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Strategic Human Resource Management and Workforce Planning Examining Their Impact on Employee Retention and Organizational Performance

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Abstract
The study analysed the impact of strategic human resource management and workforce planning on employee retention and organizational performance using HR data of employees. The quantitative research design was used and involved descriptive, inferential and predictive analyses. A total of 11,991 employee records were subjected to analysis after eliminating duplicate observations, based on satisfaction level, performance evaluation, project workload, average monthly working hours, organizational tenure, work accidents, promotion history, department, salary level and attrition status. This was done with group comparisons and chi-square analysis, and logistic regression and machine-learning models were used to determine which factors were important in predicting attrition. The overall rate of employee turnover was found to be 16.6%. The factors associated with higher employee turnover included lower satisfaction, low salary, no promotion, longer tenure and workload conditions. Departmental differences were also noted and positive relationships were found between employee performance evaluation and project involvement as well as monthly working hours. The highest accuracy was 98.50% and the F1 score 0.953, the Random Forest predictive model proved to be the most accurate model used. The highest ROC-AUC value of 0.983 was obtained by the Gradient Boosting model. The results highlight that HR analytics combined with workforce planning can aid in early detection of employee attrition, targeted retention measures, optimal workload distribution, and data-driven HR decision-making, ultimately fostering stability and success in the workforce and organization.

Keywords: Strategic human resource management; Workforce planning; Employee retention; HR analytics; Organizational performance.

1. Introduction

Strategic human resource management (SHRM) is the linkage of human resource policies and practices with the overall goals of the organization to create a workforce that supports sustainable performance and competitive edge. SHRM is not traditional personnel administration but is focused on aligning recruitment, compensation, employee development, performance and retention with an organization's priorities. Properly designed HR systems are shown to increase organizational resilience, employee capability and institutional performance (Al-Ayed, 2019; Knies et al., 2024). Ability, motivation and opportunity-enhancing HR practices are also correlated with positive employee contributions and firm results (An, 2019). Strategic HR practices also have been shown to have direct and indirect effects on organizational performance via employees' attitudes and turnover intentions (Haque, 2021; Phiri & Phiri, 2022). Thus, human capital is increasingly not viewed as an administrative input to an organisation but as a strategic resource (Mwambela, 2024).

Workforce planning helps organizations predict staffing needs in terms of numbers, positions, skills, and locations to meet current and future goals. Today, HR analytics plays a crucial role in modern workforce planning, enabling organizations to make data-driven staffing and management decisions based on employee data (Huselid, 2018; Margherita, 2022). Patterns in the workforce, such as performance, skills, absenteeism, turnover, and future staffing needs can be identified by analytics (Álvarez-Gutiérrez et al., 2022; Soares et al., 2022). As a result, people analytics can enhance the strategic function of HR departments and provide organizations with better decision-making (Larsson & Edwards, 2022). Digitalization has also

generated problems with analytical skills, the use of technology and readiness of management (Fernandez & Gallardo-Gallardo, 2021; Giermindl et al., 2022). In addition, organisations must have the right skills and job configurations to meet data-led workforce needs (Bechter et al., 2022; Dechawatanapaisal, 2018).

Employee retention is a key SHRM output as high turnover costs the organization in recruitment, training, knowledge loss and losses in productivity. Compensation, promotion prospects, job satisfaction, organizational attachment, working conditions, and general HR practices affect retention (Meirinhos et al., 2018; Pholloke et al., 2019). Job satisfaction and organizational embeddedness have been shown to significantly influence the likelihood of employees quitting their jobs (Dechawatanapaisal, 2018; Wesemann, 2024). Workforce retention can also be supported by high-performance work practices and flexible employment practices (Ramaprasad et al., 2021; Stirpe et al., 2018). Recent findings also highlight the strong link between HR practices, employee satisfaction, and retention in various organizational settings (Kalia et al., 2024). It is, therefore, crucial to continue to manage human capital, also known as talent management, to maintain critical human capital (McCartney & Fu, 2022a).

