



Research Article

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The Role of HRM Practices in Enhancing Employee Performance and Reducing Turnover Intentions in Public Enterprises: Implications for Workforce Development in Kosovo

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Abstract

Human resource management (HRM) practices are essential for increasing employee performance and sustainability, while also helping organizations gain a competitive advantage. This study examines the impact of HRM practices on two key dimensions of job performance: in-role and extra-role performance. It further explores how these practices influence employee turnover intentions, identifying key factors that contribute to this process. The research was carried out with 331 workers from different positions in two public companies in Kosovo, using convenience sampling for data collection. To test the hypotheses, multiple regression analysis was applied. The findings show that some HRM practices significantly reduce employees' intention to quit their jobs. Furthermore, HRM practices positively influence job performance, enhancing the in- and out-of-role dimensions. The study also found a negative correlation between these performance dimensions and turnover intentions, suggesting that improving employee performance may reduce the likelihood of leaving the organization. This study contributes to the existing literature by providing valuable insights into the role of HRM practices in fostering employee resilience, particularly in the public sector. It underscores the importance of these practices in promoting performance, reducing turnover goals, and creating a more stable and productive work environment. These findings highlight the need to align HRM practices with effective public management policies to ensure the development of public organizations and make them more sustainable and efficient in delivering public services.

Keywords: HRM practices; in-role performance; extra-role performance; turnover intention; public enterprises; employee retention; Kosovo

1. Introduction

Human Resource Management (HRM) practices play an important role in the functioning of organizations, both in the private and public sectors. Effective implementation of these practices enables organizations to gain competitive advantage and become more innovative in the marketplace. Considering the rapid changes taking place in the global market, the acquisition and continuous development of employees' organizational knowledge through HRM practices has become an increasingly important issue (Kwon and Rupp, 2013).

HRM practices directly enhance organizational productivity by improving the management and utilization of human resources, aiming to align employee performance with strategic objectives (Katou et al., 2021; Rasool et al., 2019). Moreover, these practices have a positive effect on the development of skills and motivation of employees and promote an environment that favours their commitment and dedication, with the aim of improving efficiency and organizational performance (Jiang et al., 2022; Katou, 2017).

Previous studies have evidenced a positive and significant relationship between HRM practices and job performance. When these practices are properly implemented, they increase employee engagement and efficiency (Nadarajah et al., 2012). Also, it has been proven that HRM practices show a strong positive relationship with organizational performance and influence the achievement of better results for the organization (Paul Anantharaman 2003). Fair application of these practices also ensures equal and fair treatment for employees, creating a more inclusive and supportive work environment (Lambooi et al., 2006).

Up until now, various studies have been undertaken to investigate the effects of HRM practices on job performance and intentions to leave employees in the private sector. This research intends to broaden the analysis to include public firms held by the Kosovo government. The impetus for conducting this study stems from Kosovo's high inflation rate since 2019, which has had a particularly significant impact on the cost of essential consumer goods, which have grown by more than 50%. This inflation has generated considerable issues for public sector personnel, who are struggling financially as living costs rise.

In this context, our study aims to analyse the impact of HRM practices on work performance (in-role and extra-role) and in employee turnover intentions in two public enterprises in Kosovo: Kosovo Railways and Prishtina regional water supply.

This study contributes to the existing literature on human resource management, especially in the context of public enterprises in Kosovo. First, it addresses gaps in the scholarly literature by examining the consequences of HRM practices in Kosovo's state companies, an area that has gotten little attention. This research sheds fresh light on the impact of these practices on Kosovo's public sector, which faces unique economic and structural problems.

Second, the study investigates the impact of HRM strategies on employees' ex-tra-role performance, contributing a novel viewpoint to the literature on actions out-side of the formal position. This method gives a thorough grasp of how HRM policies may influence employee behaviour beyond their formal tasks, resulting in extra advantages for the firm.

Third, this study investigates the effect of HRM procedures on employees' inclinations to remain or quit Kosovo's public sector. This approach is significant because it aids in identifying the primary elements impacting employee retention in an uncertain economic climate. The study's findings give helpful advice for public organizations seeking to reduce employee turnover and increase staff stability.

Public management policies play a significant role in defining the organizational structures and rules that guide the behaviour and performance of public enterprises. In Kosovo, these policies and other institutional reforms began to be implemented following the economic transition that occurred after the declaration of independence in 2008. The aim of management practices is to create a sustainable and accountable system that enhances efficiency and transparency, while considering the specific economic and social challenges faced by public sector enterprises in Kosovo. The

implementation of successful public management policies helps improve organizational structure, positively influences employee motivation, and contributes to achieving the strategic objectives of public enterprises.

Overall, this study intends to make a significant contribution to the reform of HRM practices in Kosovo's public companies by giving evidence-based suggestions for creating an inclusive, supportive, and efficient work environment that enhances performance and employee engagement.

2. Literature Review

In this section, authors are required to provide a detailed account of the Theoretical concepts of the variables used in this study are presented below. Also, the hypotheses of the study survey based on the analysis and findings of the re-view of the existing literature have been formulated and developed.

