

# Human Resource Management Practice and Employees' Retention: A Mediating Effect of Thriving at Work in SMEs

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**Abstract---Purpose:** *The purpose of the study was behind determining the mediating effect of thriving at work in the relationship between HRM practices and employee retention in the context of challenging the SME sector of Indonesia.*

**Design and Method:** *The study is based on the quantitative design where the preferred mode of data collection was survey based on 376 employees working in the Indonesian SME sector. The study utilised the SEM technique for the purpose of determining the mediation effect of thriving at work in the relationship between HRM practices and employees' retention.*

**Findings:** *The findings of the study reveal that in the context of the SME sector of Indonesia, thriving at work partially mediates the relationship between HRM practices and employee retention.*

**Limitation:** *The study is limited to the SME sector of Indonesia. Meanwhile, the absence of qualitative evidence is also a major limitation of this study.*

**Keywords---***HRM practices, employees' retention, thriving at work, Indonesia, SMEs.*

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## I. Introduction

It is evident that that human resource management is deemed as the fundamental business operation whose importance is increasing rapidly with the changing business dynamics and intensified business challenges (Kerdpitak & Jermstittiparsert, 2020a). Drawing on literature, it can be observed that the dynamics of the business are changing rapidly (Bao, 2012). With these changing dynamics, the challenges for the HRM has also been raised. Nevertheless, the importance of managing the workforce in an adequate and responsible can never be fade. With reference to the findings of Jamali (2015), successful business management is dependent on different functions and processes. However, one of the key business operation and function which play a key role in the successful business operation is concerned with HRM. Moreover, the researcher by stressing the importance of an effective HRM has also discussed different practices that are being followed under HRM functions. One of the key HRM is concerned with HRM practices for the retention of employees (Kerdpitak & Jermstittiparsert, 2020b).

With reference to the findings of Johari (2012), employee retention in are understood as the major concern for the businesses of today's era. The reason for this is due to the fact that employee retention not merely because of the extra cost incurred in the recruiting new employees however, at the same time the loss of talented and skilled full employees causes the prolonged instability to the business operations. The study discussed the four prominent HRM practices that are being widely followed in order to reduce the employees' turnover rates. The practices in the form of training

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and development, compensation and benefits, career development and performance appraisal are being widely applied for the purpose of employee retention. Furthermore, the application of the blend of effective HRM practices for the purpose of employees' retention is subject to several reasons and concerns. For instance, developing the competitive workforce, maintaining the stability in operations, loss of productivity and performance, loss of time in regaining the efficiency, reduced in organisation's morale are assumed as some of the prominent reasons that further elevate the importance of employees' retention (Kalyanamitra, Saengchai, & Jermisittiparsert, 2020).

With reference to the findings of Ajala (2012), it can be stated that the dynamics of today's workplace environment is changing rapidly. It has been because of the increased competition and competitiveness among businesses that are enforced by local and overseas competitors. Furthermore, in the context of SMEs, the factor of competitiveness becomes more important to consider. It is evident that the SME sector not merely focuses on innovation meanwhile, due to the excessive competitiveness, the productivity and overall performance of an SME also become a concerning factor. In this regard, this increased competitiveness is directly linked to the pressure that is exerted on the employees within the organisation.

However, the findings of Abid (2016) has suggested with the increased competition of the business sector, the dynamics of a workplace environment is also changing rapidly. The employees are now facing considerable workplace challenges in the form of time and high quality assigned tasks, the minimal margin for error, workplace violence, high workload and others. An employee of a today era is being asked to perform continuously in the high pressurised working environment which as a result is effecting the physical and mental of employees. As the employees' well being has also been reported as the one fundamental factor that drives commitment and satisfaction among employees therefore, the absence of this important need is causing dissatisfaction and less commitment among employees thereby forcing them to pursue the option of resignation.