HR practices can influence performance through employee motivation, satisfaction, workload, commitment, and development opportunities. Compensation, promotion, evaluation, and performance-management systems are effective ways to motivate employees to work more effectively toward organizational goals. Employee satisfaction is especially significant as supportive HR practices are likely to increase positive workplace attitudes and performance-related outcomes (Knies et al., 2024). HR analytics also allows companies to track employee performance and link workforce metrics to strategic results (Lochab & Kumar, 2020; Nurbaiti, 2021). Therefore, when analytical information is applied to managerial decision-making, it can enhance organizational performance (Lee & Lee, 2024; McCartney & Fu, 2022b). But there are bi-directional dynamics between turnover and performance, and therefore, retention is strategically important (Lochab & Kumar, 2020). Keeping skilled workers can ultimately lead to better HRM and firm-performance results (Haromszeki, 2025).

Past studies have examined SHRM, employee retention, employee performance and people analytics individually; however, there are limited studies that combine strategic HR practices, employee characteristics, employee retention, and employee-level performance measures in the same empirical model. There is also a persistent disconnect between the strategic use of HR data and its application within the organization, as evidenced in the existing literature on people analytics (McCartney & Fu, 2022a). Thus, an integrated data-driven assessment regarding satisfaction, workload, tenure, pay, promotion, departmental factors, performance appraisal, and turnover is helpful for strategic workforce decisions.

The study aims to: Examine the influence of strategic HRM and workforce-related factors, including satisfaction, salary, promotion, workload, tenure, and departmental characteristics, on employee retention. Examine workforce characteristics in relation to employee performance indicators and retention outcomes and draw implications for organizational performance and strategic workforce planning.

2. Methodology

2.1 Research Design

The research design used in this study is a quantitative research design that was used to determine the relationship between strategic human resource management, workforce planning, employee retention, and employee performance. Workforce patterns and factors related to employee attrition were determined through descriptive, inferential and predictive analyses.

2.2 Dataset Description

The dataset was analyzed with the help of the HR_comma_sep.csv file that included 14,999 records about workers and 10 variables. These were level of satisfaction, performance appraisal, number of projects, monthly working hours, time with the organization, work accidents, promotion record, department, salary level, and employee attrition status. There were no missing values in the dataset (Rehman, 2024).

2.3 Study Variables

The satisfaction of the employees was measured with the help of satisfaction level and last evaluation was a measure of employee performance. The factors related to the workforce were the number of projects, the number of working hours per month, tenure, work-accident and the department and the level of salary. History of promotion was career-development opportunities. The main dependent variable was the binary variable left, with 1 representing employee attrition and 0 representing retention. Since no direct financial indicators existed, the performance of the organization was measured using employee-level performance and workforce-efficiency indicators.

2.4 Data Preprocessing

The data was filtered for missing values, duplicates, invalid values and inconsistent coding. No missing data were found, but 3,008 complete duplicates were eliminated, and 11,991 unique records were employed. Categorical variables like department and salary were coded to facilitate statistical and predictive modeling and continuous variables were standardized where it was necessary by the algorithm used.

2.5 Descriptive Statistical Analysis

The means, standard deviations, medians, minimums, and maximums were used to summarize continuous variables, and frequencies and percentages summarized categorical variables. Employee satisfaction, performance, workload, tenure, salary, promotion, departmental distribution, and attrition patterns were descriptively analyzed.

2.6 Employee Retention Analysis

The attrition patterns were compared between the salary levels, departments, promotion status, work-accident history, tenure, workload, working hours, and satisfaction to study employee retention. Categorical variables were subjected to chi-square tests and the continuous variables were subjected to the relevant group-comparison tests to detect any significant difference between employees retained and those who departed the company.

2.7 Workforce Performance Analysis

The performance of the workforce was evaluated mostly by the score of employee evaluation, which was backed by the indicators of project workload and working hours. Correlation and group-comparison analyses were used to determine the relationship between performance, satisfaction, tenure, salary, promotion, department, and attrition. This enabled determination of workforce conditions related to higher or lower employee performance.

2.8 Predictive and Statistical Modeling

The primary statistical model used was binary logistic regression that estimated the probability of employee exit. Predictors were satisfaction, evaluation score, project load, monthly working hours, tenure, work accidents, promotion history, department, and salary. Other machine-learning models like Decision Tree, Random Forest, Gradient Boosting, Support Vector Machine, and K-Nearest Neighbors were also taken into account to compare the prediction. Stratified sampling was used to separate the data into training and testing groups.

