

The effectiveness of human resource management practices, work engagement and self-efficacy in minimizing talent turnover intention

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Abstract

Purpose – This study examines the impact of perceived human resource management practices on talent turnover intention, with work engagement mediating and self-efficacy moderating the relationship. It examines how employees' perceptions of pay satisfaction, empowerment, participation and communication are related to their turnover intentions.

Design/methodology/approach – A total of 283 valid questionnaires from UAE government employees were used for data analysis. Partial least squares structural equation modeling (PLS-SEM) was used to examine the proposed hypothesis.

Findings – The results reveal that employees' perceptions of pay satisfaction, empowerment, participation and communication are significant contributors to work engagement. The findings further demonstrate that work engagement significantly negatively affects talent turnover intention and acts as a mediator between employees' perceptions of individual human resource management practices and talent turnover intention. However, the results contradict the hypothesis that self-efficacy moderates the association between work engagement and talent turnover intention.

Originality/value – This study focuses on the impact of perceived human resource management practices on talent turnover intention, an area that has received limited attention in literature. By focusing on perceived human resource management practices, this study illuminates employees' subjective experiences and how they perceive human resource management practices intended to reduce talent turnover intention. The inclusion of the mediating effect of work engagement offers a more profound understanding of how employees' perceptions of human resource management practices influence their turnover intentions. This comprehensive approach to understanding the interplay between these variables provides valuable insights for organizations seeking to improve their human resource management practices and talent turnover intention.

Keywords Human resource management practices, Self-efficacy, Talent turnover, Work engagement, Public sector, United Arab Emirates

Paper type Research paper

1. Introduction

Retaining capable and skilled employees has been a topic of discussion among scholars and practitioners for years, due to their significant contribution to an organization's qualitative and quantitative value (Emeka *et al.*, 2020; Lee *et al.*, 2022; Rawashdeh and Tamimi, 2020; Sandhya and Sulphrey, 2021; Tews *et al.*, 2021). Furthermore, quantifying employee turnover costs is a perennial issue that organizations must address immediately, as it leads to increased financial burdens due to recruitment, selection and training expenses (Sandhya and Sulphrey, 2021). Turnover intentions of employees, particularly talent, remain a major issue



(Mutanga *et al.*, 2021). A global talent shortage looms, with a potential financial impact of as much as \$8tn by 2030; hence, talent turnover has been and will continue to be an essential part of organizational survival and success (Ott *et al.*, 2018).

In November 2021, the US Bureau of Labor Statistics reported that employee turnover, on both a monthly and annual basis, reached new highs. In November 2021, 4.5mn employees left their jobs, the highest monthly amount since the data were first produced in December 2000. Throughout 2021, 47.8 million people left their jobs, a 33% increase from 2020 (BLS, 2022). The Talent in Asia 2022 survey conducted by RGF International Recruitment, a leading company in the global recruitment and information service industry, revealed that 55% of surveyed talent in India, 29% in China and 45% in Singapore were actively seeking new jobs because of factors such as career progression opportunities and salary or benefit packages (RGF, 2022). An analysis by the multinational consulting firm PwC found that nearly one-third of employees in the Middle East demonstrated a strong likelihood, either “highly” or “extremely”, to search for a new job by the end of 2020, based on many factors, such as finding a fulfilling job, receiving fair financial compensation and being themselves at work (Bahsoun and Aqel, 2022). Businesses in the United Arab Emirates (UAE) spend approximately US\$2.7bn on employee turnover costs each year (Gulf News, 2008). There is a worldwide epidemic of employee turnover, as evidenced by these statistics. Thus, decision-makers and academics must understand why employees are leaving and how to prevent this, as the turnover intention is believed to predict turnover. Past studies have provided insights into the prediction of turnover based on turnover intention. Tett and Meyer (1993) emphasized the mediating role of turnover intention between attitudes and actual turnover, while Lu *et al.* (2017) identified factors like job satisfaction, work stress and work-family conflict influencing turnover intention. Research has also explored the impact of HRM practices, including compensation, performance appraisal, promotion and training and development, on turnover intention and the mediating role of career satisfaction (Aburumman *et al.*, 2020). More to it, factors such as distributive justice, despotic and ethical leadership, job fitness, transition shock and health problems have been linked to turnover intention (Chen *et al.*, 2022; Cao *et al.*, 2021; Iqbal *et al.*, 2022; Islam *et al.*, 2019, 2023; Ki and Choi-Kwon, 2022). While these studies collectively enhance the understanding of turnover intention as a predictor of turnover and offer insights for preventing turnover, they also underscore the complex interplay between HRM practices, employee perceptions and turnover intentions. Therefore, further investigation is required, focusing on employees, to better comprehend the reasons behind turnover intention and inform effective strategies for organizations.

One promising strategy that has emerged in this context is enhancing employees' work engagement (WE), as engaged employees are less likely to exhibit harmful organizational behaviors, like absenteeism and leaving intentions (Ntseke *et al.*, 2022). According to Kaur and Randhawa (2021), employee engagement has been found to decrease absenteeism, rates of accidents and turnover intentions. Lyons and Bandura (2021) empirically find a significant positive relationship between employee engagement and work performance, job commitment and employee retention. As per the State of the Global Workplace report, a significant proportion of employees across the world, approximately 79%, demonstrate a lack of engagement or are actively disengaged in their workplace, with a similar trend in the UAE, where 75% of employees are disengaged (Gallup, 2018). Research indicates a positive association between work disengagement and turnover intentions, as disengaged employees often feel a lack of purpose, fail to invest in their work and start to consider seeking out more fulfilling employment opportunities (Azeem *et al.*, 2020). While there is existing evidence highlighting the positive relationship between job engagement and reduced turnover intention, more research into the specific mechanisms driving these connections is needed. Understanding how employee perceptions of specific HRM practices can influence work engagement and, consequently, impact turnover intentions is one such area that requires

further investigation. This study aims to bridge this gap by exploring the role of HRM practices in shaping employees' perceptions of their work environment and the subsequent effects on their engagement levels.

Effective HRM practices, such as recruiting suitable employees, offering competitive compensation and benefits, and addressing employees' grievances effectively, generate favorable employee outcomes, promote employee commitment and reduce turnover intentions (Basnyat and Chi Sio, 2020). In accordance with studies conducted by Haque *et al.* (2019), Basnyat and Chi Sio (2020), effective HRM practices can reduce employees' intentions of leaving, thereby reducing turnover and increasing productivity. Chênevert *et al.* (2022) suggest that HRM practices play a crucial role in minimizing employee withdrawal. HRM practices enable organizations to demonstrate their commitment to employees, which fosters reciprocal loyalty; although existing evidence indicates that employee withdrawal can be reduced, the mechanism for designing and implementing specific HRM practices is still unclear (Chênevert *et al.*, 2022). HRM practices have multiple dimensions that may influence work-related outcomes differently, depending on how they are evaluated. Despite the need for more research on the impact of HRM practices on individuals, few studies have investigated the potential differences in how each aspect of these practices may affect work-related outcomes (Oh, 2020). Therefore, this study aims to explore the association between specific HRM practices and turnover intention, considering the mediating role of work engagement and the moderating effect of self-efficacy.