It is evident that employee retention is being referred to as the fundamental human resource function (Das, 2012). The reason is that the loss of talented employees is considered unavoidable for businesses. Meanwhile, in the context of the SMEs, the retention of employees also become a more important function as the recruitment of new employees yields extra cost incurred in the processes, loss of productivity, interruption. Moreover, the loss of important organisational knowledge is also being associated with the threat of employee turnover. In realisation of this, the role of HRM becomes more important and challenging as HR is required to address all these challenges with the limited time and resources.

As discussed different HRM function and management practice are also being applied in the context of the workplace, however, there is limited evidence that can confirm the traditional HRM functions in the form of training and development, performance appraisal, compensation and benefits are in actual contributions to the retention of employees. Though the notion of thriving at work has now emerged as an effective human resource practice that aims towards providing the safe, secure and healthiness factor thereby addressing the mental and physical well-being of employees (Spreitzer, 2012). However, a lack of concrete evidence especially in the context of the SME sector of Indonesia. Therefore, the current study is concerned with the analysis of the mediating role of thriving at work in the relationship between HRM practices and employees' retention in the context of the SME sector of Indonesia.

## **II. Literature Review**

The study of Daft (2012) has referred organisations as the social entities that comprise individuals, processes and their relationship with each other. The study believes that in the context of the workplace, individuals interact with

one another and work together in order to perform the tasks and responsibilities that lead to the achievement of organisational goals and objectives. Moreover, the employee's commitment is reflected by the efforts, energy, hard work and energy that as a result provide long term organisational objectives and provide businesses a competitive edge. However, it has also been discussed that individuals while performing their duties face considerable challenges. The challenges in the form of work-life balance, hostile work environment, task demands, workplace violence and regression and workplace incivility are being observed as some major obstacles that individuals face. Here it becomes important to mention that these workplace challenges have the tendency to effect the temperament and attitude of any individual. However, the effect becomes more intensified when these workplace obstacles are coupled with less supportive mechanisms and trends. Consequently, the combined effect of workplace challenges and low support mechanisms result in exhaust or drainage of employees.

With reference to the findings of Madden (2015), the challenges for the workforce while performing tasks in the contemporary workplace have been raised significantly. Moreover, the challenges of the workforce when combined with less supportive organisational support are resulting in high employee turnover. This suggests that it has become more challenging for the organizations especially HRM in managing the workforce which is challenged by the obstacles like high competitiveness, complex and time-oriented tasks, workplace violence and other workplace challenges. In order to motivate and direct employees with the organisational goals and objectives, different kinds of HRM practices are being preferably followed. Additionally, the findings of Madden also suggest that employees tend to thrive within the organisation when there is a perception that organisations support employees by valuing them. As discussed, the challenges for the workforce have become more intensified therefore, it has become important for the HRM to apply the contemporary practices in the organisational context. More specifically, it has been argued that when employees are provided with the support in the form of care and well-being, the relationship with other employees and their positive perception pertaining to the workplace, the employees tends to develop the feelings of retaining which at one hand not merely become beneficial for employees themselves however, at the same time it also becomes the source of a competitive advantage for the organisation itself (Anitha, 2016).

*H1: HRM practices of Indonesian SMEs affect the employee retention significantly*

As mentioned in the study of Fahim (2018), the constant changes in the contemporary business environment are not only transforming the way organisation carries out its operations, but it has also significant changes in employees' attitudes. In this regard, employee retention has emerged as one of the serious issues that most of the organisations faced. Therefore, the organisational philosophy to invest and value their people is becoming a key aspect to mitigate employee retention and a way to achieve desired business objectives. As per the study of Nasir and Mahmood (2016), retention of skilled, productive and experienced employees is recognised as major source of gaining competitive edge in current business environment. In accordance with the same study, dissimilar to technology it is difficult to emulate human resource; therefore a people-centric approach from the organisation is crucial for achieving the desired business objectives. The study carried out by Bibi, Pangil and Johari (2016), have highlighted the concept of job embeddedness which is used to understand retention, as embedded workers are often prefer remain employed irrespective of any dissatisfies and attitudinal issues. The same study explains job embeddedness as collective factors that keeps an employee away from leaving the organisation, and as a result of these forces employees' become embedded or stuck to particular job. Furthermore, in accordance with the study of Porter, Woo and Champion (2016), some of the important components of job embeddedness include fit, links, and sacrifice. As per the same study, links refer to the connections

