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The Influence Of Human Resource Management, Sales Management, And Strategic Management On Employee Work Productivity And Its Implications For Enhancing Enterpreneurial Spirit In Smes In The Tangerang Region

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ABSTRACT

This quantitative research investigates the influence of Human Resource Management (HRM), Sales Management, and Strategic Management on employee work productivity and its implications for enhancing the entrepreneurial spirit among Small and Medium Enterprises in the Tangerang region. The findings reveal that effective HRM practices significantly enhance employee productivity by fostering a supportive work environment and continuous professional development. These results prove that human resource management has a negative effect on employee work productivity with value of -2.6%, sales management has a positive and significant effect on employee work productivity with value of 38.7%, strategic management has significant effect on employee work productivity with value of 61.5%, employee work productivity has a positive and significant effect on the entrepreneurial spirit of MSMEs with value of 94.3% The study concludes that integrated management practices are crucial for improving both productivity and entrepreneurial tendencies within SMEs.

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INTRODUCTION

The development of SMEs or Small and Medium Enterprises in Indonesia continues to grow due to continuing economic growth. Entrepreneurs / MSMEs have an important role in economic development, especially in Tangerang City. This is based on the relatively high level of labor absorption and the need for small investment capital. The development of MSMEs, which is still not balanced with the equal capacity and quality of human resources involved in the MSME sector, is often caused by the low quality of human resources, weak entrepreneurial competence, and limited access to capital. [1], [2]

MSMEs do not have the drive to expand their business. They do business simply, don't pay attention to how their business develops, and feel they lack capital. In fact, the entrepreneurial spirit, not the main capital, is the most important in developing the business. Meanwhile, capital only supports the business. Therefore, it is very important to continue to develop and enhance the entrepreneurial spirit. [3], [4]

The entrepreneurial spirit is an important element in the success of Micro, Small and Medium Enterprises (MSMEs). To start and develop a business, a person must be able to develop an "entrepreneurial spirit" first and be directly involved in building the business, with an entrepreneurial spirit it is hoped that it can increase the work productivity of its employees. The role of effective human resource management (HRM) plays a very important role in improving the performance and competitiveness of Micro, Small and Medium Enterprises (MSMEs) [5], [6], [7].

It will be difficult for an SME to develop if the business actor does not know how to market a product effectively. So management and

sales strategies are needed so that MSMEs are able to survive and compete in the business world that is entering the digital era like now. Holistic approach not only nurtures individual skills and well-being but also fosters collaboration and innovation within the business ecosystem. By prioritizing personal growth, organizations create a more engaged and motivated workforce, which can lead to improved performance and adaptability. This interconnectedness supports a sustainable environment where both individuals and the organization can thrive, driving long-term success and resilience in a constantly changing market. [8], [9].

Marketing strategies are created to promote products so they can generate profits. This is necessary to make the product known to the public. Business actors must have a marketing strategy to convey and offer their products to consumers. The aim of a marketing strategy is to keep consumers loyal to the products being sold and to win business competition, which results in increased product sales. This must be done to increase the selling value of MSMEs by using marketing strategies. [10]

Enhancing the selling value of Micro, Small, and Medium Enterprises (MSMEs) through effective marketing strategies can significantly impact their growth and sustainability. Based on the phenomena and problems above, researchers are interested in conducting research entitled "The Influence of Human Resource Management, Sales Management, and Strategic Management on Employee Work Productivity and the Implications for Increasing the Entrepreneurial Spirit of MSMEs in the Tangerang Region.

RESEARCH METHOD

This research employs quantitative methods, utilizing both descriptive and associative approaches. The primary objective is to analyze the influence of human resource management, sales management, and strategic management on employee work productivity and its implications for increasing the entrepreneurial spirit of MSMEs in the Tangerang region. Data collection is conducted through survey methods, and the data analysis is performed using Structural Equation Modeling (SEM) analysis. The population for this study includes SME employees in Tangerang, with sampling conducted using the Simple Random Sampling Technique.[11]

Population refers to an entire community of individuals, incidents, or other entities that researchers might use to draw conclusions [12]. It is fundamental for decision-making or hypothesis testing. In this research, the population comprises MSME actors in the Tangerang area. A sample is a part of the population that possesses similar characteristics. If the sample size is not representative, the research results cannot accurately represent the population. For this study, a sample of 150 MSME employees was selected.

Data defined as information about a research object [13], can be categorized into primary and secondary sources. Primary data sources are obtained directly from original data sources that are observed and recorded for the first time. Afandi (2018) [14] notes that primary data sources are the initial sources from which data is generated. Secondary data, on the other hand, is collected indirectly from primary sources through second parties.

