

---

**RESEARCH ARTICLE**

## Human Resource Strategies, Productivity and Retention in Chinese Small-Medium Enterprises: Insights for Training Program

Emmanuel P. Paulino<sup>1</sup>✉, Lou-Rena S. Boquila<sup>2</sup>, Glessie M. Basa<sup>2</sup> and Paulo Noel A. Mazo<sup>2</sup>

<sup>1</sup>Associate Professor, College of Business Administration and Accountancy, De La Salle University Dasmariñas, Phillipinese

<sup>2</sup>Assistant Professorial Lecturer II at the Pamantasan ng Lungsod ng Maynila.

<sup>3</sup>Assistant Professor, Pamantasan ng Lungsod ng Maynila, Eulogio "Amang" Rodriguez Institute of Science and Technology, Nagtahan St, Sampaloc, Manila, 1008 Metro Manila,

<sup>4</sup>Assistant Professor III, College of Business Administration in Pamantasan ng Lungsod ng Maynila (PLM)

**Corresponding Author:** Emmanuel P. Paulino, **E-mail:** [eppaulino@dlsud.edu.ph](mailto:eppaulino@dlsud.edu.ph)

---

**ABSTRACT**

The relationship between HR strategy and its impact on employee turnover and productivity in SMEs is examined in this study. Although there is no concrete proof that HR strategy alignment with business objectives is related to productivity, the study's correlational, quantitative methodology shows that strategic HR activities, including employee engagement, performance review, and skill development, greatly increase productivity. Effective HR strategies lower turnover, including communication, career development, onboarding, and personnel acquisition. According to the findings, HR strategies should be in line with both company objectives and employees' needs to improve performance and retention. The suggestions place a strong emphasis on talent development, open communication, and HR procedures that are retention-focused to promote organizational success.

**KEYWORDS**

Human Resource Strategies, Employee Productivity, Employee Turnover

**ARTICLE INFORMATION**

**ACCEPTED:** 09 November 2024

**PUBLISHED:** 23 December 2024

**DOI:** 10.32996/jbms.2024.6.6.13

---

**1. Introduction**

For small and medium-sized businesses (SMEs) in China, employee turnover is a major problem that affects organizational effectiveness, stability, and expansion. Since high employee turnover rates can lead to higher expenses, operational disruptions, and the loss of critical skills and expertise, managing and lowering employee turnover has become critical for Chinese SMEs. Numerous elements, including as organizational culture, HR procedures, leadership styles, and employee happiness, have been identified in prior study as having an impact on employee turnover. Since SMEs are an essential component of the Chinese economy, resolving turnover concerns is essential to preserving their competitiveness and guaranteeing long-term growth.

The function of leadership in staff retention is a key topic of attention in Chinese SMEs. According to studies by Hui (2021) and Amah and Oyetuunde (2020), servant leadership can improve employee retention by fostering career development and employee voice. It has been demonstrated that employee voice affects intentions to leave, indicating that companies with a culture that encourages workers to share their thoughts and participate in decision-making typically have lower turnover rates. Organizational culture also has a significant role in determining employee turnover. Strong corporate cultures that prioritize innovation and employee involvement have been shown to increase employee satisfaction and retention rates (Tidor et al., 2012; Anning-Dorson, 2021; Isensee et al., 2020). This is especially important for Chinese SMEs, since, in spite of resource constraints, fostering a favourable work atmosphere may greatly increase employee dedication.

Another tactic that has been connected to lower turnover in Chinese SMEs is corporate social responsibility (CSR). According to Hui (2021), CSR programs increase workers' attachment and sense of loyalty to their company, which lowers their desire to leave.

CSR may be a successful retention tactic in the context of Chinese SMEs, where high employee involvement and close-knit connections are essential. Additionally, studies by Haar and Kelly (2024) and Morales-Rojas et al. (2022) emphasize the value of structured HR procedures, well-defined strategic objectives, and encouraging work environments in keeping personnel. According to their results, Chinese SMEs may successfully lower turnover by coordinating HR procedures with company goals and promoting career advancement and work-life balance.

Local research conducted in China has shed light on the unique difficulties SMEs encounter in controlling staff churn. According to Cammayo and Cammayo (2020) and Adviento et al. (2022), for instance, retention rates among SMEs in China are influenced by elements such as competitive remuneration, career progression prospects, and work satisfaction. Furthermore, Jiang and Po (2023) highlighted how crucial HR activities like training, development, and fostering a happy work environment are to improving employee retention, especially in industries like South China's manufacturing. These results are consistent with those of Saramosing (2022), who proposed that focused retention tactics might encourage information exchange and lower employee turnover in SMEs.

Thus, the purpose of this study is to investigate the factors that affect employee turnover in Chinese SMEs, with a particular emphasis on HR practices, organizational culture, CSR, leadership, and regional economic considerations. Chinese SMEs may create plans to increase staff retention, lower attrition, and boost overall organizational performance by comprehending these factors. The goal of this study is to advance our understanding of staff turnover in SMEs, especially as it relates to the difficulties that SMEs in China and other developing nations confront.

## 2. Human Resource Strategies

To stay competitive and match an organization's staff with its long-term objectives, human resource (HR) strategies are crucial. According to Trost (2020), integrating human resources with corporate culture and business goals is a crucial component of successful HR strategy. This strategic strategy anticipates future difficulties and encompasses personnel acquisition, development, and retention. Trost emphasizes how crucial it is to prepare for long-term adaptability in addition to meeting immediate business demands, particularly in volatile corporate contexts.

HR strategies in small and medium-sized businesses (SMEs) are different from those in bigger corporations because they place a greater emphasis on adaptation and flexibility. According to Vrchota and Rehor (2019), SMEs gain from customized HR strategies that increase worker commitment and engagement, which improves organizational performance. According to Knezović, Bušatlić, and Ridić (2020), strategic HR management in SMEs improves performance and efficiency, highlighting the significance of methods catered to the dynamics of smaller businesses.

The success of micro, small, and medium-sized businesses (MSMEs), especially in the Philippine environment, depends heavily on human capital development. According to Borazon, Liu, and Okumus (2024), HR strategies that prioritize social capital and skill development are essential. In this situation, social networks play a critical role as a mediator between employee competencies and corporate competitiveness, emphasizing the significance of human resources strategies that foster both personal development and community ties.

