

MEDIATING ROLE OF EMPLOYEE TURNOVER INTENTIONS IN THE RELATIONSHIP BETWEEN STRATEGIC HRM, ORGANIZATIONAL LEARNING CULTURE, AND JOB SATISFACTION IN THE SHANGHAI TECHNOLOGY SECTOR

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Abstract: *This study examines the pivotal role of employee turnover intentions in mediating the relationship between strategic human resource management (HRM), organizational learning culture, and job satisfaction within Shanghai's technology sector. Utilizing a quantitative approach, the research integrates responses from a comprehensive questionnaire distributed across various tech firms in Shanghai. The findings reveal that strategic HRM and a robust organizational learning culture significantly enhance job satisfaction, which in turn influences perceived organizational performance. Moreover, employee turnover intentions serve as a critical mediator, linking HRM and learning culture with job satisfaction and organizational success. This study contributes to the strategic HRM literature by highlighting how turnover intentions can impact the efficacy of HR practices and learning culture in fostering organizational resilience and employee retention in a competitive technological environment.*

Keywords: *Strategic HRM, Organizational Learning Culture, Job Satisfaction, Employee Turnover Intentions, Technology Sector.*

Introduction

Shanghai has swiftly become a prominent centre for the technology sector on a worldwide scale, showcasing a flourishing network of new businesses, international companies, and research organisations (Zukin, 2020). This emerging industry has not only made a substantial contribution to the local economy but has also acted as a spur for innovation and technical progress. The effective management of human resources and the development of a culture of continuous learning inside an organisation have become crucial in today's fast-paced and highly competitive world.

Strategic HRM is purposefully aligning HR practices with an organisation's goals and objectives (Zukin, 2020). In the technology sector, where skilled individuals are highly valued, implementing efficient HRM strategies is crucial for the recruitment, retention, and growth of exceptional personnel. Through the meticulous development of recruiting strategies, training programmes, and performance management systems, technology companies in Shanghai may effectively get suitable people and guarantee their ongoing development and impact inside the organisation.

Creating an organisational learning culture is essential for being at the forefront of technical breakthroughs (Zukin, 2020). Amidst the dynamic digital industry, firms that foster a culture of ongoing learning and information exchange among their staff are better equipped to adjust to changes and drive innovation promptly. An organisational learning culture fosters the assimilation of novel expertise, the interchange of concepts, and the incorporation of optimal methodologies, eventually amplifying the company's competitive advantage.

Nevertheless, despite the acknowledged significance of strategic HRM and organisational learning culture, the impact of employee turnover intentions on these connections remains an area of research that has not been well investigated (Zukin, 2020). Employee turnover intentions pertain to an employee's deliberation or propensity to depart from their present employment and organisation. It is vital to comprehend the mediating function of turnover intentions in the interaction between strategic HRM, organisational learning culture, employee job satisfaction and organisational success.

This study aims to address this research gap by analysing the intricate interaction among these elements within the dynamic technological ecosystem of Shanghai (Rong et al., 2022). The objective is to investigate the direct influence of efficient strategic HRM practices and robust organisational learning culture on employee job satisfaction and organisational success. Furthermore, the aim is to examine whether turnover intentions act as a mediator in these associations, providing insight into whether discontented workers or those with limited prospects for advancement and acquiring new knowledge are more inclined to contemplate resigning from their existing roles. The results of this research enhances the scholarly understanding of the technology sector in Shanghai. It offers practical insights for organisations seeking to optimise their HR policies and foster a culture of ongoing learning. The results of this study might potentially assist technology companies in Shanghai and other areas in improving employee happiness and performance, thereby assuring their ongoing success in this rapidly changing industry.

Background of Study

The exponential expansion of the technology industry in Shanghai has been really extraordinary, signifying a momentous achievement in China's pursuit of becoming a prominent worldwide technological powerhouse (Keane et al., 2020). The rapid growth of this industry has turned Shanghai into a prosperous centre for technology, drawing the interest of both local and global firms, startups, and skilled individuals. Although this expansion has provided significant possibilities, it has also posed specific difficulties that need thoughtful examination.

An essential obstacle encountered by enterprises in Shanghai's technology industry is the efficient management of HR (Keane et al., 2020). There is a significant and urgent need for highly trained and specialised professionals in fields such as software development, artificial intelligence, and data analytics. Consequently, organisations are perpetually engaged in a rivalry to allure, enlist, and maintain exceptional individuals. In the ever-changing IT sector, HRM strategies must not only discover and recruit talented individuals but also provide them with support and opportunities for growth and development inside the organisation. HR managers have distinct difficulties in managing recruiting, training, and workforce retention in a fast-growing sector.

Furthermore, fostering a culture of continuous learning inside organisations is essential for sustaining competitiveness and promoting innovation in the technology industry (Keane et al., 2020). For organisations to prosper, it is crucial to be at the forefront of technology in this rapidly evolving market. A corporate culture that prioritises ongoing learning, the exchange of information, and the implementation of optimal methods enables staff to adjust effectively to changing technology and market dynamics. Nevertheless, creating and maintaining such a culture may be a challenging endeavour, especially when organisations are experiencing fast growth and encountering fierce competition.