The fields of HRM, work engagement and self-efficacy (SE) have been critical areas of research for many decades, as the positive results linked to these constructs are of great interest to managers who seek to enhance work outcomes (Arifin *et al.*, 2021; Carter *et al.*, 2018; Rabiul *et al.*, 2022; Uppathampracha and Liu, 2022). Considering the interrelationship between these three constructs and talent turnover intention (TTI), academia and practitioners can provide new insights into their cause–effect relationship, allowing managers to design more effective interventions to reduce turnover intention. This study aims to contribute to existing research by addressing three key objectives. Firstly, the research will examine how three specific HRM practices [pay satisfaction (PS), empowerment, participation and communication (PC)] are associated with work engagement and talent turnover intention. Secondly, it will explore the role of work engagement as a mediator in the relationship between HRM practices and talent turnover intention. Lastly, the study will investigate the moderating effect of self-efficacy in the relationship between work engagement and talent turnover intention. With the focus on these objectives, this study aims to contribute to the growing body of knowledge in talent management and retention by addressing research gaps and exploring the interrelationships between HRM practices, work engagement, self-efficacy and talent turnover intention, thus bridging the gap between HRM research and employee perceptions.

Studies on HRM have typically emphasized intended HRM practices, over employees' perceptions (Oh, 2020), but perceptions of HRM are making significant gains recently (Noopur and Burman, 2021). Thus, to assess the impact of HRM practices, it is suggested by research to incorporate the perspectives of employees on these practices (Li *et al.*, 2019; Mostafa, 2017). Despite their significance and multiple calls for research, it is unclear whether perceived HRM practices are directly linked to turnover intentions (Salminen *et al.*, 2019). To date, the majority of HRM performance research has utilized a combined approach that evaluates overall HRM practices using a single-factor composite metric (Kitchot *et al.*, 2021; Alosani *et al.*, 2021; Noopur and Burman, 2021; Haque *et al.*, 2019). Researchers have focused on HRM practices and HR managers' perspectives over individual practices and employee perceptions (Garavan *et al.*, 2023). Thus, this study differs from previous studies in that it analyzes the impact of employee perceptions on three individual HRM practices. This will provide valuable insights about specific HRM practices that have significant impact on employee engagement and turnover intentions, allowing organizations to target interventions more effectively and enhance

employee satisfaction and commitment. Finally, the present study examines the potential mediating role of work engagement between employee perception of HRM practices and talent turnover intention, using the term “HRM performance” to capture the causal relationship between HRM practices and TTI. There is an increasing body of research on HRM practices’ effects on performance, productivity and employee outcomes (Cristiani and Peiró, 2019). Even though there are many studies, several scholars continue to question HRM effectiveness (Cristiani and Peiró, 2019; Gibb, 2000; Kane *et al.*, 1999; Obeidat, 2016), specifically HRM–performance relationships (Powell *et al.*, 2014). Thus, there have been calls for further research on HRM performance (Goyal and Patwardhan, 2021). This study responds to research demands by investigating how work engagement mediates the relationship between employee perceptions of HRM practices and talent turnover intention, establishing the connection between HRM practices and employee perceptions and significantly contributing to the discourse on HRM performance, which has practical implications for organizations striving to retain their talented workforce.

Building on the need to assess the impact of HRM practices from employees’ perspectives, this study draws on the well-established JD-R (Job Demands-Resources) theory (Ghosh *et al.*, 2020) to explore the interrelationship between HRM practices, work engagement and talent turnover intention. By utilizing the JD-R theory, which elucidates the role of job resources in influencing employee engagement and outcomes (*ibid*), this research aims to put light on how pay satisfaction, empowerment and participation and communication, as specific HRM practices, can affect employees’ work engagement and ultimately influence their intention to stay or leave the organization. By employing the JD-R theory, the study attempts to present a theoretical foundation for understanding how HRM practices can positively influence employee engagement and ultimately contribute to improved HRM performance. In this context, the study endeavors to address the following key research questions, delving into the intricate dynamics between HRM practices, work engagement and talent turnover intention:

- RQ1. How do HRM practices influence employees’ levels of work engagement in an organization?
- RQ2. To what extent does work engagement act as a mediating factor in the relationship between HRM practices and talent turnover intention?
- RQ3. How does self-efficacy play a moderating role in shaping the relationship between work engagement and talent turnover intention?

The study is structured as follows. The next section outlines the theoretical framework and rationale for the hypotheses, followed by a description of the methodology and results in subsequent sections, including the key findings from the data analysis. The discussion section concludes the study, outlining the implications of the study for both theory and practice, as well as research limitations and possible future directions.

2. Theoretical framework and hypothesis formulation

2.1 JD-R theory

According to Albrecht *et al.* (2015), Mishra and Amitabh (2019), the JD-R theory is a widely referenced model in engagement studies. Additionally, it is extensively utilized in HRM research due to its adaptability and broad recognition in scholarly literature (Dlouhy and Casper, 2021; Mumtaz *et al.*, 2016). Job demands, as per the JD-R theory, are aspects of the work environment that require employees to exert physical, cognitive, or emotional effort, whereas job resources are factors that facilitate goal achievement, reduce job demands and stimulate personal growth and development (Bakker and Demerouti, 2007). These resources include aspects such as competitive compensation, opportunities for skill development,

empowerment and effective communication in the context of HRM practices (Bakker and Demerouti, 2007; Dlouhy and Casper, 2021). Several studies have demonstrated that the JD-R model provides theoretical support for predicting job burnout, organizational commitment, employee turnover and work engagement (Mumtaz *et al.*, 2016; Rattrie and Kittler, 2014; Teo *et al.*, 2021). According to the JD-R theory, WE is primarily influenced by job resources, and it serves as a crucial mediator between job resources and organizational outcomes (Jessica *et al.*, 2018). As such, the connection between HRM practices, WE, and outcomes has been conceptualized using the JD-R theory. In this framework, HRM practices are regarded as job resources (Teo *et al.*, 2021). Ultimately, these resources lead to heightened employee engagement which in turn improves organizational performance (Jeng, 2018). Albrecht *et al.* (2015) developed an HRM-engagement-outcome model based on the JD-R theory that employs employee selection, socialization, performance management, learning and development as resources to predict employee engagement and competitive advantage as an outcome. Moreover, WE is an effective mediator between HRM practices and competitive advantage (Aboramadan *et al.*, 2020). The JD-R theory espouses an “HRM-engagement-outcome” framework, whereby HRM practices are deemed critical resources that lead to high levels of WE (Shantz *et al.*, 2016). By leveraging the JD-R theory, this study aim to unravel how pay satisfaction, empowerment and participation and communication, as specific HRM practices, influence work engagement, and subsequently, how work engagement relates to talent turnover intention. This approach not only provides a robust theoretical foundation for our research but also has practical implications for organizations seeking to enhance employee engagement and retention through effective HRM strategies.