This secondary data supports the primary data and is adjusted according to the research needs. The data collection method employed in this research is the questionnaire. This involves distributing a list of questions to respondents to gather their responses systematically. Data analysis in this research utilizes PLS software version 3.0 (Partial Least Square), a variant-based structural equation analysis tool. PLS can simultaneously test the measurement model and the structural model.

The measurement model assesses the validity and reliability of the research instruments. Convergent validity and discriminant validity tests are used. Convergent validity is evaluated through the reflection indicators of the measurement model, which are assessed based on the correlation between the component score/item score and the construct score, calculated using PLS. In research that utilizes Partial Least Squares (PLS) path modeling, the measurement model plays a crucial role in assessing the validity and reliability of the research instruments or scales. Specifically, convergent validity and discriminant validity are key components in this evaluation. A correlation exceeding 0.70 with the construct indicates high reflection measures. For early-stage research, outer loading values between 0.5 and 0.6 are considered sufficient. Convergent validity ensures that the items of a construct are reliably related to the construct, and discriminant validity ensures that each construct is distinct from the others. Both tests are essential for confirming the quality of the research instruments used in the model. Discriminant validity is assessed by comparing the square root of average variance extracted (AVE) values, which should be greater than 0.5 that shown in [figure 1](#). [15], [16], [11]

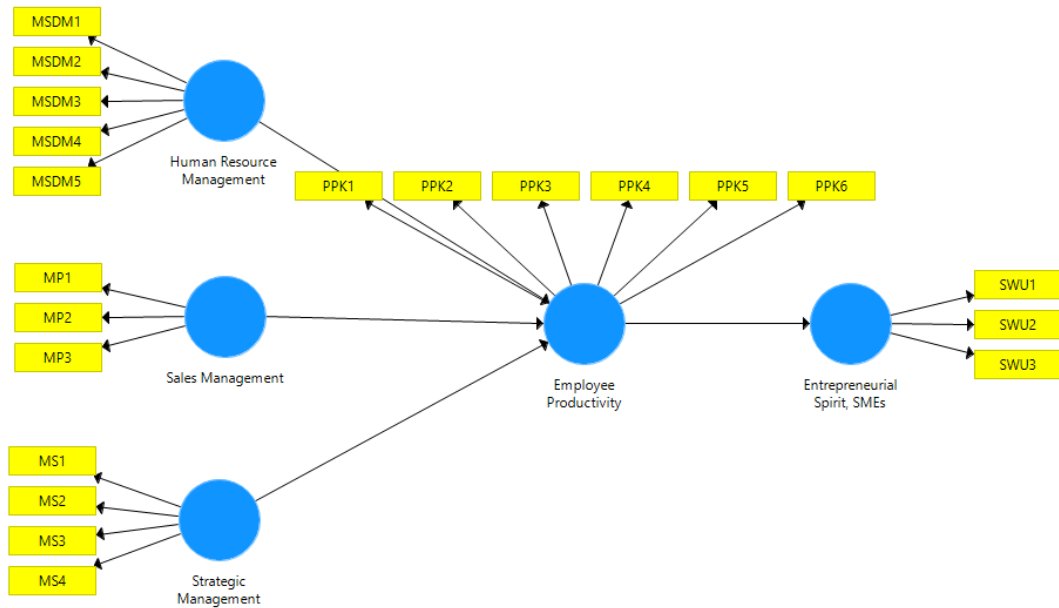


Figure 1. Research Model

Hypothesis testing (β , γ , and λ) was carried out using the bootstrap resampling method developed by Ibrahim (2017) [17]. According Kalyani (2020) the significance measure of hypothesis support can be used by comparing the t table and t statistic values through the

following decision making criteria [18]:

- a. If t statistic > t table and p value < sig 0.05, it means H_a is accepted, H_o is rejected.
- b. If t statistic \leq t table and p values \geq sig 0.05 means H_a is rejected, H_o is accepted

RESULT AND DISCUSSION

1. Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

2. Convergent Validity

According to Alex (2014) [19] a correlation can be said to meet convergent validity if it has a loading value of > 0.7. correlation can be said to meet convergent validity if it has a loading value of > 0.7. The output shows that the loading factor provides a value

above the recommended value, namely 0.7. However, at the research scale development stage, a loading of 0.60 is still acceptable. For early-stage scale development, loadings as low as 0.60 may be acceptable, provided the overall construct validity is still reasonable and other criteria (like AVE and model fit) are met.