Gaining insight into the influence of good human resource management and the development of a learning culture on work satisfaction and organisational success is crucial (Akdere & Egan, 2020). Job satisfaction significantly influences employee engagement, productivity, and retention, all of which are essential aspects of the technology industry. Organisational performance has a direct impact on a company's capacity to innovate, compete, and accomplish its strategic goals. Therefore, this research aims to investigate the complex interconnections among these components within the framework of Shanghai's technological environment (Yang & Loang, 2024). This research examines the impact of HRM practices and learning culture on job satisfaction and organisational performance in the tech sector. It offers valuable insights for organisations seeking to navigate this rapidly changing environment effectively. Essentially, it caters to the urgent want for information in an industry where progress and creativity are essential for survival and achievement.

China Technology Industry

The technology sector in China, with its primary focus on places such as Shanghai, has seen a dramatic change, swiftly developing into a dominant global force that is now posing a challenge to established technological centres worldwide (Bremmer, 2021). Shanghai has been crucial in driving this progress, with its dynamic and fast-developing technology industry leading China's efforts to become a worldwide technical leader.

A distinctive and ever-changing ecology distinguishes the technological environment in Shanghai (Bremmer, 2021). This ecosystem is characterised by rapid innovation and fierce

rivalry among firms and startups. It serves as a central location for both well-established technology giants and as a fertile environment for the development of new startups and rising technology enterprises. The presence of a wide range of actors in the sector creates an atmosphere that consistently produces innovative ideas, which are then put to the test and executed, leading to the fast development and expansion of the industry.

An essential component that contributes to the industry's success is its capacity to recruit, retain, and cultivate talent (Bremmer, 2021). In an industry where knowledge and skills are of utmost importance, the competition for highly trained workers is intense. Shanghai's technological enterprises have successfully attracted a diverse pool of both local and global talent, resulting in a vibrant mix of cultures and innovative ideas. The city's allure extends beyond employment prospects, as it provides a culturally affluent setting that entices talent from across the globe. The combination of diverse skills and abilities has contributed to the development of new ideas and propelled the industry's rapid expansion.

Nevertheless, this achievement is not without its obstacles (Bremmer, 2021). With the ongoing expansion of the sector, there has been a significant increase in the need for specialised talents in fields such as artificial intelligence, cybersecurity, and data science. Businesses are constantly confronted with the ongoing task of recognising, hiring, and maintaining high-calibre individuals in order to sustain their competitive advantage. The pressure has resulted in a greater focus on methods for developing and retaining personnel, which in turn has spurred innovation in HR practices in the business.

The cultural richness of Shanghai further complicates the technology industry's dynamics (Bremmer, 2021). Companies must effectively manage cultural disparities and diversity, establishing inclusive work cultures that promote cooperation and creativity. The distinctive ecology of this business emphasises the need for organisations to prioritise not just technical expertise but also soft skills and cultural proficiency when assembling their teams.

China's technology sector, centred in Shanghai, has emerged as a powerful presence in the global tech arena (Arenal et al., 2020). The success of the system is credited to its vibrant ecology, which is marked by rapid innovation, intense rivalry, and a varied pool of skilled individuals. The industry's capacity to recruit and cultivate skilled individuals within a culturally diverse setting has driven its expansion and competitiveness, establishing it as a significant contender in the global technology sector. Nevertheless, the industry must address substantial concerns about the recruitment and retention of skilled individuals, as well as effectively managing cultural differences, in order to adapt and grow.

Problem Statement

The focal point of this research challenge centers on a multitude of intricate problems and pressing challenges deeply embedded in Shanghai's technology industry (Xu et al., 2021). This inquiry underscores the critical necessity to dissect, analyze, and address these intricate issues revolving around two pivotal elements: strategic HRM practices and the cultivation of an organizational learning culture. These aspects are crucially intertwined with two fundamental dimensions of organizational dynamics: job satisfaction and perceived organizational performance.

In the specific context of Shanghai's highly competitive technological landscape, the first pressing problem lies in evaluating the effectiveness of HRM practices deployed by technology

companies in recruiting, training, and retaining top-tier talent (Xu et al., 2021). The talent pool in the industry is exceptionally competitive, and ensuring that HRM strategies align seamlessly with an organization's strategic goals and objectives is a paramount challenge. Consequently, it becomes imperative to delve into the intricacies and nuances of these HRM policies to gauge their impact on employee job satisfaction, which, in turn, acts as a linchpin for fostering employee engagement, motivation, and unwavering commitment—a quintessential factor in driving organizational success.

Moreover, the challenge is further compounded by the necessity to cultivate and nurture an organizational learning culture (Xu et al., 2021). This requires a strategic, long-term commitment to continuous learning, knowledge exchange, and the generation of innovative ideas among the workforce. The pressing question here is how to effectively foster and sustain such a culture within the dynamic and rapidly evolving landscape of Shanghai's technology sector. The challenge extends to examining the tangible impact of this culture on employee job satisfaction and the perceived organizational performance, as it directly influences an organization's capacity to innovate and adapt to ever-changing market dynamics.

