



Effect of Commitment-Based Human Resources Practices on Job Embeddedness: The Mediating Roles of Sense of Material Gain and Sense of Spiritual Gain

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ABSTRACT

Promoting job embeddedness (JE) is believed to be a vital mechanism for retaining employees. However, there is a lack of empirical evidence supporting the notion that commitment-based human resource practices (CBHRP) lead to JE. Furthermore, little is known about the underlying mechanism that delineates this relationship. Drawing from the principles of the conservation of resources (COR) theory, this study posits that CBHRP = fosters employees' sense of material gain (SMG) and sense of spiritual gain (SSG), which in turn leads to employee JE. 209 employees participated in the study using the convenience sampling technique. SPSS 22, AMOS 23, and PROCESS Macro v4.0 were used for data analysis. The findings revealed that SMG and SSG have parallel, partial mediating effects on the relationship between CBHRP and JE. The study makes a novel contribution by introducing SMG and SSG as mediators, which provides new insights into how and when CBHRP leads to JE, hence enriching the existing knowledge on CBHRP and JE.

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Introduction

Employee turnover remains challenging for organizations due to its detrimental impact (Martins et al., 2023). It is acknowledged that employee turnover affects the effectiveness and efficiency of organizations (Abet et al., 2024). Some studies estimate the cost of replacing employees at over 200% of their annual salaries (Saber et al., 2023). Non-financial costs of turnover include the loss of human capital, technical knowledge, and organizational acquaintance (Charles-Leija et al., 2023). Therefore, enhancing employee retention is of paramount importance to organizations.

However, Nigeria's banking sector is experiencing high employee turnover. According to data from the Central Bank of Nigeria, the turnover rate in Nigeria's banking sector is on the rise (20.4%, 22.4%, and 28.1% in 2019, 2020, and 2021, respectively) (Chigbundu & Muda, 2022). Furthermore, a study by the Chartered Institute of Bankers of Nigeria (2022) reported high human capital attrition in Nigeria's banking sector. Turnover in the banking sector is particularly worrisome because it requires significant resources (both time and money) to train and develop the employees and get them acquainted with the profession and its practices. Therefore, it is imperative to explore mechanisms that could help enhance the retention of bank employees.

According to Mitchell et al. (2001), job embeddedness (JE), defined as an accumulation of non-affective forces that constrain employees from leaving their jobs, is a key factor that enhances employee retention. These forces can be resources that reside within organizations (e.g., HR practices) or individuals (e.g., sense of well-being) (Dechawatanapaisal, 2018) and can lead to employees being embedded in the organization due to the desire to protect these resources. Peltokorpi and Allen (2023) assert that it has been theoretically established that embedding is a strategy used by employees to conserve and protect acquired resources. Following these perspectives, the present study proposes a resource-based model in which employees are embedded in the organization to protect acquired resources, thereby enhancing retention.

Extant literature highlights the salience of well-designed human resource management (HRM) practices in stimulating positive employee attitudes and behaviours (e.g., Gomes et al., 2023; Luu, 2020; Qadri et al., 2022). Consequently, there is a plethora of studies on the influence of HRM practices on employee outcomes; however, it is noted that most of the studies were conducted in developed countries. Additionally, few studies have examined the link between CBHRP and JE, and none have been conducted in Nigeria. This signifies a literature gap that requires more studies to improve our understanding of how CBHRP leads to JE. CBHRP is regarded as a more employee-centred HRM practice which emphasizes the value, development and well-being of employees (Arthur, 1994; Collins, 2020; Rubel et al., 2021). Therefore, understanding the role CBHRP can play in enhancing the retention of bank employees in Nigeria will extend the theoretical frontiers of HRM practice.

The primary objective of this study is to examine the influence of CBHRP on employee JE. However, Cropanzano et al. (2017) point out that the relationship between employee behaviour and its antecedent is not a simple one. They emphasize that it can be better explained in the sequence of initiated action (e.g., HRM practices), feelings (e.g., sense of well-being), and behaviour (e.g., JE). This perspective suggests the need for including mediators in explaining employee behaviours. Furthermore, studies report consistent findings between HR practices and employee JE (e.g., Ghosh & Gurunathan, 2015; Tabrizi et al., 2023; Tian et al., 2016) which also suggest the need to include a mediator in this relationship. This study considers the parallel mediating role of the sense of material gain (SMG) and the sense of spiritual gain (SSG), and by so doing, the study enriches the theory of both CBHRP and JE. SMG is the improvement in individual material living standards based on economic benefits (e.g., medical care, pension, housing), while SSG is the fair pursuit of dreams, dignified life, and realization of self-worth (Zhang, 2016).

