



# Outcome and Antecedent of Organizational Effectiveness: Moderation Effect of Strategy

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## Abstract

**Purpose** – This exploratory study analyzes the performance of the business from the HRM point of view. Analyzed the influence of HRM and organization effectiveness on business performance. Also moderating effect of the strategy is analyzed.

**Research design, data, and methodology** – Two outcome variables are measured, non-financial performance and financial performance. Two organizational effectiveness variables are measured, job satisfaction and organizational commitment. And two HRM areas are measured, HRM practice and organizational culture. Finally, two strategies are measured as moderators, market strategy and product/service strategy. This study analyzed employees of 554 from the 7th HCCP. This study used SEM and MCFA.

**Result** – The results of turnover intention, growth rate, and profit rate verified the influence of HRM and organizational effectiveness. Overall results showed a contrary effect of education & training system implement and participation on job satisfaction and organizational commitment. Among organizational culture, innovation and relation positively affect job satisfaction and organizational commitment. However, antecedents influencing turnover intention, growth rate, and profit rate bear no resemblance. And the MCFA result shows that strategy's group differentiation analysis is meaningful in turnover intention not in financial performance.

**Conclusion** – Based on this study result, management suggestions for turnover intention, growth rate, profit rate, and organizational effectiveness are made. Especially, due to the company's strategy.

**Keywords:** Performance Outcome, Organizational Effectiveness, HRM, HR Practice, Organizational Culture, Strategy

**JEL Classification Code:** M12, M14, M19.

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## **1. Introduction**

The term "fourth industrial revolution" has become popular, all the economy, social and business are concentrating on technology. However, it is overlooked that companies and organizations are still maintained and operated by people. In the fourth industrial revolution, management of human resource is more important than ever. Large trends, such as environmental change, are inevitable for companies, but it is ultimately up to people within the organization to make technology and make good use of it. The results of the organizations are directly related to the results of the human resource. Therefore, organizational performance, human resource management performance, and corporate performance are closely related. Therefore, research on this relationship is a subject that should continue. Therefore, research of humans in an organization is required in more detail, classified and specific research in terms of their importance and necessity. Therefore, this exploratory study seeks to understand how to and what to do with the human resource of an organization. In particular, this study wants to understand the outcome and antecedent of effective management and whether effective management needs differentiation according to the company's market strategy and product/service strategy.

Based on Venkatraman and Ramaujam (1986)'s business performance, this study considered two outcome variables are considered as organizational effectiveness's performance outcome. First, non-financial performance is measured with turnover intention. Second, financial performance is measured with both growth (increment of sale) and profit (increment of profit). As for the organizational effectiveness variable, this study analyzed two variables, job satisfaction and organizational commitment which have been studied representatively in the academic area. As for antecedent of organizational effectiveness, this study considered two HRM areas, HRM practice, and organizational culture. First, for HRM practice, this study considered two by two matrix concepts, education & training system and human resource development system also implement and participation. Therefore four HRM practice variables are analyzed; education & training system implement, education & training system participation, HRD system implement and HRD system participation. Second, organizational culture is that workers recognition of their organizational culture which includes four constructs; innovative, relation, hierarchical and vocational oriented. Finally, this study tried to verify whether differentiation is necessary or coherence is enough according to the strategy company pursues. And this study includes two strategies, market strategy and product/service strategy.

The results of this study are expected to have three contributions, especially in the management field. First, the results of this study considered both non-financial performance (turnover intention) and financial performance (sales, profit). Therefore based on the financial performance results, it is expected that companies will be able to make practical use in human resources management decision making. And non-financial performance results in managing employee management. Secondly, HRM practice and organizational culture management are distinguished as the leading factors in this study. In particular, for companies offering human resource development programs and human resource management systems, additional investment and administration are needed when employees participate. Based on this study's result, it is expected that the effectiveness and efficiency of the programs and systems run by companies will be verified, and offers the basis for judging the necessity and unnecessary of the programs and systems will be secured. Finally, in this study, the strategies pursued by enterprises are considered as a moderating variable. If differentiation between strategy groups is verified, it means that workers' effectiveness management needs to be differentiated according to the strategy company pursues. If not, workers' effectiveness management can be managed without difference between strategies. Therefore, it is expected that the moderating effect of the strategy of this study can be effectively and efficiently managed in the management of workers of enterprises.

For this exploratory study's empirical analysis, to analyze the overall and comprehensive causal relationship among variables, the analysis of structural equations model (SEM) by AMOS 22.0 is conducted and also SPSS 22.0 is used to analyze frequency and reliability analysis. Also to analyze the moderating effect strategy, group differentiation analysis is used by cross-validation method analysis of MCFA (Multigroup Confirmatory Factor Analysis) of AMOS22.

## **2. Literature Review**

### **2.1. Outcome and Antecedent of Organizational Effectiveness**

This study is an attempt to explore the relationship between HRM, organizational effectiveness and business performance in Korea. In this study, HRM as antecedent and business performance as the outcome and organizational effectiveness as mediator will be discussed.

### **2.1.1. Organizational Effectiveness**

Employees' attitudes and behavior in the workplace have been widely studied and found important that management should understand employee attitude and behavior (Saleem & Gul, 2013) that could give serious consequences for organization management (Varshney, 2014). Organizational effectiveness is the most-known concept used in the academic and practical field. However definition, construct and measurement of organizational effectiveness lacks consensus, it differs from researcher to researcher (Anwar & Balcioglu, 2016; Hameed & Anwar, 2018). This study includes two qualitative indicators of organizational effectiveness, job satisfaction and organizational commitment which are the most well-researched variables in organizational behavior academy and management field (Ricketta, 2002). Generally, job satisfaction means the psychological or emotional state or attitude experienced or acquired through the job (Mathis & Jackson, 2008; Leen, 2017; Fajarto, Aima, & Karsono, 2019). Their positive or negative attitude toward their job or job-related elements like the job itself, pay, relation, condition, etc (Luthans, 2011; Choi & Oh, 2012). Organizational commitment generally means a critical bond between employees and their organization. Generally, organizational commitment concept includes identification of organization with oneself, attachment to the organization, sense of unity with the organization, tendency to remain organization, trust organization and loyalty to the organization (Mathis & Jackson, 2008; Kim, 2014; Kang & Lee, 2018; Prasety, Ariawan, & Ariyanto, 2021).