Furthermore, the research challenge delves into the intricate issue of employee turnover intentions (Xu et al., 2021). Employees' proclivity to contemplate leaving their current roles or organizations is an underlying problem that can significantly affect the fabric of the industry. Discontentment, perceived limited growth prospects, and a dearth of engagement can contribute to higher turnover rates, which, in turn, affect the stability and continuity of these technology companies. Unearthing the factors that mediate the relationships between strategic HRM, the organizational learning culture, job satisfaction, and organizational achievement offers a deeper understanding of employee behavior in this dynamic environment.

Research Objectives & Research Questions

- RO 1: To examine the impact of strategic HRM practices on job satisfaction among employees in the Shanghai technology industry.
- RO 2: To determine the influence of organisational learning culture on job satisfaction in the context of the Shanghai technology sector.
- RO 3: To identify the relationship between job satisfaction and perceived organisational performance in the Shanghai technology industry.
- RO 4: To examine the mediating effect of employee turnover intentions on the relationship between Strategic HRM, organisational learning culture, job satisfaction and perceived organisational performance in the Shanghai technology industry.
 - RO 4a: To examine the mediating effect of employee turnover intentions on the relationship between Strategic HRM and perceived organisational performance in the Shanghai technology industry.
 - RO 4b: To examine the mediating effect of employee turnover intentions on the relationship between organisational learning culture and perceived organisational performance in the Shanghai technology industry.
 - RO 4c: To examine the mediating effect of employee turnover intentions on the relationship between job satisfaction and perceived organisational performance in the Shanghai technology industry.

- RQ1: What is the impact of strategic HRM practices on job satisfaction among employees in the Shanghai technology industry?
- RQ2: What is the influence of organisational learning culture on job satisfaction in the context of the Shanghai technology sector?
- RQ3: What is the relationship between job satisfaction and perceived organisational performance in the Shanghai technology industry?
- RQ4: What is the mediating effect of employee turnover intentions on the relationship between Strategic HRM, organisational learning culture, job satisfaction, and perceived organisational performance in the Shanghai technology industry?
- RQ4a: What is the mediating effect of employee turnover intentions on the relationship between strategic HRM practices and perceived organisational performance in the Shanghai technology industry?
- RQ4b: What is the mediating effect of employee turnover intentions on the relationship between organisational learning culture and perceived organisational performance in the Shanghai technology industry?
- RQ4c: What is the mediating effect of employee turnover intentions on the relationship between job satisfaction and perceived organisational performance in the Shanghai technology industry?

Significance of Study

Theoretical Significance

The study's theoretical value comes in its capacity to enhance our comprehension of strategic HRM in the high-tech sector, namely in Shanghai (Sun et al., 2022). Although HRM is a well-recognised area of study, its implementation and significance in the fast-changing and competitive technology industry need focused consideration. This study aims to make significant additions to the current knowledge base.

The primary objective of the research is to develop a thorough and nuanced understanding of the influence of strategic HRM practices on job satisfaction and organisational success in technology enterprises (Sun et al., 2022). Within the framework of Shanghai's technology sector, where the acquisition and retention of skilled individuals are of utmost importance, it is crucial to determine the most influential HRM techniques that may enhance job satisfaction and eventually contribute to the success of the organisation. The study aims to provide a solid theoretical basis for HR practitioners and researchers in the high-tech industry by connecting HRM practices with these outcome factors.

Furthermore, the study's emphasis on the mediating function of employee turnover intentions is a noteworthy addition to the existing body of research (Sun et al., 2022). The significance of work satisfaction and organisational success has been widely examined. Still, the intermediary processes that link HRM practices and these results have not been well investigated, particularly in the technology sector. Examining how turnover intentions may serve as a mediator in these connections might provide insight into the fundamental factors influencing workers' choices to either remain or go from their existing roles. This critical insight is crucial for HR practitioners, as it may guide developing initiatives that seek to decrease turnover and enhance retention rates.

Moreover, the study is carried out within the distinct framework of Shanghai's technological companies, which are distinguished by their rapid expansion, fierce rivalry, and cultural heterogeneity (Sun et al., 2022). The study's theoretical contributions are enhanced by the

inclusion of this contextual perspective, which provides more depth and significance. It acknowledges that HRM techniques are not generally applicable but should be customised to address the distinct difficulties and possibilities specific to the high-tech sector in Shanghai.

To summarise, this work has theoretical importance that goes beyond its particular research outcomes (Pollack et al., 2020). It enhances our comprehension of the impact of HRM practices on work satisfaction and organisational success in the high-tech industry, making a significant addition to the larger area of HRM. Furthermore, examining the intermediary function of turnover intentions fills a substantial void in the existing body of research. It offers valuable insights that can inform human resources strategies and practices in technology companies, thereby improving their competitive edge in the ever-changing environment of Shanghai's technology sector.

Managerial Significance

The study has significant managerial importance as it offers unique empirical insights that may directly influence and mould the formulation of HR policies in the technology industry, namely in Shanghai and other comparable high-tech centres (Yang & Shao, 2024). These insights are crucial for HR practitioners, managers, and organisational leaders, providing practical assistance for improving HR policies and practices.