Additionally important is the relationship between HR strategy and innovation, especially for SMEs. According to Adla, Gallego-Roquelaure, and Calamel (2020), HR policies that place a high priority on talent development and an innovative culture have a direct positive impact on a company's capacity for innovation. For SMEs, where resources may be few, a culture of innovation and development is essential to maintaining long-term success.

Lastly, HR methods are becoming more and more important for maintaining economic sustainability, particularly in industrial and culturally diverse situations. In order to assist business sustainability in SMEs and MSMEs, Hernita et al. (2021) and NAWANGSARI et al. (2023) concentrate on HR initiatives that improve skills, leadership, and employee well-being. Additionally, in Industry 4.0, Mukhuty, Upadhyay, and Rothwell (2022) emphasize the necessity of HR strategies that strike a balance between social responsibility and technical improvements. Together, these studies show how important strategic HR management is for boosting productivity, encouraging creativity, and maintaining company success in a variety of settings.

### 2.1 HR Policies

HR policies play a critical role in improving organizational effectiveness, especially in small and medium-sized businesses (SMEs), where careful management of resource limits is necessary. Verma, Singh, and Bhattacharyya (2021) emphasize how big data-driven HR practices enhance service quality and innovation, demonstrating how technological improvements have had a substantial impact on HR policy. SMEs may improve overall agility, make well-informed decisions, and expedite procedures and innovation by incorporating data analytics into HR services.

Another major element in the creation of HR policy is sustainability. The growth of Green Human Resource Management (GHRM) in SMEs is examined by Papademetriou et al. (2023), who find that eco-friendly HR practices, such as sustainable hiring, training, and performance management, support environmental responsibility and organizational agility. By bringing personal and corporate values into alignment, these sustainable HR approaches not only help achieve environmental goals but also boost employee engagement and morale.

Flexible and customized HR rules are necessary due to the unique features of SMEs. According to Harney et al. (2022), SMEs frequently struggle to execute HR strategies because of a lack of resources, highlighting the necessity of striking a balance between formal and informal HR practices. Despite the inherent constraints that SMEs experience, their study shows that tailoring HR practices to meet their specific needs can result in a more engaged and cohesive staff.

For HR policies to be successful, leadership is essential, particularly when it comes to creating a creative and long-lasting culture. According to Asad et al. (2021), transformational leadership has a good impact on SMEs' sustainable HR practices, which enhances innovation and long-term viability. In order to foster cultures that support proactive HR practices and emphasize the value of strategic HR management, leaders that place a high priority on employee development and engagement are essential.

Additionally, HR rules need to be flexible enough to accommodate various cultural and economic settings. Particularly in the ASEAN context, Laberinto Solina (2020) and Dewi Anggadini et al. (2023) stress the importance of HR policies that are cognizant of regional variations. Their research emphasizes that, especially when assisting MSMEs, successful HR policies should take economic situations, cultural norms, and unique company issues into account. In a variety of corporate contexts, these context-specific regulations are essential for fostering sustainability and productivity.

## ***2.2 Leadership***

In small and medium-sized businesses (SMEs), leadership is essential to fostering innovation, employee engagement, and general company performance (Surya et al., 2021). The success of SMEs, their capacity for innovation, and employee conduct are all impacted differently by various leadership philosophies, especially transformational, transactional, and entrepreneurial approaches (Zhen et al., 2021). According to Purwanto (2022), SMEs' organizational culture and performance may be greatly influenced by effective leadership.

It has been demonstrated that SMEs benefit from transformational leadership, which places an emphasis on inspiring and motivating staff members. According to Feranita, Nugraha, and Sampir (2020), SME performance in Indonesia is impacted by both transformational and transactional leadership styles, with transformational leadership being especially successful in inspiring staff members to work toward common objectives. Like this, Abdul-Azeez, Ihechere, and Idemudia (2024) contend that transformational leadership promotes employee engagement and creativity, which in turn promotes corporate success. More resilient and adaptable businesses are often produced by leaders that place a high priority on innovation and employee participation.

In the context of SMEs, entrepreneurial leadership—which blends conventional leadership qualities with a strong emphasis on innovation and risk-taking—has an influence as well (Leso et al., 2023). According to Nguyen et al. (2021), organizational elements including social capital and innovation capability allow entrepreneurial leadership to improve SME performance. Purwati et al. (2021) also stress that social capital and entrepreneurial leadership enhance corporate success by using employees' creative potential. These studies highlight how crucial it is for SMEs to succeed to combine strategic innovation emphasis with leadership.

The networks and connections that promote collaboration, or social capital, frequently act as a moderator in the efficacy of leadership philosophies. Cortes and Herrmann (2020) investigate how social capital and employee engagement are two ways that CEO transformational leadership in SMEs promotes creativity. A leader's transformative approach creates a collaborative atmosphere that encourages more creative work practices. Like this, Knezović and Drkić (2021) emphasize the importance of leadership that fosters trust and teamwork and show how transformational leadership influences innovative behavior in SMEs.

Employee productivity is directly impacted by leadership abilities in SMEs, in addition to organizational outcomes. The impact of leadership abilities on worker productivity in micro and small businesses is examined by Campos (2021) and Campos (2024), who conclude that effective leadership promotes long-term productivity. For microbusinesses, where organizational stability and development are strongly correlated with leadership abilities, this is especially crucial. All things considered, research indicates that leadership—especially transformational and entrepreneurial leadership—is essential to creating an innovative culture, raising employee engagement, and eventually guaranteeing the success of SMEs.

## ***2.3 Training and Development***

Since training and development have a direct impact on employee skills, organizational capabilities, and responsiveness to market changes, they are essential for SMEs' performance and competitiveness. Effective training techniques are crucial for maintaining development in SMEs, where resources may be limited. Pauli (2020) emphasizes the value of professionalized training programs, pointing out that well-designed training greatly improves SME performance by giving staff members the abilities they need to satisfy changing company needs. Operating efficiency can be increased by this professionalization, especially in smaller companies where talent shortages may be more noticeable.

Targeted training that builds digital competences is necessary for SMEs to undergo a digital transition. The development of digital skills in SMEs is examined by Gonzalez-Varona et al. (2024), who discover that a well-designed training framework promotes a more seamless digital transition. This is in line with Azevedo and Almeida (2021), who encourage digital adaption by recommending training programs tailored to SMEs' decision-makers. To improve organizational resilience, their study emphasizes

the significance of managerial buy-in and the necessity for leaders to possess the skills necessary to successfully lead digital transformation initiatives.

