HR policies to ensure they align with organizational goals and foster a supportive work environment.
- Invest in leadership development programs that emphasize empathy, communication, and strategic decision-making.
- Design interactive and relevant training programs that focus on both technical skills and soft skills development.
- Foster a culture of trust, respect, and inclusivity through transparent communication and recognition programs.
- Implement regular assessments and feedback mechanisms to evaluate the impact of HR strategies on productivity and turnover.
- Recognize the unique aspects of your organization's culture and operational context when designing and implementing HR strategies.
- Implement policies and initiatives that support work-life balance, mental health, and well-being.
- Embrace technology solutions that streamline HR processes, enhance communication, and support remote work if applicable.

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