2.1 HRM practices

In an increasingly competitive and unstable global market, driven by rapid technological advancements, organizations are placing greater emphasis on implementing Human Resource Management (HRM) practices such as job analysis, recruitment and selection, training and development, performance appraisal, and compensation. These practices are essential for fostering employee's skills, commitment, and creativity (Zhong et al., 2016).

The application of these practices contributes to the creation of a more productive and collaborative work environment, positively impacting employee motivation and efficiency, while supporting the achievement of organizational goals and the improvement of services (Harter et al., 2002). HRM practices encompass various activities aimed at developing, retaining, and leveraging intellectual capital to fulfill strategic objectives (Katou, 2013). These activities help organizations enhance employee knowledge and foster motivation, resulting in a more capable and engaged workforce (Guerci et al., 2015).

From a theoretical perspective, one of the most relevant approaches explaining how HRM practices influence employee behaviour and performance is Social Exchange Theory. This theory posits that when employees perceive that their organization cares for and invests in them, they tend to reciprocate through positive behaviors, such as helping colleagues and demonstrating commitment to their job roles (Eisenberger et al., 1986).

2.2 Job performance

Improving organizational performance is a topic that has been researched by various scientists, including the works of (Burke and Litwin, 1992; Richard et al., 2009) and (Fahrenkopf et al., 2020). These researchers emphasize that one of the most important factors affecting the performance of the organization is the individual performance of its members. This concept has been explored in previous studies (Katz and Kahn, 1978) and later (Janardhanan et al., 2019), who have argued that the achievement of organizational results is closely related to the performance and commitment of employees within the organization. Individual performance is categorised into two main types: in-role performance (Van Wingerden and Poell, 2017) and extra-role performance (Becker and Kernan, 2003; Eisenberger et al., 2010) and extra-role performance (Becker and Kernan, 2003; Eisenberger et al., 2010).

In-Role Performance (IRP), first introduced by Katz and Kahn (1978), refers to employee behaviour that is in full compliance with the formal duties and responsibilities outlined in their job descriptions. This performance dimension includes the execution of tasks necessary to meet work expectations and to support the organization in its most effective functioning. While IRP focuses primarily on meeting formal job requirements, modern organizations often encourage employees to

go beyond these basic tasks, engaging in behaviours and actions that provide broader contributions to the organization's success (Welbourne and Paterson, 2017).

Extra-role performance refers to the voluntary actions of employees that go beyond their formal job descriptions (Yap et al., 2009). These behaviours are not mandatory but aim to improve efficiency in organizations by contributing in ways that extend beyond the duties specified in the employment contract (Lee and Allen, 2002; Williams and Anderson, 1991). Examples of this behaviour include suggesting improvements, helping colleagues, taking the initiative in solving problems. Behaviours like these play an important role in motivating employees and improving organizational services.

2.3 *Turnover Intention*

Turnover intention refers to an individual's desire to leave their current organization, is a topic frequently explored in organizational studies (Allen et al., 2014). This intention is often driven by factors such as workplace stress, lack of organizational support, limited career advancement opportunities, perceived unfairness in treatment, and imbalance between effort and outcomes (Samad, 2006). These factors collectively contribute to an employee's decision to pursue alternative opportunities.

Employee turnover is generally categorized into two types: voluntary turnover, where the employee chooses to leave, and involuntary turnover, where the organization mandates the departure (Shepherd et al., 2020). Research shows a strong positive correlation between individuals' personal intentions to leave and their actual behaviour. Employees with high turnover intentions are often perceived as less productive and are actively seeking opportunities to exit the organization (Hamza et al., 2021). These intentions can influence workplace dynamics and overall performance as such employees may disengage from their roles.

2.4 *Research Hypotheses*

Some previous studies have analysed the application of human resource management (HRM) practices in work performance and turnover intention, mainly in the private sector. This study makes a unique scientific contribution by investigating the effect of HRM practices on two dimensions of performance and turnover intention, and focuses on public enterprises in Kosovo.

2.5 *HRM Practices and Job Performance*

The concept of social exchange offers a useful lens to understand how human resource (HR) practices impact employee outcomes. It highlights that the interaction between organizations and their employees is based on mutual exchanges of effort and rewards, which in turn shapes their motivation, commitment, and overall performance (Cropanzano and Mitchell, 2005). Research has consistently shown that HR management practices have a positive influence on how well organizations perform (Huselid, 1995; Liao et al., 2009). In the global context, the role of HRM remains crucial in driving organizational success, especially within public sector institutions (Rehman, 2012).

In the current era of globalization and intense competition, organizations must adopt sustainable strategies and practices to ensure the enhancement and retention of high employee performance levels (Akinbode, 2011). Without clear frameworks and well-tailored policies that foster employee growth and well-being, achieving consistent productivity improvements and optimizing efficiency becomes exceedingly difficult (Zia-ur-rehman and Faisal, 2020). According to various scholars (Zaini et al., 2009; Amin et al., 2014), human resource management practices such as employee training, development, strategic planning, and performance appraisal positively influence both individual and organizational outcomes. These HR practices enhance personal competencies,

elevate organizational efficiency, and contribute to the attainment of strategic objectives while promoting employee motivation.