2.2 Employee perceptions of HRM practices

The way employees perceive HRM practices can have an impact on their outcome behaviors, which in turn can affect the overall human relations climate (Li *et al.*, 2019). The HRM literature consistently finds that HRM practices influence organizational outcomes and employee behavior simultaneously (Aydoğan and Arslan, 2021). A successful HRM system enhances employees’ positive attitudes and behaviors, among other things; it improves work-life balance, increases the intention to stay, increases the tendency for productive behavior and lowers turnover rates (Winarno *et al.*, 2022).

2.3 Pay satisfaction

An individual’s overall PS is determined by how positively or negatively they feel about their compensation (Wu and Lin, 2020). Employees’ engagement levels are correlated with their perception of the rewards they receive upon completing tasks; consequently, when employees perceive a higher degree of benefits for their task performance, they tend to be more engaged in their work (Gulyani and Sharma, 2018). A proper compensation system is imperative for organizations to achieve their goals; underpaid employees will be unable to meet those goals (Aboramadan *et al.*, 2020). Research shows that PS creates a sense of responsibility among employees and leads to WE (Kulikowski, 2018). According to Rai *et al.* (2018), JD-R theory assumes that job resources such as pay and training opportunities are considered antecedents of WE, with rewards being a critical job resource that supports the positive correlation between rewards and WE. Employee incentives and rewards are considered motivation-enhancing practices that ultimately influence WE in a positive manner (Goyal and Patwardhan, 2021). Given the crucial role of financial compensation in meeting the needs of employees, PS is expected to lead to increased WE. Therefore, this study hypothesizes as follows:

- H1.* Higher levels of pay satisfaction are positively associated with increased levels of work engagement.

2.4 Empowerment

Employee empowerment is a motivational concept that is based on employees' perceptions of their assigned roles, which enables them to take on multiple roles and responsibilities; empowerment occurs when leaders share power with their subordinates, which goes beyond mere participation (Almarzooqi *et al.*, 2019). Empowered employees perceive themselves as strategic partners in the company's survival and success (Babakus *et al.*, 2017). According to Ahmad and Gao (2018), employee empowerment is an effective motivator, allowing workers to be more engaged in their work. Research indicates that psychological empowerment is a significant driver of intrinsic motivation and creative engagement among professionals in China (Nwachukwu *et al.*, 2021). Empowering employees increase their WE (Gerards *et al.*, 2018) and negatively impacts their intent to quit (Babakus *et al.*, 2017). Therefore, it is hypothesized:

- H2.* Higher levels of employee empowerment are positively associated with increased levels of work engagement.

2.5 Participation and communication (PC)

Employee participation pertains to the extent of employees' involvement in an organization's decision-making processes (Heery and Noon, 2017). The literature suggests that organizations that foster employee participation in decision-making and communication practices have a positive effect on employee engagement (Goyal and Patwardhan, 2021). The literature indicates that employees' participation in decision-making has a direct influence on their job satisfaction levels, which in turn affects employee turnover intention (Kumar and Jauhari, 2016). Greater participation in decision-making is positively associated with increased organizational commitment, reduced turnover and enhanced employee productivity, as well as improved employee-management relations, attachment to the organization and better decision-making (Elele and Fields, 2010). Participating in decision-making helps employees design solutions to work-related problems, resulting in improved job satisfaction, engagement and the feeling of belonging to the organization (Salas-Vallina and Fernandez, 2017). Participating in decision-making increases employee appreciation of outcomes, which aligns with the JD-R theory (Demerouti *et al.*, 2001). Therefore, it is hypothesized:

- H3.* Increased employee participation in decision-making and communication practices is positively associated with higher levels of work engagement.

2.6 Work engagement (WE)

Engagement is a state of being positive, fulfilled and motivated at work and is distinguished by vigor, dedication and absorption (Schaufeli and Bakker, 2004). Vigor is defined by high energy, mental resilience and willingness to work, dedication involves extreme commitment, pride, enthusiasm and inspiration, while absorption is the state of being fully engaged and absorbed in work (Schaufeli *et al.*, 2002). An earlier study on WE indicates that employees tend to experience greater engagement when they perceive that they are trusted and valued in the workplace (Maden, 2015). Engaged employees are inclined to perceive their work as meaningful, interesting and energizing, which reduces their likelihood of leaving their job (Renn *et al.*, 2019). Previous research demonstrated that employee engagement is linked to higher productivity, profitability and customer satisfaction while reducing absenteeism, accidents and turnover intention. As a result, improving employee engagement has become a crucial aspect of enhancing both individual and organizational performance (Kaur and Randhawa, 2021). WE is a critical component of the JD-R model, where job resources contribute to WE by supporting work goals, reducing job demands' costs and facilitating personal development, resulting in greater engagement that energizes employees and leads to positive outcomes (Shantz *et al.*, 2016).

2.7 Work engagement as a mediating variable

Given that perceived HRM practices can impact WE, which in turn can affect TTI, it is plausible to posit that WE mediate this relationship. WE is essential in clarifying how job resources impact organizational outcomes as it serves as a mediator in this relationship (Jessica *et al.*, 2018). Additionally, the JD-R model also explains how WE acts as a mediator in the relationship between job resources and positive work outcomes, given that resources can inspire employees to attain their goals (Koroglu and Ozmen, 2022). According to the JD-R theory, positive experiences with HRM practices can act as job resources, motivating employees to be more productive and less likely to leave the organization. These practices reduce job demands, encourage goal attainment and elicit positive emotions that influence employee attitudes and behaviors (Agarwal and Gupta, 2018). Therefore, it is hypothesized:

- H4. Higher levels of work engagement are negatively associated with talent turnover intention.
- H5. Work engagement mediates the relationship between pay satisfaction and talent turnover intention.
- H6. Work engagement mediates the relationship between empowerment and talent turnover intention.
- H7. Work engagement mediates the relationship between participation and communication and talent turnover intention.

2.8 Self-efficacy (SE)

SE is the belief of an individual in their capacity to activate motivation, cognitive resources and action plans to cope with different situational demands (Dang and Chou, 2020). Employees' high level of SE enables them to dedicate time and effort towards accomplishing their objectives while also facilitating goal attainment by fostering WE (Hartman and Barber, 2020). According to Boudrias *et al.* (2020), self-efficacious employees display more effective coping behaviors than those with low SE. Consequently, employees with positive perceptions of competence can cope better with job demands in their workplace, resulting in fewer burdens (i.e. less turnover intention). Afzal *et al.* (2019) argue that self-efficacious employees respond to negative feedback by increasing effort and motivation, resulting in them staying in the job and excelling rather than considering quitting. SE plays a crucial role in enabling individuals to manage stress and motivating them to tackle challenges in both personal and professional domains, which impacts decision-making processes (Singh *et al.*, 2019). According to Chieh-Peng and Min-Ling (2017), the relationship between WE and turnover intention is moderated by employees' SE, as it enables them to manage the impact of WE and burnout, thereby reducing their intentional desire to leave the organization. Therefore, it is hypothesized:

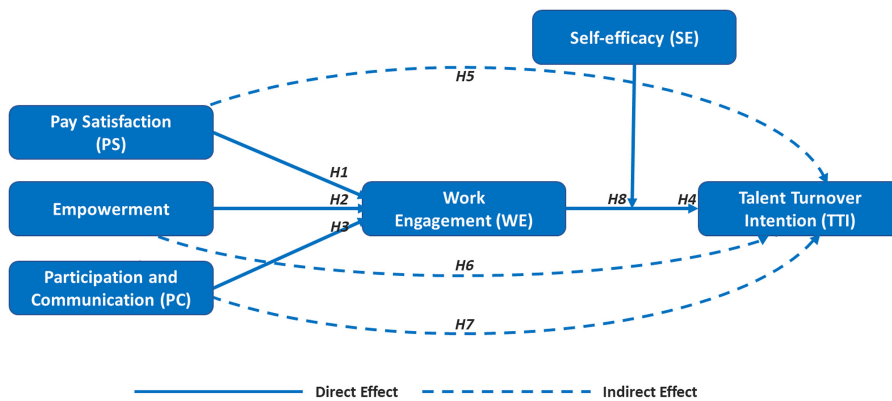
- H8. The negative relationship between work engagement and talent turnover intention is moderated by self-efficacy.