that one employee has developed at the workplace, and the element of fit refers to how well the working environment and job suits employees. On the other hand, sacrifice refers to the important things that employees will give up by leaving the organisation. Therefore, by paying close attention to each of these factors, organisation can enhance employee productivity and happiness, which can ultimately reduce job absenteeism and turnover.

*H2: Thriving at work affects employees' retention significantly working in SMEs*

There are sufficient numbers of studies that have found a strong association between effective HRM practices and employee retention (Presbitero, Roxas & Chadee, 2016; Bibi, Ahmad and Majid, 2018; Hosain, 2016). In this regard, the concept of thriving at work has gained huge attention and has been viewed as an important factor that can influence employee retention. As mentioned in the study of Kleine and Rudolph (2019), the notion of thriving at work is referred to as a positive psychological position, which is characterised by a joint sense of learning and vitality. Moreover, employees with experiencing thriving at work tend to achieve personal growth by feeling alive and energised, and having a great sense of constantly collecting and implementing knowledge. The study carried out by Abid, Zahra and Ahmed (2016), have found a significant impact of thriving at work on reducing employee turnover intentions. Moreover, the study also founds heedful relating and organisational support as important predictors of thriving at work. In this manner, implementing thriving at work has been viewed as an important strategy that can positively influence employee retention. Therefore, it is vital for organisations to must identify different ways to emphasise on employees thriving at work to accomplish their desired objectives.

*H3: Thriving at work significantly mediates the relationship between HRM practices and Indonesian*

### **III. Theoretical Framework**

#### **Maslow's Hierarchy of Needs**

Maslow's hierarchy of needs is considered to be as one of the most prominent theory of motivation that is often viewed in the context of employee motivation. The Maslow's hierarchy of need theory implies that achieving employee motivation is mainly subjected to five basic needs, which includes physiological needs, safety needs, esteem needs, social needs, self actualisation needs (Jerome, 2013). As per the theory, the fulfilment of all these needs enables the organisations to ensure high employee motivation, which eventually leads towards enhancing overall productivity of the organisation. The theory explains physiological needs as the most basic needs, which revolves around human survival including water, food, clothing, shelter, sleep. In the context of human resource management, organisations can fulfil these needs by offering work life balance, reasonable working hours, and comfortable working environment (Upadhyaya, 2014). On the other hand, safety needs refers to those needs that gives an employee a sense of well-being and security. This may involves financial security, personal security, protection from accidents, good health. Thus, it is vital for organisations to must offer secure compensation, working conditions and safe job security (Fallatah & Syed, 2018).

The theory also outlines esteem needs as an important determinant of motivation, which refers to the needs for self-respect (Jonas, 2016). In this regard, recognising and praising the efforts of employees is important for managers to keep their employee highly motivated towards the work. On the other hand, social needs are viewed as a need that makes individual feel a sense of acceptance and belongingness. According to He (2019), to fulfil the social needs of employee's it is vital for organisation to must always encourage teamwork and promotes work-life balance. Lastly, the need of self-actualisation can be explained as individual needs to reach to their fullest capabilities and potential