Relying on the conservation of resources (COR) theory tenets of the resource-gain spiral and investment of more resources to secure acquired resources (Hobfoll, 1989), we postulated that CBHRP, as an employer investment in the development and well-being of employees, reflects resource abundance which nurtures employee SMG and SSG, thereby creating a resource-gain spiral. According to COR theory, people with abundant resources are more likely to generate more resources in the form of resources-beget-resources (Hobfoll et al., 2018). Furthermore, COR theory postulates that, since individuals do not want to lose resources, they invest more resources to protect the

resources they have acquired (Hobfoll et al., 2018). Accordingly, based on the perspective that individuals embed to conserve resources, we believe that employees will embed as an investment of more resources to protect their acquired resources of CBHRP, SMG, and SSG.

This study has some important contributions. First, the study enriches COR theory by providing empirical evidence on how the resource-gain spiral leads to desired outcomes which have not been adequately addressed by prior studies (Kim & Beehr, 2021). Second, by exploring the parallel mediating role of SMG and SSG to elucidate the link between CBHRP and employee JE, the study provides new insight into how and when CBHRP leads to a positive employee outcome, which constitutes a contribution to theory development (Whetten, 1989). Fourth, examining an unexplored relationship constitutes a theoretical contribution (Bhutto et al., 2021). To the researchers' best knowledge, no prior study has examined the theoretical model of this study.

Why Nigeria

Conducting this study in Nigeria's banking sector is important for two reasons. First, HR management practices in Nigeria are mainly based on coercion and lack adequate investment in employee development (Bem et al., 2022; Ikyanyon et al., 2020). These kinds of HR practices usually neglect the interests of employees. Accordingly, it is fair to believe that the existing HR practices are probably not enough to assist in addressing the persistent turnover among bank employees. Therefore, understanding the role of CBHRP in embedding employees will provide bank management with a new perspective on HR practices that can help them retain their employees. Second, Fajana (2011) and Onikoyi et al. (2023) suggested the need for more research on HR management models in Nigeria. As such, this study is a response to the calls for further study.

Literature review and hypothesis development

Commitment-based human resource

CBHRP is an HR management model that seeks to enhance employee growth and improve their motivation and level of commitment towards the organization (Chiang et al., 2011). It is an HR practice that focuses on long-term mutual exchange relationships and investing in employee interests, thus ensuring their support for the organization (Arthur, 1994). Therefore, CBHRP emphasizes sustained work relationships based on developing, involving, and building employees' sense of attachment towards the organization (Collins, 2020). Consequently, CBHRP is an important organizational resource that can lead to positive employees' feelings and desired attitudes (Rubel et al., 2021).

Job embeddedness

According to Mitchell et al. (2001), JE is a constellation of forces that lead to employee retention, which include links to people/activities, job/community fit, and associated cost of leaving the place/organization. From another perspective, JE is a gestalt construct that consists constellation of forces that enmesh employees in the organization (Crossley et al., 2007). They contended that regarding JE as a composite construct based on link, fit, and sacrifice does not reflect the whole reasons why employees embed. This means that there are myriad reasons that can cause employees to embed in the organization. For example, Cai et al. (2023) found that training, future prospect, and co-worker support are the reasons employees embed. Accordingly, this study opted for Crossley et al.'s theorization of JE and posits that employee embeddedness is due to a constellation of accumulated positive experiences and feelings in the workplace.