Employee performance and engagement are also significantly impacted by training and development. The effect of training on worker performance in medium-sized manufacturing companies is examined by Sannagy and Hassan (2023), who find that training expenditures increase employee engagement and enhance job performance. This is especially important for SMEs, as the performance of the company may be significantly impacted by the contributions of each employee. In addition to improving performance, high engagement brought about by successful training initiatives also improves staff retention, which is especially beneficial for SMEs that can face turnover issues.

Training programs that promote a culture of lifelong learning are intimately linked to innovation in SMEs. According to Lim (2022) and Depaoli, Za, and Scornavacca (2020), training initiatives focused on innovation can boost the competitiveness of SMEs. Training that encourages creative behaviour helps SMEs take advantage of new possibilities and adjust to market shifts. According to the interaction-based strategy put forward by Depaoli et al. (2020), SMEs ought to concentrate on training that promotes teamwork and information exchange, since these are essential components of developing an inventive corporate culture.

Effective training practices in SMEs have a favourable impact on company commitment and employee retention. An emphasis on training and development lowers turnover intentions and increases organizational commitment, according to Nandi et al. (2020). This is especially important in situations when SMEs struggle to retain a steady staff because of a lack of funding. For SMEs to succeed in the long run, training is crucial since it not only develops the skills that are needed but also improves the employer-employee relationship and produces a more dedicated and stable staff.

## 2.2 Organizational Culture

SMEs' performance, creativity, and general success are significantly influenced by their organizational culture. According to Tidor et al. (2012), SMEs may function much better if they can diagnose and comprehend corporate culture. They stress that SMEs that have a strong, flexible culture typically perform better because they can better match internal procedures with external requirements, which enables better decision-making and business operations (Harel et al, 2021). In SMEs, where corporate culture shapes employee behaviour and propels strategic results, this alignment is essential (Arabeche et al., 2022).

Within SMEs, innovation and culture are tightly related. According to Abdul-Halim et al. (2019), SMEs that want to be competitive in ever-changing marketplaces must have an innovative culture. They contend that an innovation culture that enables SMEs to swiftly adjust and grasp new possibilities is fostered by corporate culture, organizational learning, and market orientation. Anning-Dorson (2021), who claims that a flexible organizational culture supports SME competitiveness, particularly when it is led by good leadership, supports this conclusion. SMEs are better equipped to handle shifting market conditions and maintain long-term growth when they have a culture that values creativity and adaptability.

Notable is also how organizational culture affects performance and quality management. A quality-oriented culture improves the implementation of Total Quality Management (TQM), which in turn improves SME performance, according to Eniola et al.'s (2019) investigation of the association between organizational culture and TQM practices in Nigerian SMEs. The idea that organizational culture is crucial to attaining quality and operational excellence is further supported by Hilman, Ali, and Gorondutse (2020), who demonstrate how a TQM-friendly culture mediates the relationship between TQM practices and company performance.

The adoption and use of digitization and sustainability strategies by SMEs is also influenced by organizational culture. According to a systematic review by Isensee et al. (2020), SMEs that have a culture that encourages sustainability and digital innovation have a higher chance of effectively implementing technologically sophisticated and environmentally friendly initiatives. This implies that cultivating a sustainable culture boosts competitive advantage in addition to compliance. According to Jardiou, Garengo, and El Alami (2020), organizational culture also affects how well SMEs' performance measurement systems work, emphasizing the necessity of a supportive culture to provide accurate and valuable performance data.

According to Pham Thi et al., corporate culture has a major impact on employee engagement and satisfaction in SMEs (2021). According to their research conducted in Vietnam, a healthy corporate culture increases employee engagement and happiness, both of which are essential for retaining a steady and driven staff. This is especially critical for SMEs, since they frequently have limited human resources, and keeping qualified staff is essential to sustaining operations and accomplishing corporate objectives. Therefore, creating a cohesive work environment and increasing employee loyalty are based on a strong corporate culture.

## 3. Human Resource Strategies Linked with Employee Productivity

By using established methods to match individual performance with company goals, human resource techniques greatly increase employee productivity. According to Amjad et al. (2021), green human resource management (GHRM) methods enhance employee performance through environmental and individual performance mediators in addition to promoting sustainability. Similar to this, Sabuhari et al. (2020) stress the significance of employee competency, HR flexibility, and cultural adaptability in promoting productivity and work happiness. In addition, skill development, training, and equitable pay are essential for increasing productivity.

Emon and Chowdhury (2023) and Elisa et al. (2022) show that focused training programs and fair pay greatly improve performance in the banking and academic industries.

Productivity results are further strengthened by organizational support and creative frameworks. According to Ridwan et al. (2020), citizenship behavior, organizational support, and dedication all play a part in fostering a positive work atmosphere that improves output. Through evaluative routes, Meijerink et al. (2022) shed light on how HR practices regulate employee views and impact performance. Nuraeni et al. (2021) show that the Human Resource Scorecard methodology is a useful tool for matching HR strategy with performance indicators, especially in the retail industry. When taken as a whole, these studies highlight the value of a multidimensional approach to HR management that incorporates organizational support, training, remuneration, and sustainability in order to develop a dynamic and effective workforce.

*H<sub>01</sub>: There is no significant effect of human resource strategies on employee productivity*

### *3.2 Human Resource Strategies Linked with Employee Turnover*

As they affect retention, career satisfaction, and job satisfaction, human resource strategies are essential to reducing employee turnover. According to Aburumman et al. (2020), by encouraging a sense of commitment among staff members, good HR practices combined with career satisfaction dramatically lower turnover intentions. As demonstrated by Vizano et al. (2021), who discovered that insufficient remuneration and a lack of career advancement possibilities are powerful predictors of turnover intention in the Indonesian setting, compensation and career advancement opportunities are also crucial. Hassan (2022), who highlights that competitive pay and incentives systems mediate the link between HR practices and employee retention, especially in the Maldives, lends more credence to this. The significance of established HR frameworks in lowering turnover is shown by these findings.