### **2.1.2. Outcome of Organizational Effectiveness**

Among various attitudes and behavior, the turnover intention has been a very critical outcome variable and costly to operate and manage a business (Abbasi & Hollman, 2000). Therefore has been a critical concern to academic researchers and practical managers (Vearshney, 2014). Generally, turnover intention means the tendency or desire of the employee to quit the job voluntarily or move from the workplace based on their own will (Wu, Wang, & Mobley, 2012). High turnover increases the cost of hiring and waste of effort and time of recruiting as results in lower productivity and a bad impact on the brand image of the organization (Chen, 2010). Therefore turnover has been an important topic in the field and academy. Eventually, employee retention is an important initiative that contributes to the growth, profitability and development of business positively (Raikes & Vernier, 2004). This study includes turnover intention as a non-financial outcome of organizational effectiveness. In the end, business is all about numbers. Financial performance is the all-time core and key of business performance. Diverse performance indicators or indexes were used in studies, indirect financial performance measures (survey of perceived or compared financial performance, etc.) and direct financial performance measures (based on financial statements data or calculated from financial statements). This study includes two direct financial performance indicators, sales growth rate(quantitative) and sales profit rate (qualitative).

### **2.1.3. Antecedent of Organizational Effectiveness**

Human resource management (HRM) is connected with all the management functions and operations involving business (Magginson, Frankling, & Byrd, 1995). Due to HRM's wide and diverse scope, there is no universal consensus meaning or definition of HRM. Some define as policies and practices needed to carry out the people or human resource aspect of management or others define as a process for development ability and attitude of individuals which enables the individual to contribute towards organizational objectives. However, the importance of HRM in business is unanimous. Therefore HRM has been the center of attention to scholars and practitioners. In terms of human resource management, this study included two constructs, HRM practice and organizational culture. In this study, HRM practice means HRM policies, systems, programs and practices that a company offers to improve and help the employee (human resource) to do the job better and develop their potential. HRM practice includes two systems; education & training system and human resource development system. As for education & training system programs, the company offers collective in-company education & training, collective out-company education & training, online education, mailing education, domestic training, overseas training, technical guidance from outside companies and others. As for human resource development system programs, the company offers OJT

(on-the-job training), job rotation, proposal system, knowledge mileage program, QC (quality circle), TQM (total quality management, process improvement, etc.) and 6-sigma. To offer and progress such programs, the company is investing in human resource management therefore performance and M&V (measurement & verification) follow up. Organizational culture is an important emphasis that facilitates operation execution, immerse and commit employees to organization's goals and strategic direction (Sims, 2002; Lund, 2003; Habib, Aslan, Hussain, Yasmeen, & Ibrahim, 2014). Therefore organizational culture enables the individual to contribute to the organizational goal (Barney, 1986). Organizational culture is based on workers' recognition of their organization culture, generally, organizational culture means mental value within an organization resulting in interpretation and behavior of various situations for its members. However, the definition, construct and measurement of organizational culture lacks consensus, this study focus on a CVM (competing value model) by Kimberly and Quinn (1984) which ables empirical measure and analysis of organization culture (Cameron & Quinn, 2011). Kimberly and Quinn (1984) measurement and divided organizational culture into four types; innovation, relation, hierarchical and vocational oriented. As for general inclination, innovation-oriented is development culture so to say, open system model. Innovation values the flexibility of an organization therefore change-oriented, like the challenge, adventure, creativeness, innovation, autonomy, etc. Relation oriented is group culture so to say, the human-relation model. Relation value trust, participating teamwork, loyalty, etc. Hierarchical oriented is hierarchy culture so to say, internal process model. Hierarchical value official order, rules and regulation, centralized control, morphosyntactic and bureaucratic, etc. And vocational oriented is rational culture so to say, rational goal model. Vocational value accomplishment of organizational goal, knowledge and ability, etc.

## **2.2. Relationship between Variables**

Literature has been studied the relationship between HRM practice, organizational culture, organizational effectiveness, turnover intention and financial performance. Rahman, Rahman, and Ali (2015) studied the interrelation of employee development, organizational commitment, job satisfaction and their impact on turnover intention of university faculty in Pakistan. Their study shows that employee development significantly increases organizational commitment and job satisfaction but not on turnover intention. And both organizational commitment and job satisfaction significantly decrease turnover intention. This means that both organizational commitment and job satisfaction show full mediation between employee development and turnover intention. Khan, Hassan, Jalles, and AsadUllah (2020) studied job satisfaction, organizational commitment and HR policy impact on turnover intention of education sector employees in Pakistan. Their study shows that job satisfaction, organizational commitment and HR policy have a significant positive impact on turnover intention. Abednego and Purba (2021) studied the influence of job satisfaction and organizational commitment on the turnover intention of telecom employees in Bali, Indonesia. The result of their research indicates that job satisfaction and organizational commitment simultaneously affect turnover intention. Quresh, Akbar, Khan, Sheikh, and Hijazi (2010) studied HRM practice's influence on the financial performance of the bank in Pakistan. They analyzed seven HRM practices and the result shows that training and employee participation were significantly positively influencing financial performance. Pirzada, Hayat, Ikram, Ayub, and Waheed (2013) studied HRM practice on turnover, productivity and financial performance of the construction industry in Pakistan. They considered far-reaching HRM practices and line up 25 contemporary best HRM practices and organizational culture was one of the top HRM practices and training and HR development was also in the top 25. According to their study, through effective implementation of HRM practices, the high rate of absenteeism can be controlled and minimized. Through training and HR department, companies can eliminate remarks and scraps, thus saving huge expenditure. When employees enjoy good relations with management, they have granted a fair degree of empowerment in controlling processes and tasks, coupled with a well-served and recognition system, they become loyal to the organization and company. On-the-job training or academic course training heels in the professional development of employees which enlces their potential for achieving high productivity and performance levels. Therefore recommended that training should focus on learning or continuous improvement. Hartnell, Ou, and Kinicki (2011) studied a meta-analytic investigation of organizational culture and organizational effectiveness with 4637 articles. Their broad level of research reveals that culture types are significantly associated with organizational effectiveness. And that organizational culture is an important organizational variable and reinforces which culture influences organizational outcomes. Frinsed, Laba, and Reni (2021) studied the effect of organizational culture and organizational strategy on organizational effectiveness through knowledge management in Indonesia. According to their study, organizational culture gives a significant positive effect on knowledge management and organizational effectiveness. And knowledge management gives a significant positive effect on organizational effectiveness. Baer and Jiang (2012) studied a meta-analytic investigation of HRM influence on organization outcomes with 116 articles. According to their meta-analysis, skill-