Building on this literature, we propose testing the following hypothesis within the targeted population.

H1: HRM practices, including job analysis, recruitment and selection, training and development, performance appraisal, and compensation, are negatively associated with employees' turnover intentions.

2.6 HRM Practices and Intention to Quit

Earlier research has shown that HRM practices play a crucial role in facilitating the attainment of change-related objectives. Some aspects of these practices exert a greater impact than others. A study by (Lee et al., 2018) explored the relationship between perceived HR practices, affective commitment, and employees' intention to leave. The research, which included 302 employees from the United States and 317 from South Korea, found that internal mobility was the most influential HR practice in shaping turnover intentions across both countries.

Hassanpour et al., (2021) investigated the impact of human resource practices on turnover intentions, including the mediating role of organizational commitment. The study was conducted in Tehran within the Renewable Energy sector, with the participation of 90 experts from four leading companies in this industry. The results indicated that all dimensions of human resource practices had a negative effect on employees' turnover intentions.

In his study, (Obeidat, 2019) analysed how employees' perceptions of HR practices influence their intention to leave the organization, using organizational attractiveness as a mediating factor. The research included 297 employees from various organizations. The findings revealed that effective HR practices, such as training and development, had a strong negative impact on turnover intentions, reducing employees' desire to leave their jobs.

The review conducted by (Wenyan et al., 2024) explores the relationship between human resource management (HRM) practices and turnover intentions. The study's findings show that effective HR practices, such as employee training and engagement, help reduce turnover rates and improve organizational stability.

Building on this literature, we propose testing the following hypothesis within the targeted population.

H2: A positive relationship exists between HRM practices including job analysis, recruitment and selection, training and development, performance appraisal, and compensation and Job performance (in-role and extra-role).

2.7 Job Performance and Intention to Quit

Several studies have investigated the impact of job performance on employees' turnover intentions. (Sturman et al., 2012) explored the relationship between employee performance and voluntary turnover in a multinational service firm spanning 24 countries. The study found that although the overall link between performance and turnover remains similar across nations, specific details differ based on cultural contexts. The research used four cultural dimensions (collectivism, power distance, un-certainty avoidance, and performance orientation) to show that cultural factors shape both the likelihood of voluntary turnover and the nature of the performance-turnover relationship. (Biron and Boon, 2013) examined the connection between job performance and employees' intentions to leave, using a sample of 512 employees from six elderly care organization branches, with 225 responses. The findings demonstrated a negative association between both self-reported and manager-evaluated performance and turnover intentions, with a stronger relationship evident when leader-member exchanges were more positive

Hur (2024) investigated various work-related factors and their influence on turnover intentions

in the U.S. The study showed that career growth and development opportunities significantly reduce employee turnover intentions, while other factors, such as longer job tenure, higher wages, gender, and age, also play a role in decreasing turnover intentions. Consequently, the following hypotheses are proposed to empirically examine this relationship.

H3: There is a negative relationship between Job performance (in-role and extra role) with turnover intention.

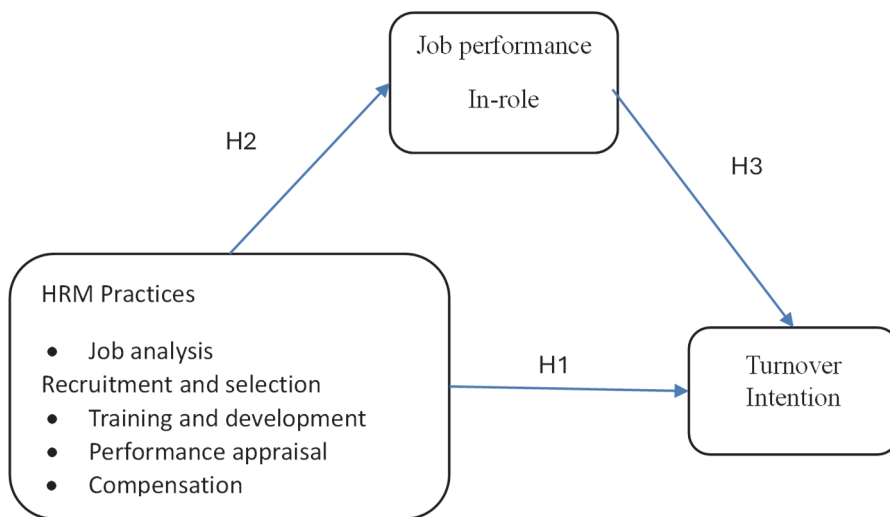


Figure 1. Research hypothesis

3. Methodology

3.1 Participants

This study involved the participation of employees from two public enterprises in Kosovo: The Regional Water Company of Prishtina and Kosovo Railways. To collect data, printed questionnaires were used to increase the response rate and ensure the accuracy of the information provided. The surveys were distributed at the central headquarters of both enterprises, in collaboration with the human resources departments, after obtaining the necessary approvals from the respective managers. Ethical approval was obtained from the management of both participating public enterprises. All participants were informed about the purpose of the study and voluntarily provided consent before completing the questionnaire.