The study focuses on the factors that influence work satisfaction in technology organisations, explicitly examining the HRM strategies that are most successful in increasing employees' happiness with their employment (Yang & Shao, 2024). This information is beneficial for HR managers, as it allows them to pinpoint areas where enhancements or modifications in HR strategies are required. For instance, if the research demonstrates that career development possibilities have a substantial effect on work satisfaction, HR professionals might prioritise the introduction of initiatives that promote the enhancement of skills and progression within the company.

Moreover, by examining the mediating function of employee turnover intentions, the study provides a valuable understanding of the elements that may contribute to workers considering resigning from their existing roles (Yang & Shao, 2024). Acquiring this expertise is crucial for HR and organisational executives aiming to decrease turnover rates. Managers may use this knowledge to tackle the root active causes that lead to employees' intent to leave, whether they stem from work discontent, limited prospects for advancement, or other reasons.

Furthermore, the results of the research might provide valuable insights for shaping HR policies that are in line with the objectives of the organisation (Yang & Shao, 2024). For example, if the data shows that a robust organisational learning culture has a good impact on work satisfaction and, as a result, decreases turnover intentions, HR managers might concentrate on cultivating such a culture. This may include allocating resources towards training and development initiatives, fostering a culture of information exchange, and fostering a climate of creativity inside the organisation. These techniques not only improve employee happiness but also add to the organisation's long-term success and competitiveness.

Furthermore, as the study is carried out inside the distinct setting of Shanghai's technology enterprises, it offers localised insights that might be very advantageous for organisations working within this distinctive ecosystem (Yang & Shao, 2024). HR professionals in Shanghai and other technology centres may use these discoveries to customise their approaches to the

particular difficulties and prospects offered by the fast-paced, culturally varied setting of the technology sector in the area.

Ultimately, this study has excellent managerial importance as it provides HR practitioners, managers, and organisational leaders with evidence-based insights to influence their HR strategy successfully (Botelho et al., 2023). Managers in Shanghai's technology sector can enhance employee retention, organisational success, and their firms' competitive advantage by comprehending the factors that influence job satisfaction, the consequences for turnover intentions, and the significance of HRM practices in the rapidly changing tech landscape.

Policy Significance

The study results have significant policy implications for the technology industry in Shanghai (Xiao et al., 2020). They can impact the creation of policies that encourage favourable organisational settings within this sector. Policymakers may use the findings produced by this study to tackle crucial problems, including personnel management, work contentment, and organisational effectiveness in the high-tech industry.

The study results may highlight the significance of strategic HRM strategies in the technology business (Xiao et al., 2020). Policymakers may acknowledge that HRM policies are not only internal affairs for organisations but rather essential to the general well-being and competitiveness of the technological industry. This comprehension may result in the creation of policies that promote organisations to invest in HRM practices that are in line with industry objectives, such as plans for personnel development, recruiting, and retention. Policymakers may provide incentives or support mechanisms to promote the adoption of optimal human resource management practices by technology companies, resulting in mutual benefits for the sector and the economy.

Furthermore, the study highlights the need to foster a culture of organisational learning inside technology companies (Xiao et al., 2020). Policymakers may see the need to encourage conditions that foster ongoing learning, innovation, and the exchange of information. This acknowledgement may result in the implementation of strategies that promote the establishment of educational and training initiatives, collaborations between industry and academia, and platforms for sharing information. Policymakers can enhance the industry's long-term competitiveness and its capacity to adapt to changing technologies by establishing a conducive environment that fosters learning and innovation.

Moreover, the study's results on the mediating influence of employee turnover intentions might emphasise the need for strategies targeted at decreasing turnover rates within the technology industry (Xiao et al., 2020). Excessive employee turnover may have negative consequences for both individual organisations and the sector as a whole, resulting in a scarcity of skilled workers and higher expenses for hiring new employees. Policymakers should investigate programmes that target the underlying factors contributing to turnover intentions, such as work discontent and restricted prospects for advancement. This may include partnerships among governmental entities, industrial consortia, and educational establishments to establish initiatives that augment work contentment and career advancement opportunities for technology personnel.

Furthermore, the study conducted in Shanghai focuses on the distinctive characteristics and conditions of the region, which offers policymakers valuable insights that are relevant to that particular area (Xiao et al., 2020). They can customise policies in order to effectively tackle the

distinct problems and possibilities arising from the city's technological environment. This approach recognises that legislative solutions should be tailored to the specific circumstances, taking into account the ever-changing and culturally varied nature of Shanghai's technology sector.

The policy importance of this study is its ability to provide policymakers with valuable insights into the pivotal role of strategic HRM practices and learning cultures in the technology sector (Xiao et al., 2020). Policymakers may adopt policies that provide a conducive climate for decreasing turnover and improving performance by acknowledging the significance of these elements. These measures may eventually enhance the sustained expansion and competitiveness of the technology industry in Shanghai, therefore benefitting both enterprises and the broader regional economy.