2.9 Model Evaluation Metrics

The evaluation of the model performance was conducted based on accuracy, precision, recall, specificity, F1-score, ROC-AUC, and confusion matrices. The outcome of logistic regression was also reported in terms of coefficients, odds ratios, 95 percent confidence intervals and level of significance. These actions helped in predictive comparison and interpretation of the HR and workforce factors that relate to employee retention.

3. Results

3.1 Employee and Workforce Characteristics

The final analytical sample was made up of 11,991 employees after eliminating 3,008 duplicate records. The average level of satisfaction was 0.630 + 0.241 and the mean rating of the employees was 0.717 + 0.168. Workers were working and managing an average of 3.80 projects and 200.47 working hours per month. The average tenure of the organization was 3.37 years. These traits show high levels of employee satisfaction, workload, performance, and organizational experience. Table 1 revealed that the workforce exhibited moderate-to-high average performance assessment but it was found that there was a significant variation in satisfaction, workload and working hours.

Table 1. Descriptive Characteristics of the Employee Workforce

Variable	Mean	SD	Minimum	Median	Maximum
Satisfaction level	0.630	0.241	0.09	0.66	1.00
Last evaluation	0.717	0.168	0.36	0.72	1.00
Number of projects	3.803	1.163	2	4	7
Average monthly hours	200.474	48.728	96	200	310
Time spent in company	3.365	1.330	2	3	10

3.2 Distribution of Employee Retention and Attrition

10,000 employees stayed with the organisation and 1,991 employees who had departed in the cleaned data set of 11,991 employees. This equated to an overall retention rate of 83.4% and an attrition rate of 16.6%. The significantly higher number in the retained group shows that leaving the organization was a small but significant proportion of the total.

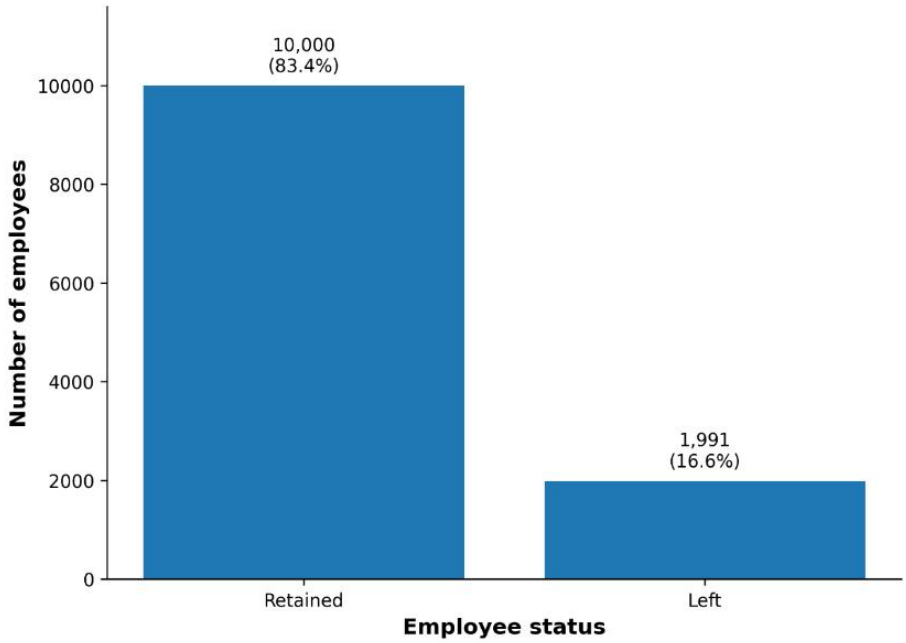

Figure 1. Distribution of Employee Retention and Attrition

Of the sample, 10,000 (83.4%) were retained and 1991 employees (16.6%) left the organization. Figure 1 shows that about one in six workers left the company, which is a high enough rate to necessitate strategic HR and workforce-retention action.

