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Unveiling HRM dynamics through PLS model: The moderating roles of self-efficacy and organizational commitment in work engagement and talent turnover intention

Md Abul Mohaimen^a , Imroz Mahmud^a , Md Sharif Hassan^b , Mohammad Bin Amin^{c,e,*} , Sanjoy Kumar Roy^d

^a Department of Business Administration, University of Asia Pacific, Dhaka, 1205, Bangladesh

^b School of Accounting and Finance, Taylor's University, Subangiaja, 47500, Malaysia

^c Doctoral School of Management and Business, Faculty of Economics and Business, University of Debrecen, Böszörményi út 138, Debrecen 4032, Debrecen, Hungary

^d Department of Business Administration, City University, Dhaka, 1340, Bangladesh

^e Department of Business Administration, Faculty of Business Studies, Bangladesh Army University of Science and Technology (BAUST), Saidpur-5310, Nilphamari, Rangpur, Bangladesh

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ABSTRACT

This study investigates the relationship between human resource management (HRM) practices and talent turnover intention (TTI) with a sample from the Bangladeshi top-rated local and multinational companies operating in Bangladesh with the influences of pay satisfaction, empowerment, and participation on TTI. It also examines work engagement (WE) as a mediator and self-efficacy (SE) and organizational commitment (OC) as moderating variables. The data was collected through a structured survey with respondents assigned 400 employees from local and multinational companies. Partial Least Squares Structural Equation Modeling was employed to analyze the data and test the hypotheses. The findings show that HRM practices are significantly related to work engagement, reducing turnover intention. The results indicate that perceptions of HRM practices significantly enhance work engagement, significantly impacting turnover intention. However, while self-efficacy does not significantly moderate the work engagement-turnover intention relationship, organizational commitment exhibits a notable moderating effect, underscoring its importance in employee retention strategies. The paper informs employee turnover literature by providing empirical evidence of how HRM practices affect employees' intention to stay. In contrast, the paper contributes to the human resource management literature by focusing on employee turnover as a major consequence of psychological variables used in this study. Retaining good people is one of organizations' greatest challenges, as the cost of losing employees is high. This study offers a more sophisticated perspective on the higher-order nexus between HRM practices, work engagement, and turnover intention that can help inform future sound HR strategies.

1. Introduction

A high level of employee turnover is a serious issue for organizations, with aspects such as high costs, interruptions in business processes, and the loss of valuable human capital (Amri & Pandey, 2020). In the current dynamic business world, keeping talented employees in the company is crucial to maintaining competitive advantages. In response to this challenge, researchers have investigated the determinants of turnover

intention, emphasizing human resource management practices.

As much existing literature suggests, employee attitudes and behaviors, including work engagement and turnover intention, are strongly influenced by employees' perceptions of human resource management practices such as compensation, training, and development (Obeng et al., 2021). Yet, the links are not well understood, and there are other individual or organizational factors that may moderate the effects of mindfulness on relationships.

* Corresponding author. Doctoral School of Management and Business, Faculty of Economics and Business, University of Debrecen, Böszörményi út 138, Debrecen 4032, Debrecen, Hungary.

E-mail addresses: mohaimen@uap-bd.edu (M.A. Mohaimen), imroz@uap-bd.edu (I. Mahmud), mdsharifhassan27@gmail.com (M.S. Hassan), binamindu@gmail.com (M.B. Amin), mritojonmajoy@gmail.com (S.K. Roy).

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- I. The first objective of this study is to understand the relationships between human resource management practices, work engagement, and turnover intention while considering the moderating effects of self-efficacy and organizational commitment. Findings from this research could be helpful for organizations trying to create more efficacious talent retention policies. Therefore, it is believed that increasing work engagement among employees is one of the strategies that can help reduce turnover intention (Xiong & Wen, 2020). A committed workforce has an attitude of work engagement consisting of vigour, dedication, and absorption. Job resources, such as supportive HRM practices, can buffer the negative effects of job demands and increase engagement (effectiveness) by helping employees gain fulfilment in the motivation and means to achieve a desired performance, which is consistent with the Job Demands-Resources (JD-R) theory (Thisera & Wijesundara, 2020).
- II. This study pushes to investigate the influence of HRM practices on turnover intentions, emphasizing pay satisfaction, empowerment, and participation and communication (PC) as potential job resources according to the JD-R framework. It extends the JD-R theory by introducing underexplored psychological moderators, namely self-efficacy and organizational commitment, into HRM research. While the JD-R theory emphasizes the equilibrium between job demands and resources, this study underscores the critical role of personal psychological constructs in shaping employee outcomes like engagement and turnover intention. Moreover, previous research works investigated the mediating role of work engagement and the moderation effect of self-efficacy in the relationship between HRM practices and turnover intentions. Most studies feel that high self-efficacy leads to greater work engagement and lower turnover intentions because those with a high sense of self-belief behavior toward work may engage themselves with an object (Hardaningtyas, 2020).
- III. In the same way, organizational commitment, which is an employee's emotional attachment to and identification with the organization, may act as a vital moderator of the relationship between the HRM practices engagement-turnover intentions (Kossyva et al., 2023). Though organizational commitment can act as a moderating factor, it was found that some employees who strongly identified with the organization left the organization when they judged the HRM practices to be negatively deviant or strongly misaligned with their values and expectations (Yang & Arthur, 2019). As mentioned above, marginally high levels of employee organizational commitment may still not compensate enough to outweigh low levels of effective HRM practices on employees' turnover intentions.
- IV. While research has been done regarding employee turnover, advancement remains to be made on essential gaps in our understanding. Limited studies have considered how HRM practices and employee attitudes interact with personal factors, including self-efficacy and commitment to the organization (Sjöberg & Sverke, 2000a, 2000b). In particular, the moderating role of these factors concerning HRM practices and turnover intention has not been explored sufficiently (Hutagalung et al., 2020).
- V. Besides, despite studies recognizing the role of motivation and training in keeping workers engaged, this paper appeals for a broader integration of HRM practices within different industrial contexts and work engagement as an indirect measure (Omar et al., 2022). Such a gap calls for exploring the complex side of HRM practices and why they impact employee retention by focusing not only on work engagement as the mediating mechanism but also examining self-efficacy and organizational commitment as the moderating factors. It shed light on the associations among human resource management practices, work engagement, and turnover intention by integrating self-efficacy and organizational commitment into a moderation model,

addressing an existing lacuna in the literature. This research may help assist organizations in designing more effective talent retention strategies.

- VI. In addition to filling the research gap, the study offers insights into how employee turnover is contingent upon several dynamic variables that become imperative for almost all organizations to develop talent retention strategies.

In light of these research gaps, the current study therefore sheds lights answer the following research questions.

- RQ1.** What is the role of HRM practices in enhancing the level of work engagement of employees in an organization?
- RQ2.** How does work engagement mediate the relationship between HRM practices and talent turnover intention?
- RQ3.** What is the moderation effect of Self-Efficacy on the link between Work Engagement and Talent Turnover intention?
- RQ4.** What is the moderating role of Organizational Commitment in the relationship between Work Engagement and Talent Turnover Intention?

This research adds to employee retention and human resource management literature by offering practical and theoretical contributions to HRM practices and psychological mechanisms-based interaction effects in predicting employee turnover intentions.

Suppose alleged support from the organization is manifested in HR practices at the workplace. In that case, employees feel obligated to reciprocate with a higher level of engagement and a lower likelihood of leaving the organization (Sjöberg & Sverke, 2000a, 2000b). This enhanced working engagement, as one of vigor, dedication, and immersion, is critical in creating a more positive and committed workforce. Hence, by providing employees with resources and support through effective HRM practices, organizations can nurture an engaged and committed workforce, thus reducing turnover intention by retaining the organization's most sustainable human capital. For Instance, Organizations offering wages above average with opportunities for growth and development along with participation and communication will be more likely to develop a workplace where employees are engaged and committed to their jobs (Soenanto et al., 2020). While so many previous research has highlighted the critical role of motivation over training and development in influencing employee retention (Mohaimen et al., 2023), this study broadens the focus to examine the impact of the HRM practices across various industries, incorporating work engagement as a mediator.