Literature Review

An extensive literature evaluation is an essential element of every research study since it offers an academic background and basis for the investigation (Baas et al., 2020). For this study examining the relationship between strategic HRM, organisational learning, job happiness, and employee turnover intentions in Shanghai's technology sector, a thorough literature evaluation should include many crucial research domains. First and foremost, it is crucial to examine the existing literature on strategic HRM (Baas et al., 2020). This literature would include research investigating HRM practices in many organisational settings, with a focus on their function in aligning HR strategies with broader organisational goals and objectives. Researchers will investigate the methods and techniques used by organisations to recruit, develop, and retain talented individuals and how these approaches affect employee performance and happiness. It is essential to comprehend how strategic HRM methods have been customised to address the distinct requirements of the technology business (Loang, 2024). This portion of the literature evaluation lays the groundwork for examining the correlation between human resource management techniques and organisational results in the technology sector.

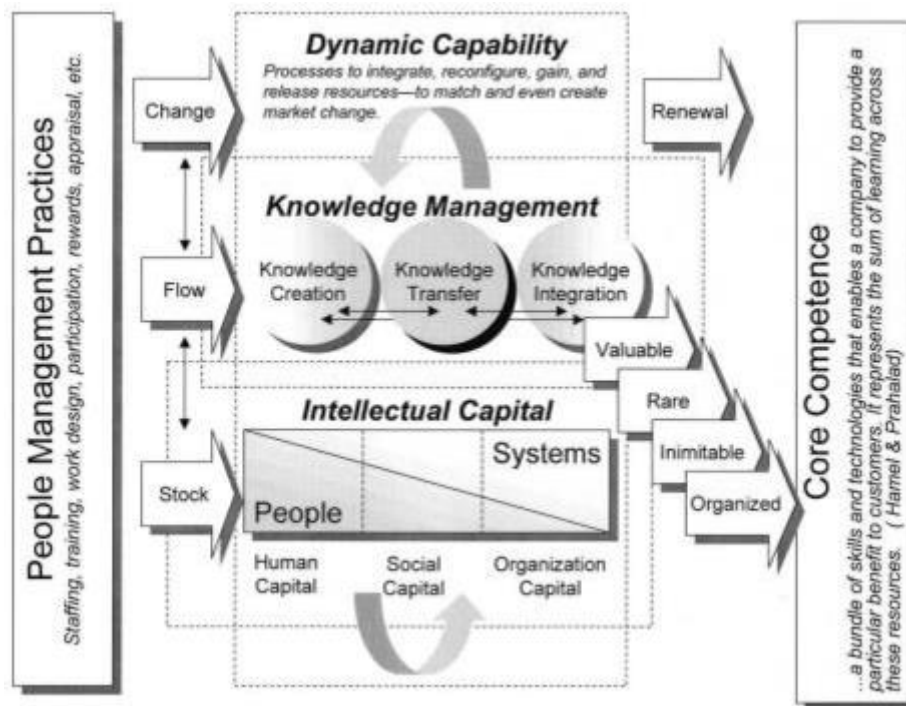
Furthermore, the literature evaluation should cover comprehensive research on organisational learning and its consequential influence on organisations (Baas et al., 2020). This would include analysing research that investigates the formation of learning cultures inside organisations and their impact on creativity, adaptation, and performance. Researchers would also investigate the elements that promote or impede the development of organisational learning cultures (Yan & Loang, 204). It is crucial to comprehend how companies in the technology sector create settings that promote ongoing learning and the exchange of information. This portion of the study demonstrates the correlation between the culture of organisational learning and the results of the organisation, setting the foundation for investigating its function in the technology industry.

Furthermore, it is essential to emphasise work satisfaction as a central aspect of the literature study (Baas et al., 2020). Researchers would conduct research that examines the factors that influence work satisfaction, how it is measured, and its effects on employee attitudes and behaviours. Job satisfaction has a crucial role in employee engagement, retention, and performance, making it a key aspect in comprehending the inner workings of organisations (Ooi, 2024). This portion of the review presents the theoretical foundation for analysing the impact of work satisfaction on employees in the technology sector and its subsequent effects on organisational results.

Finally, the literature evaluation should include studies on employee turnover intentions, explicitly emphasising the technology sector (Baas et al., 2020). This would consist of analysing research that investigates the determinants of turnover intentions among technology personnel, such as job discontent, restricted career advancement prospects, and other pertinent characteristics (Loang, 2023). To fully comprehend the specific difficulties and motivations behind employee turnover in the technology industry, it is crucial to consider the influence of turnover intentions on the relationships being studied.

Underpinning Theory

Resource-Based View



The Resource-Based View is a highly regarded and essential theoretical paradigm in the fields of strategic management and organisational studies (Pereira & Bamel, 2021). This theory suggests that organisations may attain and maintain a competitive edge by using their distinctive and valued assets, which can be both physical and non-physical. In this research, the RBV is used to conceptualise HRM practices and organisational learning culture as strategic assets that may enhance competitive advantage and enhance performance for technology enterprises in Shanghai.