3.3 Strategic HR Factors and Employee Retention

Significant differences in attrition were found for key strategic HR attributes. There is a 16.82% attrition rate for employees who have not been promoted in previous five years and a 3.94% attrition rate for promoted employees. The attrition rate for employees with no work accidents was 18.60%, while those with a work accident had a significantly lower attrition rate of 5.68%. One of the largest gaps shown was related to salary level; those who were paid the lowest salaries were the most likely to leave. As shown in Table 2, salary, promotion history and work-related conditions were significant factors associated with employee retention with low salary and lack of promotion being associated with high turnover.

Table 2. Strategic HR Factors Associated with Employee Attrition

HR Factor	Category	Attrition Rate (%)	Statistical Association
Promotion in last 5 years	No	16.82	$\chi^2 = 22.99, p < 0.001$
	Yes	3.94	
Work accident	No	18.60	$\chi^2 = 187.74, p < 0.001$
	Yes	5.68	
Salary	Low	20.45	$\chi^2 = 175.21, p < 0.001$
	Medium	14.62	
	High	4.85	

3.4 Workload and Workforce Planning Patterns

The workforce characteristics of employees who left the organization were significantly different from those of the retained employees. The mean satisfaction and longer tenure with the organization were significantly lower among departed employees. Attrition also differed between project involvement and monthly working-hour patterns, which reveals that workforce planning must take into account the intensity of workload and employee satisfaction instead of basing it on the number of people in the workforce. As Figure 2 emphasizes, dissatisfaction and increased tenure were typical of those employees who left, and workload-related disparities further reveal the significance of balanced workforce planning.

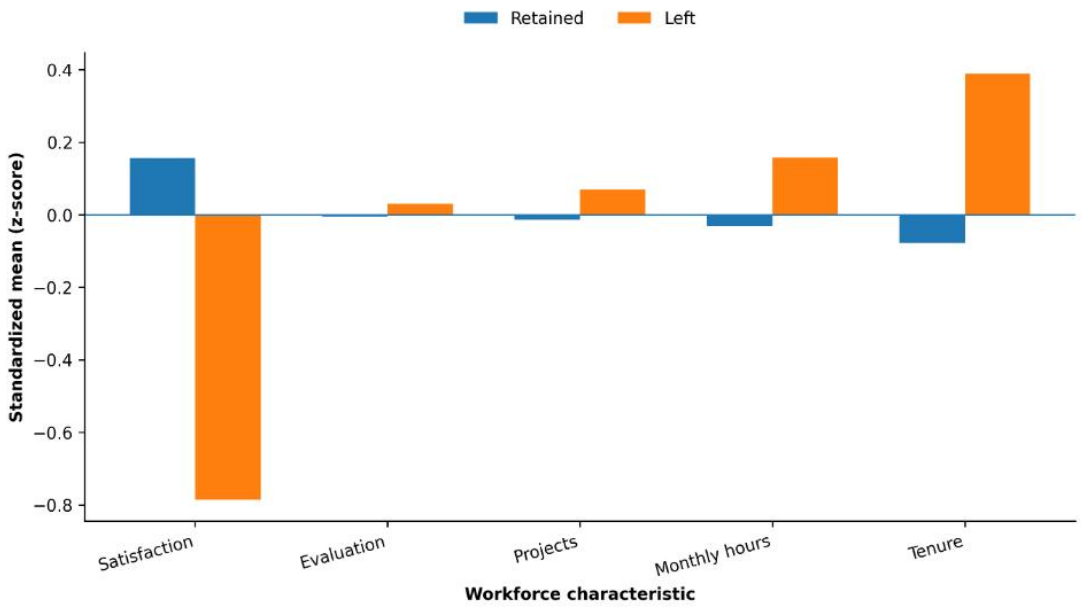

Figure 2. Comparison of Workforce Characteristics by Employee Retention Status

3.5 Departmental and Salary-Level Differences

There was a significant variation in employee turnover by department and salary. HR had the highest attrition rate of 18.80% followed by accounting (17.55%) and technical (17.38%) while the lowest attrition rates were observed in management and R&D. These differences were more evident in the case of salary, where 20.45% of the low salary employees were found to be in the attrition group as compared to 14.62% medium salary employees and 4.85% high salary employees. As seen in Table 3, there was some level of attrition in each of the organizational departments and salary brackets. The differences between departments were moderate, but the case of salary level showed significantly lower retention with much higher turnover among low salary employees.