In addition, a perception of the high level of such relatedness favours engaged working behaviours among employees and reduced their turnover intention. The mutual interaction of the HRM practices, work engagement (emotional labor), and turnover intention are also moderated by individual-level factors like self-efficacy and organizational commitment (Memon et al., 2020). Individuals with high self-efficacy believe that they can achieve success, and as such, they are more likely to carry on against opposition and remain involved in the work domain, even when the HRM practices may not favor them (Anfajaya & Rahayu, 2020). When employees have a high level of emotional ties with the organization, as in the case of organizational commitment, they may also forgive deficiencies in HRM practices and not leave the organization (Khandakar & Pangil, 2020). Such moderating factors signify the diverse functioning of the underlying relationships of HRM practices, work engagement, and turnover intention.

Thus, by comprehending how HRM practices interrelate to affect work engagement and modulate individual and organizational factors, organizations could derive much potential to formulate more effective talent retention programs (Memon et al., 2020). Organizations also need to enhance employee engagement and lessen their turnover intentions because organizations' most precious human capital is their people, and it is important that your employees feel motivated to stay (Hauer et al.,

2021). This study indirectly provides valuable implications for the theory and practice of HRM by increasing our understanding of factors influencing retention and performance (Merican et al., 2022).

2. Literature review and hypotheses development

2.1. Talent turnover intention

The intention to turnover talent is an important phenomenon in human resources management because it significantly affects the effectiveness of organizations and employee management. This refers to the probability that an employee provides about intent-to-leave from an organization.

It has been recognized that talent management is an important part of human resources and a main source of competitive advantage for organizations in the current era (Pandita & Ray, 2018). Talent management is the strategic process of identifying, developing, and retaining individuals with the skills, knowledge, and potential to contribute successfully to the overall success of an organization (Ali & Khaled, 2022). Amidst globalization and a volatile environment, talent management still stands as one of the most challenging activities for enterprises remaining at a competitive edge in strategically capitalizing on skills already present within the organization (Hajam & John, 2023).

Previous studies have investigated the factors causing talent turnover intention. On the other hand, few studies have discovered some deeper reasons beyond organizational commitment, talent engagement and job satisfaction behind many people opting to stay long-term at organizations (Mahadi et al., 2020). Studies are beginning to show that, more than simple monetary concerns, the work-life balance and outside personal matters play a larger role in whether or not someone stays at their job. Moreover, with the ongoing changes in employees' priorities and preferences, it is plausible that talent management practices have lost some power in specific contexts. Although mitigating role conflict, and to a lesser extent extrinsic rewards can bring additional commitment from employees, these strategies may fail in solving the more complex and multidimensional problem of talent turnover intention (Hao & Wang, 2022). More integrative directions should be taken in future research examining the organizational and individual drivers of turnover as well as external societal/technological forces influencing the extent to which employees persist in employment with their organizations. This comprehensive approach allows organizations to create strategies that consider their talent pool's varied demands and motivations, allowing them to better attract and retain key personnel while remaining competitive.

2.2. JD-R theory

According to the Job Demands-Resources (JD-R) theory, job resources such as HRM practices that support employees can lead to employee engagement because they reduce job demands and/or invoke a motivational process that inspires employees with the energy and tools to help them achieve their work objectives. This theoretical framework provides the basis of the current research, which investigates the effects of HRM practices on turnover intentions, using Job resources empowerment, pay satisfaction, participation, and communication as potential job resources. This study conceptualises that pay satisfaction, empowerment, and employee participation as HRM practices either enhance engagement or increase turnover intentions as job resources. Self-efficacy and organizational commitment have also been investigated in previous work as a moderator and work engagement as a mediator of the HRM practices-turnover intention relationship (Memon et al., 2020).

2.3. Perceptions of employees of HRM practices

HRM practices profoundly impact employee attitudes and behaviors, such as work engagement and intention to stay (Basnyat & Lao, 2019).

In particular, employees' awareness of HR practices, including pay, training, or development opportunities, influence their work engagement and turnover intention.

In addition, there is evidence that employees who believe their organization is responsive to their needs through HR practices feel a sense of obligation and commitment, which translates to increased engagement and likelihood of staying with the organization (Xiong & Wen, 2020). Work engagement is a positive, work-related state of mind that is characterized by vigor, dedication, and absorption and is well-known as an essential topic in retention and organizational performance research (Phadtare & Chougule, 2023).

Nonetheless, studies have found that staff are not always able to feel that the HR practices of their organization have their back. In this adverse scenario, even if employees experience a sense of obligation and commitment, this may be insufficient to outbalance the detrimental effect of bad HR practices on their turnover intentions.

2.4. Pay satisfaction

Compensation and pay satisfaction are integral to HR practices and have long been established as powerful predictors of employee attitudes and behaviors. A consistent finding in studies has determined that pay satisfaction has a positive relationship with work engagement (Hardiyansyah et al., 2023), as pay can fulfil the essential requirements and provide a sense of appreciation and recognition of the employee's work (Rahman & Singh, 2019). Conversely, pay dissatisfaction may bring about counter-productive and turnover intentions, where employees will look for organizations that pay better (Engidaw, 2021). Therefore, it can be hypothesized that.

H1. Pay satisfaction is significantly related to work engagement.

2.5. Empowerment

The second critical HRM practice in this study is empowerment, which refers to employees' perceptions of the extent to which they feel they have discretion and autonomy in their work. Giving employees power boosts their initiative, proactivity, and time and energy invested in work, all of which translate to greater work engagement. (Garro-Abarca et al., 2021). Alternatively, lacking empowerment and autonomy may lead to turnover intentions (S & M, 2020). Accordingly, this leads us to hypothesize that.

H2. Empowerment is significantly related to work engagement.

2.6. Employee participation

It has also been proven that the more employees are involved with their decision-making and communication, the more work is engaging. If employees feel that their voices are heard and their opinions are valued, they will eventually become invested in their work and the company as a whole. On the contrary, the absence of involvement and interaction helps to foster disengagement motivations and the intentions to exit the organization (Lyons & Bandura, 2019). This prompts us to propose the following hypothesis.

H3. Employee participation is significantly related to work engagement.

2.7. Work engagement (WE)

As stated previously, work engagement has been repeatedly associated with lower turnover intentions. Employees who are engaged are much more likely to feel a connection to their work and the organization, feel a commitment to the organization, and be less likely to leave (Hardaningtyas, 2020).

Employers with employees who are engaged with their work are

more engaged with the organisation's success because they have a stake in it and identity with their work. This simply means that they are less likely to start looking for jobs with your competitors because they have bought into the company's vision and goals (Kossyva et al., 2023). Engaged employees are also more productive and innovative and contribute their excess mile to the organization.

The research has been profound regarding the link between work engagement and turnover intentions, with the message being clear for organizations trying to keep their best people — create a workforce of engaged workers (S & M, 2020).

2.8. Mediating role of work engagement

Based on the above hypotheses, this can be postulated that work engagement mediates the effect of HRM practices on turnover intentions. It is particularly hypothesized that work engagement serves as an intermediate mechanism through which HRM practices such as pay satisfaction, empowerment, and employee participation impact talent turnover intentions. Building on prior research, this study introduces work engagement to validate its role and further elucidate the mechanism underlying this relationship, aligning with established theoretical frameworks to deepen the understanding of the process. In other words, these HRM practices are assumed to affect turnover intentions primarily through their mediation effect on employee work engagement. Hence, the following hypotheses are proposed.

H4. Work engagement is significantly related to talent turnover intention.

H5. Work engagement significantly mediates the relationship between pay satisfaction and talent turnover intention.