In total, 841 questionnaires were distributed among employees working in various roles within both organizations. The response rate for completed questionnaires was 39.36%, meaning that 331 questionnaires were returned. However, only 318 were suitable for inclusion in the analysis, as 13 of the returned questionnaires were incomplete and thus excluded. The demographic composition of the sample showed that 67% of the respondents were male, and 73% were married. The average age of the participants was 40.36 years ($SD = 9.41$), with ages ranging from 23 to 64 years. Additionally, the average tenure, was 11.45 years ($SD = 8.31$), reflecting a wide range of work experience among the respondents. This comprehensive approach to data collection and sample demographic analysis ensures a well-rounded understanding of the workforce within these public enterprises, providing a strong foundation for further examination of the survey results.

3.2 Instruments

The human resource management (HRM) practices examined in this study encompass five primary domains: job analysis, recruitment and selection, training and development, performance evaluation, and compensation (De Cieri and Kramar 2008). These domains represent key facets of HRM aimed at facilitating the effective development and management of employees. To assess these practices, a five-point Likert scale was employed, ranging from 1 (strongly disagree) to 5 (strongly agree). The scale evaluated 20 items, with four items corresponding to each subcategory. The reliability of the scale, measured by Cronbach's alpha, ranged from .76 to .87, indicating acceptable to high internal consistency.

To assess job performance, a scale was developed, drawing from the foundational work of (Williams and Anderson, 1991). This multidimensional scale consists of 21 items designed to evaluate performance across two distinct dimensions: in-role performance and extra-role performance. A five-point Likert scale was employed, where 1 corresponds to (never) and 5 to (always). Higher scores on this scale reflect stronger performance in the overall job context. The reliability of the scale, measured by Cronbach's alpha, ranged from .81 to .85, indicating a high level of internal consistency.

Turnover intentions among employees were assessed using a seven-item scale, adapted from the turnover subscale of the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979) and conceptualized following the framework of (Hom and Griffeth 1991). This scale asked participants to indicate their desire to leave their current job or transfer to another company. Responses were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The reliability of the scale for measuring turnover intentions, as indicated by Cronbach's alpha, was .74.

The study's control variables included gender, age, marital status, educational achievement, and organizational tenure, which were utilized to account for any confounding effects in the analyses. Furthermore, normality statistics for skewness and kurtosis were evaluated, with values ranging from -1.96 to 1.96 deemed acceptable.

3.3 Statistical Analysis

Confirmatory factor analysis was used to test the validity of the measuring instruments, which validated the original factor structure. Cronbach's alpha was then calculated to assess the reliability and internal consistency of the data. Correlation analysis was used to analyse the links between the research variables, identifying the strength and direction of the linkages. Furthermore, multiple regression analysis was used to investigate the connection between the dependent variable and other independent factors.

4. Results

Table 1 illustrates the validity and reliability findings for all of the translated instruments utilized in this investigation. The findings of the Confirmatory Factor Analysis (CFA) for the three instruments reveal that all estimates fall within acceptable bounds, with minimum variance. For HRM practice scale: $\chi^2/df = 3.143$, CFI = .935, TLI = .918, RMSEA = .076, CR = .76 to .87, AVE = .55 to .79, job performance $\chi^2/df = 3.312$, CFI = .931, TLI = .961, RMSEA = .075, CR = .81 to .85, AVE = .51 to .63, Intention to leave ($\chi^2/df = 2.903$, CFI = .984, TLI = .987, RMSEA = 0.064, CR = .74, AVE = .51

Table 1: Confirmatory factor analysis of all instruments.

Instruments	χ^2/df	CFI	TLI	RMSA	CR	AVE
HRM practices (Job analysis/Recruitment/ Training/Perf. Appraisal /Compensation)	3.143	.935	.918	.076	.76/.81 .79/.87 .81	.55/.63 .79/.65 .69
Job Performance In role Extra role	3.312	.931	.962	.075	.81/85	.61/.63
Intention to leave	2.903	.984	.987	.064	.74	.51

4.1 Correlation analysis

The correlation analysis was performed to determine the presence, direction, and strength of correlations between variables, and the findings are shown in Table 2. The study found that age has a positive correlation with gender ($r = .196$, $p < 0.01$), marital status ($r = .614$, $p < 0.01$), education level ($r = .166$, $p < 0.01$), and tenure ($r = .621$, $p < 0.01$). However, gender has a negative connection with marital tenure ($r = -.132$, $p < 0.01$).

In addition, marital status has a positive correlation with education level ($r = .113$, $p < 0.01$) and tenure ($r = .456$, $p < 0.01$), but a negative correlation with in-role performance ($r = -.173$, $p < 0.01$) and extra-role performance ($r = -.164$, $p < 0.01$). Education correlates positively with tenure ($r = .197$, $p < 0.01$), job analysis ($r = .089$, $p < 0.05$), recruiting ($r = .164$, $p < 0.01$), performance assessment ($r = .113$, $p < 0.05$), and in-role performance. Additionally, tenure has a favourable correlation with job analysis ($r = .114$, $p < 0.05$) and training ($r = .131$, $p < 0.01$).