The conceptual model of the research is illustrated in Figure 1, which summarizes the research framework and displays the hypotheses.

3. Methodology

3.1 Context of the study

This study examines the talent turnover intention in the UAE. With the growth of knowledge-based economies, competition for talent has become a worldwide issue, making talent attraction, development and retention top priorities for the UAE government (Al Zeyoudi,



Source(s): Author's own creation

Figure 1.
Research framework

2023). By 2031, the UAE aims to become one of the top 10 leaders in global talent competitiveness (Ministry of Economy and Commerce, 2021). According to the Global Talent Competitiveness Index, the UAE ranked 51st globally in terms of talent retention in 2022, a drop from its ranking of 24th in 2019 (INSEAD, 2022). This decline highlights the importance of developing and implementing strategies for reducing talent turnover. To address this issue, the UAE has implemented several initiatives aimed at improving overall employee experience and creating a more attractive working environment. For example, the government has launched the “Unemployment Insurance Scheme,” which provides financial support to locals and residents working in the federal and private sectors when they lose their jobs due to termination (UAE, 2023). Introducing the New UAE Labor Law 2022, the UAE's first major labor law reform in over 40 years aligned the UAE with other global labor policies and practices (Hill *et al.*, 2022). Different working models were accommodated and encouraged under the law, including part-time, freelance and temporary employment, as well as enhanced employee rights and leave policies (Gokulan, 2022). Despite the various initiatives implemented in the UAE to attract and retain talent, the recent drop in talent retention ranking is concerning.

In today's competitive job market, where talented employees are highly sought after, the UAE public sector is at risk of losing talent to private or semi-government organizations, which have more flexibility in their pay policies, offering higher rewards and more attractive benefits. This creates a strong incentive for talented employees to leave the public sector, especially as ambitious and career-oriented employees seek opportunities for customized learning, development, growth and flexibility. Loss of trained and experienced staff members can result in a significant loss of investment, both in terms of time and money. Moreover, the UAE public sector often operates in complex and specialized fields, which require a high level of expertise and knowledge to carry out effectively. If talented employees leave the public sector for other opportunities, the organization may struggle to fill knowledge gaps, which could hinder the provision of public services. In addition, UAE public-sector employees may find the bureaucratic government environment slow-paced and lacking opportunities for growth and development, prompting them to seek opportunities elsewhere. This shift from the public to the private sector could create a skills gap in the labor market, ultimately hindering the government's vision and leading to increased government spending on third-party vendors to design and deliver transformation initiatives. As such, this study examines the factors affecting TTI and identifies potential practical implications for improving a country's standing in the global talent landscape.

3.2 Data collection method

Following the development of these hypotheses, a questionnaire survey was designed. Two languages, English and Arabic, were used in the survey. The researchers translated the established items from English to Arabic, and vice versa, to ensure accurate meaning. An online questionnaire was sent to 11 HR industry experts as part of a pilot study. During the pilot study, each item was reviewed for appropriateness, readability, terminology selection, clarity, ease of understanding and relevance to the UAE's public sector. The pilot study also sought feedback on whether the scale items measured the respective constructs appropriately. The questionnaire was generally noted as clear and easy to fill out; therefore, no further changes were made.

The survey contained 38 questions that could be completed in ten to fifteen minutes, with a clear statement of its purpose and a participant consent form at the beginning. The responses were collected in December 2022–January 2023. A representative sample of public sector organizations based in the UAE was selected to reflect the study population. Participation in the survey was voluntary and potential participants received a written invitation to explain the purpose and procedure of the study. Participants were free to withdraw from the study at any time.

At first, more than twenty public sector organizations from the UAE government's website were approached for participation in the study (UAE, 2022) focusing on the key Strategic Sector Groups identified in the "UAE Talent Attraction and Retention Strategy 2031" (Ministry of Economy and Commerce, 2021). Two crucial factors served as the direction for the approach to these organizations. Firstly, geographic representation across different emirates of the UAE, including Abu Dhabi, Dubai, Ajman, Sharjah and others, was ensured to capture the diversity and unique characteristics of each emirate. Secondly, a mix of public sector organizations with varying sizes and scopes, encompassing both large federal entities and smaller local-level organizations, was included to gain insights into how HRM practices, work engagement and turnover intentions might differ based on an organization's scale. Upon receiving the necessary approvals, the survey was distributed to 17 public sector organizations, including both federal and state-level entities. A total of 394 responses were received. To ensure data validity and reliability, the study carefully reviewed and excluded incomplete, or inconsistent answers. A total of 111 inappropriate responses were excluded. This resulted in 283 valid and useable responses. Table 1 presents the demographic details of the respondents. To address potential common method bias, several precautions were taken during the data collection process. The questionnaire items were presented in a random order to minimize any systematic response biases. Also, clear instructions were provided to encourage honest and unbiased responses. Moreover, participant anonymity and confidentiality were maintained to reduce the likelihood of social desirability bias.

3.3 Measurement instrument

The variables were measured using the scales tested in the literature. Responses were collected on a 5-point Likert scale, where 1 indicated "strongly disagree" and 5 indicated "strongly agree". The questionnaire was divided into two sections, with the first section designed to pre-screen respondents' demographic information. The second section consisted of questions directly related to the main constructs: PS, empowerment, PC, WE, SE and TTI. The six items of the PS were adapted from Heneman and Schwab (1985). Three EM items were adapted from Hayes (1994). The four items on the PC were adapted from Wei *et al.* (2010). The nine WE items were adapted from Schaufeli *et al.* (2006). The four SE items were adapted from Spreitzer (1995). The five items for the TI were adapted from Jung and Yoon (2013).