Within the RBV paradigm, strategic resources are characterised as assets, capabilities, or practices that possess the qualities of rarity, value, inimitability, and non-substitutability, often known as the VRIN criteria (Pereira & Bamel, 2021). Strategically developed and executed HRM procedures may fulfil these objectives. For example, if a company's HR methods for talent recruiting, development, and retention are unique and challenging for rivals to imitate, they might be considered unusual. They possess value when they enhance employee productivity, motivation, and work satisfaction. Inimitability is a factor that arises when HR practices are distinctive and not readily replicated by rivals. Finally, these practices may be irreplaceable if there are no easily accessible alternatives that provide comparable advantages to the organisation.

Moreover, the notion of an organisational learning culture is in accordance with the RBV framework (Pereira & Bamel, 2021). An organisational learning culture pertains to a setting where there is a strong emphasis on ongoing learning, sharing of information, and fostering innovation, which are deeply ingrained in the organisation's fundamental characteristics. A culture might be deemed unusual if it sets the organisation apart from others in the industry. It is beneficial because it encourages the learning and implementation of information, which may result in enhanced goods, processes, and decision-making. Inimitability occurs when a culture is firmly rooted and difficult for rivals to imitate. Finally, an item might be considered non-substitutable if it makes a substantial contribution to the organisation's capacity to innovate and adapt, hence giving it a distinct competitive edge.

Utilising the RBV framework, this research highlights the strategic value of HRM practices and organisational learning culture as resources that technology businesses may use to achieve a competitive advantage in Shanghai's fast-paced tech sector (Pereira & Bamel, 2021). The RBV viewpoint emphasises the significance of not just possessing these resources but also strategically managing them to augment work happiness, diminish turnover intentions, and ultimately boost organisational performance. It highlights that these resources may provide a durable competitive advantage since rivals may struggle to duplicate the blend of distinctive HRM methods and a strong learning culture.

The RBV offers a solid theoretical framework for comprehending how HRM practices and organisational learning culture can be regarded as strategic resources that contribute to gaining a competitive edge and improving performance in the study of technology firms in Shanghai (Pereira & Bamel, 2021). This viewpoint emphasises the need to strategically use these resources to achieve long-term success in a fiercely competitive and quickly changing business.

Social Exchange Theory

The Social Exchange Theory is a beneficial theoretical framework often used in the examination of employment interactions, specifically within the realm of HRM practices, employee attitudes, and intents (Kilroy et al., 2023). This theory is based on the concept that social interactions, particularly those in the workplace, are guided by the principle of reciprocity. Reciprocity refers to people engaging in mutually beneficial relationships where they anticipate getting advantages in return. Within the framework of this research, the Social Exchange Theory may be used to comprehend the mutual dynamics between employers and workers, as well as the impact of HRM practices on these interactions. Ultimately, these factors affect employee job satisfaction and intent to leave their current employment.

A fundamental concept in the Social Exchange Theory is the idea of social exchange, where people engage in an ongoing process of weighing the advantages and disadvantages of their contacts (Kilroy et al., 2023). Within the context of the employer-employee dynamic, HRM activities may be seen as strategic investments undertaken by the organisation to recruit, retain, and develop talented individuals effectively. These practices may include remuneration that fosters competition, chances for professional growth, evaluations of performance, and many types of assistance. Employees are expected to reciprocate these investments by contributing their expertise, diligence, and dedication towards accomplishing organisational objectives.

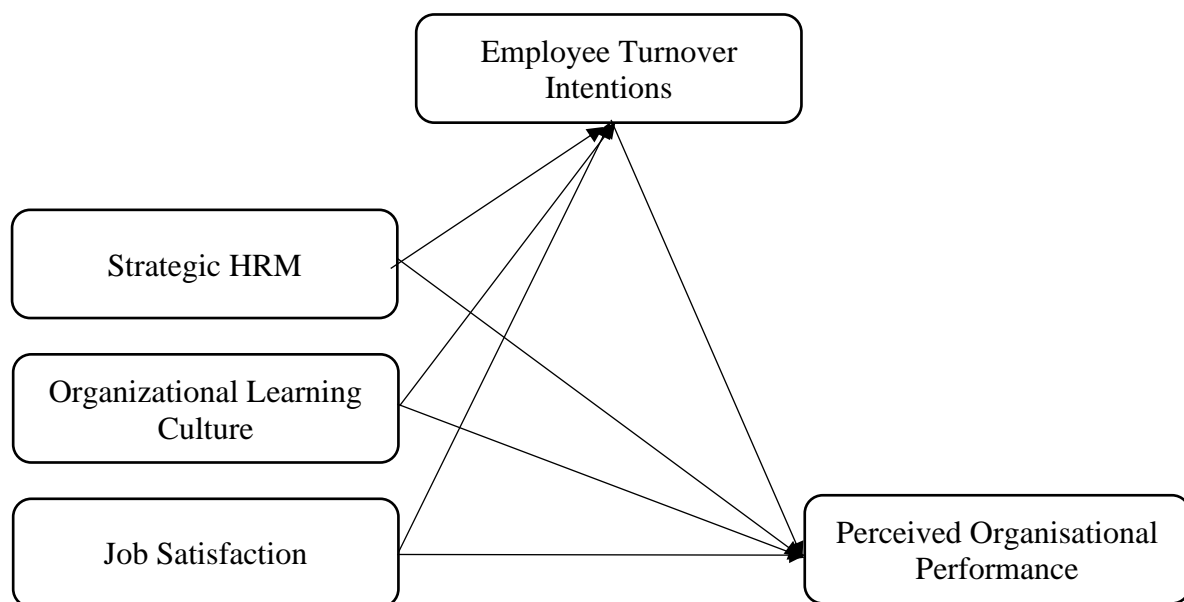
According to the notion, when workers believe that the HRM practices of the organisation fulfil their needs and expectations, a feeling of reciprocity is formed (Kilroy et al., 2023). Such a favourable image might result in heightened work satisfaction as employees see themselves as being esteemed and acknowledged for their efforts. Conversely, when workers regard HRM