H6. Work engagement significantly mediates empowerment and talent turnover intention.

H7. Work engagement significantly mediates the relationship between employee participation and talent turnover intention.

2.9. Self-efficacy (SE)

Another critical contextual variable affecting the relationship between work engagement and turnover intentions is self-efficacy, which refers to an individual's belief that they can succeed in specific situations or accomplish a task. Such employees are also higher in self-efficacy, which translates to having a higher degree of assurance about what the employee can do about their unit of work and enterprise performance (Reig-Botella et al., 2024). This means that self-efficacy can reinforce the positive association between work engagement and turnover intentions. Hence, engaged employees with high self-efficacy may show less intention to leave the organization.

In contrast, an employee with lower self-efficacy might not feel as confident in his/her ability to succeed in his/her work, so the positive link between work engagement and turnover intentions will be mitigated or weakened (Memon et al., 2020). Thus, it can be hypothesized that.

H8. Self-efficacy significantly moderates the relationship between work engagement and talent turnover intention.

2.10. Organizational commitment

Along with self-efficacy, organisational commitment is another influential variable that can play a role in the relationship between work engagement and turnover intentions. Organizational commitment is the emotional attachment and identification with, loyalty to, and willingness to exit with the organization (Xiong & Wen, 2020). An individual with a high organizational commitment will enjoy a sense of belongingness and loyalty towards the organization (in other words,

commitment), which will further strengthen the negative relationship between work engagement and intention to leave (Lyons & Bandura, 2019).

Conversely, employees with low organizational commitment may be inclined to leave the organization, regardless of their work engagement, when they lack a sense of belonging and understanding of the company's goals and vision (Zaman et al., 2020).

Thus, the following hypothesis is suggested.

H9. Organizational commitment significantly moderates the relationship between work engagement and talent turnover intention.

2.11. Framework of the study

Self-efficacy and organizational commitment are particularly relevant as moderators in the context of HRM practices and employee turnover intention because they directly influence how employees perceive and react to organizational practices. Self-efficacy, as an individual's belief in their ability to succeed, can shape how employees engage with their roles and organizational practices (Schaufeli & Bakker, 2004). High self-efficacy is linked to greater resilience, engagement, and lower turnover intention, particularly in organizations with dynamic and supportive HRM practices (Saks, 2006).

Organizational commitment, on the other hand, reflects the emotional attachment and loyalty of employees toward the organization (Meyer & Allen, 1991). This commitment is a critical factor in determining whether employees stay or leave, especially when HRM practices foster a sense of belonging and value within the organization (Allen & Meyer, 1990). While variables such as resilience and job satisfaction are important, self-efficacy and organizational commitment directly influence how employees interpret and respond to HRM practices, making them more relevant moderators in the study of turnover intentions.

3. Methodology

3.1. Context of the study

Talent management has undoubtedly become the pre-eminent business issue in Bangladesh, particularly with the ongoing changes that have altered the business landscape. With labor often in short supply across sectors, companies are realising that high levels of employee turnover directly affect organizational performance (Ali et al., 2021). Considering this environment, this research investigates the turnover intention of employees from different industries in Bangladesh along with the potential association of Human Resource Management (HRM) practices, work engagement, self-efficacy, and organizational commitment regarding retention purpose.

This quantitative research study provides a structured questionnaire with a five-point Likert scale, where "strongly agree" scored number 5 and "strongly disagree" number 1, from employees in various sectors. The current research identifies various HRM practices that can emerge as the best practices leading towards increased employee engagement and, thus, lesser turnover intention. Because organizational cultures and practices vary significantly from sector to sector, the research employs purposive sampling to identify companies with particular HRM practices and strategies. Hence, the purposive and convenience sampling results in a sample that also offers an increased richness of comprehensiveness of turnover phenomena and HRM effectiveness in different organizational contexts.

The competitive market of Bangladesh requires tremendous skilled talents, and this research provides some insights into different HRM strategies to ensure the retention of those skilled employees and how those strategies can be adopted in various industries and sectors. Consequently, the main goal of this study is to come up with some strategic guidelines by identifying the key influential factors. The data collection was done from December 2023 to October 2024, covering

various business cycles. The measurement items for the constructs are detailed in the Appendix (Table A1).

3.2. Sampling strategy

Since the present purpose was explicitly to explore the underlying complexities in the interplay of HRM practices and their differential impacts in different organizational contexts, purposive sampling was used mainly to select the organizations to participate in the research. This enabled purposeful sampling of local and multinational companies from diverse sectors, including manufacturing, services, technology, and finance.

Additionally, the researchers employed a convenience sampling strategy, considering the ease of data collection and the need to access organizations that could provide a useful dataset within a reasonable timeframe. Sampling from readily available employee groups at the selected companies proved to be a beneficial approach, as it enhanced the practicality and efficiency of the research (Mittal, 2019).

3.3. Sample size

The study aimed to acquire a sample that would reach the recommendations established for sufficient statistical power and reliable results. Since seven constructs were included, with five items each, yielding 35 measurement items. Drawing from academic literature of the past, a minimum of 10 times the number of measurement items was needed for reliable factor analysis (Barclay et al., 1995; Hair et al., 2014), and hence, a minimum of 350 samples is required for the study. In order to strengthen the validity of the results while taking the risk of a non-response rate or incomplete data into account, a final sample size of 400 was aimed at, resulting in 465 (that is, $465 - 65 = 400$ useable) responses.

3.4. Data collection and analysis

A structured questionnaire was flown to employees of the chosen organizations through a mix of online and offline channels. The complete administration process is divided into the following few steps.

Step-1: An unconventional from-the-get-go step was taken in data collection by organizing Google Meet briefing sessions. Getting potential participants' attention and response would have been harder without these meetings. All the necessary measures were taken to ensure that the participants knew the content well and felt comfortable with it from the beginning, establishing trust and openness immediately by thoroughly discussing each survey item. Minor modifications were made to the wording of a few item questions to enhance clarity and relevance for our target respondents. Afterward, multiple methods were identified for circulating the survey questionnaire, primarily focusing on utilizing the selected companies' HR-related WhatsApp groups. Participants were explicitly informed that their responses would remain anonymous and confidential, with the questionnaire administered via Google Forms, which did not collect identifiable information such as names or contact details. To further alleviate concerns about pressure or bias, HR departments were not given access to individual responses or raw data, ensuring participants felt no compulsion to provide favorable answers. During the Google Meet briefing sessions, participants were reassured that their responses would be used solely for academic purposes. Additionally, to address potential non-response bias, a comparison of early and late respondents on key variables, such as work engagement and turnover intention, revealed no significant differences, indicating minimal risk of bias in the collected data.

Step 2: A close collaboration was established with the HR departments of these organizations, which incorporated us into their official WhatsApp groups to facilitate our integration. These groups

are used for internal communications within the companies regularly, and they are the best means of reaching a large number of employees quickly. After being included in the groups, a direct link to the digital questionnaire was posted to those forums, allowing direct access to all employees. This method was selected both for its ease of use and its integration into the daily routines of our respondents, keeping its time-consuming nature to a minimum while ensuring high response rates. Written informed consent was received electronically via the Google form from the study participants. Ethical approval was obtained from the Research Committee of DBA, University of Asia Pacific, with the approval number DBARC/UAP/0024. SMART PLS 4.1.0.3, a statistical tool that offers the latest algorithmic developments in latent variable modelling, was used to analyze the collected data. PLS-SEM, PLS-Bootstrapping, and PLS-Predict heuristics were used to thoroughly test the model and hypotheses, providing a solid foundation for the findings regarding the intricate relationships between HRM practices and employee consequences.

PLS-SEM was chosen for this study due to its suitability for exploring complex relationships and theoretical models with multiple constructs. Compared to covariance-based SEM, PLS-SEM is more flexible in handling small sample sizes, non-normal data distributions, and formative constructs (Hair et al., 2017). It excels in predictive modeling, making it particularly advantageous when the primary goal is to explore the predictive relationships among constructs, such as HRM practices, work engagement, and turnover intention (Hair et al., 2019).