Table 3. Employee Attrition by Department and Salary Level

Category Group	Category	Employees (n)	Employees Left (n)	Attrition Rate (%)
Department	HR	601	113	18.80
	Accounting	621	109	17.55
	Technical	2,244	390	17.38
	Support	1,821	312	17.13
	Sales	3,239	550	16.98
	Marketing	673	112	16.64
	IT	976	158	16.19
	Product management	686	110	16.03
	R&D	694	85	12.25
	Management	436	52	11.93
Salary Level	Low	5,740	1,174	20.45
	Medium	5,261	769	14.62
	High	990	48	4.85

3.6 Factors Influencing Employee Performance

Project workload and monthly working hours were positively correlated with employee performance (last evaluation score). The highest correlation between evaluation score and the number of projects was found to be r = 0.270; while the highest correlation between evaluation score and average working hours/month was r = 0.265. Smaller, but positive, correlations were achieved with organizational tenure (r = 0.097) and satisfaction (r = 0.095). There was little difference between the mean evaluation scores in relation to salary, suggesting that increased salary was not an automatic consequence of increased evaluation scores.

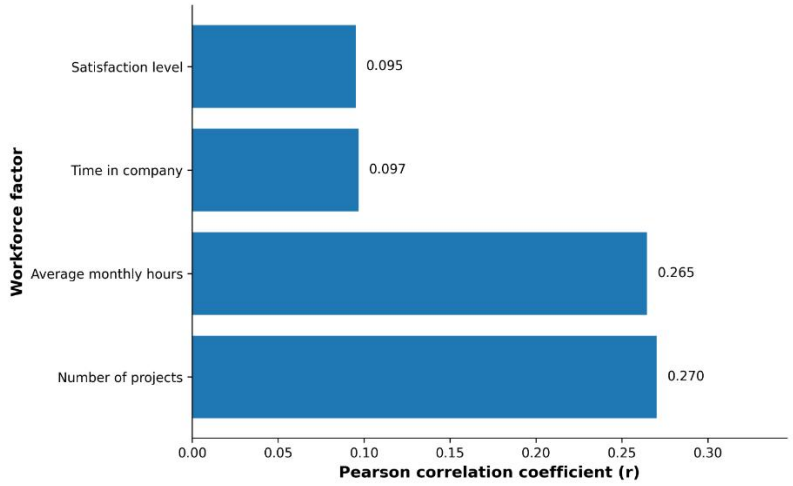

Figure 3. Correlation of Workforce Factors with Employee Performance Evaluation

The correlation coefficients of employee performance evaluation with important work factors are shown in Figure 3. This correlation was highest for number of projects (r=0.270), average monthly hours (r=0.265), time spent in the company (r=0.097) and satisfaction level (r=0.095). It was found that employee performance evaluation was more correlated with workload intensity than with salary or satisfaction, but the correlations were relatively weak.

3.7 Predictors of Employee Attrition

Machine-learning analysis and logistic regression revealed a number of important factors that predict employee departure. The logistic model showed that longer organizational tenure had a positive relationship with attrition but high levels of satisfaction made one significantly less likely to leave. Low salary was linked with a higher risk of attrition whereas high salary, history of work accidents, and promotion were linked with a lower predicted attrition. Random Forest feature importance also ranked the same five (satisfaction, organizational tenure, number of projects, monthly working hours, and evaluation score) as the most critical predictors. Table 4 indicates that satisfaction, tenure, salary, and workload were some of the most effective factors contributing to employee attrition, highlighting both motivational and workforce-planning aspects of retention.