Demographic variable	<i>n</i>	%	The effectiveness of HRM and self-efficacy
<i>Gender</i>			
Female	177	62.5	
Male	106	37.5	
<i>Age (years)</i>			
18–24	1	0.4	
25–34	76	26.9	
35–44	135	47.7	
45–54	62	21.9	
55+	9	3.2	
<i>Education level</i>			
High school	18	6.4	
College diploma	21	7.4	
Bachelor's degree	119	42.0	
Postgraduate degree (MA/MSc/Ph.D.)	125	44.2	
<i>Occupation</i>			
Officer/Engineer	51	18	
Supervisor/Senior engineer	21	7.4	
Team Leader/Head of Section	51	18	
Manager/Director	84	29.7	
Vice President	8	2.8	
President/CEO	14	4.9	
Others	54	19.1	
<i>Years of experience</i>			
0–5 years	22	7.8	
6–10 years	65	23.0	
11–15 years	77	27.2	
16–20 years	62	21.9	
Above 20 years	57	20.1	
Source(s): Developed by authors			Table 1. Demographic details

4. Data analysis

The data in this study was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) because it can handle small samples (Hair *et al.*, 2014). PLS-SEM enables prediction-oriented analysis as well as exploratory investigations, making it a useful tool for understanding the relationships between HRM, work engagement and turnover intentions (Ahmed *et al.*, 2017; Atef *et al.*, 2021; Iqbal *et al.*, 2022). PLS-SEM was chosen because of its ability to handle latent constructs with reflective and formative indicators (Hair *et al.*, 2019; Sarstedt *et al.*, 2021), making it well-suited to capturing the multidimensional nature of HRM practices and their impact on work engagement and turnover intentions (Ahmed *et al.*, 2017; Atef *et al.*, 2021). Also, because PLS-SEM does not rely on strict distributional assumptions, it is more robust when dealing with non-normal data (Hair *et al.*, 2019). In reference to the research objectives, the complexity of the relationships under investigation and small sample size limitations, PLS-SEM was determined to be the appropriate option. Further, using SmartPLS 4 software (Ringle *et al.*, 2022), the analysis was performed in two steps. First, the measurement model was tested, and then the structural model was tested using bootstrapping (Hair *et al.*, 2019).

4.1 Measurement model assessment

Evaluating the measurement models using PLS-SEM involves several steps. First, the factor loadings were examined, followed by an assessment of the reliability of the measurement

items using either Cronbach's alpha or composite reliability. The convergent validity of the measurement items was then examined to ensure that they measured the same underlying construct, using Average Variance Extracted (AVE) (Hair *et al.*, 2021). All items in each construct exceeded the recommended threshold of 0.70 for factor loadings (Hair *et al.*, 2021), except for one item (WE9), which had a factor loading of 0.683 which is very close to the threshold, and removing the item does not improve the construct reliability and validity above the suggested threshold (Hair *et al.*, 2014). Hence, this item was retained for further analysis. Figure 2 presents the loadings for each construct.

After evaluating the factor loadings, the reliability of the constructs was assessed. The significance of reliability is emphasized consistently throughout academic research. If a questionnaire lacks reliability, it cannot be deemed valid. The function of reliability is to guarantee the precision of a study's results. Unreliable questionnaires could produce potentially misleading study outcomes. For example, a study by Podsakoff *et al.* (2003) found that reliability is a significant predictor of the validity of questionnaires. The study also found that reliability is more important for the validity of questionnaires than other factors, such as the length of the questionnaire. To assess the reliability, two measures that include Cronbach Alpha and Composite reliability are utilized. Cronbach alpha is the traditional measure and is a conservative measure that is reliant on the no. of items in a construct (Hair *et al.*, 2021). Hence, another measure that has been identified as the more liberal measure that is composite reliability is also utilized in the study (ibid). The reliability score of the variables, including Cronbach's alpha and composite reliability, and the AVE are presented in Table 2. The reliability score for all variables in this study exceeded the benchmark of 0.7 for both Cronbach's alpha and composite reliability, according to Hulland (1999). Hence, construct reliability is established. Next, as part of the construct validity, the convergent validity is assessed. Construct validity is a type of validity that assesses whether a measurement tool

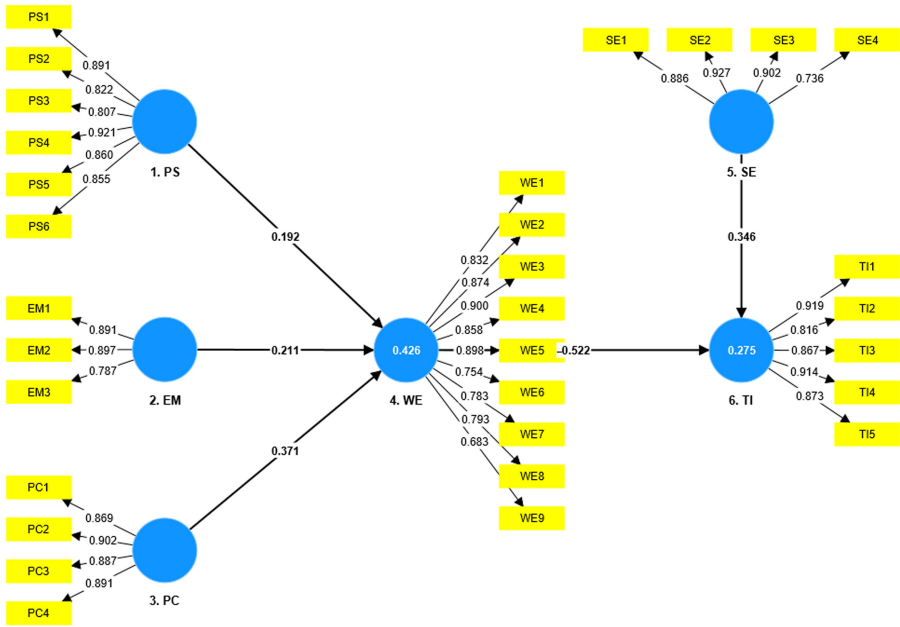


Figure 2.
Measurement model
results

Source(s): Author's own creation

measures what it is supposed to measure. In other words, it is the extent to which a test or measure accurately reflects the underlying construct that it is intended to measure (Bagozzi *et al.*, 1991). Construct validity is essential for ensuring that the results of the study are accurate and meaningful. It is important for building theories (Creswell and Plano Clark, 2018). Convergent validity as part of the construct validity assessment is assessed through Average variance Extracted that shows the within construct variance. The AVE values of the substantive variables, which ranged from 0.676 to 0.787, exceeded the acceptable value of 0.50 (Fornell and Larcker, 1981). The present study found that all latent variables had AVE values above 0.50, indicating convergent validity for all constructs.

To confirm discriminant validity, the heterotrait-monotrait (HTMT) ratio (Henseler *et al.*, 2015) was utilized in this study. Discriminant validity is a critical aspect of evaluating a measurement model using PLS-SEM. This ensures that the measurement items are unique and measure distinct constructs. According to the HTMT criterion, discriminant validity is established if the value for HTMT is less than 0.85. The HTMT values for all constructs were well below the threshold shown in Table 3, indicating that the measurement items had adequate discriminant validity. Therefore, the measurement model was deemed satisfactory.