enhancing HR practices show a direct significant influence on employee motivation and financial outcomes, yet only indirect influence to voluntary turnover through employee motivation. And opportunity-enhancing HR practices show direct significant influence on employee motivation and voluntary turnover, yet only indirect influence on financial outcomes through voluntary turnover. Faems, De Winnes, Maes, and Sels (2003) analyzed the effect of six individual HR domains on voluntary turnover, productivity and financial performance of small Belgian businesses. According to their study participation significantly decrease voluntary turnover. And career management give a significant influence on financial solvency and compensation give a significant influence on financial profitability

In most studies relation between HRM practice (education & training system/ HRD system), Organizational culture (innovation, relation, hierarchical and vocational), Organizational effectiveness (organizational commitment/ job satisfaction), Turnover intention and Financial performance (growth/profit) are analyzed partially. Therefore this study tried to analyze the entire collective relation among all variables. Also as literature shows, the majority of HRM practices and organizational culture was analyzed as a coalescent variable (Lepak, Marchillo, Pichereau, Craig, & Andes, 2012; Khan et al., 2020; Frinses et al., 2021), only limited studies have analyzed each separate independent variable (Faems et al., 2003; Quresh et al., 2010; Hartnell et al., 2011) yet still not subclassified enough. Therefore in this study, the influence of each HRM variable was analyzed as subclassified and separate independent variables.

### **2.3. Role of Strategy**

What is strategy? Strategy is a basic principle of the company to allocate management resources and to efficiently and systematically proceed with the scheme. Simply, strategy is a basic decision-making principle of a company. There is various scope and range of strategy, typical, business strategy, industry strategy and functional strategy, etc. Each strategy of the company includes setting the record straight of the decision-making principle. Few studied the moderating effect of strategy, Neal, West, and Patterson (2005) analyzed the effect of a human-capital-enhancing HRM system on HRM effectiveness with moderating role of organizational climate and competitive strategy. However, according to their study moderating effect of the competitive strategy was not supported. Cho (2010) analyzed the effect of HRD investment on organization performance and moderating effect of strategic HRD. And the result showed strategic HRD moderated relationship between HRD investment and organization performance.

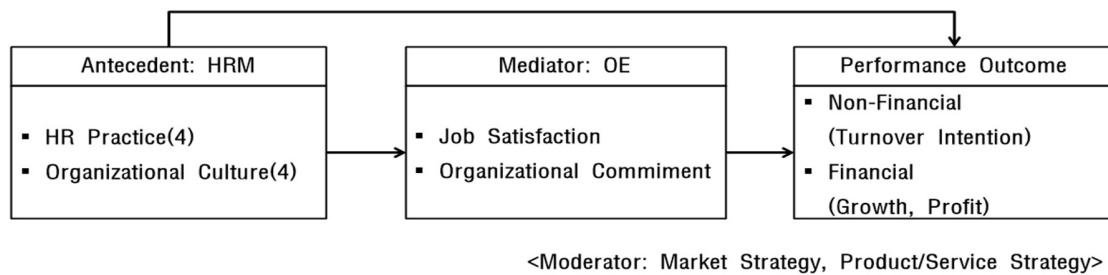
In this study, two scopes of strategy are included, market strategy and product/service strategy. Market strategy is the company's approach and focuses on their main items which are chosen between three strategies. First, stable which is maintaining a stable market with improving existing market and product/service. Second, instigate which is follow the leader in the new market and product/service. Lastly third, leading which is the first mover and being a leader in the new market and product/service. Product/service strategy is the priority and focus of their business management which is chosen between three strategies; quality/service improving, cost-saving and new product/service development. In this study, the strategies of the firm are considered as a moderator. Based on the results of the moderating effect of the strategy, reflect differentiation or equivalent in management can be managed.

### **3. Methodology**

Numerous literature has researched the relationship between antecedent of organizational effectiveness (Rahman et al., 2015; Frinses et al., 2021) and outcome of organizational effectiveness (Faems et al., 2003; Pirzada et al., 2013; Quresh et al., 2010; Rahman et al., 2015; Khan et al., 2020; Abendego & Purba, 2021). Based on the literature, this exploratory study examines the relationship between HRM, organizational effectiveness (OE) and business performance outcome (PO). This study focus on two research questions. First, the relation between outcome and antecedent of organizational effectiveness and the mediating effect of organizational effectiveness between HRM and performance outcome. Second, the moderating effect of strategy leads to doing different strategies need different organizational effectiveness related management. This study includes performance outcomes of enterprises (non-financial and financial), organizational effectiveness (job satisfaction and organizational commitment) and HRM (HRM practice and organizational culture). And market strategy and product/service (P/S) strategy as moderator. This study's theoretical framework is built and summarized in Figure 1. Based on the result, management implications to improving the effectiveness and efficiency of HRM will be suggested and contribution in the academic field will be described.

### 3.1. Research Measurement

Figure 1 shows the research model, the relation among HRM (HRM practice and organizational culture), organizational effectiveness (job satisfaction and organizational commitment) and performance outcome (non-financial performance and financial performance). To analyze answer research questions, this study used the 2018 KRIVET (Korean Research Institute for Vocational Education & Training) of the 7th HCCP (Human Capital Corporate Panel). HCCP includes three types of data set. First is the financial statements of a firm. Second is survey data by HR managers about their firm's HR-related status& system. The third is survey data by employee cognition about their job, work, organization related. Survey data of HR manager and employee used in self-measured survey items with five-point Likert score from 1, not at all to 5, totally agree.



