

Effect Of Employee Retention on Employee Performance Among Selected Local Government Councils in Northern Zone of Taraba State

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Abstract- This study investigates the effect of employee retention on employee performance among selected local government councils in the northern zone of Taraba State, Nigeria. The research specifically examines the roles of training, promotion, compensation, and communication as key factors influencing employee performance. A descriptive survey design was adopted. Stratified sampling technique and simple random sampling was used to select sample size of 400 respondents from the target population of 5650 respondents. Utilizing structured questionnaires as the primary data collection instrument. The validity and reliability of the instrument were rigorously assessed to ensure the accuracy and consistency of the data. The theoretical framework of the study consisted of Herzberg Two Factor Theory and Abraham Maslow's Hierarchy of Needs. A sample of employees from various local government councils in the northern zone of Taraba State was selected to participate in the study. Data analysis was conducted using descriptive and inferential statistical methods, with the aid of the Statistical Package for Social Sciences (SPSS). A 95% confidence level was adopted for all statistical tests. Multiple regression analysis was employed to determine the relationships between the independent variables (training, promotion, compensation, and communication) and the dependent variable (employee performance). The findings revealed that training and communication have a significant positive relationship with employee performance, indicating that investments in employee development and effective communication channels can enhance performance levels. Conversely, promotion and compensation were found to have an insignificant relationship with employee performance in the context of the local government councils studied. This suggests that factors such as career advancement opportunities and financial rewards may not be as influential on performance as previously assumed. The study concludes that while training and communication are critical to improving employee performance, local government councils in the northern zone of Taraba State may need to

reevaluate their strategies concerning promotion and compensation to better align with performance objectives. Recommendations include enhancing training programs, fostering open communication, and revisiting promotion and compensation policies to create a more effective and motivated workforce.

Keywords: Training, Promotion, Compensation, Communication, Retention, Performance.

I. INTRODUCTION

Employee retention remains a critical challenge in various parts of the world. In Europe, retention strategies focus heavily on work-life balance, career progression opportunities, and inclusive workplace environments (Johnson, 2021).

European studies indicate that companies with flexible policies, supportive leadership, and equal opportunities have better retention rates, as employees feel both professionally and personally satisfied within the organization (Martinez et al., 2023).

In North America, retention is often linked to the presence of competitive benefits and employee wellness programs (Anderson & Brown, 2022). For example, many companies in the United States prioritize retention by offering extensive health benefits, professional development opportunities, and mental health support, which collectively help reduce turnover (Green, 2019).

Retention studies in the region reveal that organizations that invest in their employees' well-being are less likely to experience high attrition rates (Taylor & White, 2018).

Employee performance, on the other hand, has long been a central focus in organizational studies globally, as high levels of performance are pivotal to the success and competitiveness of institutions (Jiang & Liu, 2019).

In Europe, the dynamics of employee performance have evolved significantly with technological advancements and modern management practices. Performance in the workplace is increasingly being measured not only by productivity metrics but also by innovation, creativity, and adaptability to change (Gupta & Sharma, 2021).

With the rise of remote and hybrid work models, organizations are focusing more on individual productivity outcomes and setting up structured performance metrics, considering both quantitative and qualitative aspects (Wang & Su, 2020).

Employee retention practices have become an essential factor in shaping employee performance, especially within the public sector, where institutional efficiency is critical for grassroots development.

In the selected local government councils of the Northern Zone of Taraba State, the implementation of effective retention strategies such as training, promotion opportunities, fair compensation, and communication systems plays a pivotal role in improving employee output and organizational performance.

In recent years, local government councils in the Northern Zone of Taraba State have faced increasing challenges in retaining skilled and experienced employees. High employee turnover, poor motivation, limited training opportunities, inadequate compensation, and unclear promotion paths have become prevalent issues, affecting workforce stability and service delivery.

Despite the critical role that local governments play in grassroots development and public administration, many of these councils continue to struggle with maintaining a productive and committed workforce.

Poor retention practices not only result in the loss of institutional knowledge and increased recruitment costs but also contribute to reduced employee morale and performance.

Employees who perceive a lack of growth opportunities, fair reward systems, and effective communication often become disengaged, which negatively impacts their productivity and the overall performance of the organization.