Furthermore, PLS-SEM allows simultaneous analysis of direct, indirect, and moderating effects, making it ideal for capturing the nuanced interactions between self-efficacy, organizational commitment, and other variables in this study. The decision to use PLS-SEM aligns with the study's objective of identifying actionable insights and providing robust predictive capability for HR practitioners.

4. Data analysis

The demographic profile of the respondents is given below in the following Table 1:

Table 1 presents demographic details of respondents based on five variables: gender, age, education level, company type, industry, and work experience. Males (58.3%) form the majority, with the largest age group being 26–35 (39.6%), and most respondents hold a bachelor's degree (66.4%). A notable sample diversity is evident in the company type, with 63.6% of respondents employed by local companies and

Table 1
Demographic details.

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	233	58.3
	Female	167	41.7
Age	18–25	120	30.0
	26–35	158	39.6
	36–45	89	22.3
	46 and above	33	8.1
	Bachelor's Degree	266	66.4
Education Level	Master's Degree	105	26.1
	Other	29	7.3
	Local	254	63.6
Company Type	Multinational	146	36.4
	Manufacturing	99	24.7
Industry	Technology	79	19.8
	Finance	118	29.3
	Services	104	26.2
	Less than 1 year	50	12.4
Years of Work Experience	1–3 years	154	38.5
	4–7 years	123	30.7
	8 years and above	73	18.4

Source (s): Developed by authors

36.4% by multinational companies. Industries represented include finance (29.3%), services (26.2%), manufacturing (24.7%), and technology (19.8%). Regarding work experience, the highest proportion falls under 1–3 years (38.5%), while a smaller group has less than a year (12.4%). The table provides a concise overview of respondent characteristics for the study.

4.1. Common method bias (CMB)

Common method bias (CMB) occurs when measurement errors are introduced due to the method used to collect data rather than the constructs being measured. To reduce CMB, researchers introduce a time lag between measuring independent and dependent variables (Tehseen et al., 2017). As a result, data for independent variables were collected during December 2023, and for dependent variables it was collected in February 2024. Following Kock's (2015) guidelines for verifying PLS-SEM, the study assessed the presence of multicollinearity among latent variables. The variation inflation factor (VIF) all falling below the critical threshold of 3.3, indicating acceptable levels. Additionally, a unique marker variable (M1), representing career advancement opportunities, was included and showed minimal correlation with the latent variables, none statistically significant (Podsakoff et al., 2024). Based on these results, common method bias is unlikely to pose a concern in this study.

4.2. Measurement model assessment

The measurement model involves seven constructs (Pay Satisfaction, Empowerment, Participation, Work Engagement, Self-Efficacy, Organizational Commitment, and Talent Turnover Intention), then examined for reliability and validity using Smart PLS in the first step of

measurement model testing. The evaluation of the measurement model is critical since it provides the basis for the validity of the constructs applied in studying the theoretical relationships postulated in our research. The following Table 2 shows the factor loadings, construct reliability, and convergent validity:

Additionally, the following Fig. 2 and 1 indicates the results from PLS algorithm:

The reliability of each construct was first measured using Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). Table 2 shows that all constructs show Cronbach's alpha and composite reliability higher than the accepted threshold of 0.7, indicating good internal consistency. The analysis also focused on the convergent validity, which the AVE evaluated. The AVE was above the threshold of 0.5 for all constructs, suggesting that more than half of the variance in the observed variables can be explained by the underlying latent construct that they are supposed to measure. Among these constructs, Talent Turnover Intention showed the highest AVE of 0.893, indicating that the items in the construct converge very strongly with a single construct. The outer loadings of the individual items were examined so that each item adequately represented a relevant construct. Loadings for items on all constructs were significantly above the acceptable threshold of 0.7. Loadings were high for all the items measuring Self-Efficacy (e.g., SE_1 (0.926) and SE_2 (0.945), indicating that these items were well representative of the underlying construct.

This study employed the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio to evaluate discriminant validity. According to Fornell and Larcker (1981), discriminant validity is confirmed if the square root of each construct's AVE is greater than its correlation coefficients. As shown in Table 4, the square roots of the AVEs for all constructs exceed their respective inter-correlations, confirming satisfactory discriminant validity. Henseler et al. (2015) also

Table 2
Factor loadings, construct reliability, and convergent validity.

Constructs	Items	Outer Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
1. Pay Satisfaction	PS_1	0.918	0.961	0.970	0.865
	PS_2	0.940			
	PS_3	0.940			
	PS_4	0.916			
	PS_5	0.935			
2. Empowerment	Emp_1	0.923	0.956	0.966	0.850
	Emp_2	0.924			
	Emp_3	0.940			
	Emp_4	0.906			
	Emp_5	0.917			
3. Participation	PC1	0.934	0.960	0.969	0.861
	PC2	0.908			
	PC3	0.935			
	PC4	0.924			
	PC5	0.939			
4. Work Engagement	WE_1	0.925	0.959	0.968	0.860
	WE_2	0.931			
	WE_3	0.929			
	WE_4	0.916			
	WE_5	0.934			
5. Self-Efficacy	SE_1	0.926	0.965	0.973	0.877
	SE_2	0.945			
	SE_3	0.931			
	SE_4	0.944			
	SE_5	0.936			
6. Organizational Commitment	OC_1	0.928	0.961	0.970	0.866
	OC_2	0.940			
	OC_3	0.933			
	OC_4	0.919			
	OC_5	0.934			
7. Talent Turnover Intention	TTI_1	0.949	0.970	0.977	0.893
	TTI_2	0.943			
	TTI_3	0.944			
	TTI_4	0.950			
	TTI_5	0.940			

Source (s): Developed by authors.

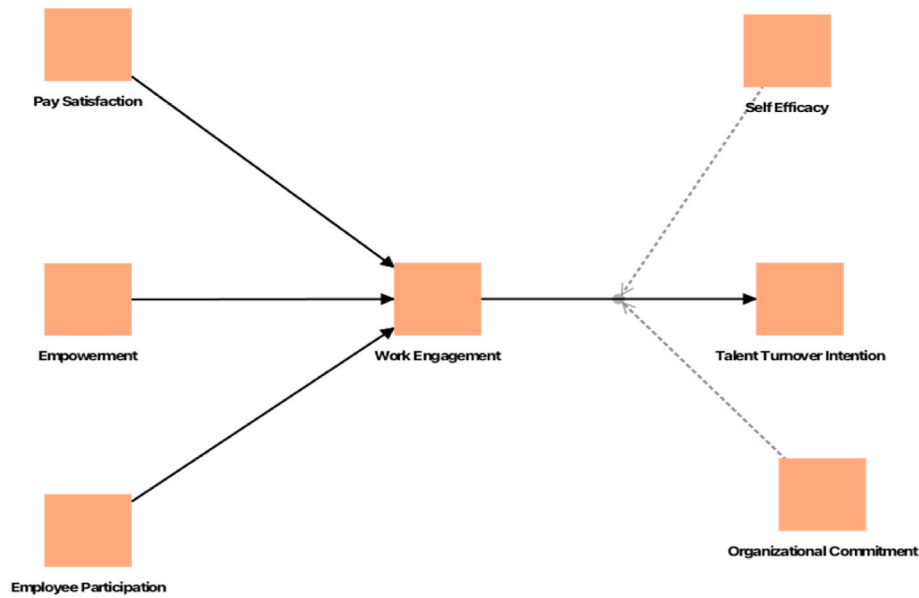


Fig. 1. Theoretical framework.
Source (s): Author's own creation

proposed the HTMT ratio for assessing discriminant validity, with a threshold of 0.90 for conceptually related constructs and 0.85 for conceptually distinct ones. In this study, the 0.85 threshold is applied. The following Table 3 represents the HTMT values which proves that all constructs meet this requirement, affirming sufficient discriminant validity:

Additionally, the following Table 4 representing results from Fornell-Larcker criterion test indicates appropriate discriminant validity.