**Figure 1:** Research Model

To analyze cause (antecedent) and effect (outcome) of organizational effectiveness. The Independent variable of this study which is the cause of organizational effectiveness is labeled as human resource management which includes two constructs, HRM practice and organizational culture. HRM practice is divided into two by two concepts; education & training system and human resource development system with implement and participation. Therefore four variables are included; education & training system implement, education & training system participation, human resource development system implement and human resource development system participation. System implement is based on the number of education & training and HRD programs offered by companies. And participation is based on the number of participants who participated in those systems. As for education & training system programs, the company offers collective in-company education & training, collective out-company education & training, online education, mailing education, domestic training, overseas training, technical guidance from outside companies and others. As for human resource development system programs, the company offers OJT, job rotation, proposal system, knowledge mileage program, QC, TQM and 6-sigma. Organizational culture is based on workers' recognition of their organization culture, which is divided into four categories; innovation, relation, hierarchical and vocational oriented. Innovation is measured with three items my organization encourages change and new try, my organization offers proper reward for innovation and my organization prefers creative people to sincere people. The relation is measured with three items my organization has a family atmosphere, my organization values unity and harmony and my organization values teamwork. Hierarchical is measured with three items like my organization value formal procedure, rule and regulation, top-down communication and information and my organization have rank consciousness emphasis atmosphere. And lastly, vocational is measured with three items like my organization emphasis competition and result accomplishment atmosphere, my organization value expert knowledge and capability for work and evaluation focuses on job competency and performance.

Organizational effectiveness is a mediating variable between cause (antecedent) and effect (outcome). Organizational effectiveness is measured with two constructs, job satisfaction and organizational commitment. Job satisfaction is measured with four items I am satisfied with my overall job, current work salary, content and work relation. Organizational commitment is measured with three items If I decide to quit this company, I feel this company's problems as my own, This company deserves my loyalty and I'll lose a lot in life.

Lastly, in this study, two dependent variables (effect of organizational effectiveness) are measured, non-financial outcome and financial outcome. The non-financial outcome is measured with the turnover intention which is measured with a single item I will consider moving if any other firm offer favorable condition. The financial outcome is measured with two financial performance measurements, first, the growth concept which is measured by the increase of sales rate, and second, the profit concept which is measured by the increase of net profit rate.

In this study, strategy is analyzed as moderator which is asked to the firm's HR manager. Two strategies are considered, market strategy and Product/Service strategy. Market strategy is chosen between stable (maintain stable market with improving existing market and P/S), instigate (follow the leader in a new market and P/S) and leading (first mover and leader in a new market and P/S). Product/Service strategy is chosen between quality/service improving, cost-saving and new p/s development.

### 3.2. Research Data

This study included the 2018 KRIVET's 7th HCCP. To preserve the basic homogeneity of data, this study included only male full-time regular/permanent employees of 554 from 30 companies. In Table 1, 554 employees' demographic characteristics of the firm and employee features are summarized. First, firm feature, which is asked to firm's HR manager and same firm employee share that information, including industry, firm size, market strategy and product/Service (P/S) strategy. Industry includes 153 (27.6%) service (banking and none banking) and 401 (72.4%) manufacturing. Firm size include 261 (47.1%) SME (under 300 employee, Small & Medium Enterprise), 136(24.5%) SSE (between 300 to 999 employee, Small but Strong Enterprise, ) and 157 (28.3%) MBE (over 1000 employee, Middle & Big Enterprise). As for market strategy, 145 (26.2%) are stable, 199 (35.9%) instigate and 210 (37.9%) leading. As for product/service strategy, 264 (47.7%) quality/service improving, 229 (41.3%) cost-saving and 61 (11.0%) new p/s development. Second, employee feature which is asked to each employee, including marital status, education, rank, age and tenure. As for marital status, 136 (24.5%) were single and 418 (75.5%) were married. As for education, 113 (20.4%) under high school, 57 (10.3%) college, 326 (58.8%) university and 58 (10.5%) graduate school. As for rank, 134 (34.2%)staff, 129 (23.3%) first-level manager, 209 (27.7%) middle-level manager and 82 (14.8%) high-level manager). Age and tenure are measured by year. The age mean is 29.69, minimum 24 to maximum 64 and tenure year mean is 12.24, minimum 1 to maximum 41.

**Table 1:** Demographic Characteristics

| N=554                    |                                    | N   | %    |
|--------------------------|------------------------------------|-----|------|
| Industry                 | Service (banking and none banking) | 153 | 27.6 |
|                          | Manufacturing                      | 401 | 72.4 |
| Firm Size                | SME (under 300)                    | 261 | 47.1 |
|                          | SSE (between 200-999)              | 136 | 24.5 |
|                          | MBE (over 1000)                    | 157 | 28.3 |
| Market Strategy          | Stable                             | 145 | 26.2 |
|                          | Instigate                          | 199 | 35.9 |
|                          | Lead                               | 210 | 37.9 |
| Product/Service Strategy | Quality/Service Improvement        | 264 | 47.7 |
|                          | Cost Saving                        | 229 | 41.3 |
|                          | New P/S Development                | 61  | 11.0 |
| Marital Status           | Single                             | 136 | 24.5 |
|                          | Married                            | 418 | 75.5 |
| Education                | under Highschool                   | 113 | 20.4 |
|                          | College                            | 57  | 10.3 |
|                          | University                         | 326 | 58.8 |

|             |                      |        |      |       |       |       |
|-------------|----------------------|--------|------|-------|-------|-------|
|             | Graduate School      |        | 58   | 10.5  |       |       |
| Rank        | Staff                |        | 134  | 34.2  |       |       |
|             | First-level Manager  |        | 129  | 23.3  |       |       |
|             | Middle-level Manager |        | 209  | 27.7  |       |       |
|             | High-level Manager   |        | 82   | 14.8  |       |       |
|             | Mean                 | Median | S.D. | Vari. | Mini  | Max.  |
| Age         | 29.69                | 39.00  | 8.21 | 67.45 | 24.00 | 64.00 |
| Tenure Year | 12.24                | 10.00  | 8.74 | 76.32 | 1.00  | 41.00 |