Additional research highlights the importance of organizational tactics, training, and employee involvement in reducing turnover. While Nguyen (2020) emphasizes performance, job satisfaction, and training as important factors in keeping young workers, Sepahvand and Bagherzadeh Khodashahri (2021) show that strategic HR practices, mediated by job engagement, play a crucial role in retention. In sectors with significant turnover and a knowledge-intensive nature, retention measures are particularly important. Papa et al. (2020), for example, demonstrate how HR procedures that prioritize staff retention and knowledge acquisition enhance innovation performance. Similar to this, Ghani et al. (2022) offer a thorough analysis of retention issues in the hotel sector, highlighting customized approaches to meet demands unique to the sector. Together, these studies demonstrate the complex methodology needed to successfully connect HR initiatives with lower employee turnover.

*H<sub>02</sub>: There is no significant effect of human resource strategies on employee turnover*

## **4. Methodology**

### *4.1 Population and Sampling*

50 SMEs in Guangdong Province, South China, participated in this study. 215 managers of SMEs participated to represent these 50 SMEs. They were chosen based on their credentials and willingness to participate. Stratified random sampling was employed to guarantee a representative sample from homogenous subgroups (Acharya et al., 2013). The minimum sample size of 114 needed for statistical significance was established by statistical power analysis using G Power (Cohen, 1988; Kyriazos, 2018). However, the respondent turnout is higher than the minimum sample size which provides higher statistical power.

### *4.2 Instrumentation and Data Gathering*

Each construct is measured using Likert Scale statements created based on current literature. The items were answered from 1—Strongly Disagree to 4—Strongly Agree. The researchers sent informed consent to several SMEs in Guangdong Province. Electronic survey surveys disseminated using Baidu forms were used to collect primary data, while academic sources and published studies were used to obtain secondary data. Demographic data and characteristics pertaining to HR strategies, HR policies, leadership, training, organizational culture, employee productivity, and turnover were included in the two sections of the questionnaire, which used a 5-point Likert scale. This strategy guaranteed effective data gathering and analysis for SMEs in South China.

### *4.2 Statistical Analysis*

The primary instrument employed in this study to examine the relationships between multiple variables is Covariance-based Structural Equation Modeling (CB-SEM), a robust statistical technique in quantitative research (Hair et al., 2014). CB-SEM enables the analysis of intricate relationships by controlling for measurement error and assessing the effects between latent and observable variables, offering greater precision than simpler correlation methods. The measurement model in CB-SEM plays a critical role by validating the constructs, ensuring that the observed variables adequately represent the underlying latent variables through reliability, validity (convergent and discriminant), and goodness-of-fit indices.

This approach is particularly valuable when investigating abstract concepts such as organizational culture, leadership, and training, and their influence on outcomes like employee attrition and productivity. In this study, CB-SEM is used to model the complex interactions between organizational culture, training initiatives, leadership philosophies, and HR policies, and their impact on employee productivity and turnover in South Chinese SMEs. The inclusion of a validated measurement model strengthens the analysis, ensuring that constructs are measured accurately, while the structural model provides insights into the strength and direction of these effects (Kline, 2015). By integrating the measurement and structural components, CB-SEM offers a comprehensive understanding of these interrelations that surpasses what traditional correlation techniques can achieve.

**5. Results and Discussion**

*5.1 Data Analysis*

Table 1. Construct Validity and Scale Reliability

Construct	Items	Cronbach's $\alpha$	Loadings	Ave. Var. Ext.
HR Policies	1	0.811	0.734	0.511
	2		0.683	
	3		0.718	
	4		0.692	
	5		0.744	
Leadership	1	0.791	0.759	0.609
	2		0.772	
	3		0.847	
	4		0.685	
	5		0.829	
Training and Development	1	0.74	0.818	0.675
	2		0.864	
	3		0.736	
	4		0.89	
	5		0.792	
Organizational Culture	1	0.819	0.816	0.614
	2		0.72	
	3		0.791	
	4		0.874	
	5		0.703	
Competitive Advantage	1	0.91	0.76	0.634
	2		0.753	
	3		0.794	
	4		0.817	
	5		0.853	

Note: alpha larger than reliability. must be or equal to	Competitive Advantage	1		0.883		Cronbach's should be 0.70 for All loadings more than 0.50 for
		2		0.696		
		3	0.899	0.829	0.626	
		4		0.71		
		5		0.822		

convergence validity, and all Average Variance Extracted should be => 0.50 when extracted.

The constructs have excellent validity and reliability, according to the table. Good internal consistency is demonstrated by all constructions' acceptable Cronbach's Alpha scores (above 0.70). Convergent validity is supported by the majority of factor loadings exceeding 0.6.

Furthermore, each construct's Average Variance Extracted (AVE) is greater than 0.5, indicating strong convergent validity. This implies that the items accurately and consistently assess their respective constructs.

5. 2 Structural Model Evaluation

Structural Path Results

Figure 1, and Table 2, present the estimated results of the hypothesized covariance structural model.

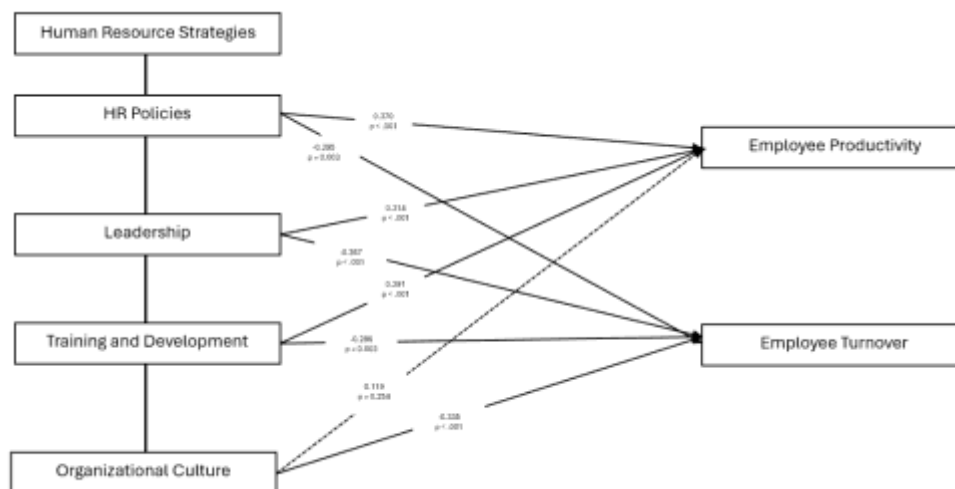


Figure 1. Path Evaluation Results Estimates

Table 2. Direct Path Evaluation Results

Path Estimates					
Predictor	Dependent	Estimate	SE	t	p
HR Policies	Employee Productivity	0.37	0.0915	4.04	< .001
Leadership	Employee Productivity	0.314	0.0865	3.63	< .001
Training and Development	Employee Productivity	0.291	0.0857	3.39	< .001
Organizational Culture	Employee Productivity	0.119	0.1038	1.14	0.254