The correlation analysis for the study variables revealed a positive relationship between job analysis and recruitment ($r = .491$, $p < 0.01$), training ($r = .473$, $p < 0.01$), performance appraisal ($r = .507$, $p < 0.01$), compensation ($r = .374$, $p < 0.01$), in-role performance ($r = .349$, $p < 0.01$), extra-role performance ($r = .372$, $p < 0.01$), and a negative relationship with turnover intention ($r = -.288$, $p < 0.01$). Work analysis improves critical HR procedures, increases employee performance, and decreases the desire to leave, suggesting its importance in encouraging greater work satisfaction and retention. Recruitment had a positive correlation with training ($r = .345$, $p < 0.01$), performance appraisal ($r = .432$, $p < 0.01$), compensation ($r = .371$, $p < 0.01$), in-role performance ($r = .355$, $p < 0.01$), and extra-role performance ($r = .332$, $p < 0.01$), but a negative correlation with turnover intention ($r = -.219$, $p < 0.01$). These findings indicate that efficient recruiting improves HR processes, improves performance, and decreases turnover intentions.

Training correlates positively with performance appraisal ($r = .393$, $p < 0.01$), compensation ($r = .376$, $p < 0.01$), in-role performance ($r = .314$, $p < 0.01$), and extra-role performance ($r = .372$, $p < 0.01$), but negatively with turnover intention ($r = -.273$, $p < 0.01$). These findings imply that training improves key performance indicators and incentives while also decreasing turnover intentions. Performance assessment improves compensation ($r = .473$, $p < 0.01$), in-role performance ($r = .453$, $p < 0.01$), and extra-role performance ($r = .431$, $p < 0.01$), but has a negative impact on turnover intention ($r = -.286$, $p < 0.01$).

Compensation has a positive correlation with in-role performance ($r = .342$, $p < 0.01$) and extra-role performance ($r = .376$, $p < 0.01$), but a negative influence on turnover intention ($r = -.284$, $p < 0.01$). In-role performance significantly affects extra-role performance ($r = .393$, $p < 0.01$) and has a negative impact on turnover intention ($r = -.376$, $p < 0.01$). These findings indicate that compensation positively influences both in-role and extra-role performance, while also reducing turnover intention. Furthermore, the significant relationship between in-role and extra-role performance suggests that effective in-role performance may enhance overall employee contributions and help in retaining talent.

Table 2: Correlation analysis of study variables.

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1.Age	40.36	9.41	1											
2.Gender	1.61	.43	.169**	1										
3.Marital Status	1.85	.39	.614**	.082	1									
4.Education	1.81	.76	.166**	.043	.113*	1								
5.Tenure	11.45	8.31	.621**	-.132**	.456**	.197**	1							
6.Job analysis	4.42	.51	-.081	.059	-.023	.089*	.114*	1						
7. Recruitment	4.52	.47	.041	-.021	.063	.164**	.067	.491**	1					
8. Training	4.12	.42	.061	-.079	-.0132	.085	.131**	.473**	.345**	1				
9. Perf. appraisal	3.93	.53	-.009	.089	-.064	.113*	.028	.507**	.432**	.393**	1			
10. Compensation	4.21	.56	.084	.071	.073	.071	.026	.374**	.371**	.376**	.473**	1		
11.In-role perform.	4.34	.46	-.075	-.035	-.173**	.126*	.031	.349**	.355**	.314**	.453**	.342**	1	
12.Extra-role Performance	4.21	.48	-.061	-.047	-.164**	.038	-.006	.372**	.332**	.372**	.431**	.376**	.393**	1
13. Turnover Intention	3.98	.44	-.121	.038	.041	-.049	-.021	-.289**	-.219**	-.273**	-.286**	-.284**	-.376**	-.412**

N = 318, * p < 0.05, ** p < 0.01.

4.2 Regression analysis

Multiple regression analysis is a statistical technique used to examine the relationship between a dependent variable and multiple independent variables. It aids in predicting the dependent variable based on the values of the independent variables. Besides forecasting, this method enables researchers to assess the strength and direction of the impact that each independent variable has on the dependent variable.

We developed Models 1 and 2 to test H₁ and its sub-hypotheses, incorporating demographic factors as control variables. According to the regression analysis results shown in Table 2, the first step (Model 1) indicates that marital status ($\beta = .142$, $p < .05$) was positively associated with turnover intention, while age ($\beta = -.132$, $p < .05$) was negatively associated with turnover intention.

In the second step (Model 2), when the sub-dimensions of the independent variable related to HRM practices were added to the regression analysis, the results showed that demographic factors such as gender ($\beta = .143$, $p < .05$), marital status ($\beta = .113$, $p < .05$), and tenure ($\beta = .126$, $p < .05$) were positively associated with turnover intentions, whereas age ($\beta = -.176$, $p < .05$) was negatively associated.

Regarding H₁, only the sub-dimensions of Training and Development ($\beta = -.172$, $p < .01$), Performance Appraisal ($\beta = -.289$, $p < .01$), and Compensation ($\beta = -.163$, $p < .01$) were found to be negatively associated with turnover intentions. These findings indicate that investing in these areas of human resource management can decrease the likelihood of employees contemplating leaving the organization, thereby enhancing the retention of an engaged and motivated workforce.