OBJECTIVES OF THE STUDY

The broad objective of this study is to investigate the effect of employee retention on employee performance among selected Local Government Councils in Northern Zone of Taraba State.

The specific objectives of the study are to:

- i. examines the effect of Training on employee performance among selected Local Government Councils in Northern Zone of Taraba State.
- ii. assess the effect of Promotion on employee performance among selected Local Government Councils in Northern Zone of Taraba State.
- iii. analyze the effect of Compensation on employee performance among selected Local Government Councils in Northern Zone of Taraba State.
- iv. evaluate the effect of Communication on employee performance among selected Local Government Councils in Northern Zone of Taraba State.

Significance of the Study

This study is significant and has both practical and empirical contributions to various stakeholders. Firstly, it aims to provide valuable insights into the relationship between employee retention strategies and performance, contributing to the existing body of knowledge in management science.

By focusing on the specific context of Northern zone of Taraba State, Nigeria. the findings will be particularly relevant for organizations seeking to improve their retention strategies, practices and employee performance.

Secondly, the study will be of significant importance to management of local government administration in the region and beyond on effective retention

strategies such as training, promotion, communication, and compensation within the workplace.

By identifying which strategies have the most substantial impact on performance, organizational leaders can make informed decisions that enhance employee satisfaction, loyalty, and productivity.

Scope of the Study

This study is centered on examining the effect of employee retention strategies on employee performance among selected Local Government Councils of Northern zone of Taraba State, which comprises of Ardo-Kola Local Government Council, Lau Local Government Council, and Karim-Lamido Local Government Council respectively. Specifically, the study focuses on key retention variables training, promotion, communication, and compensation as they relate to employee performance outcomes in Local Government Councils.

II. LITERATURE REVIEW

According to (Noe,2019) defines training as a planned effort to facilitate employees' learning of job-related competencies. Development refers to a more expansive effort to build competencies that prepare individuals for future challenges, training involves the systematic acquisition of skills, concepts, or attitudes that result in improved performance in another environment.

Development emphasizes personal and professional growth, enhancing employees' abilities for broader roles. (Goldstein & Ford, 2002). Training is defined as a short-term, systematic, and organized process through which employees acquire technical knowledge and job-specific skills for a definite purpose. (Werner & DeSimone 2022), This definition emphasizes the technical and operational focus of training, distinguishing it from the broader, more strategic nature of development initiatives.

Concepts of Promotion

According to Rowley et al. (2023), promotion as advancement of an employee to a position involving greater responsibility, higher status, and typically increased compensation. It serves as a mechanism for

recognizing and rewarding employee performance, while also aligning individual capabilities with organizational needs, A study published in the Quarterly Journal of Economics examines the "Peter Principle," which suggests that employees are promoted based on their performance in their current role rather than their potential performance in the new role.

This can lead to individuals reaching positions where they are less competent, highlighting the importance of considering future role requirements during promotions. (Peter Principle in Promotions, 2019) Research in *Frontiers in Psychology* indicates that high-involvement human resource practices, including participative decision-making and extensive training, can enhance employees' psychological ownership. (Zhang et al, 2022).

Concepts of Compensation

Schwind et al. (2022) define compensation as “the reward employees receive in exchange for their time, talent, and energy in fulfilling organizational roles and responsibilities.” Compensation is a key aspect of the employer-employee contract, with a direct relationship to employee job satisfaction, retention, and organizational commitment.

(Richard A. Schwind et al. 2019), Mondy defines compensation as “all rewards and benefits provided to employees in exchange for their work, including base salary, variable pay, benefits, and other financial incentives.”

Compensation is a tool for measuring and recognizing employees' contributions to the success of the organization.” Peter F. Drucker (2020), He highlights that compensation should be aligned with organizational goals and performance objectives to encourage innovation and drive productivity.

Concepts of Communication

Murphy identifies four communication styles: analytical, intuitive, functional, and personal. He suggests that effective communicators recognize and adapt their style to match their audience, whether it be superiors, peers, or subordinates, thereby enhancing the effectiveness of their interactions.

Mark Murphy, (2019), In "Introduction to Communication Theory," communication is described as a systematic process in which individuals interact through symbols to create and interpret meaning. SAGE Publications (2018), This definition underscores the structured and symbolic nature of communication processes.