HR Policies	Employee Turnover	-0.295	0.0982	-3.01	0.003
Leadership	Employee Turnover	-0.367	0.0972	-3.78	< .001
Training and Development	Employee Turnover	-0.286	0.105	-2.73	0.006
Organizational Culture	Employee Turnover	-0.335	0.0993	-3.38	< .001

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 2 shows the effect of the Human Resource Strategies on Employee Productivity; Employee Productivity significantly increases by an estimated 0.370 per 1 level increase of HR Policies,  $t(350) = 4.04, p < .001$ , Employee Productivity significantly increases by an estimated 0.314 per 1 level increase of Leadership,  $t(350) = 3.63, p < .001$ , Employee Productivity significantly increases by an estimated 0.291 per 1 level increase of Training and Development,  $t(350) = 3.39, p < .001$ , Employee Productivity significantly decreases by an estimated 0.119 per 1 level increase of Organizational Culture,  $t(350) = 1.14, p = 0.254$ . This supports the acceptance of  $H_{a1}$ .

The Table 2 shows the effect of the Human Resource Strategies on Employee Turnover; Employee Turnover significantly decreases by an estimated -0.295 per 1 level decrease of HR Policies,  $t(350) = -3.01, p = 0.003$ , Employee Turnover significantly decreases by an estimated -0.367 per 1 level decrease of Leadership,  $t(350) = -3.78, p < .001$ , Employee Turnover significantly decreases by an estimated -0.286 per 1 level decrease of Training and Development,  $t(350) = -2.73, p = 0.006$ , Employee Turnover significantly decreases by an estimated -0.335 per 1 level decrease of Organizational Culture,  $t(350) = -3.38, p < .001$ . This supports the acceptance of  $H_{a2}$ .

**6. Conclusion**

*6.1 Human Resource Strategies on Employee Productivity*

Well-designed HR methods, such as efficient hiring, retention procedures, career development, and work environment enhancements, are essential for improving employee performance, according to research by Haar and Kelly (2024) and Morales-Rojas et al. (2022). It has been demonstrated that HR practices that support skill development, job satisfaction, and employee engagement increase productivity by cultivating a dedicated and driven workforce. Research shows that strategic HR efforts that prioritize training, development, and fostering a good company culture lead to increased productivity (Kotaskova et al., 2020; Jiang and Po, 2023). Furthermore, the idea that HR strategies that put an emphasis on employee well-being, growth opportunities, and alignment with corporate goals result in increased performance is supported by studies by Amah and Oyetuunde (2020) and Hui (2021). Since human resource strategies have a direct impact on employee motivation, skill development, and overall job efficiency, there is a considerable correlation between them and staff productivity.

The results emphasize how important HR management, regulations, and training and development are in fostering an environment that promotes higher production. Organizations may use these insights to better their strategy and create a work climate that fosters engagement, growth, and productivity. The findings also encourage more investigation into the intricate relationships between organizational elements and productivity, setting the stage for future advancement and wise decisions in human resource management.

*6.2 Human Resource Strategies on Employee Turnover*

Numerous studies, such as those by Amah and Oyetuunde (2020) and Haar and Kelly (2024), highlight how HR policies emphasizing employee engagement, work happiness, and career development have a big impact on departure rates. HR procedures lower turnover intentions and boost employee retention by creating a positive work atmosphere and providing possibilities for advancement. This is further supported by research by Kotaskova et al. (2020) and Morales-Rojas et al. (2022), which shows that complete HR methods, such systematic retention procedures and good human risk management, are crucial in reducing turnover. According to research by Jiang and Po (2023) and Cammayo and Cammayo (2020) HR strategies that are customized to meet the demands of a given industry—like training and development in the food manufacturing and agriculture sector are essential for keeping staff on board. Furthermore, as demonstrated by Hui (2021), a solid psychological contract and CSR activities are essential HR tactics that help lower employee turnover. All these results point to a substantial correlation between effective HR practices and lower employee turnover, which enhances organizational stability and growth.



These findings provide useful information that will assist organizations' decision-makers in focusing on enhancing HR procedures, fostering leadership, financing training and development programs, and closely analyzing and simplifying organizational structures to lower employee attrition. Identifying and fixing these problems might lead to a more trustworthy and committed workforce, which will ultimately improve productivity and long-term sustainability of the business.

### 6.3 Limitations and Implications

The overall findings of this study indicate that human resource strategies have a substantial impact on employee turnover and productivity. According to this connection, it also demonstrates that employee productivity is unaffected by company culture as it relates to HR practices. Additionally, the research object for this article will be several cities in China's Guangdong region. Employee productivity, employee turnover, and human resource initiatives (leadership, training and development, corporate culture, and HR policies) should all be examined to optimize the route.

Given the significant impact that human resource strategies including leadership, training and development, organizational culture, and HR policies have on employee productivity and turnover, businesses need to put comprehensive plans into place. SME's may become more resilient, creative, and successful by implementing these elements into their operations, which might impact employee productivity and retention in this business climate.

Supplying useful data that can be utilized to develop training curricula that are especially suited to the possibilities and unique challenges encountered by Chinese SMEs, hence enhancing organizational effectiveness and worker happiness.

The study highlights the necessity of replication in many settings to increase comprehension and confirm results. To compare the results and broaden the scope of the study, future researchers are urged to repeat it in different locations. Extending the study's scope outside Guangdong Province, China, would provide more comprehensive insights. The importance of human resource strategies, such as HR policy, leadership, training, development, and organizational culture, in connection to employee productivity and turnover may be highlighted by such initiatives. Additionally, by tracking changing patterns in HR practices that affect employee outcomes, this replication might assist in identifying certain HR strategies pertinent to various regions or sectors.