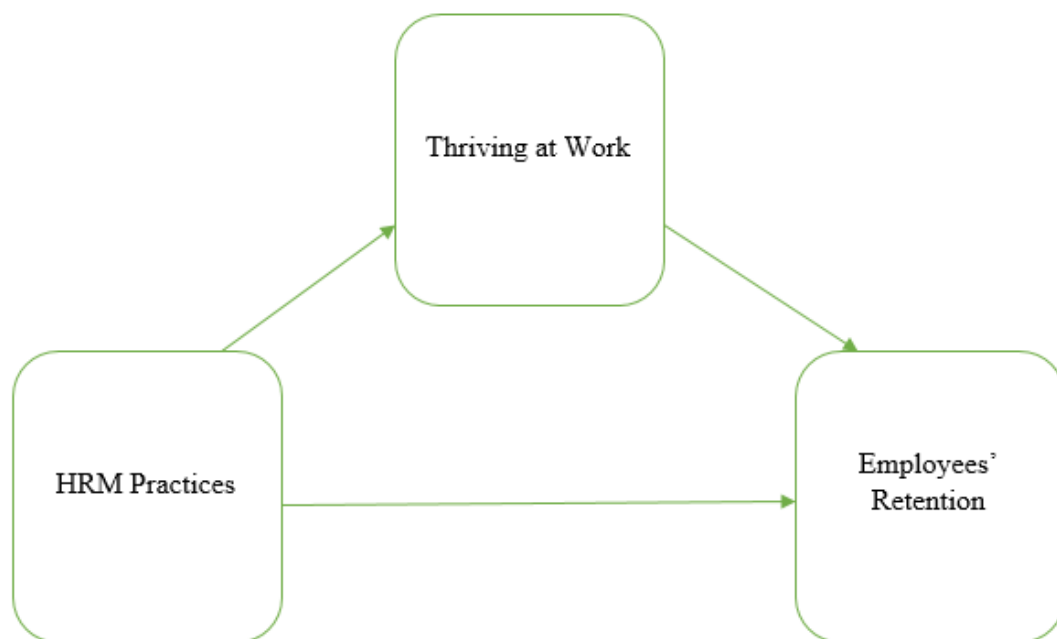
(Mansaray, 2019). As per the same study, for an HR manager it is important to provide encourage employees to take part in decision making process, provide challenging working environment, and provide every support to enhance their skills.

### **Expectancy theory**

The Expectancy theory as opposed to Maslow hierarchy of need theory holds the view that motivation of employees is a result of three core components, which includes valence, expectancy, and instrumentality (Lewin & Teece, 2019). In this context, valence refers to the significance that is linked by an individual regarding the expected results. Thus, it is the expected and not actual satisfaction that employee expects to gain after accomplishing their goals. On the other hand, expectancy refers to the employee believe on the fact that hard work will result in better results (Wright, 2016). In accordance with the same study, expectancy is highly influenced by resource availability, appropriate skills, and having complete information to get the job done. Lastly, instrumentality refers to the employee strong believe that better performance will leads towards better outcomes.

## **IV. Conceptual Framework**

The conceptual model of the research depicts the relationships that have been hypothesised in a research for further testing. In the case of this research, the latent constructs are based on an independent, a dependent and a mediating variable. The independent construct is HRM Practice, the dependent construct is the retention of employees in Indonesian SMEs and the mediating construct of the study is thriving at work. With respect to the description, the model has been illustrated in Figure 1.



*Figure 1: Conceptual Model of the Research*

## V. Research Methodology

### Data Collection Process

The data for research purpose has been collected from primary sources for this study. In addition, the design that has been followed to analyse the HRM practices in Indonesian SMEs' and their effect on the lower turnover rate of employees, is quantitative research design. The use of numeric data makes the empirical testing feasible as stated by the research of Groves et al., (2011). The researcher approached the employees working in Indonesian SMES and in different industries, for instance, IT services, pharmaceutical, food, beverage and etc. for a diverse sample. The diversity in sample helps in the reduction of the potential biases that might affect the results ultimately (Weisberg, 2011). The employees that were targeted for the sample belonged to different departments of the organisations, specifically, HRM. In this context, SMEs are the organisations having 200 to 250 employees working there, therefore, 20 to 25 SMEs were approached. The process incorporated a survey analysis which was conducted both physically and online. In physical collection of data, the researcher made the potential respondents aware of the underlying purpose of conducting this research and overall, it took 15 to 20 mins to complete the process. However, the respondents were asked for their consent prior to the initiation of any process. They were further provided with supplementary explanation to comprehend the questionnaire appropriately, hence, increasing the chances of high response rate. The sample size has been determined on the basis of the formula presented in the study of Mathews (2010) because the population working to Indonesian SMEs was unknown to the researcher.