These results suggest that H₁ was partially supported.

Table 3: Regression results for H₁.

	Independent Variables				Dependent variable			
	HRM Practices				Turnover intention			
	Model1				Model 2			
	(1 Step)				(2 Steps)			
	B	SE	β	Sig.	B	SE	β	Sig.
Age	-.034	.007	-.132	.021	-.019	.012	-.176	.001
Gender	.152	.079	.078	.087	.235	.063	.143	.012
Marital Status	.289	.112	.142	.012	.243	.085	.113	.035
Education	.093	.091	.062	.313	.076	.069	.054	.324
Tenure	.032	.028	.087	.091	.032	.024	.126	.019
Job Analysis					.042	.084	.038	.812
Recruitment and Selection					-.084	.078	-.063	.298
Training and Development					-.0412	.053	-.172	.001
Performance appraisal					-.536	.081	-.289	.001
Compensation					-.201	.065	-.163	.002

R	.331	.487
R ²	.081	.398
R ² change	.078	.298
F	5.427	27.683
Sig.	.000	.000

To test hypothesis 2, we constructed models 3, 4, and 5. The results presented in Table 4 showed a positive relationship between training and development ($\beta = .213$, $p < .05$), performance appraisal ($\beta = .379$, $p < .01$), and compensation ($\beta = .143$, $p < .05$) with in-role performance. Regarding the effect of HRM practices on extra-role performance, the results indicated that recruitment and selection ($\beta = .193$, $p < .05$), training and development ($\beta = .162$, $p < .05$), performance appraisal ($\beta = .241$, $p < .01$), and compensation ($\beta = .183$, $p < .05$) had a significant positive effect on extra-role performance. These results indicate that key HRM practices, training and development, performance appraisal, and compensation positively influence in-role performance, with performance appraisal having the strongest effect. Additionally, HRM practices such as recruitment and selection, training and development, performance appraisal, and compensation also significantly enhance extra-role performance. This suggests that effective HRM practices not only improve employees' core job performance but also encourage behaviours that go beyond their formal roles, contributing to overall organizational success. The results indicate that the H2 is partially supported.

Table 4: Regression results for H2.

Independent Variables					Dependent variables									
					In-role performance					Extra-role performance				
Model3 (1 Step)					Model4 (2 Steps)					Model5 (2 Steps)				
	B	SE	β	Sig.	B	SE	β	Sig.	B	SE	β	Sig.		
Age	.009	.012	.034	.614	-.008	.012	-.006	.814	.012	.013	.062	.376		
Gender	-.076	.042	.069	.092	-.034	.051	-.031	.458	.071	.043	.089	.075		
Marital Status	-.331	.354	-.275	.001	-.281	.065	-.116	.025	-.323	.024	-.294	.001		
Education	-.045	.053	-.053	.329	.067	.072	.052	.041	.054	.072	.064	.281		
Tenure	.008	.018	.047	.0512	.027	.025	.082	.324	.012	.012	.019	.453		
Job Analysis					.031	.079	.057	.643	.065	.073	.092	.231		
Recruitment and Selection					.141	.056	.143	.005	.212	.029	.193	.003		
Training and Development					.047	.052	.0213	.002	.045	.031	.162	.001		
Performance appraisal					.312	.058	.379	.000	.192	.063	.241	.000		
Compensation					.615	.073	.143	.011	.082	.041	.183	.002		
R	.261				.532				.458					
R ²	.062				.312				.298					
R ²	.043				.298				.167					
F	4.346				25.294				12.134					
Sig.	.001				.000				.000					

To test hypothesis 3, we constructed models 6 and 7. The results presented in Table 5 showed a significant negative impact between the two performance dimensions, in-role performance ($\beta = -.195$, $p < .01$) and extra-role performance ($\beta = -.221$, $p < .01$), on turnover intention. This result suggests that both in-role and extra-role performance are negatively associated with turnover intention. In other words, employees who perform well in their core tasks (in-role) and go beyond their formal duties (extra-role) are less likely to consider leaving the organization. The results indicate that the H3 is fully supported.

Table 5: Regression results for H3.

	Independent variables				Dependent variable			
	Job performance				Turnover intention			
	Model6				Model7			
	(1 Step)				(2 Steps)			
	B	SE	β	Sig.	B	SE	β	Sig.
Age	-.029	.045	-.139	.026	-.021	.032	-.191	.002
Gender	.312	.084	.093	.212	.274	.058	.158	.013
Marital Status	.194	.138	.178	.018	.175	.072	.119	.031
Education	.112	.129	.089	.298	.076	.069	.054	.324
Tenure	.084	.047	.096	.194	.045	.035	.136	.021
In-role performance					.191	.075	-.195	.001
Extra-role performance					.079	.048	-.211	.001
R	.298				.438			
R ²	.094				.329			
R ² change	.081				.275			
F	4.963				26.588			
Sig.	.000				.000			