This flexible approach allows researchers to refine their instruments over time and improve the measurement model as part of the ongoing process of scale development. So that the indicators used in this research have met convergent validity. The structural model in this research is shown in the following [figure 2](#).

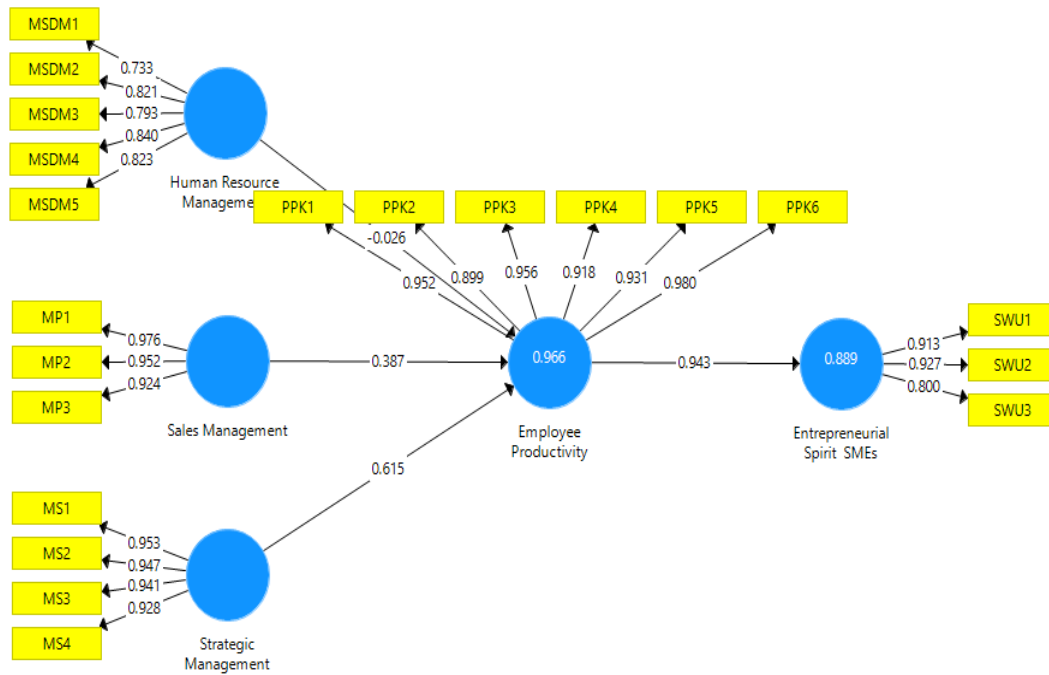


Figure 2. Outer Model, Algorithm Testing

Based on the data in [table 1](#), the value can be determined outer loading. The lowest in the outer model test results of this research is 0.800 in the SWU3/Entrepreneurial Spirit of MSMEs indicator. Referring to the previously

determined outer loading limit, namely 0.7, these results show that the model meets the assumption of convergent validity because the lowest outer loading value obtained is 0.800 > 0.7.

Table 1. Outer Loading

	Human Resource Management	Sales Management	Strategic Management	Employee Productivity	Entrepreneurial Spirit SMEs
MP1		0.976			
MP2		0.952			
MP3		0.924			
MS1			0.953		
MS2			0.947		
MS3			0.941		
MS4			0.928		
HRM1	0.733				
HRM2	0.821				
HRM3	0.793				
HRM4	0.84				
HRM5	0.823				
PPK1				0.952	
PPK2				0.899	
PPK3				0.956	
PPK4				0.918	
SWU1					0.913
SWU2					0.927
SWU3					0.800

	Human Resource Management	Sales Management	Strategic Management	Employee Productivity	Entrepreneurial Spirit SMEs
PPK5				0.931	
PPK6				0.98	
SWU1					0.913
SWU2					0.927
SWU3					0.8

Source: Smart PLS Program Output. 3.0, 2024

3. Construct Validity and Reliability

The data in [Table 2](#) above shows that the lowest AVE value of the 5 variables is 0.644 for the Human Resource Management variable. These results show that the five research variables have met the assumptions discriminant validity because the lowest AVE value obtained is more than 0.5. Meanwhile, in the Cronbach alpha and composite reliability results, it is

known that the lowest value is 0.856 for the MSME Entrepreneurial Spirit variable. Thus, these results also prove that all variables meet the construct reliability assumptions because the lowest Cronbach alpha and composite reliability values are > 0.7.