Construct	Items	Outer loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
PS	PS1	0.891	0.929	0.932	0.740
	PS2	0.822			
	PS3	0.807			
	PS4	0.921			
	PS5	0.860			
	PS6	0.855			
Empowerment	EM1	0.891	0.823	0.838	0.739
	EM2	0.897			
	EM3	0.787			
Participation and communication	PC1	0.869	0.910	0.913	0.787
	PC2	0.902			
	PC3	0.887			
	PC4	0.891			
WE	WE1	0.832	0.940	0.955	0.676
	WE2	0.874			
	WE3	0.900			
	WE4	0.858			
	WE5	0.898			
	WE6	0.754			
	WE7	0.783			
	WE8	0.793			
	WE9	0.683			
SE	SE1	0.886	0.890	0.943	0.750
	SE2	0.927			
	SE3	0.902			
	SE4	0.736			
TTI	TTI1	0.919	0.926	0.929	0.772
	TTI2	0.816			
	TTI3	0.867			
	TTI4	0.914			
	TTI5	0.873			

Source(s): Developed by authors

Table 2.
Factor loadings,
construct reliability
and convergent
validity

4.2 Robustness test

To test for potential nonlinearities, the study assessed the quadratic effect. The results of bootstrapping with 10,000 samples indicate that except for the relationship between IC and OP, all other quadratic effects were insignificant. The assessment of potential endogeneity is based on the Gaussian copula approach. All possible combinations of Gaussian copulas were included, and none were significant. Hence, endogeneity is not present, which supports the robustness of the structural model (Sarstedt *et al.*, 2020). To assess the unobserved heterogeneity in PLS path models, the FIMIX-PLS procedure was used. To determine the maximum number of segments, the minimum sample size required to estimate each segment was computed (Sarstedt *et al.*, 2020). An effect size of 0.15 and a power level of 80% suggest that the minimum sample size requirement is 89, which allows for extracting a maximum of three segments. FIMIX-PLS was run for one to three segments. AIC3 indicates a two-segment solution, whereas CAIC points to a one-segment solution. Hence, the results do not point to the appropriate number of segments (Sarstedt *et al.*, 2020). Further, AIC4 and BIC also point to two segments. However, the minimum description length with factor 5 (MDL5) points to a one-segment solution. Jointly, the analyses do not unambiguously point to a specific segmentation, because (a) AIC3 and CAIC point to different segments, and (b) AIC4, BIC and MDL5 also point to different segments. Hence, unobserved heterogeneity is not at a critical level. Based on the robustness checks, it can be concluded that the model is considered robust.

4.3 Model fit assessment

Before the structural model assessment, the model fit is tested using model fitting parameters that include Standardized Root Mean Square Residual (SRMR) and the exact model fit (bootstrapped based statistical inference). The SRMR is defined as the difference between the observed correlation and the model implied correlation matrix whereby values less than 0.08 (Hu and Bentler, 1998) are considered a good fit. In the present study the SRMR value was 0.063 (<0.08) indicating the data fits the model well.

4.4 Correlation analysis

Correlation analysis was performed to assess the inter-relationship between the difference latent variables in the study. The results revealed the correlation ranged between weak (<0.30) to moderate (<0.70) (Field, 2013). The results for correlation analysis are presented in Table 4.

4.5 Structural model – hypotheses testing

Following the validation of the measurement model, hypothesized structural paths were assessed for significance and strength. PLS and bootstrapping were used to evaluate path coefficients and significance levels using 10,000 resamples (see Figure 3).

Table 3.

Discriminant validity
(heterotrait-monotrait
(HTMT) ratio)

	1. PS	2. EM	3. PC	4. WE	5. SE	6. TI
1. PS						
2. EM	0.389					
3. PC	0.562	0.769				
4. WE	0.467	0.584	0.646			
5. SE	0.116	0.276	0.216	0.382		
6. TI	0.505	0.284	0.395	0.413	0.185	

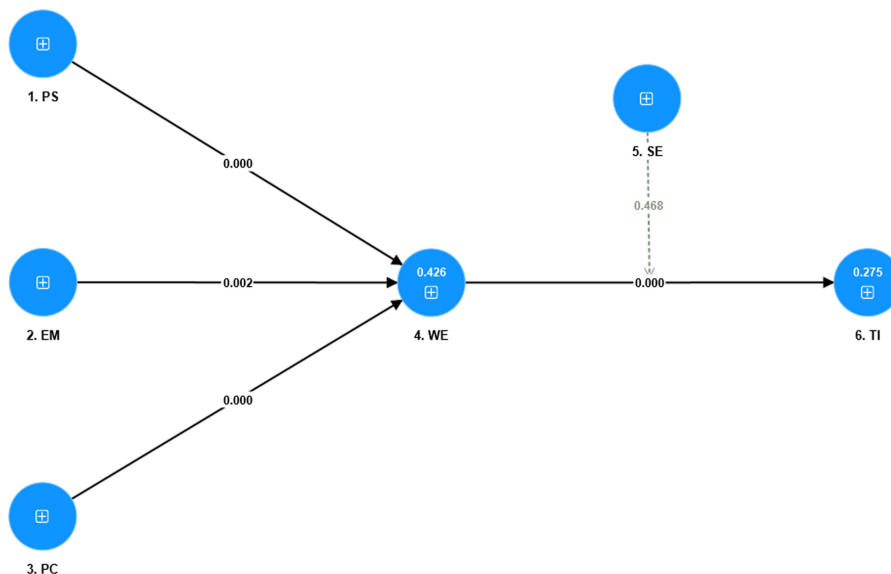
Source(s): Developed by authors

Results of structural model assessment as exhibited in Table 4 indicate a significant relationship between PS (H1, $\beta = 0.192$, $t = 3.663$, $p = 0.000$), empowerment (H2, $\beta = 0.211$, $t = 2.827$, $p = 0.000$), PC (H3, $\beta = 0.371$, $t = 4.720$, $p = 0.000$) were positively associated with WE. This shows that H1, H2 and H3 are supported. The positive and significant relationship between PS and WE suggests that employees who are more satisfied with their pay are likely to exhibit higher levels of work engagement. This finding aligns with the expectation that when employees feel adequately compensated, they are more motivated and engaged in their work. Similarly, the confirmation of significant positive association between employee empowerment and WE indicate that when employees perceive a sense of empowerment in their roles, they are more likely to be engaged in their work. Empowered employees tend to have a greater sense of control and autonomy, which can lead to higher levels of motivation and commitment. The significant positive relationship between PC and WE suggests that when employees have opportunities to participate in decision-making processes and engage in effective communication with their colleagues and management, they are more likely to be engaged in their work. This finding highlights the importance of involving employees in organizational processes and fostering open communication for enhancing work

	1. PS	2. EM	3. PC	4. WE	5. SE	6. TI
1. PS						
2. EM	0.343					
3. PC	0.519	0.673				
4. WE	0.457	0.527	0.613			
5. SE	0.100	0.222	0.181	0.324		
6. TI	-0.469	-0.248	-0.367	-0.410	0.176	

Source(s): Developed by authors

Table 4.
Correlation analysis



Source(s): Author's own creation

Figure 3.
Structural model

engagement. Results in Table 5 also revealed that WE has a significant and negative impact on TTI ($\beta = -0.522, t = -12.073, p = 0.000$). Hence, H4 was accepted which indicates that employees with higher levels of work engagement are less likely to have intentions to leave the organization. This finding suggests that work engagement acts as a protective factor against turnover, as engaged employees are more committed to their organization and less inclined to seek alternative employment opportunities. The final hypothesis, H8, tested the moderating effect of SE on the relationship between WE and TTI. However, the analysis indicated that the moderating effect of SE on this relationship was not significant ($\beta = -0.004, t = -0.080, p = 0.468$), leading to the rejection of H8. The non-significant moderation effect that self-efficacy does not play a significant role in influencing the relationship between work engagement and turnover intention.