methods as insufficient or unjust, they may feel a feeling of unfairness, resulting in decreased job satisfaction and a possible rise in intentions to leave the job.

The Social Exchange Theory also examines the significance of trust and commitment within the context of the job relationship (Kilroy et al., 2023). Trust in the organisation is likely to grow when human resource management methods are consistent, transparent, and aligned with workers' interests. Under such circumstances, workers demonstrate heightened commitment to the organisation, resulting in a decrease in their inclination to go. In contrast, in cases where HRM processes are not transparent or when workers feel unfair treatment, confidence might be diminished, and intentions to leave the organisation may increase.

Researchers may use the Social Exchange Theory to investigate how certain HRM practices contribute to fostering a favourable social exchange relationship between employers and workers (Kilroy et al., 2023). One may investigate the impact of elements such as perceived fairness, reciprocity, and trust on employee attitudes, specifically work satisfaction and turnover intentions. This theoretical framework facilitates a more profound comprehension of the dynamics inside the employment relationship. It offers insights into how organisations may optimise HRM procedures to augment employee happiness and diminish turnover in the technology sector in Shanghai.

Conceptual Framework



Strategic HRM, the first independent variable, pertains to the deliberate management of human resources in alignment with an organization's strategic objectives (Ludwikowska, 2021). Organizational Learning Culture, the second independent variable, signifies the fostering of an environment that encourages ongoing growth and adaptation among employees. Job Satisfaction, the third independent variable, encompasses various facets of employee contentment with their work conditions and prospects.

The research posits that Strategic HRM, Organizational Learning Culture, and Job Satisfaction have direct impacts on Perceived Organizational Performance (Ludwikowska, 2021). Strategic HRM is anticipated to create an environment that promotes job satisfaction, consequently

enhancing perceived organizational performance. Similarly, the cultivation of an Organizational Learning Culture is expected to increase employee job satisfaction, leading to improved perceived organizational performance.

However, the mediating variable, Employee Turnover Intentions, introduces an additional layer of complexity (Ludwikowska, 2021). It is posited that high levels of job satisfaction, fostered by Strategic HRM and Organizational Learning Culture, may reduce turnover intentions among employees. Reduced turnover intentions, in turn, are anticipated to positively influence Perceived Organizational Performance. This mediation pathway underscores the intricate relationship between employee attitudes and organizational outcomes, highlighting the importance of job satisfaction in the technology industry in Shanghai.

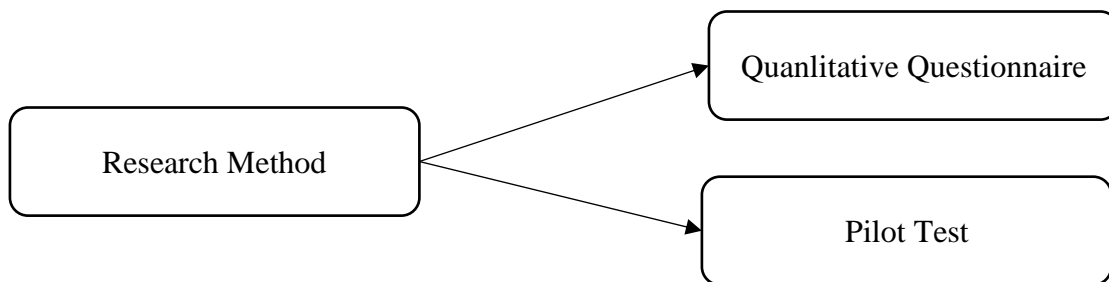
This conceptual framework may serve as the foundation for an empirical study aimed at thoroughly investigating these linkages (Ludwikowska, 2021). Researchers may use surveys to quantify each of these characteristics and use statistical techniques to examine the magnitude and orientation of the associations (FaXing & Loang, 2024). Organisations may use findings from this study to develop strategies that boost employee happiness, foster a culture of continuous learning, and adopt strategic human resources practices with the ultimate goal of reducing employee turnover and improving organisational performance.

Comprehending these dynamics is essential for leaders inside an organization (Ludwikowska, 2021). For example, suppose an organisation is facing a significant rate of staff attrition. In that case, this framework proposes that executives should examine HR rules, the prevailing learning culture, and the factors influencing job satisfaction in order to pinpoint areas that need improvement. By focusing on these fundamental aspects, the organisation has the potential to decrease employee desire to leave and, thus, enhance its performance. This model highlights the interconnection of all these variables, indicating that modifications in one area are likely to influence others. Hence, it is essential to use a comprehensive method while applying changes to enhance organisational results.