Table 2. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted (AVE)	Variance
Human Resource Management	0.864	0.873	0.9		0.644
Sales Management	0.947	0.95	0.966		0.904
Strategic Management	0.958	0.958	0.969		0.888
Employee Productivity	0.973	0.973	0.978		0.883
Entrepreneurial Spirit SMEs	0.856	0.87	0.913		0.778

Source: Smart PLS Program Output. 3.0, 2024

4. Inner Model Testing

After testing the outer model, it is necessary to evaluate the final structural

equation model (inner model). The inner model test for this research was carried out by looking at the path coefficient and R square values as follows in [table 3](#).

Table 3. R Square

	R Square	R Square Adjusted
Employee Productivity	0.966	0.965
Entrepreneurial Spirit SMEs	0.889	0.889

Source: Smart PLS Program Output. 3.0

Based on [table 3](#) above, it shows that the value R Square for the work productivity

variable it is 0.966. This result explains that the percentage of work productivity is 96.6%. This means that human resource

management variables, sales management variables and strategic management variables influence work productivity by 96.6% and the remaining 3.4% is influenced by other variables, while the R Square value for the MSME entrepreneurial spirit variable is 0.889. explained that the percentage of MSME entrepreneurial spirit was 88.9%. This means that the work productivity variable influences the entrepreneurial spirit of MSMEs by 88.9% and the remaining 11.1% is influenced by other variables. variable is

distinct and measures a unique construct, which is crucial for the integrity of your findings. The fact that the lowest Average Variance Extracted (AVE) value is greater than 0.5 confirms that your variables share a sufficient amount of variance with their respective items. Overall, these results provide a solid foundation for further analysis, suggesting that your variables are well-defined and reliable, enhancing the credibility SMEs.

Table 4. Inner Model test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Human Resource Management -> Employee Productivity	-0.026	-0.024	0.013	2,031	0.043
Sales Management -> Employee Productivity	0.387	0.397	0.14	2,775	0.006
Strategic Management -> Employee Productivity	0.615	0.605	0.143	4,288	0,000
Entrepreneurial Spirit SMEs -> Employee Productivity	0.943	0.943	0.011	83,608	0,000

Source: Smart PLS Program Output. 3.0

Based on [table 4](#) above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by the values path coefficient can be described as follows:

- 1) Path coefficient Hypothesis 1, namely that the human resource management variable on work productivity is -0.026. This value shows that there is an influence of -2.6% (0.026 x 100%). This result also means that less effective human resource management will reduce employee work productivity.
- 2) The path coefficient value in hypothesis 2 was obtained at 0.387.

This value shows that sales management has an influence of 38.7% (0.387 x 100%) on employee work productivity. This result also means that the better sales management implemented, the higher employee work productivity will be.

- 3) The path coefficient value in hypothesis 3 was obtained at 0.615. This value shows that strategic management has an influence of 61.5% (0.615 x 100%) on employee work productivity. This result also means that the better sales management implemented, the higher employee work productivity will be.

4) The path coefficient value in hypothesis 4 was obtained at 0.943. This value shows that employee work productivity has an influence of 94.3% ($0.943 \times 100\%$) on the entrepreneurial spirit of MSMEs. This result also means that the higher the employee's work productivity, the higher the entrepreneurial spirit of MSMEs.

This research has 4 hypotheses as research questions that have been formulated and need to be tested for truth. Hypothesis testing in this research uses the t test, namely by comparing the statistical t value obtained from the bootstrapping test with the critical limit of the t table value of 1.975 at a significance level of 5% (0.05). The results of this research hypothesis test are presented as follows in [figure 3](#).