Table 5 shows the results of the separate mediation effect of WE in the relationship between PS, empowerment, PC and TTI. The results revealed a significant indirect effect of PS (H5, $\beta = -0.100, t = 3.359, p = 0.000$), empowerment (H6, $\beta = -0.110, t = 2.793, p = 0.003$) and PC (H7, $\beta = -0.194, t = 4.325, p = 0.000$) on TTI through WE. Hence, H5, H6 and H7 were accepted. The results show that work engagement partially mediates the relationships between pay satisfaction, empowerment, and participation and communication with talent turnover intention. This means that the positive effects of pay satisfaction, empowerment and participation and communication on reducing turnover intentions are, in part, explained by their influence on increasing work engagement (see Table 6).

4.6 R-square and Q-square

R-squared was used to assess the model's explanatory power. The R-Square for WE were 0.426, which indicates that 42.6% of the change in WE can be attributed to PS, empowerment and PC. The R-Square for TTI was 0.275, which shows that a 27.5% change in TTI can be

Hypotheses	Path coefficients	Standard deviation	T Statistics	p values	Hypotheses results	f-square
H1. PS → WE	0.192	0.052	3.663	0.000	Accepted	0.047
H2. EM → WE	0.211	0.075	2.827	0.002	Accepted	0.042
H3. PC → WE	0.371	0.079	4.720	0.000	Accepted	0.109
H4. WE → TI	-0.522	0.043	-12.073	0.000	Accepted	0.336
H8. SE x WE → TI	-0.004	0.052	-0.080	0.468	Not Accepted	0.147
R-square						Q-Square
WE		0.426				0.405
TI		0.275				0.203

Table 5.
Hypotheses testing

Source(s): Developed by authors

	Path coefficient	Standard deviation	T-Statistics	p-values	Results
H5. PS → WE → TI	-0.100	0.030	3.359	0.000	Supported
H6. EM → WE → TI	-0.110	0.039	2.793	0.003	Supported
H7. PC → WE → TI	-0.194	0.045	4.325	0.000	Supported

Table 6.
Mediation analysis results

Source(s): Developed by authors

attributed to WE, SE and the interaction (moderating effect) of SE and WE. According to [Hair et al. \(2021\)](#), R-squared values can be considered satisfactory (>0.10). Predictive relevance was assessed using the Q-squared values. The Q-square values of 0.405 for WE and 0.203 for TTI indicate that the exogenous constructs are predictive of endogenous constructs. The Q-square values were over 0 ([Hair et al., 2014](#)). Furthermore, F-Square statistics were assessed. F-Square shows the change in R-Square when an exogenous variable is removed from the model. According to [Cohen \(1977\)](#), the magnitude of an effect size can be classified (≥ 0.02 , small ≥ 0.15 , medium ≥ 0.35 , large). The results showed that the F-Square statistic was small for PS, empowerment, personal communication and the moderating effect, whereas it was large for WE.

4.7 PLSpredict and model comparison

The study further applies PLSpredict ([Shmueli et al., 2016](#)) to determine the out-of-sample predictive power of the model. PLSpredict results indicate that more than half of the values of root mean squared error (RMSE) and mean absolute error (MAE) for the PLS model are smaller than that of the Linear Model (LM) (ibid). Therefore, since the majority of indicators in the PLS-SEM analysis yields smaller prediction errors compared to the LM, this indicates a medium predictive power. In the final step, model comparison is performed where models are compared across different model configurations resulting from different theories or research contexts and are evaluated for predictive power. For PLS-based model selection, [Sharma et al. \(2019\)](#) have identified different metrics. In applying these metrics, each model is analyzed separately, and the model that minimizes the value, that is, the model that produces the lowest value is selected ([Hair et al., 2021](#)). Two different models were tested, one with SE as the moderator (Original Proposed Model) and the other with SE as a mediator between WE and TI. The result is provided in [Table 7](#). The results reveal lower values for model 1 in comparison to model 2. Hence, Model 1 was selected.

5. Discussion

This study investigated how employee perceptions of HRM practices influence TTI in the presence of the mediating role of WE and the moderating role of SE. The results for [H1](#) suggest that PS is positively related to WE. Since the UAE economy is subject to global economic instability such as inflation, the cost of living has increased, causing financial stress for employees. Therefore, PS has become increasingly critical for retaining talented employees, especially in the public, where budget constraints and government regulations can limit their ability to offer competitive compensation packages. If the public sector fails to offer competitive pay packages in line with the rising cost of living, it could lead to decreased

Model selection criteria	1	2
FPE	0.731347	0.739417
Mallow's Cp	56.61085	60.98724
AIC	-107.626	-103.851
AICu	-105.62	-101.845
AICc	238.4444	242.2194
BIC	-99.9449	-96.1699
GM	408.2921	412.6685
HQ	-104.567	-100.792
HQc	-104.484	-100.709

Source(s): Developed by authors

Table 7.
Model selection criteria

PS, lower job satisfaction and reduced WE, ultimately resulting in higher TTI. Previous studies contradicted this finding (Babakus *et al.*, 2017; Mumtaz *et al.*, 2021; Saks, 2006). Surienty *et al.* (2014) argued that the priorities of professional employees have changed and that financial incentives are not their main focus anymore; instead, they are more focused on achieving a better work-life balance and favorable job characteristics, which have a greater impact on their turnover intentions. However, Gulyani and Sharma (2018), Kulikowski (2018) and Memon *et al.* (2017) reported that employees with high levels of PS tend to engage more with their work and practice more positive attitudes and behaviors.

The current study affirms earlier research (Ahmad and Gao, 2018; Joo *et al.*, 2016) that demonstrated a positive link between empowerment and WE, as suggested in H2. This is because, when employees feel empowered, they are more likely to feel a sense of control over their work and be motivated to perform at their best. Despite the critical importance of empowerment for public sector talent, regulatory and political constraints may limit it, unlike in the private sector, where organizations have more flexibility to delegate decision-making authority and empower their employees to achieve profit and efficiency goals. As predicted by H3, PC were found to have a positive relationship with WE, which aligns with previous research (Goyal and Patwardhan, 2021). The results showed that PC were the most influential factors on WE, followed by empowerment and PS. This indicates that, while PS and empowerment play a role in impacting WE, talented employees place greater importance on PC. These findings emphasize the importance of promoting participation and effective communication in the workplace as critical drivers of WE. Talent in the public sector values PC, especially given the bureaucratic structures and layers of decision-making within these organizations. Furthermore, the public sector tends to communicate in a more formal manner than the private sector, which generally communicates more openly.