4.3. Structural model assessment

The purpose of the structural model is to ascertain the relationships among variables as hypothesized in the research framework (Hair et al., 2014). The evaluation of the structural model encompasses several aspects: assessing the significance of path coefficients, the coefficient of determination (R^2), and predictive relevance (Q^2). The following Table 5 shows the hypotheses testing results:

Based on the results from Table 5, out of six hypotheses (H1, H2, H3, H4, H8, and H9), five hypotheses were accepted (H1, H2, H3, H4, H9) because the p-values are less than 0.05. However, H8 was not accepted because the p-value is more than 0.05.

The R-squared values obtained from our analysis indicate the proportion of variance in the dependent variables that can be explained by the independent variables within the model. For Work Engagement, an R-Square value of 0.560 suggests that 56% of its variance is explained by the predictors included in the model. This substantial percentage underscores the strong influence of factors such as pay satisfaction, empowerment, and participation on the engagement levels of employees. Table 6 shows R Square and Q square result.

The Talent Turnover Intention construct achieved an R-Square of 0.713, indicating that our model explains approximately 71% of the variance in turnover intentions. This high value reflects the significant impact of constructs like work engagement, self-efficacy, and organizational commitment on employees' intentions to leave, highlighting the robustness of our theoretical framework in understanding the determinants of turnover.

To ascertain the predictive relevance of our model, Q-Square values were computed using the blindfolding technique, a sample reuse method provided by PLS-SEM. The Q-Square values for Work Engagement and Talent Turnover Intention were 0.552 and 0.677, respectively. Values

greater than 0 indicate that the model has predictive relevance for the respective constructs. Thus, the observed Q-Square values further validate our model's capability to explain and predict the constructs effectively, emphasizing its practical applicability in organizational settings.

4.4. Mediating effects analysis

Given the role of work engagement as a mediator, it is important to evaluate both the traditional and contemporary views on mediation analysis. Baron & Kenny (1986) originally suggested that a variable could only act as a mediator if the direct effect between the independent and dependent variable is no longer significant once the mediator is included—an idea related to the concept of full mediation. Later researchers disputed this notion, claiming that meaningful mediation can exist even when the direct path remains significant and such mediation is theoretically relevant. Such an approach, however, often known as partial mediation, implies that the mediator partly accounts for the connection between the X variable and the Y variable and that this association can be better understood in a more detailed way in terms of how and why they are associated (Preacher & Hayes, 2008).

Previous studies support the mediation role of work engagement between human resource management practices and turnover intentions and highlight the critical role of work engagement in designing and implementing employee retention strategies. Given these insights, the inclusion of work engagement as a mediator is justified, as it allows for a deeper examination of the mechanisms through which the independent variable affects the outcome beyond the direct association. Table 7 below shows the mediation analysis results:

In this study, a mediation analysis was used to explore how Work Engagement (WE) mediates the relationship between various antecedent variables—Pay Satisfaction (PS), Empowerment (EMP), and Participation (PC)—and Talent Turnover Intention (TTI). The following results demonstrate the pathways through which these constructs exert influence, considering a significance level of 5% ($p < 0.05$). According to Table 7 findings, H5: Pay Satisfaction - > Work Engagement - > Talent Turnover Intention (PS - > WE - >): The analysis yielded a path coefficient of -0.104 with a standard deviation of 0.024 , resulting in a t-statistic of 4.328 , which firmly supports the hypothesis ($p < 0.001$). This indicates that higher pay satisfaction leads to increased work engagement, reducing turnover intentions. The negative sign of the coefficient

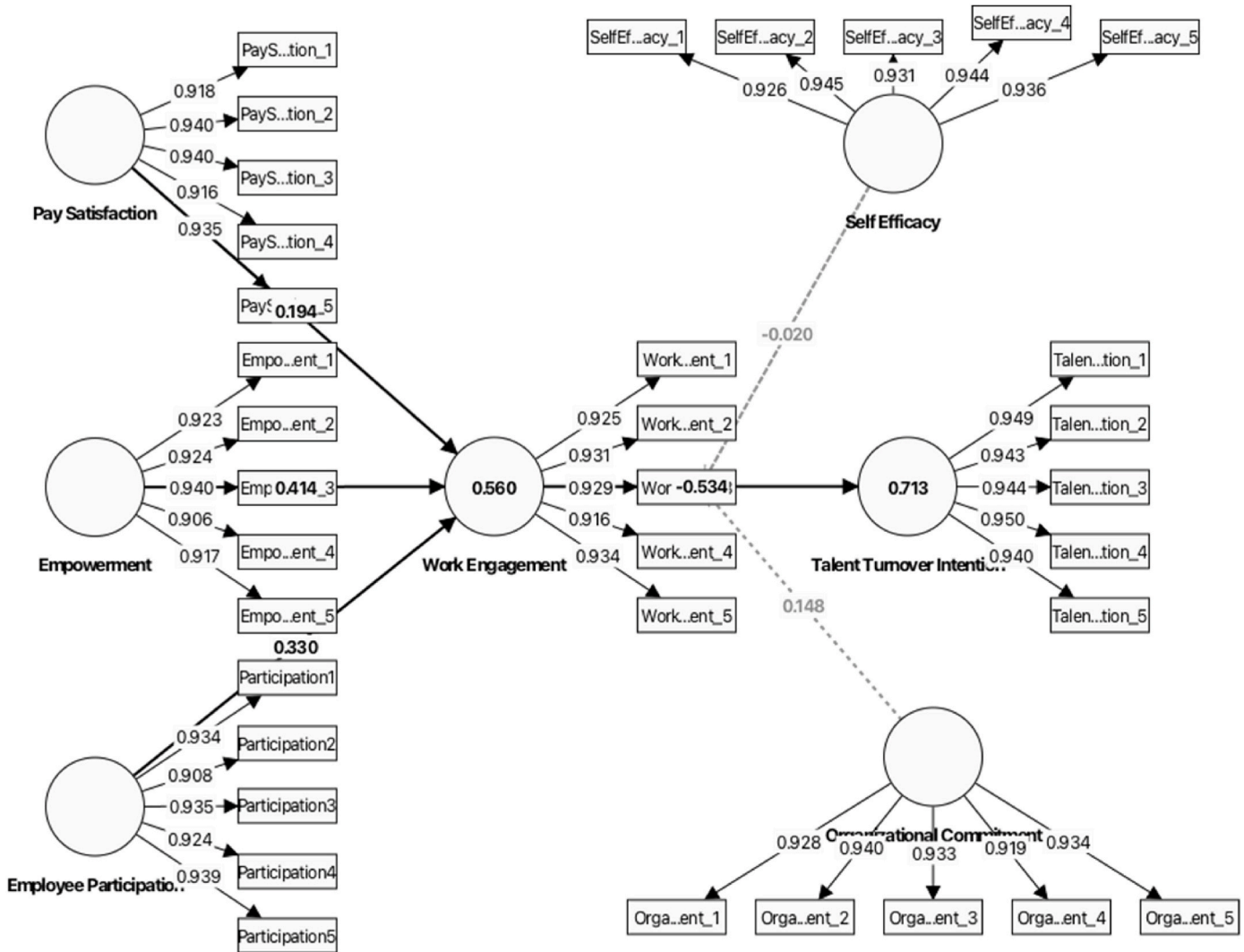


Fig. 2. Result from PLS algorithm.
Source(s): Author's findings

Table 3
Discriminant validity (HTMT) ratio.