5. Discussion

The purpose of this study was to examine the effect of human resource management (HRM) practices on job performance and turnover intention in two public enterprises in Kosovo. The first hypothesis analysed the effect of HRM practices on turnover intention. The results of the study showed that some of the (HRM) practices such as training and development, performance appraisal and compensation practices have a negative effect on reducing turnover intention. This negative impact highlights that when employees feel supported and valued through these practices, they feel more engaged and satisfied with their work roles. Training and development help increase employees' skills and make them feel better prepared to face the various challenges they face in the workplace, while performance appraisals provide opportunities for fair job evaluation and recognition of achievements to employees. Moreover, fair compensation is an important motivating factor and encourages employees to stay in the organization, this affects the reduction of their desire to leave work. These findings highlight the importance of applying HRM practices in public enterprises as an effective strategy to retain talented employees and foster a positive and sustainable work environment. It is worth noting that not all HRM practices had a strong impact on turnover intention. Specifically, job analysis and recruitment showed limited effects, possibly due to their procedural and formal nature in public enterprises. These practices may lack strategic alignment with employee expectations, which could reduce their influence. This suggests a need to improve the quality and adaptability of such practices to better support retention. Our findings are consistent with previous studies in the literature (Lee et al., 2018; Obeidat, 2019; Wenyan et al., 2024).

Regarding the second hypothesis, which examines the effect of human resource management (HRM) practices on two dimensions of job performance, such as in-role and extra-role performance, the results of the study showed that recruitment, training, performance appraisal practices and compensation have a significant positive effect on work performance. These findings show the important role that HRM practices play in improving performance inside and outside the role in public enterprises in Kosovo. The positive impacts of recruitment, training, performance appraisal and compensation emphasize that effective HRM strategies not only help to select talented and suitable employees but also contribute to their motivation and continuous development. Recruitment ensures that organizations hire individuals with skills and values that are aligned with the company's objectives, while training enhances their skills and enables them to perform better in their roles. Performance appraisal provides feedback and recognition of their work values, while compensation serves as a major motivating factor that encourages employees to improve their

performance. When comparing our findings with existing literature, these results are consistent with previous empirical studies showing that employees who benefit from HRM practices exhibit higher job performance (Cropanzano and Mitchell, 2005; Amin et al., 2014; Liao et al., 2009; Rehman, 2012). Furthermore, our findings demonstrate significant consistency with the results of prior research (Hoxha and Ramadani, 2023; Hoxha and Ramadani, 2024).

Based on the study's third hypothesis, which examines the impact of job performance on turnover intention, the findings revealed that both in-role and extra-role performance dimensions have a negative impact and contribute to a decrease in turn-over. This result emphasizes that job performance significantly affects the tendency to leave the job and suggests that employees who perform well in their regular tasks (in-role performance) and those who engage in activities outside their roles (extra-role performance) are less likely to want to leave the job. This phenomenon occurs because high-performing employees often feel more engaged and connected to the company's success, and this fosters a sense of loyalty and commitment in employees. These results underline the importance for public enterprises in Kosovo to create a work culture that encourages and supports high performance, because investing in the development of employees' skills and knowledge is an effective strategy for retaining talent and increasing stability within the organization. These findings should be considered alongside the study's limitations, including the use of convenience sampling and the exclusion of potentially relevant factors such as employee engagement or leadership style. Future research could explore these elements to offer a broader understanding of how HRM practices influence employee outcomes. Our findings are consistent with existing literature, including studies (Sturman et al., 2012; Biron and Boon, 2013; Hur, 2024).

6. Conclusion

The findings of this study on the impact of human resource management (HRM) practices on job performance and turnover intention in public organizations such as Kosovo Railways and Prishtina Regional Water Supply have significant implications, particularly given the study sample. This sample comprises public organizations, which frequently experience issues with employee motivation and performance owing to institutional and cultural restrictions that are common in the public sector.

In this context, training and development practices have a significant impact, as investing in employee skill development is not only a tool for increasing productivity but also for enhancing the sense of appreciation and inclusion. In public enterprises, where a strong meritocracy culture may sometimes be lacking, implementing these practices can serve as a powerful motivator for employees, strengthening their connection to the organization. Performance evaluation and recruitment also play a crucial role. In the public sector, it is often observed that recruitment and evaluation procedures are not always based on performance and merit, which can lead to frustration and demotivation among employees. Improving these processes brings a positive impact, as employees feel valued and motivated to perform better, both in their core tasks (in-role) and in tasks that go beyond their official duties (extra-role). Compensation, as a key element, may not always be competitive with the private sector in public enterprises, but improving it whether through additional benefits or non-monetary compensation (such as advancement opportunities and job stability) positively affects performance and reduces turnover intentions. This is particularly important in the context of this study, as employee stability and long-term commitment in public enterprises are essential for the quality and sustainability of public services provided.

Regarding turnover intention, the findings showed that high performance, both in in-role and extra-role activities, reduces the desire to leave the organization. This suggests that employees who feel valued and engaged are more likely to stay, highlighting the importance of fostering a supportive work culture.

In conclusion, this study emphasizes the need for consistency in HRM practices and encourages public enterprises in Kosovo to invest in developing human resource management practices to improve performance and reduce turnover intention. The study's findings provide a strong

foundation for future research and the development of effective strategies in the field of human resource management.