Note. P/S=Product/Service

## 4. Empirical Findings

### 4.1. Result of construct validity and reliability

Before analyzing the relationship among variables, this study analyzed the unidimensionality, construct validity and reliability of this study's research model concept and measurement. Therefore analysis of CFA (confirmatory factor analysis), CR (composite reliability), AVE (average variance extracted) and Cronbach's coefficient  $\alpha$  are analyzed and results are summarized in Table 2. As shown in Table 2, CFA model fit shows CMIN/DF=2.993, NFI=.933, IFI=.954, CFI=.954, RMSEA=.060 which is a good fit to continue analyzing this study measurement and model. Also, Table 2 results show CR is larger than 0.7 in all variables, AVE is larger than 0.5 and Cronbach's  $\alpha$  is larger than 0.6. Also, all CR is larger than AVE therefore convergent validity is valid. The result shows that all validity and reliability of this study's concept and measurement is acceptable. Therefore analysis continued and according to the correlation result, the highest correlation is between innovation-oriented and relation-oriented of 0.657.

**Table 2:** Result of CFA, CR, AVE and Reliability Analysis

|              |                          | Item   | Factor Score | S.E. | C.R.   | CR   | AVE  | Cronbach $\alpha$ |
|--------------|--------------------------|--------|--------------|------|--------|------|------|-------------------|
| Org.<br>Cul. | Innovation<br>Oriented   | cul_1  | .832         | .058 | 19.432 | .884 | .718 | .850              |
|              |                          | cul_2  | .860         | .058 | 20.027 |      |      |                   |
|              |                          | cul_3  | .753         | -    | -      |      |      |                   |
|              | Relation<br>Oriented     | cul_4  | .738         | .048 | 19.294 | .899 | .750 | .852              |
|              |                          | cul_5  | .886         | .044 | 24.331 |      |      |                   |
|              |                          | cul_6  | .838         | -    | -      |      |      |                   |
|              | Hierarchical<br>Oriented | cul_8  | .836         | .238 | 5.966  | .737 | .692 | .644              |
|              |                          | cul_9  | .523         | -    | -      |      |      |                   |
|              | Vocational<br>Oriented   | cul_10 | .560         | .058 | 12.495 | .814 | .598 | .730              |
|              |                          | cul_11 | .728         | .053 | 15.920 |      |      |                   |
|              |                          | cul_12 | .809         | -    | -      |      |      |                   |



|  |                           |      |      |      |        |      |      |      |
|--|---------------------------|------|------|------|--------|------|------|------|
| OE   | Job Satisfaction          | js_1 | .821 | -    | -      | .896 | .686 | .829 |
|  |                           | js_2 | .657 | .057 | 16.331 |      |      |      |
|  |                           | js_3 | .689 | .045 | 17.320 |      |      |      |
|  |                           | js_4 | .889 | .041 | 23.799 |      |      |      |
|  | Organizational Commitment | oc_1 | .685 | -    | -      | .819 | .604 | .766 |
|  |                           | oc_2 | .661 | .083 | 13.515 |      |      |      |
|  |                           | oc_3 | .829 | .078 | 15.951 |      |      |      |
| CMIN=356.222, DF=119, .P=.000, CMIN/DF=2.993, NFI=.933, IFI=.954, CFI=.954, RMSEA=.060 |                           |      |      |      |        |      |      |      |

Note) Org. Cul.-organizational culture, OE-organizational effectiveness

## 4.2. Result of SEM

To carry out the first purpose, which is to investigate the cause and effect of organizational effectiveness, this study analyzed the relationships among variables by SEM with AMOS22. Relationship among HRM (HRM practice and organizational culture), organizational effectiveness (job satisfaction and organizational commitment) and performance outcome (non-financial performance and financial performance). Analysis of SEM is examined by each performance outcome independently. The result of SEM is summarized in Table 3.

First, the result of turnover intention, as results show, model fit show CMIN/DF=2.634, NFI=.915, IFI=.946, CFI=.945, RMSEA=.054 which is a good fit. As for factors affecting job satisfaction, HRD system variables were not significant only the education & training systems were significant. However, education & training system implement (-.115) give a negative influence on job satisfaction, contrary education & training system participation (.098) show positive influence. Among organizational culture variables, hierarchical and vocational were not significant. however, both innovation (.270) and relation (.370) give a significant and positive influence on job satisfaction. As for factors affecting organizational commitment, a similar result was shown as in job satisfaction, HRD system variables were not significant only the education & training system were significant. Likewise, education & training systems implement (-.151) give a negative influence on organizational commitment. And the contrary result shows that education & training system participation (.132) show a positive influence on organizational commitment. Also in organizational culture variables, hierarchical and vocational were not significant. However, both innovation (.245) and relation (.433) give a significant and positive influence on organizational commitment. Lastly, for factors affecting turnover intention, both job satisfaction (-.333) and organizational commitment (-.217) give a significant and negative effect on turnover intention. And all of the HRM variables were not significant. As for organizational culture, only the hierarchical (.133) show significance and positive, others were not significant. These result of turnover intention shows the mediating effect of organizational commitment and job satisfaction. Indirect effect validated significant mediating effect of job satisfaction and organizational commitment.

Second, the result of growth rate, as results show, model fit show CMIN/DF=2.857, NFI=.905, IFI=.936, CFI=.936, RMSEA=.058 which is good fit. As for factors affecting job satisfaction, HRD system variables were not significant only the education & training systems were significant. However, education & training system implement (-.119) give a negative influence on job satisfaction, however, education & training system participation (.095) show contrary results as a positive influence. Among organizational culture variables, hierarchical and vocational were not significant. However, both innovation (.265) and relation (.375) give significant and positive influence on job satisfaction. As for factors affecting organizational commitment, a similar result was shown as in job satisfaction, HRD system variables were not significant only the education & training system were significant. Education & training system implement (-.148) give a negative influence on organizational commitment. And the contrary result shows that education & training system participation (.132) show a positive influence on organizational commitment. In organizational culture variables, hierarchical and vocational were not significant. however, both innovation (.269) and relation (.416) give significant and positive influence on organizational commitment. Lastly, for factors affecting growth rate, job satisfaction was not significant yet organizational

commitment (.217) give a significant and positive effect on growth rate. Among HRM variables, all participation variables were not significant. However education & training system implement (-.311) give negative influence, on the contrary, HRD system implement (.245) give a positive influence on growth rate. As for organizational culture, only the innovation (.238) show significance and positive, others were not significant. These result of the growth rate shows the mediating effect of organizational commitment and job satisfaction. Indirect effect validated significant mediating effect of job satisfaction and organizational commitment.