Concepts of Employee performance

Employee performance is defined as the degree to which employees execute their job roles effectively and contribute to organizational objectives. It encompasses both task performance (the execution of core duties) and contextual performance (behaviors that support the social and psychological environment of the workplace) (Chen & Zhang, 2021).

High employee performance is crucial for the effectiveness of local government councils, as it directly influences service delivery, citizen satisfaction, and institutional credibility (Osei & Ackah, 2022).

III. THEORETICAL FRAMEWORK

This study is underpinned through the lenses of Herzberg two-factor theory. Herzberg's Two-Factor Theory, developed in 1959, provides a profound understanding of the factors that drive employee satisfaction and performance, making it particularly relevant to the topic of employee retention and its effects on performance in Northern zone of Taraba State, Nigeria.

This theory divides workplace factors into two categories: hygiene factors and motivators, each playing a unique role in shaping employee behavior and outcomes.

Hygiene factors, according to Herzberg, are external elements of a job that do not inherently motivate employees but are essential to prevent dissatisfaction. These include salary, job security, working conditions, company policies, and interpersonal relationships.

For example, if employees in Northern zone of Taraba State are subjected to poor working

environments, delayed salaries, or unclear administrative policies, they are likely to experience dissatisfaction, leading to reduced commitment and potentially higher turnover rates.

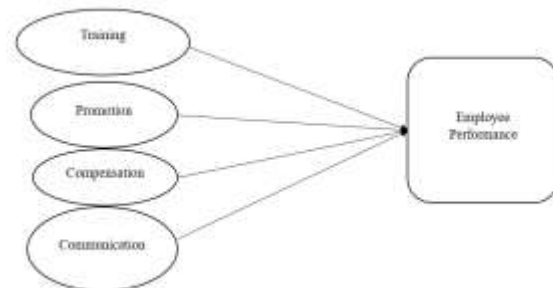
On the other hand, motivators are intrinsic factors that genuinely engage employees and drive them to perform at their best. These include recognition, opportunities for advancement, meaningful work, and personal growth.

For employees in Northern zone of Taraba State, recognition for exceptional service, clear career progression pathways, and the opportunity to contribute meaningfully to their community can spark a sense of fulfillment and purpose. This is critical in public sector roles, where a sense of contribution to societal welfare often drives employee satisfaction.

Conceptual Framework

Independent Variables (IVs).

Dependent variable (DV)



Source: Researcher's Computation 2025.

IV. RESEARCH METHODOLOGY

This study adopts a descriptive survey research design. The choice of this approach stems from the need to qualify the relationship between employee retention and employee performance in Northern zone of Taraba State.

Population of the Study

The population of the study consist of all employees working in Lau Local Government Councils, Ardo-Kola Local Government Council, and Karim-Lamido Local Government Councils. Specifically, it will

include employees across various departments in the local government, such as (Administrative, Health, Works, Finance and Supply, Agricultural and Natural Resources, Budget Planning & Statistics, Legislative Council, Social Development).

According to Director Administrative Department of local government records, the total number of employees in the three local government councils is approximately 5650 employees.

Sampling Size

The minimum sample size for this study was determined using the Yamane formula for sample size calculation. Given that the total population of employees in the local government councils is 5650, the formula is:

$$n = N/(1+N(e)^2)$$

Where:

n = sample size

N = total population size (employees)

e = margin error (0.05)

substituting the values into the formula:

$$\begin{aligned} n &= N/1+N(e)^2 \\ n &= 5650/1+5650(0.05)^2 \\ &= 5650/1+5650(0.0025) \\ &= 5650/1+14.125 \\ &= 5650/14.125 \\ &= 400 \end{aligned}$$

Therefore, approximately 400 employees from the three local government councils.

Sampling Techniques

This study employed a stratified random sampling technique. The sampling process divided the population into sub-groups or strata based on the departmental categories.

Population and Computation of sample size

S/N	Departments	Computation Sample Size	Sample Size
1.	Administrative Department	1042/5650x 400	74
2.	Primary Health	1600/5650 x	113

	Care		400	
3.	Works and Housing	1113/5650	x	79
4.	Finance & Supply	678/5650	x	48
5.	Agricultural & Natural Resources	537/5650	x	38
6.	Budget, Planning & Statistics	238/5650	x	17
7.	Legislative Council Department	170/5650	x	12
8.	Social Development Department	272/5650	x	12
	Total			400

Source: Survey, (2025).