$$n = \frac{z^2 \times p \times q}{e^2}$$
$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = 384$$

The proposed sample on the basis of the given formula is 384 which has been computed with the help of standard z-score which at 95% is 1.96, 'p' is the proportion for the considered population and it is 0.5 whilst 'q' is also 0.5 and it is equal to '1-p'. In addition, 'e' is the error which is 5% or 0.05. Therefore, the targeted sample in the study was 395 which was an attempt to increase the probability of accumulation of sufficient data.

### Sampling Technique

The sampling technique is a process that the researchers or academicians adopt to collect data relevant to the study because targeting population is not only time-consuming but it is also unachievable at times (Ros& Guillaume, 2020). In this concern, the following study has incorporated non-probability sampling because equal chances could not be given to all the employees working in Indonesian SMEs. Specifically, convenience sampling has been employed which according to the study of Lim and Ting(2010) is the type of sampling where is based on the feasibility of the researcher. Therefore, the use of the mentioned sampling technique is justified specifically when the sample accumulated is sufficient for statistical assessment. The targeted sample was 395, however, only 376 participants responded appropriately. In this essence, the response rate is computed to be 95.18% and this can be regarded as adequate for conducting empirical analysis.

## Research Instrument

The instrument which is utilised for the purpose of gathering the relevant research data is of high significance (Blair, Czaja & Blair, 2013). In this concern, this research has used a survey questionnaire which consisted of 3 main latent constructs and the indicators for each of the construct were 3. The latent constructs were measured using a 5-point Likert scale. The referred scale ranged from strongly agree to strongly disagree and the options were coded accordingly to convert them to numeric data on which analysis can be conducted. In addition, the reliability of the constructs is further tested to determine questionnaire's internal consistency with the help of statistical techniques employed later.

## Data Analysis Technique

The data was firstly cleaned and processed prior to any assessment which implies that data has been prepared for analysis where missing values were dealt and coding was done properly. In this case, the process was followed by the selection of the technique which is PLS-SEM. The study conducted by Avkiran and Ringle(2018) asserted that Partial Least Square (PLS) based Structural Equation Modelling (SEM) is a robust statistical technique which is now commonly utilised in survey analysis specifically when the data is non-normal. Therefore, this technique has been employed which further incorporates Confirmatory Factor Analysis (CFA) and path assessment. The CFA analysis is employed for the analysis of convergent validity, discriminant validity, composite reliability, and factor's relevancy along with the reliability using Cronbach Alpha. In path analysis, the proposed hypotheses are tested accordingly. Considering all the mentioned techniques, the analysis has been conducted properly and hypotheses have been examined.

## VI. Results and Analysis

### Confirmatory Factor Analysis (CFA)

The assessment of the structure of the factors has been conducted using CFA analysis. In this case, the factor loadings are examined at a threshold of 0.6. The research conducted by Brown (2015) implied that the minimum value for outer loadings is 0.6. In this concern, all the indicators are found to be relevant because the minimum value computed in Table 1 in the column of factor loadings is 0.647 which is above 0.6. In addition, the threshold for Cronbach Alpha along with the other metric for reliability which is composite reliability is 0.6 as stated by the study of Vinzi et al., (2010). The latent constructs: employee retention, HRM practice and thriving at work are computed to have 0.659, 0.674 and 0.619 Cronbach Alpha whilst composite reliability statistics are 0.814, 0.822 and 0.797 respectively. All the computed values can be regarded as statistically reliable and this confirms the relevancy of the research constructs. In furtherance, the AVE is also computed which is included in Table 1 to determine the convergent validity has a threshold statistics of 0.5 as opined by the study of Hair et al., (2016). In this respect, the results of this study depicts that the convergence of the latent constructs is valid because the computed values are 0.596, 0.606 and 0.567 of employee retention, HRM practice and thriving at work respectively. The factor loadings can also be depicted in Figure 2.