**Funding:** This research received no external funding.

**Conflicts of Interest:** The authors declare no conflict of interest.

**Publisher's Note:** All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers.

### ORCID

Emmanuel P. Paulino: ORCID ID: <https://orcid.org/0000-0002-6282-6460>

Lou-Rena S. Boquilla: ORCID: <https://orcid.org/0009-0004-0498-9087>

Glessie M. Basa: ORCID ID: <https://orcid.org/0009-0000-2229-6939>

Paulo Noel A. Mazo: ORCID ID: <https://orcid.org/0009-0001-0236-1542>

### References

- [1] Abdul-Azeez, O., Ihechere, A. O., & Idemudia, C. (2024). Transformational leadership in SMEs: Driving innovation, employee engagement, and business success. *World Journal of Advanced Research and Reviews*, 22(3), 1894-1905. <https://doi.org/10.30574/wjarr.2024.22.3.1888>
- [2] Abdul-Halim, H., Ahmad, N. H., Geare, A., & Thurasamy, R. (2019). Innovation culture in SMEs: The importance of organizational culture, organizational learning and market orientation. *Entrepreneurship Research Journal*, 9(3). <https://doi.org/10.1515/erj-2017-0014>
- [3] Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652. DOI: 10.5267/j.msl.2019.9.015
- [4] Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it? *Indian Journal of Medical Specialities*, 4(2), 330-333.
- [5] Adla, L., Gallego-Roquelaure, V., & Calamel, L. (2020). Human resource management and innovation in SMEs. *Personnel Review*, 49(8), 1519-1535. <https://doi.org/10.1108/PR-09-2018-0328>
- [6] Adviento, E. N., Bumanlag, C. L., Fajarito, S. R., & Camaro, P. J. (2022). Philippine MSMEs-Impact on Sustainable Economic Development in Employment Generation, Income Inequality, and Poverty. *UJoST-Universal Journal of Science and Technology*, 1(2), 222-260.
- [7] Amah, O. E., & Oyetuunde, K. (2020). The effect of servant leadership on employee turnover in SMEs in Nigeria: the role of career growth potential and employee voice. *Journal of Small Business and Enterprise Development*, 27(6), 885-904. <https://doi.org/10.1108/JSBED-01-2019-0009>
- [8] Amjad, F., Abbas, W., Zia-Ur-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. U. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, 28, 28191-28206. <https://doi.org/10.1007/s11356-020-11307-9>
- [9] Anning-Dorson, T. (2021). Organizational culture and leadership as antecedents to organizational flexibility: implications for SME competitiveness. *Journal of Entrepreneurship in Emerging Economies*, 13(5), 1309-1325. <https://doi.org/10.1108/JEEE-08-2020-0288>
- [10] Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.

- [11] Arabeche, Z., Soudani, A., Brahmi, M., Aldieri, L., Vinci, C. P., & Abdelli, M. E. A. (2022). Entrepreneurial orientation, organizational culture and business performance in SMEs: Evidence from emerging economy. *Sustainability*, 14(9), 5160. <https://doi.org/10.3390/su14095160>
- [12] Asad, M., Asif, M. U., Bakar, L. J. A., & Sheikh, U. A. (2021, December). Transformational leadership, sustainable human resource practices, sustainable innovation and performance of SMEs. In 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 797-802). IEEE. doi: 10.1109/DASA53625.2021.9682400.
- [13] Azevedo, A., & Almeida, A. H. (2021). Grasp the challenge of digital transition in SMEs—A training course geared towards decision-makers. *Education Sciences*, 11(4), 151. <https://doi.org/10.3390/educsci11040151>
- [14] Basnyat, S., & Clarence Lao, C. S. (2020). Employees' perceptions on the relationship between human resource management practices and employee turnover: A qualitative study. *Employee Relations: The International Journal*, 42(2), 453-470. <https://doi.org/10.1108/ER-04-2019-0182>
- [15] Borazon, E., Liu, J. M., & Okumus, F. (2024). Human capital, growth, and competitiveness of Philippine MSMEs: the mediating role of social capital. *Asia Pacific Business Review*, 30(5), 894-923. <https://doi.org/10.1080/13602381.2022.2154602>
- [16] Cammayo, E., & Cammayo, K. B. U. (2020). Factors affecting the performance within the micro, small medium enterprise sector in Isabela, Philippines. *Journal of Critical Reviews*, 7(11), 3377-3386.
- [17] Campos, J. D. S. (2021). Analysis of entrepreneurial leadership skills and sustainable employee productivity of MSMEs. *Journal of Social Entrepreneurship Theory and Practice*, 1(1), 12-27.
- [18] Campos, J. D. S. (2024). Micro Entrepreneurs' Leadership Skills and Employee Productivity: A Structural Equation Model Approach. *Organization and Human Capital Development*, 3(1), 31-42.
- [19] Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). Lawrence Erlbaum Associates.
- [20] Cortes, A. F., & Herrmann, P. O. L. (2020). CEO transformational leadership and SME innovation: The mediating role of social capital and employee participation. *International Journal of innovation management*, 24(03), 2050024. <https://doi.org/10.1142/S1363919620500243>
- [21] Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.
- [22] Curtis, E., Comiskey, C., & Dempsey, O. (2016). Importance and use of correlational research. *Nurse Researcher*, 23(6), 20-25.
- [23] Depaoli, P., Za, S., & Scornavacca, E. (2020). A model for digital development of SMEs: an interaction-based approach. *Journal of Small Business and Enterprise Development*, 27(7), 1049-1068. <https://doi.org/10.1108/JSBED-06-2020-0219>
- [24] Dewi Anggadini, S., Luckyardi, S., & Lnu, S. (2023). Development of Micro Small-Medium Business in Asian Countries (Indonesia, Malaysia, Philippines, and Thailand): A comparison in accounting behavior. *Journal of Eastern European and Central Asian Research*, 10(3).
- [25] Elisa, Z. P., Nabella, S. D., & Sari, D. P. (2022). The Influence of Role Perception, Human Resource Development, and Compensation on Employee Performance Universitas Ibnu Sina. *Enrichment: Journal of Management*, 12(3), 1606-1612. <https://doi.org/10.35335/enrichment.v12i3.626>
- [26] Emon, M. M. H., & Chowdhury, S. A. (2023). Assessing The Influence of Training and Skill Development Initiatives on Employee Performance: A Case Study of Private Banks in Dhaka, Bangladesh. *Bangladesh* (August 17, 2023). <http://dx.doi.org/10.26480/mbmj.02.2023.74.79>
- [27] Eniola, A. A., Olorunleke, G. K., Akintimehin, O. O., Ojeka, J. D., & Oyetunji, B. (2019). The impact of organizational culture on total quality management in SMEs in Nigeria. *Heliyon*, 5(8). DOI: 10.1016/j.heliyon.2019.e02293
- [28] Era, J. R. (2024). Strategic human resource management practices as antecedents of employee corporate entrepreneurial intensity: the moderation of organizational culture. *SEISENSE Business Review*, 4(1), 75-97. <https://doi.org/10.33215/ew96wp27>
- [29] Feranita, N. V., Nugraha, A., & Sampir, A. S. (2020). Effect of transformational and transactional leadership on SMEs in Indonesia. *Problems and Perspectives in Management*, 18(3), 415. doi:10.21511/ppm.18(3).2020.34
- [30] Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., ... & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885. <https://doi.org/10.3390/su14052885>
- [31] Gonzalez-Varona, J. M., López-Paredes, A., Poza, D., & Acebes, F. (2024). Building and development of an organizational competence for digital transformation in SMEs. *arXiv preprint arXiv:2406.01615*. <https://doi.org/10.48550/arXiv.2406.01615>
- [32] Haar, J., & Kelly, S. J. (2024). Firm strategy, employee retention and organizational performance: a moderated mediation study of New Zealand SMEs. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-10-2023-0633>
- [33] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). Pearson Education Limited.
- [34] Harel, R., Schwartz, D., & Kaufmann, D. (2021). Organizational culture processes for promoting innovation in small businesses. *EuroMed Journal of Business*, 16(2), 218-240. <https://doi.org/10.1108/EMJB-03-2020-0027>
- [35] Harney, B., Gilman, M., Mayson, S., & Raby, S. (2022). Advancing understanding of HRM in small and medium-sized enterprises (SMEs): critical questions and future prospects. *The International Journal of Human Resource Management*, 33(16), 3175-3196. <https://doi.org/10.1080/09585192.2022.2109375>
- [36] Hassan, Z. (2022). Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system. *Journal of Entrepreneurship, Management and Innovation*, 18(2), 137-174.
- [37] Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative research. *Evidence-Based Nursing*, 18(3), 66-67.
- [38] Hernita, H., Surya, B., Perwira, I., Abubakar, H., & Idris, M. (2021). Economic business sustainability and strengthening human resource capacity based on increasing the productivity of small and medium enterprises (SMES) in Makassar city, Indonesia. *Sustainability*, 13(6), 3177. <https://doi.org/10.3390/su13063177>
- [39] Hilman, H., Ali, G. A., & Gorondutse, A. H. (2020). The relationship between TQM and SMEs' performance: The mediating role of organizational culture. *International Journal of Productivity and Performance Management*, 69(1), 61-84. <https://doi.org/10.1108/IJPPM-02-2019-0059>
- [40] Hui, Z. (2021). Corporate social responsibilities, psychological contracts and employee turnover intention of SMEs in China. *Frontiers in Psychology*, 12, 754183. <https://doi.org/10.3389/fpsyg.2021.754183>
- [41] Isensee, C., Teuteberg, F., Griese, K. M., & Topi, C. (2020). The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*, 275, 122944. <https://doi.org/10.1016/j.jclepro.2020.122944>