Third, the result of the net profit rate, as results show, model fit show CMIN/DF=2.951, NFI=.901, IFI=.933, CFI=.932, RMSEA=.059 which is good fit. As for factors affecting job satisfaction, HRD system variables were not significant only the education & training systems were significant. Education & training system implement (-.138) give a negative influence on job satisfaction. However, education & training system participation (.097) show contrary results as a positive influence. Among organizational culture variables, innovation (.242), relation (.435) and vocational (.200) give a significant and positive influence on job satisfaction. Only the hierarchical was not significant. As for factors affecting organizational commitment, a similar result was shown as in job satisfaction, HRD system variables were not significant only the education & training system were significant. Likewise, education & training systems implement (-.148) give a negative influence on organizational commitment. And the contrary result shows that education & training system participation (.132) show a positive influence on organizational commitment. Also in organizational culture variables, hierarchical and vocational were not significant. however, both innovation (.245) and relation (.433) give a significant and positive influence on organizational commitment. Lastly, for factors affecting profit rate, job satisfaction was not significant yet organizational commitment (.223) give a significant and positive effect on profit rate. Among HRM variables, education & training system participation (.136) and HRD system implement (.196) show positive influence were and others were not significant. All of the organizational cultures were not significant. These result of profit rate shows the mediating effect of organizational commitment and job satisfaction. Indirect effect validated significant mediating effect of job satisfaction and organizational commitment.

**Table 3:** Result of SEM

| DV | IV  | PO      |             |             |
|----|---|---------|-------------|-------------|
|    |   | TI      | Growth Rate | Profit Rate |
| JS | Education & Training System Implement     | -.115** | -.119**     | -.138**     |
|    | Education & Training System Participation | .098*   | .095*       | .097*       |
|    | HRD System Implement                      | .013    | .042        | .030        |
|    | HRD System Participation                  | .048    | .039        | .048        |
|    | Innovation-oriented                       | .270**  | .265**      | .242*       |
|    | Relation-oriented                         | .370**  | .375**      | .435**      |
|    | Hierarchical-oriented                     | -.004   | -.007       | -.025       |
|    | Vocational-oriented                       | .150†   | .150†       | .200*       |
| OC | Education & Training System Implement     | -.151** | -.148**     | -.148**     |
|    | Education & Training System Participation | .132**  | .132**      | .132**      |
|    | HRD System Implement                      | .082*   | .070†       | .071†       |
|    | HRD System Participation                  | .014    | .016        | .016        |
|    | Innovation-oriented                       | .245*   | .269*       | .260*       |
|    | Relation-oriented                         | .433**  | .416**      | .424**      |

|         |   |         |         |         |
|---------|---|---------|---------|---------|
|         | Hierarchical-oriented                     | .009    | .014    | -.008   |
|         | Vocational-oriented                       | .091    | .087    | .094    |
| PO      | Education & Training System Implement     | -.025   | -.311** | .039    |
|         | Education & Training System Participation | -.056   | .054    | .136*   |
|         | HRD System Implement                      | .020    | .245**  | .196**  |
|         | HRD System Participation                  | .067    | .002    | .003    |
|         | Innovation-oriented                       | -.026   | .238*   | .155    |
|         | Relation-oriented                         | -.094   | -.109   | -.092   |
|         | Hierarchical-oriented                     | .133*   | .094    | .109    |
|         | Vocational-oriented                       | .142    | -.128   | -.121   |
|         | JS  | -.333** | -.130   | -.027   |
|         | OC  | -.217*  | .217*   | .223*   |
| CMIN    |   | 497.854 | 554.185 | 572.535 |
| DF      |   | 189     | 194     | 194     |
| P       |   | .000    | .000    | .000    |
| CMIN/DF |   | 2.634   | 2.857   | 2.951   |
| NFI     |   | .915    | .905    | .901    |
| IFI     |   | .946    | .936    | .933    |
| CFI     |   | .945    | .936    | .932    |
| RMSEA   |   | .054    | .058    | .059    |

Note) \*\* < 0.001, \* < 0.01, † < 0.05, ‡ < 0.1 DV-dependent variable, IV-independent variable, JS-job satisfaction, OC-organizational commitment, PO-performance outcome, TI-turnover intention

### 4.3. Result of the Strategy Differentiation

To carry out the second purpose, which is to analyze whether the reflection of differentiation of strategy needs to be considered in HRM, organizational effectiveness and performance outcome. To confirm whether group differentiation is needed or an equivalent approach is enough, an analysis of the cross-validation method is used. This study used cross-validation method analysis of MCFA to analyze the moderating effect of strategy and applied group differentiation analysis and results are summarized in Table 4. Analysis was conducted by using AMOS22. Therefore a group of market strategies and business strategies are analyzed. As shown in Table 4, P-value of  $\Delta\chi^2$  was not statistically significant as a result of turnover intention's market strategy (.729) and P/S strategy (.244) shows this means there is no group differentiation and that homogeneity of the group is secured. Therefore comparing groups is meaningful. However, in growth rate and profit rate results show that all of the market strategy and P/S strategy P-value of  $\Delta\chi^2$  results were statistically significant. This result means that homogeneity of the group is not secured and there is group differentiation therefore comparing group is meaningless. Therefore in Table 5, results of meaningful group comparison of market strategy and business strategy on turnover intention comparison are summarized.