Table 4. Major Predictors of Employee Attrition

Predictor	Logistic Regression Direction	Odds Ratio / Importance	Interpretation
Satisfaction level	Negative	OR = 0.340	Higher satisfaction reduced attrition risk
Time spent in company	Positive	OR = 2.468	Longer tenure increased predicted attrition
Low salary	Positive	OR = 1.685	Low salary increased attrition risk
Average monthly hours	Positive	OR = 1.242	Greater working hours increased risk
Last evaluation	Positive	OR = 1.223	Higher evaluations modestly increased predicted risk
Promotion in last 5 years	Negative	OR = 0.844	Promotion reduced attrition tendency
Work accident	Negative	OR = 0.612	Recorded accident status was associated with lower observed attrition
High salary	Negative	OR = 0.231	High salary strongly reduced attrition risk

3.8 Model Performance and Key Findings

Performance of all the machine learning models was better at discriminating predictions than logistic regression, but varied between models. Random Forest had the highest overall accuracy and F1-score of 98.50% and 0.953, respectively while Gradient Boosting had the highest ROC-AUC of 0.983. Decision Tree also had a high predictive performance with 97.08% accuracy. Logistic regression had the lowest accuracy of 78.82%, but had a high recall of 84.67% which made it suitable for predicting employees who were at risk of turnover. As seen in Figure 4, Random Forest gave the best overall classification performance and Gradient Boosting gave the best ROC-AUC

score, which shows that nonlinear machine learning techniques were very effective for predicting employee attrition.

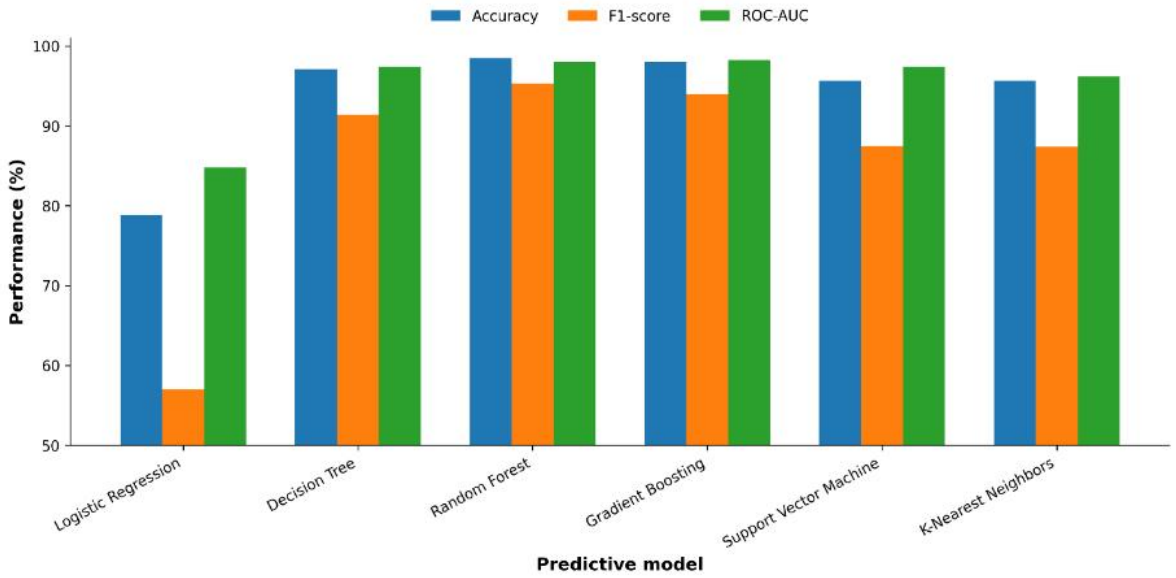

Figure 4. Comparative Performance of Employee Attrition Prediction Models

On the whole, the findings suggest that the retention of employees was closely related to their satisfaction, remuneration, promotion, tenure, workload, and the departmental features. The results also indicate that the strategic HRM and workforce-planning variables can be successfully incorporated into the predictive models to determine the employees who are at high risk of leaving the company and facilitate evidence-based retention decisions.

4. Discussion

The results indicate that there is a strong correlation between strategic human resource management and workforce planning factors and employee retention and workforce performance. Factors that were found to play an important role in determining the causes of attrition were employee satisfaction, tenure, salary level, departmental characteristics, promotion history, and workload. The predictive analysis also revealed that the nonlinear machine-learning models, specifically Random Forest and Gradient Boosting, were able to predict employee attrition better than the logistic regression model. Such findings reinforce a growing belief that HR analytics can enhance evidence-based HR decision-making and integrate employee-level data with organizational results (Margherita, 2022; McCartney & Fu, 2022b).