- [42] Jardiou, M., Garengo, P., & El Alami, S. (2020). How organizational culture influences performance measurement systems in SMEs. *International Journal of Productivity and Performance Management*, 69(2), 217-235. <https://doi.org/10.1108/IJPPM-10-2018-0363>
- [43] Jiang, M., & Po, S. M. (2023). The effect of human resource practices on employee retention in food manufacturing industry in the Philippines: The moderating role of the work environment. *International Journal of Research*, 11(11), 13-28. DOI: 10.5861/ijrsm.2023.1134
- [44] Kline, R. B. (2015). *Principles and Practice of Structural Equation Modeling* (4th ed.). The Guilford Press.
- [45] Knezović, E., & Drkić, A. (2021). Innovative work behavior in SMEs: the role of transformational leadership. *Employee Relations: The International Journal*, 43(2), 398-415. <https://doi.org/10.1108/ER-03-2020-0124>
- [46] Knezović, E., Bušatlić, S., & Ridić, O. (2020). Strategic human resource management in small and medium enterprises. *International Journal of Human Resources Development and Management*, 20(2), 114-139. <https://doi.org/10.1504/IJHRDM.2020.106255>
- [47] Kotaskova, A., Belás, J., Bilan, Y., & Khan, K. A. (2020). Significant aspects of managing personnel risk in the SME sector. *Management & Marketing*, 15(2), 203-218. <https://doi.org/10.2478/mmcks-2020-0013>
- [48] Kyriazos, T. A. (2018). Applied Psychometrics: The 5 W's of the Structural Equation Modeling Tracing the Roots. *Psychology*, 9(2), 5-31.
- [49] Laberinto Solina, M. F. (2020). Assessment of business environment of women involved in micro, small, and medium enterprises (MSMEs) in the Philippines: a comparative study with select ASEAN countries. *Journal of ASEAN Studies*, 8(2), 191-211. <https://doi.org/10.21512/jas.v8i2.6617>
- [50] Leso, B. H., Cortimiglia, M. N., & Ghezzi, A. (2023). The contribution of organizational culture, structure, and leadership factors in the digital transformation of SMEs: a mixed-methods approach. *Cognition, Technology & Work*, 25(1), 151-179. <https://doi.org/10.1007/s10111-022-00714-2>
- [51] Lim, C. T. N. (2022). Innovation behavior of small and medium enterprises in the Philippines. *Economics and Business Quarterly Reviews*, 5(3).
- [52] Meijerink, J. G., Beijer, S. E., & Bos-Nehles, A. C. (2022). A meta-analysis of mediating mechanisms between employee reports of human resource management and employee performance: different pathways for descriptive and evaluative reports?. In *Strategic Human Resource Management and Organizational Effectiveness* (pp. 170-218). Routledge.
- [53] Morales-Rojas, G., Uchida-Ore, K., Sotelo, F., & Rojas, J. (2022). System of Human Management Processes to Improve the Predictors of Staff Turnover in SMEs Dedicated to the Service Sector. In *Human Interaction, Emerging Technologies and Future Systems V: Proceedings of the 5th International Virtual Conference on Human Interaction and Emerging Technologies, IHiet 2021, August 27-29, 2021 and the 6th IHiet: Future Systems (IHiet-FS 2021), October 28-30, 2021, France* (pp. 1227-1234). Springer International Publishing. [https://doi.org/10.1007/978-3-030-85540-6\\_15](https://doi.org/10.1007/978-3-030-85540-6_15)
- [54] Mukhuty, S., Upadhyay, A., & Rothwell, H. (2022). Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices. *Business Strategy and the Environment*, 31(5), 2068-2081. <https://doi.org/10.1002/bse.3008>
- [55] Nandi, V. T. N., Khan, S., Qureshi, M. A., & Ghias, S. (2020). Training & development, organizational commitment and turnover intentions in SMEs. *Market Forces*, 15(2), 24-24. <https://doi.org/10.51153/mf.v15i2.457>
- [56] NAWANGSARI, L. C., SISWANTI, I., & SOELTON, M. (2023, November). Human Resources Management Strategy For Business Sustainability In Msmes. In *ICCD (Vol. 5, No. 1, pp. 514-518)*. <https://doi.org/10.33068/iccd.v5i1.599>
- [57] Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. *Job Satisfaction and Job Performance on Young Employee Retention* (May 1, 2020). <http://dx.doi.org/10.2139/ssrn.3930645>
- [58] Nguyen, P. V., Huynh, H. T. N., Lam, L. N. H., Le, T. B., & Nguyen, N. H. X. (2021). The impact of entrepreneurial leadership on SMEs' performance: the mediating effects of organizational factors. *Heliyon*, 7(6). DOI: 10.1016/j.heliyon.2021.e07326
- [59] Nuraeni, N., Sidik, M., Nasri, R., & Yusuf, M. (2021). Measuring employee performance with the human resource scorecard approach PT Matahari Department Store Ciputra Cibubur. *Journal of Economics, Management, Entrepreneurship, and Business (JEMEB)*, 1(2), 179-186. <https://doi.org/10.52909/jemeb.v1i2.50>
- [60] Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N. (2020). Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. *Journal of Knowledge Management*, 24(3), 589-605. <https://doi.org/10.1108/JKM-09-2017-0391>
- [61] Papademetriou, C., Ragazou, K., Garefalakis, A., & Passas, I. (2023). Green human resource management: Mapping the research trends for sustainable and agile human resources in SMEs. *Sustainability*, 15(7), 5636. <https://doi.org/10.3390/su15075636>
- [62] Pauli, U. (2020). Training professionalisation and SME performance. *Human Resource Development International*, 23(2), 168-187. <https://doi.org/10.1080/13678868.2019.1696079>
- [63] PHAM THI, T. D., NGO, A. T., DUONG, N. T., & PHAM, V. K. (2021). The influence of organizational culture on employees' satisfaction and commitment in SMEs: a case study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031-1038. <https://doi.org/10.13106/jafeb.2021.vol8.no5.1031>
- [64] Purwanto, A. (2022). The role of transformational leadership and organizational citizenship behavior on SMEs employee performance. *Journal of Industrial Engineering & Management Research*.
- [65] Purwati, A., Budiayanto, B., Suhermin, S., & Hamzah, M. (2021). The effect of innovation capability on business performance: The role of social capital and entrepreneurial leadership on SMEs in Indonesia. *Accounting*, 7(2), 323-330. DOI: 10.5267/j.ac.2020.11.021
- [66] Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12).
- [67] Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786. DOI: 10.5267/j.msl.2020.1.001
- [68] Sannagy, P. B., & Hassan, R. (2023). Impact of training and development and employee engagement on employee performance among medium manufacturing enterprises. *Global Business Management Review (GBMR)*, 15(1), 1-23. <https://doi.org/10.32890/gbmr2023.15.1>
- [69] Saramosing, M. E. An Employee Perspective of Job Retention Strategy and its Relationship on Knowledge Sharing Behavior: The Case of the Philippines Agribusiness Sector.