This study confirms that PS, empowerment, PC play crucial roles in impacting TTI, with the mediation of WE, H5, H6 and H7, which is consistent with previous research (Mumtaz *et al.*, 2021; Babakus *et al.*, 2017). In this study, SE did not moderate the relation between WE and TTI, as H8 was not supported, which warrants further investigation. Talented employees are often seen as high performers who bring valuable skills and expertise to an organization. It was anticipated that these employees would possess high levels of SE, which would moderate the relationship between WE and TTI. However, the results of this study did not support this hypothesis. Similar conclusions were drawn in previous studies by Chieh-Peng and Min-Ling (2017). This raises questions about the role of SE in talented employees and the factors that influence their turnover intentions. Further research is needed to better understand the complex relationships among SE, WE and TTI.

5.1 Theoretical implications

Previous research has extensively investigated HRM practices that contribute to turnover intentions (e.g. Kitchot *et al.*, 2021; Alosani *et al.*, 2021; Noopur and Burman, 2021; Haque *et al.*, 2019). However, examination of how employees perceive individual HRM practices and their impact on WE and TTI has been limited. This study seeks to fill this gap by providing a novel perspective on HRM practices and their impact on WE and TTI. This study also contributes to the HRM literature by demonstrating the crucial mediating role of WE in reducing TTI through the lens of the JD-R theory. The JD-R theory sheds light on how the balance between job demands and job resources affects WE and TTI, offering a useful framework for HRM researchers. When job resources outweigh job demands, employees are more likely to experience higher levels of WE and reduced TTI. However, when job demands outweigh job resources, employees are more likely to experience burnout, decreased WE and increased TTI. This study presents a framework that covers different HRM practices linked to TTI. Researchers will be able to better understand employees' perceptions of individual HRM

practices in a developing country and how this would affect their WE and TTI. As part of its contribution, the framework is empirically tested in a developing country (the UAE) and among public-sector organizations and contributes to the theoretical knowledge provided by the past studies (Alosani *et al.*, 2021; Noopur and Burman, 2021). The inclusion of investigation on UAE adds diversity to the literature, enabling a deeper understanding of how HRM practices influence work engagement and talent turnover intention in regions characterized by different economic, cultural and organizational factors. By focusing on public-sector organizations, the study addresses a crucial area that has received limited attention in previous research, thus contributing to a more comprehensive understanding of the HRM practices' impact on WE and TTI across different sectors and settings.

5.2 Practical implications

In light of the study findings, several implications for business practices, policymakers and HR managers in the UAE public sector are apparent. The findings offer practical insights into the unique challenges faced by the UAE public sector in retaining top talent and creating a positive work environment that fosters employee engagement and reduces turnover intentions. The association between PS and WE illustrates the need for managers to implement more flexible and competitive compensation policies to attract and retain their top talent. In a dynamic economy subject to global economic instability and rising living costs, higher PS can make employees more engaged with their organization, ultimately resulting in lower talent turnover intentions. To enhance employee engagement, managers should regularly review and optimize compensation packages, considering performance-based incentives and rewards to further motivate employees. This study highlighted the significant impact of perceived empowerment on WE. As a result, top-level executives and HR managers should prioritize talent empowerment. The UAE's public sector should prioritize empowerment and delegating authority, which may require more flexibility in its bureaucratic structures and policies as well as training and privileges. This will foster a supportive and empowering work environment that enhances WE and reduces the likelihood of TTI. Also, the findings of this study emphasize the importance of PC in boosting employee WE, as it had the highest impact compared with the other two variables. A practical approach to achieving this is to promote employee participation in decision-making, foster open communication channels and involve employees in the improvement of organizational processes. Additionally, effective communication is crucial for enhancing WE, as it enables employees to exchange ideas, collaborate and feel valued.

6. Conclusions

In conclusion, this study examined the impact of perceived HRM practices on TTI in the public sector of the UAE, with a particular focus on the mediating role of WE and the moderating effect of SE. The results show that perceived HRM practices have a significant impact on WE, which, in turn, has a significant negative impact on TTI. Furthermore, the findings indicated that the relationship between WE and TTI was not moderated by SE.

6.1 Limitations and future recommendations

One potential limitation of this study was the generalizability of the results. This study was conducted in the UAE public sector, which may have specific cultural, organizational and contextual factors that could affect employees' perceptions and experiences with regard to HRM practices, WE and TTI. These factors may not be present in other settings; therefore, it may be difficult to extend the findings of this study to other countries or industries. Therefore, caution should be exercised when interpreting and applying the results of this

study in other contexts. Additionally, it would be interesting to extend the current study to include the perspectives of managers and supervisors to gain a more comprehensive understanding of the impact of HRM practices and TTI. This could include an examination of the role of leadership in promoting WE and the strategies that organizations use to reduce turnover. Also, because the study focuses on only three specific HRM practices of pay satisfaction, empowerment and participation and communication, it may have missed other potential factors that influence employee engagement and turnover intentions. Expanding the scope of future research to include more comprehensive HRM practices and investigating the role of organizational culture and leadership styles could provide a better understanding of their impact on engagement and turnover intentions. Finally, it would be useful to conduct a longitudinal study to examine the dynamics of the relationships between HRM practices, WE and TTI over time. This would provide a more in-depth understanding of how these factors change and interact over the course of an individual's employment.

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Further reading

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Appendix

Details about the measurement scale used

Pay satisfaction (PS) (6)	(1) I am satisfied with my current pay (2) I am satisfied with how my increments are determined (3) I am satisfied with the differences in pay levels among jobs in the company (4) I am satisfied with my overall pay level (5) I am satisfied with my pay for the effort I have to exert (6) I am satisfied with my pay compared to similar jobs in other companies	Heneman and Schwab (1985)
Empowerment (3)	(1) I am empowered to solve customer problems (2) I am encouraged to handle customer problems by myself (3) I do not have to get management's approval before I handle customer problems	Hayes (1994)
Participation and communication (PC) (4)	(1) Our organization emphasizes employee participation (2) Our organization provides employees the opportunity to suggest improvements in the way things are done (3) Our organization keeps open communications with employees in their jobs (4) Our organization allows employees to participate in many decisions	Wei et al. (2010)
Work engagement (WE) (9)	<i>Vigor</i> (3) (1) When I get up in the morning, I feel like going to work (2) At my work, I feel bursting with energy (3) At my job, I feel strong and vigorous <i>Dedication</i> (3) (1) My job inspires me (2) I am enthusiastic about my job (3) I am proud of the work that I do <i>Absorption</i> (3) (1) I get carried away when I am working (2) I am immersed in my work (3) I feel happy when I am working intensely	Schaufeli et al. (2006)
Self-efficacy (SE) (4)	(1) I am confident about my ability to do my job (2) I am self-assured about my capabilities to perform my work activities (3) I have mastered the skills necessary for my job (4) I can decide on my own how to go about my work	Spreitzer (1995)
Talent turnover intention (TTI) (5)	(1) I am seriously considering leaving my current job to work at another company (2) I sometimes feel compelled to quit my job in my current workplace (3) I will probably look for a new job in the next year (4) Within the next 6 months, I would rate the likelihood of leaving my present job as high (5) I will quit this company if the given condition gets even a little worse than now	Jung and Yoon (2013)

Table A1.
The measurement
scale for this study