The findings showed that as salary decreased, satisfaction decreased, and promotion decreased, employee attrition. This implies that employee experience, employee growth, and pay are all important points of strategic retention management. There is similar evidence to suggest that HR practices have an impact on employee commitment, satisfaction and staying in organizations (Meirinhos et al., 2018; Pholloke et al., 2019). The positive relationship between high-performance work systems and employee attitudes and perceived organizational support can also minimize the intention to leave the organization (Ramaprasad et al., 2021). The findings presented in the current study thus further emphasize the need to ensure that HR practices are aligned with employees' expectations and organizational strategy (Phiri & Phiri, 2022).

Employee workload, working hours, length of service and departmental variations were important issues for workforce planning. The employees who were leaving the organization had lower satisfaction and longer service tenure and project involvement and monthly working hours helped predict attrition. Such patterns suggest that workforce planning must take into account staffing levels, workload distribution, career stage and employee well-being. Consequently, retention strategies need to be flexible and adaptable to different groups of the workforce and include individuals who are experienced and ageing, who need more flexibility and HR support (Stirpe et al., 2018). Organizations can use data-driven workforce analytics to detect such patterns before they become an indicator of higher employee attrition (Soares et al., 2022).

The relationships between employee performance evaluation and project load, and between employee performance evaluation and monthly work hours were positive, but they were both not strong. This

implies that workload is positively related to performance ratings, but not necessarily sustainable organizational performance. By combining evaluation, satisfaction, retention and utilization indicators, HR analytics can help organisations differentiate between productive workload and excessive labour pressure (Nurbaiti, 2021). Strategic HRM practices can then help to improve the overall effectiveness of the organisation as a whole by ensuring that the performance improvements do not come at the expense of retaining staff (Mwambela, 2024).

The results are aligned with prior studies that prove HR practices, job satisfaction, and work environment are the factors that affect employee retention (Noor & Wahyudi, 2024). They also align with evidence that people analytics can help an organization's performance when HR information is translated into actionable managerial insights (McCartney & Fu, 2022b). But previous studies warn that the utility of people analytics less than expected in the absence of analytical skills, governance or strategic adoption (McCartney & Fu, 2022a). The high level of predictive capacity achieved in this study highlights the relevance of employee-level HR data when analyzed properly.

Managers should consider satisfaction, fair compensation, promotions, workload distribution, and focused retention efforts for the high-risk departments. Predictive HR models can help identify employees who are more likely to leave before they do, and implement preventive measures that help stop them from leaving. This also enhances the strategic role of HR by establishing a direct connection between HR workforce analytics and decision-making and performance improvement (Dechawatanapaisal, 2018; Wesemann, 2024).

This study was based on cross-sectional data from employees and thus did not draw causal relationships. There were also no direct measures of organizational performance (productivity, revenue, profitability, or employee development outcomes) in this dataset. Further research should combine HR data over time with financial data, level of engagement, training data, and overall organizational data. Further studies also explore explainable machine-learning techniques and evaluate the potential for a lasting boost in employee retention and organizational performance as a result of predictive HR analytics.

5. Conclusion

In this study, the effects of strategic HRM and workforce planning on employee retention and workforce performance were studied using employee-level HR data. The results show that employee satisfaction, salary, promotion history, organizational tenure, workload and departmental characteristics are important factors in relation to employee attrition. Lower satisfaction, low salary, lack of promotion opportunities, longer tenure, and demanding workload conditions were especially relevant to employee departure and thus would be important to retention, a factor that suggests that both motivational and workforce-management factors play a role in retention. It was also found that workload (measured by project involvement and monthly working hours) was positively related to employee performance, implying that workload intensity can have a positive impact on performance but has to be managed to prevent negative consequences on retention. Predictive modeling additionally verified the worthiness of HR analytics, with Random Forest and Gradient Boosting delivering greater attrition prediction than standard logistic regression. These findings underscore the value of embedded HR in strategic workforce planning. Such information can help organizations to identify employees who are more likely to quit and to make more efficient compensation and promotion policies, workload leveling, and targeted retention efforts. The data set did not contain direct financial measures of organizational performance, but proxies for organizational performance were found in employee-evaluation and workforce-efficiency measures. The study also provides overall support for the effectiveness of data-driven SHRM for workforce stability, retention and organizational decision-making.

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