Table 1: *Convergent Validity and Reliability of the Constructs using Composite Reliability and Cronbach Alpha*

Latent Constructs	Factor Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
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Employee					
Retention	ER1	0.805	0.659	0.814	0.596
	ER2	0.849			
	ER3	0.647			
HRM					
Practices	HRM				
	1	0.731	0.674	0.822	0.606
	HRM				
	2	0.818			
	HRM				
	3	0.784			
Thriving at					
Work	TW1	0.715	0.619	0.797	0.567
	TW2	0.740			
	TW3	0.801			

In order to analyse the distinct nature of the latent constructs, discriminant validity has been tested using HTMT ratio. According to the study of Dwivedi et al., (2019), the liberal threshold value for HTMT ratio is 0.9 which implies that the maximum value acceptable to render two constructs distinct is 0.9. Considering this aspect, the results in Table 2 assert that all latent constructs are distinct because the highest computed HTMT statistics is 0.863.

Table 2: *Testing Discriminant Validity of the Constructs using HTMT Ratio*

	Employee Retention	HRM Practices
HRM Practices	0.863	
Thriving at Work	0.737	0.775

### Path Assessment

The researcher of the study conducted path assessment where the proposed relationships have been tested accordingly. The direct effect of HRM practices on the retention of Indonesian employees working at SMEs has been computed to be statistically significant which is positive as well ( $B=0.463$ ;  $p\text{-value}=0.000 < 0.01$ ). In addition, the effect of HRM practices conducted by Indonesian SMEs is further computed to have a positive effect on thriving at work and it is significant also ( $B=0.503$ ;  $p\text{-value}= 0.000 < 0.05$ ). This relationship entails that with the improvement in HRM practices, the implementation of thriving at work can be further improved. Lastly, the direct effect of thriving at work is computed to be positive and significant at ( $B=0.249$ ;  $p\text{-value}= 0.000 < 0.05$ ). The results of direct effect can be depicted in Table 3.



Table 3: Testing Direct Effect

Direct Path	Path Coefficient	T Statistics	P Values
HRM Practices -> Employee Retention	0.463***	8.771	0.000
HRM Practices -> Thriving at Work	0.503***	10.409	0.000
Thriving at Work -> Employee Retention	0.249***	3.640	0.000
***: significant at 1%			

The researcher of the study also tested specific indirect effects to test the mediation of thriving at work. The results in Table 4 imply that the indirect effect is positive and it is significant as well from HRM practice to employee retention in the case of Indonesian SMEs ( $B=0.125$ ;  $p\text{-value}= 0.002 < 0.01$ ). This confirms the mediation of thriving at work between HRM practice and the retention intention of the employees. In addition, the mediation is computed to be partial because the direct effect of the mediating construct is also computed to be statistically significant as depicted in Table 3.

Table 4: Testing Specific Indirect Effect

Specific Indirect Path	Path Coefficient	T Statistics	P Values
HRM Practices -> Thriving at Work -> Employee Retention	0.125***	3.053	0.002
***: significant at 1%			

The researcher has additionally computed the total effect to further check and confirm the association. The results have been presented in Table 5 where it has been asserted that the total effect is also significantly positive ( $B= 0.588$ ;  $p\text{-value}= 0.000 < 0.05$ ).