Constructs	PS	EMP	PC	WE	SE	OC	TTI
Pay Satisfaction	0.545						
Empowerment	0.351	0.441					
Participation	0.542	0.682	0.593				
Work Engagement	0.280	0.378	0.323	0.362			
Self-Efficacy	0.428	0.493	0.334	0.482	0.306		
Organizational Commitment	0.591	0.718	0.537	0.773	0.410	0.689	
Talent Turnover Intention							

Source (s): Developed by authors.

suggests that as employees become more satisfied with their compensation, their engagement acts as a buffer, decreasing their likelihood of leaving the organization.

Moreover, **H6**: Empowerment - > Work Engagement - > Talent Turnover Intention (EMP - > WE - > TTI): The path coefficient for this relationship was -0.221, with a standard deviation of 0.028 and a t-statistic of 7.866 ($p < 0.001$). This strong negative effect underscores the vital role of empowerment in enhancing work engagement, which significantly lowers turnover intentions. The magnitude of the

coefficient indicates that empowerment is a more potent mediator compared to pay satisfaction, emphasizing its importance in retention strategies. **H7**: Participation - > Work Engagement - > Talent Turnover Intention (PC - > WE - > TTI): With a path coefficient of -0.176, a standard deviation of 0.023, and a t-statistic of 7.769 ($p < 0.001$), this result supports the hypothesis that participatory practices foster an environment where employees are more engaged and less likely to leave. The mediation effect demonstrates the effectiveness of inclusive decision-making processes in enhancing employee retention.

Researchers frequently rely on models that can accommodate the complex dependencies inherent in human dynamics within the organizational environment to study and make accurate predictions about organisational behaviour. The PLS-SEM technique was applied to the Work Engagement and Talent Turnover Intention, and Linear Modeling (LM) analysed the latter endpoint's conditional effects. This analysis compares the Root Mean Square Error (RMSE) of the two methods in order to determine which modelling method provides a better fit and prediction of these important indicators.

Looking at the comparative analysis of PLS-SEM vs LM RMSE for the constructs of Work Engagement and Talent Turnover Intention. **Table 8** shows that PLS-SEM produces a consistently lower RMSE than LM across all indicators. The results also demonstrate that the PLS-SEM provides improved model fit and facilitates a better predictive relevance for

Table 4
Fornell-Larcker criterion.

Constructs	PS	EMP	PC	WE	SE	OC	TTI
Pay Satisfaction	0.930						
Empowerment	0.524	0.922					
Participation	0.338	0.423	0.928				
Work Engagement	0.522	0.654	0.570	0.927			
Self-Efficacy	0.271	0.364	0.311	0.349	0.936		
Organizational Commitment	0.412	0.473	0.321	0.463	0.295	0.931	
Talent Turnover Intention	−0.571	−0.691	−0.518	−0.746	−0.398	−0.665	0.945

Source (s): Developed by authors

Table 5
Hypotheses testing results.

Hypotheses	Path Coefficients	Standard deviation	T statistics	P values	Hypotheses Results
H1: PS - > WE	0.194	0.026	4.460	0.000	Accepted
H2: EMP - > WE	0.414	0.028	9.477	0.000	Accepted
H3: PC - > WE	0.330	0.030	8.634	0.000	Accepted
H4: WE - > TTI	−0.534	0.030	17.041	0.000	Accepted
H8: SE x WE - > TTI	−0.020	0.044	0.728	0.467	Not Accepted
H9: OC x WE - > TTI	0.148	0.044	5.770	0.000	Accepted

Source (s): Developed by authors

Table 6
R Square and Q square result.

Construct	R-Square	Q-Square
Work Engagement	0.560	0.552
Talent Turnover Intention	0.713	0.677

Source (s): Developed by authors

Table 7
Mediation analysis results.

Hypotheses	Path Coefficients	Standard deviation	T statistics	P values	Results
H5:PS - > WE - > TTI	−0.104	0.024	4.328	0.000	Supported
H6: EMP - > WE - > TTI	−0.221	0.028	7.866	0.000	Supported
H7: PC - > WE - > TTI	−0.176	0.023	7.769	0.000	Supported

Source (s): Developed by authors

understanding the intricate relationship between Work Engagement and Talent Turnover Intention. The results highlight the appropriateness of PLS-SEM in this study, given its complexity in involving multiple constructs, indicators, and a suggested theoretical framework common for organizational behavior research.

Particularly noticeable is the difference in RMSE of indicators such as WE4 and TTI4, which emphasizes that PLS-SEM has been able to better capture the variance, and the predictive elements of each indicator compared to LM. This benefit gives PLS-SEM special importance to researchers and practitioners seeking to create precise efforts to improve engagement and retention within organizations. The following Table 8 represents the comparative analysis of RMSE values between PLS-SEM and LM models results.

These findings establish that PLS-SEM provides a better fit and has higher predictive capabilities than LM and reiterate the importance of

Table 8
Comparative Analysis of RMSE Values between PLS-SEM and LM Models results.

Indicator	PLS-SEM RMSE	LM RMSE	Difference (PLS-SEM - LM)	Interpretation
WE1	0.994	1.001	−0.007	PLS-SEM RMSE is slightly lower, indicating a marginally better fit.
WE2	1.027	1.067	−0.040	PLS-SEM RMSE is lower, suggesting PLS-SEM provides a better model fit for this indicator.
WE3	0.982	1.019	−0.037	PLS-SEM RMSE is lower, showing a better predictive accuracy than LM.
WE4	0.936	0.972	−0.036	PLS-SEM has a lower RMSE, indicating it better captures the variance of this indicator.
WE5	1.021	1.041	−0.020	PLS-SEM RMSE is lower, providing a slightly better model fit than LM.
TTI1	0.866	0.887	−0.021	PLS-SEM shows a marginally better predictive accuracy, as indicated by the lower RMSE.
TTI2	0.870	0.891	−0.021	PLS-SEM again has a lower RMSE, suggesting it's a slightly better model for this indicator.
TTI3	0.873	0.903	−0.030	PLS-SEM provides a better fit, with a lower RMSE than LM for this indicator.
TTI4	0.856	0.891	−0.035	PLS-SEM has a noticeably lower RMSE, showing a better fit compared to LM.
TTI5	0.888	0.918	−0.030	PLS-SEM RMSE is lower, indicating a better fit for this indicator.

Source (s): Developed by authors

fitting the statistical method to the research study's objectives and the data's nature. Future researchers should further investigate the strengths and weaknesses of alternative modeling approaches in diverse organizational settings to enhance the toolbox of empirical techniques used in HR management research. The following Table 9 shows the predict results of this study:

Table 9 shows the results for Q². The Q² values are greater than zero, indicating that the model has predictive relevance for both constructs. This also indicates that the model possesses a certain predictive ability of the dependent variables. The higher Q² value shows that the model can better predict “Talent Turnover Intent” than it does “Work Engagement”. Though the RMSE for “Work Engagement” is relatively high. The

Table 9
Q² predict results.

	Q ² predict	RMSE	MAE
Talent Turnover Intention	0.677	0.572	0.447
Work Engagement	0.552	0.673	0.542

MAE for “Talent Turnover Intention” was lower than that of “Work Engagement”, further substantiating the conclusion that the model predicts turnover intention well than work engagement.

4.5. Discussions

The proven direct and indirect relationship between HRM practices and work engagement affecting the talent turnover intention to work further strengthens this study. Key findings include:

H1: Pay Satisfaction to Work Engagement (PS - > WE) exhibited a positive path coefficient of 0.194, statistically significant, with a t-value of 4.460 and a p-value below the 0.05 threshold. This outcome indicates that pay satisfaction is foundational in influencing employees' engagement levels, supporting the idea that adequate compensation can positively affect employee engagement. This hypothesis was supported, aligning with the previous findings, which also highlighted a strong link between pay satisfaction and increased employee engagement (Jung & Yoon, 2015).