**Table 4:** Result of MCFA by Group Cross-Validation Analysis

|        |                         | x <sup>2</sup>           |          | Δx <sup>2</sup> | p of Δx <sup>2</sup> |
|--------|-------------------------|--------------------------|----------|-----------------|----------------------|
| TI     | Market Strategy         | Unconstrained Model      | 1108.688 | 30.453          | .729                 |
|        |                         | MeasurementWeights Model | 1139.141 |                 |                      |
|        | Product/Sevice Strategy | Unconstrained Model      | 1081.128 | 41.469          | .244                 |
|        |                         | MeasurementWeights Model | 1122.596 |                 |                      |
| Growth | Market Strategy         | Unconstrained Model      | 1214.326 | 61.248          | .005                 |
|        |                         | MeasurementWeights Model | 1275.574 |                 |                      |
|        | Product/Sevice Strategy | Unconstrained Model      | 1188.253 | 60.967          | .006                 |
|        |                         | MeasurementWeights Model | 1249.220 |                 |                      |
| Profit | Market Strategy         | Unconstrained Model      | 1223.480 | 53.921          | .028                 |
|        |                         | MeasurementWeights Model | 1277.402 |                 |                      |
|        | Product/Sevice Strategy | Unconstrained Model      | 1211.116 | 65.408          | .002                 |
|        |                         | MeasurementWeights Model | 1276.524 |                 |                      |

#### 4.3.1. Market Strategy as Moderator for Turnover Intention

As summarized in Table 5, the Model fit of turnover intention, market strategy group comparison results show, CMIN/DF=2.621, NFI=.947, IFI=.935, CFI=.931, RMSEA=.054 which is good fit. First, on job satisfaction, education & training system implement was significant only in stable (-.165) market strategy and education & training system participation was significant only in stable (.155) market strategy. HRD system implement was only significant in lead (.176) market strategy and HRD system participation was only significant in stable (-.137) market strategy. Innovation was significant in all stable (.244), instigate (.300), lead (.197) market strategy and relation was significant in all stable (.457), instigate (.323), lead (.385) market strategy. Vocational was only significant in lead (.280) market strategy. Second, on organizational commitment, education & training system implement was significant only in stable (-.218) market strategy and education & training system participation was significant in both stable (.182) and instigate (.164) market strategy. HRD system implement was significant in instigate (-.167) and lead(.243) market strategy and HRD system participation were only significant in lead (-.130) market strategy. Innovation was significant in all stable (.228), instigate (.274), lead (.256) market strategy and relation was significant in all stable (.395), instigate (.324), lead (.319) market strategy. Hierarchical was significant in stable (.164) and lead (-.134) market strategy. Vocational was significant only in lead (.148) market strategy. Lastly, on turnover intention, job satisfaction was significant in all stable (-.277), instigate (-.340), lead (-.264) market strategy and organizational commitment were significant only in lead (-.287) market strategy. Education & training system participation was significant only in stable (-.182) market strategy. Vocational was significant only in stable (.184) market strategy.

#### 4.3.2. P/S Strategy as Moderator for Turnover Intention

As summarized in Table 5, the Model fit of turnover intention, business strategy group comparison results show, CMIN/DF=2.177, NFI=.915, IFI=.952, CFI=.950, RMSEA=.046 which is good fit. First, on job satisfaction, education & training system implement was significant only in cost-saving (-.121) P/S strategy and education & training system participation was significant only in cost-saving (.135) P/S strategy. HRD system implement was

only significant in improvement (.167) P/S strategy. Innovation was significant in both improvement (.316) and cost-saving (.227) P/S strategy. Relation was significant in all improvement (.380), cost-saving (.371), development (.249) P/S strategy. Vocational was significant in both improvement (.125) and development (.378) P/S strategy. Second, on organizational commitment, education & training system implement was significant in both improvement (-.147) and cost-saving (-.188) P/S strategy. Education & training system participation was only significant in cost-saving (.167) P/S strategy. HRD system implement was significant in both improvement (.251) and development (-.359) P/S strategy. Innovation was significant in both improvement (.355) and cost-saving (.159) P/S strategy. The relation was significant in both improvement (.301) and cost-saving (.438) P/S strategy. Hierarchical was significant in both improvement (-.124) and cost-saving (.144) P/S strategy. Vocational was only significant in development (.425) P/S strategy. Lastly, on turnover intention, job satisfaction was significant in all improvement (-.229), cost-saving (-.354), development (-.348) P/S strategy and organizational commitment was significant in both improvement (-.208) and cost-saving (-.183) P/S strategy. Hierarchical was significant only in improvement (.132) P/S strategy. Vocational was significant only in cost-saving (.228) P/S strategy.

**Table 5:** Turnover Intention Result of Group Comparison Analysis

| DV | IV  | Market Strategy |           |        | Product/Service Strategy |             |             |
|----|---|-----------------|-----------|--------|--------------------------|-------------|-------------|
|    |   | Stable          | Instigate | Lead   | Improvement              | Cost-saving | Development |
| JS | Education & Training System Implement     | -.165*          | -.123†    | -.139  | -.098†                   | -.121*      | -.143       |
|    | Education & Training System Participation | .155*           | .091      | .066   | .082†                    | .135*       | .039        |
|    | HRD System Implement                      | .100            | .004      | .176*  | .167*                    | .027        | -.067       |
|    | HRD System Participation                  | -.137*          | .005      | .002   | .032                     | -.085       | -.045       |
|    | Innovation-oriented                       | .244*           | .300**    | .197*  | .316**                   | .227**      | .142        |
|    | Relation-oriented                         | .457**          | .323**    | .385** | .380**                   | .371**      | .249*       |
|    | Hierarchical-oriented                     | .044            | -.027     | -.022  | -.039                    | .034        | .039        |
|    | Vocational-oriented                       | -.007           | .080      | .280** | .125*                    | .104        | .379*       |
| OC | Education & Training System Implement     | -.218**         | -.003     | -.041  | -.147*                   | -.188**     | .167        |
|    | Education & Training System Participation | .182*           | .164*     | .008   | .071                     | .167*       | .008        |
|    | HRD System Implement                      | .087            | -.167*    | .243*  | .251**                   | -.013       | -.359*      |
|    | HRD System Participation                  | .041            | .002      | -.130* | -.015                    | -.050       | -.060       |
|    | Innovation-oriented                       | .228*           | .274**    | .256** | .355**                   | .159*       | .165        |
|    | Relation-oriented                         | .395**          | .324**    | .319** | .301**                   | .438**      | .227†       |
|    | Hierarchical-oriented                     | .164*           | -.039     | -.134* | -.124*                   | .144*       | -.109       |
|    | Vocational-oriented                       | .045            | .017      | .148*  | .072                     | .043        | .425*       |
| TI | Education & Training System Implement     | .067            | -.137†    | -.122  | .035                     | -.030       | -.003       |
|    | Education & Training System Participation | -.182*          | -.077     | .049   | -.053                    | -.095       | .040        |
|    | HRD System Implement                      | .144            | .119      | .104   | -.031                    | .127†       | -.220       |