5. Hypothesis Testing

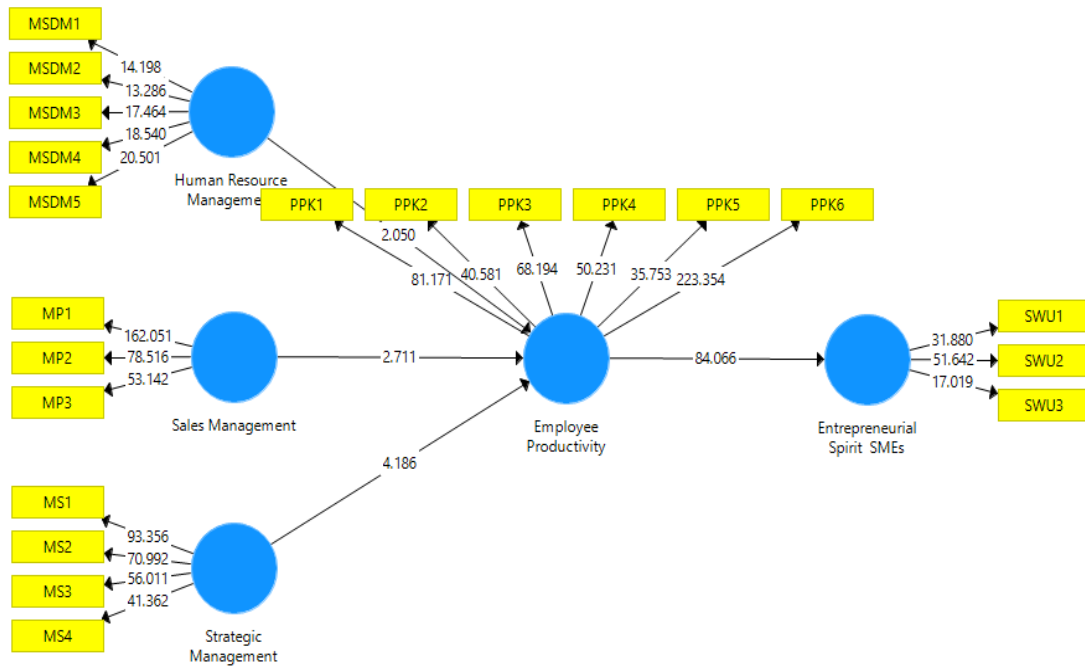


Figure 3. Inner Model, Bootstrapping Testing

Based on the PLS output (bootstrapping test) presented in [Table 5](#), it can be explained that:

1. Hypothesis 1: From the original sample value of -0.026, the t statistic value is 2.031 and the P-value is 0.043. These results prove that human resource management has a negative effect on employee work productivity with a relationship value of -2.6% ($0.026 \times 100\%$). The t statistic value of 2.031 > t table 1.975 and P-value 0.043 < 0.05 proves that hypothesis 1 in this study is acceptable.
2. Hypothesis 2: From the original sample value of 0.387, the t

statistic value is $2.775 > 1.975$ and the P-value is 0.006. These results prove that sales management has a positive and significant effect on employee work productivity with a relationship value of 38.7% ($0.387 \times 100\%$). The t statistic value of $2.773 > t$ table 1.975 and P-value $0.006 < 0.05$ proves that hypothesis 2 in this study is accepted.

3. Hypothesis 3: From the original sample value of 0.615, the t statistic value is $4.288 > 1.975$ and the P-value is 0.000. These results prove that strategic management has a positive and significant effect on employee work productivity

with a relationship value of 61.5% (0.615 x 100%). The t statistic value of 4.288 > t table 1.975 and P-value 0.000 < 0.05 proves that hypothesis 3 in this study is accepted.

4. Hypothesis 4: From the original sample value of 0.943, the t statistic value is 83.608 > 1.975 and the P-value is 0.000. These results prove that employee work productivity has a positive and

significant effect on the entrepreneurial spirit of MSMEs with a relationship value of 94.3% (0.943 x 100%). The t statistic value of 83.608 > t table 1.975 and P-value 0.000 < 0.05 proves that hypothesis 4 in this study is accepted.

Table 5. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remark
Human Resource Management -> Employee Productivity	-0.026	-0.024	0.013	2,031	0.043	Accepted
Sales Management -> Employee Productivity	0.387	0.397	0.14	2,775	0.006	Accepted
Strategic Management -> Employee Productivity	0.615	0.605	0.143	4,288	0,000	Accepted
Entrepreneurial Spirit SMEs -> Employee Productivity	0.943	0.943	0.011	83,608	0,000	Accepted

Source: Smart PLS Program Output. 3.0

CONCLUSION

Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions can be drawn. Human Resource Management has a significant negative effect on the work productivity of MSME employees in the Tangerang area, this shows that effective HRM practices significantly increase employee productivity by fostering a supportive work environment and continuous professional development. Sales Management has a significant positive effect on the work productivity of









MSME employees in the Tangerang area, this shows that sales management strategies are proven to increase productivity by optimizing the sales process and customer relationship management. Strategic Management has a significant positive effect on the work productivity of MSME employees in the Tangerang area. This shows that Strategic Management Practices, further increase employee productivity. Employee work productivity has a significant positive effect on the entrepreneurial spirit of MSMEs in the Tangerang area. This shows that increasing productivity has a positive impact on the entrepreneurial spirit of MSMEs.

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