6.1 Theoretical Implication

The theoretical implications of this study focus on its contribution to the existing literature on human resource management (HRM) and organizational performance. First, the study provides strong evidence supporting theories that link advanced HRM practices to improved employee performance and reduced turnover intention. It reinforces the idea that effective HRM practices have a direct impact on employee engagement and motivation, thereby enhancing their retention and commitment.

Moreover, the study aligns with Social Exchange Theory, which suggests that the relationship between employees and the organization is based on reciprocity. When employees feel supported and valued through effective HRM practices, they are more likely to reciprocate with higher levels of commitment and engagement. This creates a mutual exchange where the organization provides support and development, and employees respond with improved performance and a reduced intention to leave.

Secondly, the study contributes to the literature on the public sector in Kosovo, highlighting the importance of these practices in a context where strong managerial approaches are often lacking. It demonstrates that investing in HRM is not only crucial for private organizations but also has a significant impact on the public sector, enhancing the quality and efficiency of services in public enterprises.

Additionally, the study offers a solid research foundation for future scholars, with specific recommendations for further investigation. This study provides valuable insights into HRM practices in Kosovo's public sector, offering evidence-based strategies to enhance employee retention. This opens up opportunities to test the effects of HRM practices in different contexts, helping to develop more advanced and tailored strategies for improving performance and reducing turnover intention.

6.2 Practical implication

The practical implications of this study underscore the necessity for public enterprises, especially in Kosovo, to strengthen their human resource management (HRM) practices as a strategy to enhance employee performance and retention. A primary recommendation is increased investment in training and development initiatives, which not only improve employees' skills but also boost their engagement and job satisfaction, ultimately reducing turnover intention. Continuous professional development should be prioritized to ensure employees are well-prepared for their roles and remain committed to the organization. The study also emphasizes the importance of effective recruitment strategies in attracting and retaining talent that aligns with organizational goals. This highlights the need for recruitment processes that go beyond filling immediate vacancies and focus on selecting individuals who will contribute to the organization's long-term success. In addition, regular performance evaluations are identified as crucial for providing feedback and recognition, reinforcing desirable behaviours, and fostering motivation. Organizations must ensure that their performance management systems are well-designed and consistently implemented to sustain employee engagement and loyalty.

Furthermore, fair and competitive compensation is recognized as a key element in mitigating turnover intention. Ensuring that compensation aligns with employee contributions is essential for maintaining motivation and commitment. Collectively, these findings suggest that public enterprises in Kosovo can significantly improve their organizational effectiveness by adopting well-rounded HRM practices that support both employee development and retention.

To ensure the practical implementation of these recommendations, human resource managers in public enterprises should develop detailed action plans that include regular training sessions,

mentoring programs, and personalized performance evaluations. These plans should be supported by clear policies that enable continuous funding and monitoring. Policymakers play a crucial role by drafting legislation that promotes the adoption of advanced HRM practices and by offering incentives for public enterprises to incorporate innovative approaches to human resource management.

7. Limitations of the Study

The limitations of this study highlight several aspects that may influence its findings and their generalizability. First, the sample is drawn from two public enterprises in Kosovo, which limits the extent to which the results can be generalized to other sectors or broader contexts. The findings may not be entirely applicable to the private sector or organizations in other countries with different HR structures and organizational cultures. Second, the study design is primarily quantitative and relies on self-reported data from employees, which may affect the accuracy of the results due to potential personal biases or subjective perceptions. This design might not account for all variables influencing performance and turnover intention, such as emotional or psychological factors.

Another limitation is the cross-sectional nature of the study, which examines data at a specific point in time. This restricts the ability to capture changes in HR practices and their effects on performance and turnover over a longer period. In addition, the study focuses mainly on formal HRM practices, without delving deeply into the role of organizational culture or informal factors, which may also play a significant role in employee performance and decisions to stay or leave the organization. Additionally, the exclusion of key organizational variables such as leadership style, employee engagement, and organizational commitment may limit the explanatory power of the model. These factors have been shown in prior research to mediate or moderate the relationship between HRM practices, job performance, and turnover intention. Their absence may leave out important dynamics that influence employee behaviour. Furthermore, the exclusive focus on formal HRM practices may overlook informal processes and organizational culture, which often play a crucial role in shaping employee attitudes and retention decisions.

An important limitation of this study is the use of convenience sampling and the low response rate, which restrict the generalizability of the findings. To address this, future research could employ random sampling to enhance population representativeness and the validity of the results. Additionally, longitudinal studies could evaluate changes in HRM practices and their impact on performance and turnover intentions over time, providing a more comprehensive and reliable analysis.

Furthermore, it is important to consider the limitations associated with the use of quantitative methods, as they may limit the ability to explore detailed and context-specific factors within the study. To address this limitation, future research could include qualitative methods, such as interviews or focus groups, to provide a deeper and more nuanced understanding of the variables studied in this context.

Also, this study did not examine the potential impact of external factors, such as economic conditions or labour market dynamics. Future research could adopt a more comprehensive approach by including these external factors to better understand their impact on the study findings and to assess whether the results are applicable to different organizations and different national contexts.

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