|         |                          |         |         |         |         |         |        |
|---------|--------------------------|---------|---------|---------|---------|---------|--------|
|         | HRD System Participation | .005    | .124†   | .062    | .069    | -.022   | .154   |
|         | Innovation-oriented      | -.094   | -.078   | -.072   | -.080   | -.133   | .132   |
|         | Relation-oriented        | -.045   | -.065   | -.064   | -.076   | -.008   | -.156  |
|         | Hierarchical-oriented    | .108    | .111†   | .045    | .132*   | .094    | .143   |
|         | Vocational-oriented      | .200†   | -.009   | .184*   | .059    | .228‡   | -.101  |
|         | JS                       | -.277‡  | -.340‡‡ | -.264‡  | -.229‡  | -.354‡‡ | -.348* |
|         | OC                       | -.166   | -.088   | -.287‡‡ | -.208‡  | -.183*  | -.172  |
| CMIN    |                          | 222.786 |         |         | 185.077 |         |        |
| DF      |                          | 85      |         |         | 85      |         |        |
| P       |                          | .000    |         |         | .000    |         |        |
| CMIN/DF |                          | 2.621   |         |         | 2.177   |         |        |
| NFI     |                          | .947    |         |         | .915    |         |        |
| IFI     |                          | .935    |         |         | .952    |         |        |
| CFI     |                          | .931    |         |         | .950    |         |        |
| RMSEA   |                          | .054    |         |         | .046    |         |        |

Note) ‡‡ < 0.001, ‡ < 0.01, \* < 0.05, † < 0.1 DV-dependent variable, IV-independent variable, JS-job satisfaction, OC-organizational commitment, TI-turnover intention

## 5. Conclusion

### 5.1. Findings and Discussion

This exploratory study focused on the outcome and antecedent of organizational effectiveness of Korean employees. And two research questions were asked. First, how is the relationship between outcome and antecedent of organizational effectiveness? what is the mediating effect of organizational effectiveness between HRM and performance outcome? Second, does strategy moderate the relationship between outcome and antecedent of organizational effectiveness? does the differentiation of management necessary among strategies? This study measured performance outcomes of enterprises as non-financial and financial, organizational effectiveness as job satisfaction and organizational commitment and HRM as HRM practice and organizational culture. And strategy as market strategy and product/service (P/S) strategy which is a moderator.

Managerial implications are as followed based on the empirical findings. First, overall results of job satisfaction and organizational commitment showed a significant effect on the education & training system. However implement shows negative influence, contrary, participation show positive influence. This opposite direction of implement and participation implies the need for a cautious approach in managing the education & training system. That implementing more education & training systems is decreasing job satisfaction and organizational commitment. However, participating in more education & training systems is increasing job satisfaction and organizational commitment. This implies that the company doesn't have to offer many education & training system yet need to encourage participating education & training system. And company need to find and know the proper or suitable number of offering education & training system. Second, among organizational culture, innovation and relation significantly and positively affect overall job satisfaction and organizational commitment. Therefore to increase innovation-oriented culture, the organization should encourage change and new try offers proper reward for innovation and prefers a creative person to a sincere person. And to increase relation-oriented culture, the organization sets the tone for the family atmosphere, values unity, harmony and teamwork. Third, to decrease

turnover intention, a decrease of hierarchical-oriented is necessary as hierarchical-oriented shows a significant positive influence. To do that organizations should value less formal procedure, rule and regulation, less top-down communication and information and set the tone for a less rank consciousness emphasis atmosphere. And to decrease turnover intention, an increase in job satisfaction and organizational commitment is necessary as both showed significant negative influence. To increase job satisfaction, an organization should regardfully care for how their employees feel about their overall job, current salary, work content and work relation. And to increase organizational commitment, the organization should develop a sense of solidarity, unity, community. And do right management and do management right, so that employees could have a reason for loyalty. Fourth, to increase growth rate, managing system implement is necessary. However, education & training systems implement show negative influence, contrary, HRD system implement show positive influence. Therefore to increase growth rate, decreasing offering of education & training system and increasing offering HRD system is suggested. Also, as innovation-oriented and organizational commitment give a significant and positive effect, increasing innovation-oriented culture and organizational commitment is suggested. Fifth, to increase profit rate, as education & training system participation and HRD system implement show positive influence, increasing participation of education & training system and increasing offering of HRD system is suggested. Finally, the sixth, result of the MCFA shows that strategy's group differentiation is meaningful in managing turnover intention but not in financial performance. Therefore in managing turnover intention, a company should manage by market strategy or product/Services strategy. Depending on the company's priority strategy, the turnover intention result of group comparison analysis results could suggest useful information.

## 5.2. Limitations and Future research

Although this study suggests six managerial implications, this study has three limitations and suggest future study together. First, this study analyzed intertemporally measured variables. Measurement of performance variables and all the other antecedents are measured within the same survey period. However, the influence and effect of antecedent on outcome might have or could need time differential. Therefore in the future study, the time-lag between outcome and antecedent could be analyzed or longitudinal analysis could be applied (Yang, 2003; Park, 2012). Second, this study only analyzed two HRM investment variables. However, there are other omitted variables that future studies could analyze like work stress (Abednego & Purba, 2021), knowledge management (Frinses et al., 2021), employment (Kim, 2018) and productivity (Faems et al., 2003), etc. And third, this study analyzed two performance outcomes, non-financial and financial. However, in the end, financial performance is always the final outcome. Of course, literature also shows that turnover intention influences financial performance (Faems et al., 2003). Therefore in the future study, the influence of turnover intention on financial performance needs additional analysis.

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