In addition, **H2:** Empowerment to Work Engagement (EMP - > WE) demonstrated a robust positive effect, with a path coefficient of 0.414. This effect was statistically significant ($t = 9.477$, $p < 0.05$), with a considerable effect size (F square = 0.255), highlighting empowerment as a key driver of work engagement. This finding reinforces the importance of empowerment initiatives in enhancing employee commitment and satisfaction. This hypothesis corroborates the research that empowerment is a critical element that fosters an engaging work environment (Srivastava et al., 2020).

In **H3**, the study proposed that participation to Work Engagement (PC - > WE) also showed a significant positive impact (coefficient = 0.330, $t = 8.634$, $p < 0.05$), aligning with theories that advocate for participatory decision-making as a means to enhance engagement by instilling a sense of value and involvement among employees. This finding aligns with where active employee participation was shown to contribute positively to work engagement (Schneider et al., 2017).

Moreover, **H4:** Work Engagement to Talent Turnover Intention (WE - > TTI) revealed a strong negative relationship (coefficient = -0.534 , $t = 17.041$, $p < 0.05$), suggesting that enhanced engagement significantly reduces employees' intentions to leave the organization. This pivotal finding emphasizes the role of engagement as a crucial element in employee retention strategies. The significant mediating role of work engagement found in our study is consistent with the previous study's findings, which also reported that engagement mediates the impact of HRM practices on turnover intentions (Kamau et al., 2020).

Based on the findings in Table 7, Hypothesis 5: Work engagement significantly mediates the relationship between pay satisfaction and talent turnover intention hypothesis was supported and aligns with studies which found that higher pay satisfaction enhances work engagement, subsequently reducing turnover intentions (Singh & Loncar, 2010). This supports the broader compensation theory that adequate remuneration satisfies employees and acts as a catalyst for higher engagement and lower turnover (Putra & Masdupi, 2019). In addition, in Hypothesis 6, the positive mediation effect of work engagement between empowerment and turnover intention found in this study is consistent with previous studies where empowerment was shown to significantly boost engagement, which in turn lowered turnover intention (Sandhya & Sulphrey, 2020). This finding confirms the critical role of empowerment as part of effective HRM practices as outlined in the empowerment theory (Srivastava et al., 2020). Moreover, hypothesis 7 proposed that Work engagement significantly mediates the relationship between employee participation and talent turnover intention. This study's findings corroborate previous literature, which demonstrated that employee participation positively contributes to work engagement and indirectly reduces turnover intentions. (Sjöberg & Sverke, 2000a, 2000b). This supports the theory that inclusive management practices involving employees in decision-making improve engagement and retention. (Parnell & Crandall, 2001).

In **H8** the study proposed that, Self-Efficacy and Work Engagement interaction to Talent Turnover Intention (SE x WE - > TTI) did not show statistical significance (coefficient = -0.020 , $t = 0.728$, $p = 0.467$), indicating that the combined influence of self-efficacy and work engagement does not significantly affect turnover intentions at the 5% significance level. This result suggests that while self-efficacy and engagement are essential, their interaction may need to be more critical in influencing turnover intentions. Contrary to expectations, self-efficacy did not moderate the work engagement-turnover intention relationship significantly, diverging from findings by the previous study, which observed a significant moderation (Caesens et al., 2014). The slope analysis are available in Fig. A1 (Appendix). Self-efficacy's role is context dependent. For instance, previous research highlights that self-efficacy exerts a stronger influence in high-autonomy roles or dynamic environments, while in more structured or low-autonomy settings, its impact might be diluted (Hartelt & Martens, 2024). Several organizational elements, like tenure, industry and cultural factors with well-defined roles and procedures, might have constrained the moderating effect of self-efficacy. For example, in collectivist cultures, team dynamics might overshadow individual efficacy in influencing turnover intentions (Judge et al., 2007).

Previous studies also have highlighted the strong intrinsic relationship between self-efficacy and work engagement. It is possible that self-efficacy operates as an antecedent rather than a moderator in this context, thereby diminishing its perceived moderating influence. (Consiglio et al., 2016).

H9: Organizational Commitment and Work Engagement interaction to Talent Turnover Intention (OC x WE - > TTI) was found significant with a coefficient of 0.148 and a t-value of 5.770 ($p < 0.05$). This indicates that the interaction between organizational commitment and work engagement can drastically increase turnover intentions, possibly reflecting a scenario where highly committed and engaged employees seek better opportunities externally when they perceive that their growth potential is capped. This hypothesis was supported, aligning with a previous study, which also found that organizational commitment strengthens the negative relationship between engagement and turnover intention. (Zhang et al., 2015). The slope analysis is available in Fig. A2 (Appendix). Fig. 3 shows the bootstrapping results from Smart-PLS.

5. Conclusion

This research examined the relationships between HRM practices, work engagement, turnover intentions, organizational commitment, and self-efficacy. The key findings suggest that self-efficacy and organizational commitment play significant roles in shaping the relationship between work engagement and turnover intentions. Specifically, fostering self-efficacy and enhancing organizational commitment can strengthen the positive impact of work engagement on turnover intentions. These insights highlight the importance of HRM practices in shaping a sustainable workforce and improving organizational performance.

This research investigated the complexity of human resource management and the connection between work engagement, turnover intentions, organizational commitment, and self-efficacy. The results emphasize the need to promote self-efficacy and organizational commitment among employees, which may be useful in strengthening the positive effect of work engagement on turnover intentions. Organizations can leverage the benefits of work engagement, self-efficacy, and organizational commitment through these insights to build a sustainable and blossoming workforce and, in turn, improve the organization's competitive advantage and overall organizational performance (Reig-Botella et al., 2024). In particular, the research highlights the importance of efforts to develop employee self-efficacy (through training, mentoring, and professional development) and organizational commitment (work cultures that empower and recognize workers and