Data Collection Method

Data for the study was collected using structured questionnaire. The questionnaire includes both closed-ended and open-ended questions. The closed-ended questions were utilizing 5 points Likert scale ratings (strongly agree, agree, neutral, disagree, strongly disagree) to assess the impact of training and development, promotion, compensation and communication on employee performance.

Data Analysis

The data analysis was analyzed using both descriptive and inferential statistical methods.

Pearson's correlation and regression analysis was performed to examine the strength and direction of the relationships between employee retention factors and performance. The statistical software SPSS (Statistical Package for Social Sciences) was used for data analysis, and all tests were conducted at a 5% significance level.

Descriptive Statistics on Training

Items	N	Mean	Std. Deviation
Lack of training affects my ability to perform well in my job.	385	3.48	1.325
The training sessions are well-structured and effective.	385	3.60	1.071
The organization provides adequate resources for training and skill development.	385	3.65	1.276
Training programs in my organization focus on both technical and soft skills.	385	3.73	1.254
I am encouraged to participate in career development programs.	385	3.74	1.073
I have received training on how to use new technologies in my work.	385	3.78	1.142
The training programs offered are relevant to my job role.	385	3.82	1.059
My organization provides regular training programs for employees.	385	3.88	1.194
Training programs help employees stay updated with industry trends.	385	3.92	1.246
Valid N (listwise)	385		

Source: Survey (2025).

Description Statistics on Employee Performance

	N	Mean	Std. Deviation
I am well-informed about my job responsibilities and expectations.	385	3.79	1.190
I possess the necessary skills and knowledge to perform my job effectively.	385	3.46	1.138
I consistently meet my productivity and efficiency goals.	385	3.59	1.198
I prioritize tasks effectively and manage my workload efficiently.	385	3.83	1.220
I communicate effectively and with colleagues and supervisors.	385	3.78	1.066
I actively contribute to team goals and collaborate with colleagues.	385	3.94	1.185
I adapt well to changes in my job or work environment.	385	3.77	1.027
I am willing to take on additional responsibilities and tasks.	385	3.80	1.270
I am satisfied with my job overall.	385	3.82	1.044
I feel engaged and motivated in my work.	385	3.96	1.256
Valid N (listwise)	385		

Source: Survey (2025).

Discussion of Findings

The broad objective of this study was to investigate the effect of employee retention on employee performance among selected local government councils in Northern Zone of Taraba State while the measurable (specific) objectives set forth were four (4). Hence, data were collected and analyzed with the findings discussed below in line with the specific objectives.

The study revealed that the effect of training on employee performance among selected local government councils in Northern Zone of Taraba State. Findings from the analysis regarding this objective show regression coefficients (Beta = 0.403), which when expressed in percentage, means that training explains 40.3% of the variance in Employee Performance which has a positive and statistically significant effect since the p-value

(0.000) is below the conventional sig value of 0.05. The practical implication of this result is that by providing employees with training, organizations can continue to improve and achieve sustainable growth in an organization.

Objective two relates to the effect of Promotion on Employee Performance among selected local government councils in northern zone of Taraba State. The study found that coefficients, Beta = 0.070, expressed in percentage, predicts 7.0% of the variance in Employee Performance which is statistically insignificant. Though with insignificant effect on employee performance, promotion may not be ignored or neglected in an organization.

Also, the study revealed that the effect of compensation on employee Performance among selected local government councils in northern zone of Taraba State. The result of the regression analysis

in respect of compensation shows a statistically insignificant effect on employee performance.

The result in respect of this objective shows regression coefficients (Beta = -0.80), which when expressed in percentage, means Communication explains 8% of employee performance. Additionally, the p-value (0.120) is above the conventional sig. value 0.005 for this result indicates that it is statistically insignificant.

In the same vein, the study revealed that the effect of Communication on employee Performance among selected local government councils in northern zone of Taraba State. The result in respect of this objective shows regression coefficients (Beta = 0.402), which when expressed in percentage, means Communication explains 40.2% of employee performance. Additionally, the p-value (0.000) < 0.05 for this result indicates that it is statistically significant.