- [70] Sepahvand, R., & Bagherzadeh Khodashahri, R. (2021). Strategic human resource management practices and employee retention: A study of the moderating role of job engagement. *Interdisciplinary Journal of Management Studies (Formerly known as Iranian Journal of Management Studies)*, 14(2), 437-468. DOI: 10.22059/ijms.2020.291391.673843
- [71] Surya, B., Menne, F., Sabhan, H., Suriani, S., Abubakar, H., & Idris, M. (2021). Economic growth, increasing productivity of SMEs, and open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 20. <https://doi.org/10.3390/joitmc7010020>
- [72] Tidor, A., Gelmereanu, C., Baru, P., & Morar, L. (2012). Diagnosing organizational culture for SME performance. *Procedia Economics and Finance*, 3, 710-715. [https://doi.org/10.1016/S2212-5671\(12\)00218-3](https://doi.org/10.1016/S2212-5671(12)00218-3)
- [73] Trost, A. (2020). *Human resources strategies*. Cham: Springer International Publishing.
- [74] Verma, S., Singh, V., & Bhattacharyya, S. S. (2021). Do big data-driven HR practices improve HR service quality and innovation competency of SMEs. *International Journal of Organizational Analysis*, 29(4), 950-973. <https://doi.org/10.1108/IJOA-04-2020-2128>
- [75] Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The effect of compensation and career on turnover intention: evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(1), 471-478. <https://doi.org/10.13106/jafeb.2021.vol8.no1.471>
- [76] Vrchota, J., & Rehor, P. (2019). The influence of a human resource strategy to the function of human resource processes in small and medium-sized enterprises (SMEs). *Serbian Journal of Management*, 14(2), 299-314. <https://doi.org/10.5937/sjm14-19588>
- [77] Zhen, Z., Yousaf, Z., Radulescu, M., & Yasir, M. (2021). Nexus of digital organizational culture, capabilities, organizational readiness, and innovation: Investigation of SMEs operating in the digital economy. *Sustainability*, 13(2), 720. <https://doi.org/10.3390/su13020720>