Table 5: Total Path Effect

Total Effects	Path Coefficient	T Statistics	P Values
HRM Practices -> Employee Retention	0.588***	18.990	0.000
***: showing significance at 1%			

### Quality Analysis of the Model

In addition to the CFA and path analysis of the constructs, the structural model is also tested for its quality with the help of R-squared and adjusted R-squared. The results illustrated in Table 6 asserts that the variance in thriving at work and HRM practices explain 39.27% variance in employee, however, the inclusion of mediating variable slightly reduced the variance performance which resulted in a relatively lower R-squared that 38.94%. The results in table 6 also contain model quality of the internal model which is computed to be 25.26%, however, the adjusted R-squared is computed to be 25.06%. Comparatively, the performance and quality of the outer model which is the main model is better than the internal model.

Table 6: *Quality Analysis of the Model*

	R Square	R Square Adjusted
Employee Retention	39.27%	38.94%
Thriving at Work	25.26%	25.06%

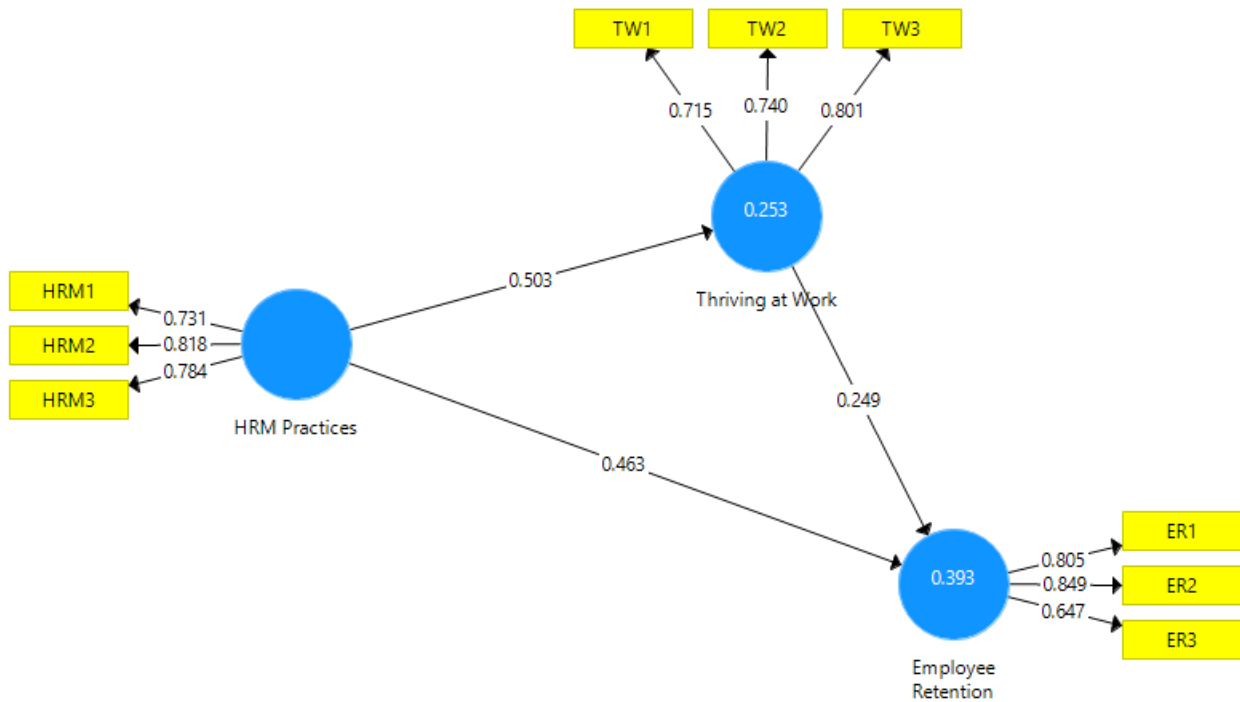


Figure 2: Measurement Model of the Research

### VII. Summary of Hypothesis

In relation to the statistical analysis conducted in this study, the researcher has summarised the hypotheses in Table 7. The first hypothesis is accepted because the direct effect was computed to be positive and significant. In addition, the direct effect of thriving at work was also significant and this leads to the surmise that the second

hypothesis is also accepted. The last hypothesis of the study underpinned mediation of thriving at work which is also accepted and partial mediation was found because the direct and indirect effect were both significant.