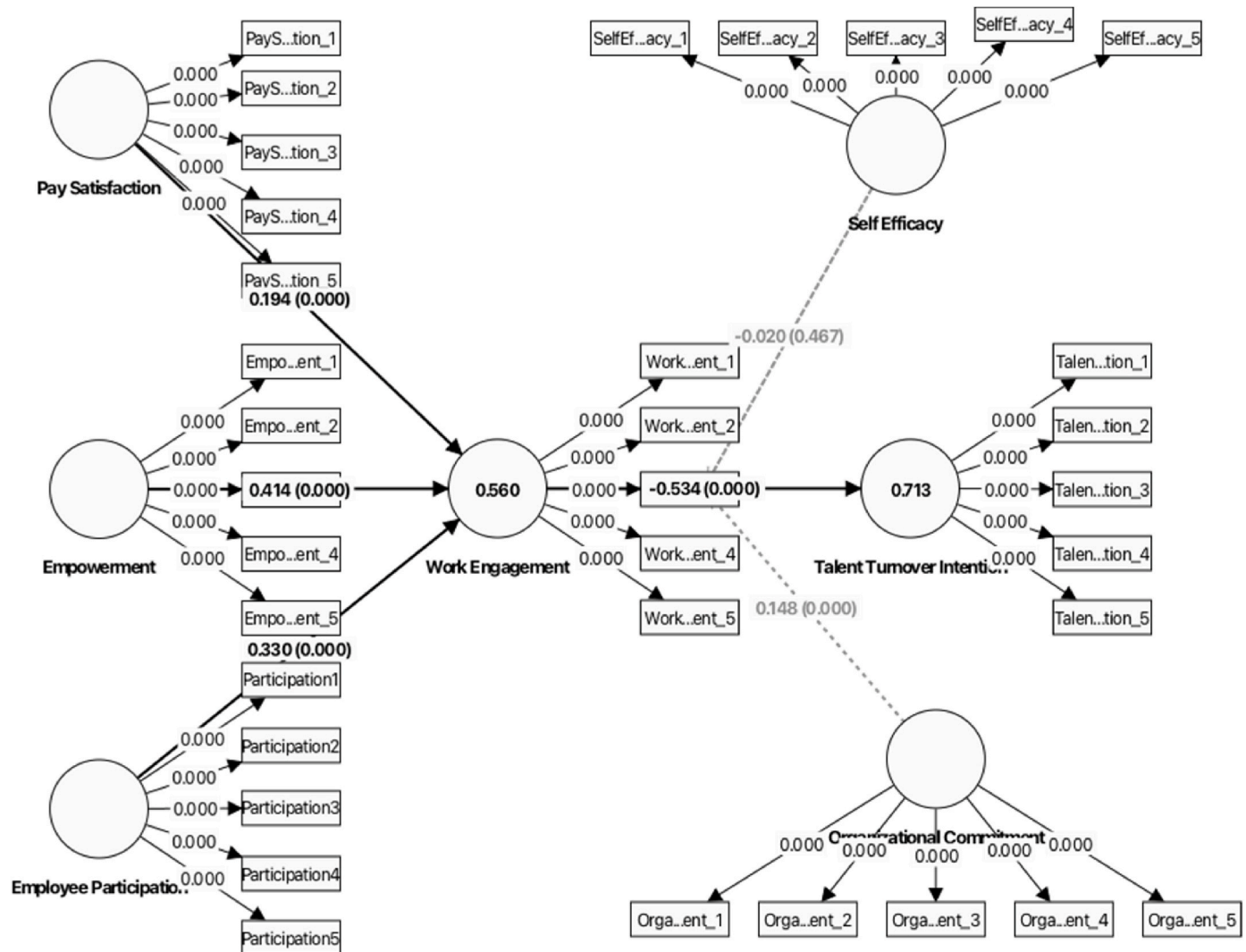


Fig. 3. Bootstrapping results from Smart-PLS.

strive to create a sense of belonging) (Singh et al., 2019). The PLS-SEM approach shown in this study offers a solution to assess both employee work engagement and turnover intentions simultaneously, thus identifying targeted interventions to address retention challenges and enabling organizations to fine-tune their HRM strategies and policies based on their context and dynamic environment. Moreover, the research emphasizes the advantages of PLS-SEM against linear modelling and demonstrates the significant superior fit and predictive capabilities of PLS-SEM to capture the complexity of organizational behaviour. This information will help researchers and practitioners to make informed choices about the most suitable statistical approaches to facilitate their research and decision-making processes. These research work underscore the pivotal role HRM practices play not only in shaping immediate employee outcomes like work engagement and turnover intentions but also in addressing broader, enduring challenges in workforce management, such as talent retention and organizational resilience. By integrating these insights, organizations can adapt to evolving workforce dynamics and contribute to the global discourse on sustainable HRM strategies, paving the way for future research that further refines and expands our understanding of these critical interactions in diverse organizational contexts.

5.1. Practical implications

The implications of this study would be of interest to HR practitioners and organizational leaders aiming to improve employee retention and engagement. Key recommendations include:

Organizations can create a workplace environment that promotes a culture of empowerment and active participation, so employees feel more engaged in their jobs. Autonomy in decision-making and a participative role in organizational matters can foster engagement, eventually resulting in job satisfaction and a lower turnover intention. In addition, getting compensation rights is a key part of any retention strategy. Organizations must conduct regular compensation reviews and broaden pay structures to reflect market standards, reward employee contributions, and underscore equity. Higher pay satisfaction is directly linked to employee motivation and loyalty.

On the other hand, organizational commitment can be created by developing an atmosphere of positivity and appreciation of work performed by employees, who feel like part of the organization and work together in the same direction. Programs that can help re-establish a feeling of belonging, recognition programs, career development opportunities, transparent and frequent communication, etc., can go a long way toward retaining engaged employees who feel connected to the organization. Moreover, conducting frequent assessments of employee engagement and turnover intentions will help HR teams detect any

brewing issues early on and act accordingly. This can assist in developing specific retention tactics, such as targeted development plans or offering additional resources for high-risk employees to maintain engagement and decrease turnover. Finally, self-efficacy came out as perhaps the most important insignificance in the study, and it would be prudent for organizations to put resources into training, mentorship, and career development programs. When employees have the opportunity to develop confidence in their positions, it increases engagement and inspires resilience, which significantly reduces turnover. Concentrating on such actionable measures can ensure stronger employee engagement and commitment, thus cementing a highly stable and motivated workforce and contributing towards long-term organizational sustainability.

5.2. Theoretical implications

This study adds to the existing human resource management literature by assessing the moderating effects of self-efficacy and organizational commitment on the work engagement–turnover intention link. Focused on the human resource management (HRM) dynamics in organizations, the present study could provide a nuanced understanding of these characteristics by exploring complex interactions among constructs using a rigorous PLS-SEM approach.

The results emphasize that there is a need to foster a sense of self-efficacy or commitment among the organization's employees. With positive work engagement with the job, it becomes hard for an individual to think of exiting the organization.

5.3. Limitations and future directions

The sample only consists of employees from some organizations situated in Bangladesh, so the study may not reflect the experience of employees from other sectors or nations where different HRM practices may be applied. The extent to which these findings may be generalized to other industries or other regions within the country with different sets of HR practices or with different labor market conditions may be limited. The model could be further validated in a more diverse range of organizational settings through the study of other industries and geographies.

The study does include some more psychological-based moderators, such as self-efficacy and organizational commitment; however, other non-occupational-based moderators, such as resilience, job satisfaction, or personal career skills, were neglected. Both these variables might give a better explanation of the intention to turn. Other psychological aspects may be included in future studies to gain a better understanding of the intricacies of how this affects employee retention.

The research followed a cross-sectional design, and the data were collected only once, limiting our understanding of the change processes concerning HRM practices, work engagement, and turnover intentions. Future studies, however, could implement a longitudinal design to investigate time dynamics to provide clarity on this in terms of long-term HR practices on employee turnover intentions and engagement level.

The study of HRM practices in emerging economies like Bangladesh is crucial, as these regions represent dynamic and rapidly evolving labor markets that often face unique challenges, such as resource constraints, diverse workforce demographics, and cultural influences. Unlike developed economies, HRM practices in emerging markets are often shaped by socio-economic factors and distinct institutional frameworks, offering valuable insights into how organizations can adapt and thrive in such contexts.

In the case of Bangladesh, understanding how HRM practices influence work engagement and turnover intention provides a template for addressing similar challenges in other emerging economies. These findings highlight the critical importance of tailoring HR strategies to align with cultural and contextual nuances, such as collectivist values or resource-limited organizational settings.

Globally, these insights can inform the development of adaptive HRM frameworks that cater to the needs of diverse and under-researched labor markets. By integrating lessons from Bangladesh, organizations worldwide can design strategies that are not only globally relevant but also locally responsive, enhancing their ability to attract, engage, and retain talent in increasingly interconnected and competitive environments. This research thus contributes to the broader discourse on sustainable and inclusive HRM practices in global and emerging contexts.

To address potential cultural biases, future studies could adopt a comparative approach by including samples from other countries or regions, such as South Asia, Southeast Asia, or the Middle East, where HRM practices are influenced by similar but distinct cultural and economic dynamics. Alternatively, studies could examine industries with global operations such as manufacturing, IT, or service sectors to compare how organizational culture interacts with local cultural norms in shaping employee outcomes.

Expanding the geographical and sectoral scope in future research would help validate and refine the current findings while offering deeper insights into the cross-cultural applicability of HRM practices and frameworks like the JD-R theory.

CRedit authorship contribution statement

Md Abul Mohaimen: Writing – original draft, Methodology, Formal analysis, Conceptualization. **Imroz Mahmud:** Writing – original draft, Methodology, Investigation. **Md Sharif Hassan:** Writing – review & editing, Validation, Supervision. **Mohammad Bin Amin:** Software, Funding acquisition, Data curation. **Sanjoy Kumar Roy:** Writing – original draft, Visualization, Resources.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.ssaho.2025.101327>.

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