Multiple Regression Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.206	1.586		3.914	.000
Training	.448	.079	.403	5.677	.000
Promotion	.086	.075	.070	1.145	.253
Compensation	-.080	.061	-.080	-1.556	.120
Communication	.393	.062	.402	6.284	.000

a. Dependent Variable: Employee Performance

The table above presents Regression Coefficients. This helps to evaluate each independent variable included in the study. In considering values from the regression output, Pallant (2005) recommends that

the column labelled Beta under Standardised Coefficients should be used and not the Unstandardised ones because “Standardised” means that these values for each of the different variables have been converted to the same scale so that they can be compared.

However, where the interest is to construct a regression equation, Pallant (2005) recommends that the values under the Unstandardised Coefficients labelled B should be used. For the purpose of this study both values were considered.

The Unstandardised Coefficients helped the study to access the unit contributions of each proxy of Employee Retention to Employee Performance while the values under the Standardised Coefficients were used to compare the unique contribution of each proxy of Employee retention to the variance in Employee Performance.

Therefore, based on the table, the value under Unstandardized Coefficient being B = 0.448, indicates that for every one-unit increase in the level of Training in Employee Performance, the level of Employee Performance increases by 0.448 units, holding other factors constant, while the value under the Standardized Coefficients which is Beta = 0.403, expressed in percentage, implies that Training explains 40.3% of the variance in Employee Performance which is statistically significant (p = 0.000) since the p-value is below the conventional sig value of 0.05.

Considering the results for Promotion, the Unstandardized Coefficient (B = 0.086) indicates a very small effect of promotion on Employee Performance, suggesting that a unit increase in Promotion leads to a 0.086 increase in Employee Performance.

Additionally, regarding the value for this independent variable under the Standardized Coefficients which is Beta = 0.070, expressed in percentage, it means that the variable explains 7% of the variance in Employee Performance. However, the significance value (p = 0.253) which is greater than 0.05 indicates that Promotion is not a statistically significant predictor of Employee Performance.

The Unstandardized Coefficient ($B = -0.096$) for compensation shows that for every unit increase in the level of compensation, employee performance increases by -0.096 units, while the value under the Standardized Coefficients ($Beta = -0.080$), expressed in percentage, it implies that compensation explains 8% of the variance in employee performance. However, with a significance value ($p = 0.120$), implies that compensation is not statistically significant at the 0.05 level, though it approaches significance ($p = 0.120$).

Finally, the Unstandardized Coefficient ($B = 0.393$) for Communication shows that for every unit increase in level of Communication, Employee Performance increases by 0.393 units. On the other hand, the value under the Standardized Coefficients ($Beta = 0.402$), expressed in percentage, it implies that Communication explains 40.2% of the variance in Employee Performance. Moreover, with a significance level ($p = 0.000$), Communication is statistically significant, with a p-value less than 0.05 .

V. CONCLUSIONS

The study was set to examine the effect of Employee Retention (proxied by Training, Promotion, Compensation and Communication) on Employee Performance. Data were collected, analyzed through regression analysis revealed that two predictors training and communication had statistically significant and positive effects on employee performance.

This means that increases in both training and effect communication practices are associated with improvements in employee performance, highlighting their importance in organizational strategies.

On the other hand, promotion and compensation did not show statistically significant effects on employee performance within this model. Overall, the findings suggest that investment in training and communication can positively influence employee performance, while other factors like promotion and compensation may require further review or enhancement to have a measurable impact.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

1. Enhance Training Programs:

Local government councils should invest in regular, well-structured training programs tailored to the specific needs of their employees. This will boost competencies, confidence, and performance.

2. Implement Transparent Promotion Policies:

A clear and merit-based promotion system should be adopted to ensure that deserving employees are recognized and advanced. This will foster motivation and reduce the feeling of stagnation among staff.

3. Improve Compensation Packages:

Councils should review and improve both monetary and non-monetary compensation schemes to ensure they are competitive and reflective of employees' contributions. This includes allowances, bonuses, recognition, and welfare benefits.

4. Strengthen Internal Communication:

Management should establish effective two-way communication systems that allow employees to voice their concerns and receive timely information. Staff meetings, suggestion boxes, and digital communication platforms can help bridge communication gaps. Regular evaluation of retention strategies, the councils should periodically assess the effectiveness of their retention strategies and make adjustments where necessary. This will ensure that evolving employee needs are met, and performance levels are sustained.

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