Table 7: Summary of the Constructed Hypotheses

S. No.	Proposition	Result
H <sub>1</sub>	HRM practices of Indonesian SMEs affect the employee retention significantly	Accepted
H <sub>2</sub>	Thriving at work affects the Indonesian employees' retention significantly working in SMEs	Accepted
H <sub>3</sub>	Thriving at work significantly mediates the relationship between HRM practices and Indonesian employees' retention working in SMEs	Accepted (Partial Mediation)

## VIII. Recommendations

The following recommendations can be essential for SMEs while desiring for employees' retention:

- The study suggests that HRM practices such as training and development, compensation and benefits, performance appraisal have become less effective in terms of retaining employees effected by challenging workplace environment. However, with the inclusion of this concept, the HRM can better address the challenges that are causing the high turnover of employee because of these workplace dynamics.
- Providing training and development sessions to the concerned employees can significantly help in overcoming the workplace challenges that are developing the feeling for intention to leave.
- Proving sessions regarding the smart work/life balance and facilitating employees to share their problems and concerns can also assist employers in retaining the employees by addressing their challenges.

## IX. Conclusion

The study was concerned with the analysis of the influence of mediating variable thriving at work in the relationship between HRM practices and employee retention. The study was executed in the context of SME sector of Indonesia where the findings were constructed through survey responses analysed through SEM technique. With the presence of the mediating variable, the direct and specific indirect effect were determined. Based on the findings, it can be stated that HRM practices has a significant and positive effect on employees' retention. In the current study, the it has been discussed that different HRM practices are being followed in the workplace context for the purpose of retaining employees. However, the problem was identified whether practices like training and development, compensation and benefits, performance appraisal and other contribute to employee retention. In realisation of this, the current study intended to determine the mediating effect of thriving at work in the relationship between HRM practices and employee retention.

The findings of the current study are centered on investigating the research phenomenon in the context of the SME sector of Indonesia. It has been found that SMEs is the competitive sector and this competitiveness is also being

reflected from the workforce who is tasked to perform in a highly competitive and challenging work environment. As a result, it can be observed that the employees of the current especially the ones associated with this sector are getting effected by their physical and mental well-being. Therefore, the study focused on determining the mediating role of thriving at work which has emerged as the contemporary HRM practice in the relationship between HRM practices and employees' retention. The study found a significant mediation effect of thriving at work in the case of indirect effect as well. In this sense, it can be stated that thriving at work partially mediates the relationship between HRM practices and employees' retention in the context of the SME sector of Indonesia.

## X. Limitations

The current adopted the quantitative research approach in which the data was collected from 376 employees working for the SMEs sector of Indonesia. However, the study has not focused on acquiring qualitative evidence that could provide insightful knowledge regarding the research phenomenon. Meanwhile, the current study is limited to the SME sector of Indonesia only therefore; the findings of the current research cannot be applied to the other sector or geographical location with full confidence.

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## Appendix

S.No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<b>HRM Practices</b>					
01	Employee retention is the major HRM concern which drives increased recruitment and operational cost.					
02	HRM's role is to develop such a workplace environment that can develop commitment among employees.					
03	Supporting employees' health, well-being and facilitating managers with training is also an important aspect of HRM.					
	<b>Employee Retention</b>					
04	Perceived organisational support helps in reducing the employee's intention to leave.					
05	Employee's are difficult to retain when the workplace environment contradicts with their physical and mental abilities.					
06	Employees' well-being and mental health is the major source of increased turnover rates in SMEs's context.					
	<b>Thriving at Work</b>					
07	Thrive at work enhances the workplace commitment of employees.					
08	Thriving at work helps in developing a positive mindset which engages employees with his/her work.					
09	Thriving at work aims to provide mental and physical					

	assistance to concerned employees which consequently reduces turnover rates.					
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