Hypothesis

- H1: There is a significant positive relationship between strategic HRM practices and job satisfaction among employees in the Shanghai technology industry.
- H2: Organisational learning culture has a significant positive influence on job satisfaction in the context of the Shanghai technology sector.
- H3: Job satisfaction is positively related to perceived organisational performance in the Shanghai technology industry.
- H4: Employee turnover intentions mediate the relationship between strategic HRM practices, organisational learning culture, job satisfaction, and perceived organisational performance in the Shanghai technology industry.
 - H4a: Employee turnover intentions mediate the relationship between strategic HRM practices and perceived organisational performance in the Shanghai technology industry.
 - H4b: Employee turnover intentions mediate the relationship between organisational learning culture and perceived organisational performance in the Shanghai technology industry.
 - H4c: Employee turnover intentions mediate the relationship between job satisfaction and perceived organisational performance in the Shanghai technology industry.

Methodology (Quantitative - Questionnaire)



The selected research methodology for this study employs a quantitative research design, which is very suitable for analysing correlations between variables and methodically evaluating hypotheses (Sidharth, 2023). The objective of this study is to investigate the relationships among strategic HRM practices, organisational learning culture, job satisfaction, and employee turnover intentions in the technology sector in Shanghai.

The primary data-gathering approach used in this study is the administration of a questionnaire (Sidharth, 2023). This methodology enables the systematic gathering of data from a substantial sample of personnel within the technology sector in Shanghai. The questionnaire will be created to get answers pertaining to several facets of HRM practices, the existence of an organisational learning culture, levels of work satisfaction, and the probability of turnover intentions. Questionnaires provide a systematic and uniform approach to collecting data, guaranteeing uniformity and comparability across participants.

The study is best suited for quantitative research as it enables the use of statistical analysis to assess the provided hypotheses and explore the connections between the variables (Sidharth, 2023). The data obtained may be analysed using statistical methods such as correlation analysis, regression analysis, and structural equation modelling (SEM). These studies will assist in ascertaining the magnitude and orientation of associations between variables, offering empirical substantiation to corroborate or disprove the study hypotheses. A benefit of using a quantitative method is its capacity to provide statistically significant results that may be extrapolated to a broader population. For this purpose, the study seeks to derive generalisable findings that are applicable to the whole technology sector in Shanghai. Therefore, quantitative research is deemed suitable for accomplishing this objective.

In order to guarantee the accuracy and dependability of the questionnaire, researchers will use well-established research methods, such as pilot testing and pre-testing, to enhance and improve the survey instrument (Sidharth, 2023). Data gathering will be carried out methodically and meticulously to reduce biases and inaccuracies. The study method furthermore facilitates the gathering of demographic and background information about the participants, which may be used for subgroup analyses and to get a more profound comprehension of possible moderating elements in the connections being examined.

The chosen quantitative research methodology, which involves using a questionnaire to gather data and statistical analysis to test hypotheses, is an intense and systematic approach to studying the intricate relationship between strategic HRM practices, organisational learning culture, job satisfaction, and employee turnover intentions in the Shanghai technology industry (Sidharth, 2023). It offers the resources to provide empirical information that can guide HR strategy and practices in an ever-changing and competitive industry.

Conclusion

Ultimately, this research study has the potential to provide vital insights that will significantly enhance our comprehension of strategic human resource management in the high-tech environment of Shanghai (Begum et al., 2022). The research is expected to offer diverse conclusions that have consequences for the development of theories, management practices, and policy design.

The study outputs will enhance current theoretical frameworks in the areas of strategic HRM, organisational learning, job satisfaction, and employee turnover intentions (Begum et al., 2022). Through empirical analysis of the interrelationships among these variables in the context of Shanghai's technology sector, this research aims to further our theoretical comprehension of the interactions and mutual influences of these elements. Consequently, this may result in the enhancement and expansion of current ideas, facilitating a more profound and subtle understanding of the intricacies within the realm of HR management in the technology industry.

The insights provided by this study will be of utmost significance from a management standpoint (Alabdullah, 2022). Organisations in Shanghai's technology sector will gain advantages from evidence-based advice on how to improve their HRM practices and provide a favourable learning environment. The study's results may assist managers and HR practitioners in making well-informed choices on strategies for acquiring, developing, and retaining talent. It may provide practical and valuable information on how to increase work happiness, decrease intentions to leave, and ultimately boost organisational performance. Practical expertise is crucial for technology businesses aiming to prosper and maintain competitiveness in the dynamic climate of Shanghai's tech industry.

Moreover, the consequences of this study have a broad impact on policy-making (Alabdullah, 2022). Policymakers may use the study's results to develop policies that promote the expansion and long-term viability of the technology industry in Shanghai. Policymakers may create programmes that encourage organisations to engage in HRM practices and learning cultures since they play a crucial role in improving employee happiness and decreasing turnover. These policies may provide a favourable environment for technology companies, promoting economic development, retaining talent, and fostering innovation in the community.

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