Sense of gain at work

SGW, which measures individuals' standard of living, is the employees' subjective perception of the organization based on their satisfaction with objective needs (e.g., promotion, fair pay, growth opportunities etc.) as a result of their efforts at work (Gu et al., 2020). According to Wang et al. (2022), SGW differs from other prominent measures of employee well-being, such as job satisfaction (JS), quality of work life (QWL), and work well-being (WWB) as follows: JS compares employee expectations and gains, whereas SGW compares employee efforts and corresponding gains; QWL reflects the organization's attention on employee well-being, whereas SGW reflects employee

perception on the extent to which the organization cares about them; SGW emphasizes material aspects and perceived gains, whereas WWB emphasizes perceived positive emotional experiences by employees.

SGW is mainly viewed from the perspectives of SMG and SSG. While SMG dimension reflects improvements in material living standards based on economic benefits (e.g., medical care, pension, housing, fair pay, etc.), SSG reflects the spiritual dimension based on the fair pursuit of dreams, a dignified life, and the realization of self-worth (Zhang, 2016). Arguably, both SMG and SSG signify personal resources that are accumulated due to the existence of instrumental resources within the social system. Therefore, consistent with the extant literature (Gu et al., 2020; Wang et al., 2022), this study operationalized SGW as a multi-dimensional construct based on SMG and SSG.

CBHRP, SMG, and SSG

CBHRP emphasizes employee growth, motivation, and commitment to the organization. It also aims to ensure long-term mutual exchange relationships by investing in employees' interests. Accordingly, CBHRP is an important job resource that can lead to realization of SMG and SSG. Prior studies suggest that CBHRP facilitates the acquisition of more resources (Rubel et al., 2021). Furthermore, studies by Cherif (2020), and Freire and Pieta (2022) have shown that HR management practices lead to employees' subjective feelings of well-being. Therefore, drawing from the COR theory tenet that resources-beget-resources, it is hypothesized that:

H1: Commitment-based human resource practices have a significant positive effect on employees' sense of material gain.

H2: Commitment-based human resource practices have significant positive effect on employees' sense of spiritual gain.

SMG, SSG, and JE

SMG and SSG can lead to desirable employee attitudes and behaviours (Gu et al., 2020; Shi et al., 2023). According to the COR theory, individuals invest more resources to protect acquired resources because of the negative impact of losing resources (Hobfoll, 2001). SMG and SSG are acquired resources and employees tend to embed in the organization to protect these resources from loss. This is consistent with the theorization by Cai et al. (2023) and Kiazad et al. (2015) that employees embed themselves in the organization to protect the resources they have acquired. Hence, it is hypothesized that:

H3: Sense of material gain has a significant positive effect on employee job embeddedness.

H4: Sense of spiritual gain has a significant positive effect on employee job embeddedness.

CBHRP and JE

CBHRP has the potential to embed employees and enhance their retention. Prior studies have reported a positive relationship between HR management practices and JE (Ghosh & Gurunathan, 2015; Tian et al., 2016). Drawing from the COR theory principle that individuals do not want to lose resources, we perceived that CBHRP is a valuable resource that employees cannot afford to lose; as such, they tend to embed themselves in the organization as an investment of more resources to protect their valuable resources from loss. This leads to a priori that:

H5: Commitment-based human resource practices have a significant positive effect on employee job embeddedness.

Mediating effect of SMG and SSG

Given that organizational factors can enhance employee subjective feelings in the workplace (Yu & Li, 2022), CBHRP, as organizational factor, can predict employee SMG and SSG. CBHRP prioritizes investing in the employees through practices such as benefit packages (e.g., education, transportation, etc.), continuous training and development, and empowerment (Rubel et al., 2021). While the benefit packages result in more incomes that can improve employee material gain, continuous training and development, and empowerment can enhance employees' chances for self-actualization. This creates a resource-gain spiral.

When employees experience feelings of SMG and SSG in the workplace, they tend to engage in behaviours that can help them protect these resources from loss and one of such behaviours is to embed. As discussed earlier, employees utilize embeddedness as a mechanism to protect resources they have acquired. Therefore, based on the principles of the resource-gain spiral and investment of more resources, this study postulates that CBHRP, as organizational resource, will nurture employees' SMG and SSG, which in turn leads to employee JE. Studies have shown that subjective well-being is an important psychological resource that mediates the link between organizational level resources and positive employee outcomes (e.g., Yu & Li, 2022). Hence, it is hypothesized that:

H6: Sense of material gain mediates the relationship between Commitment-based human resource practices and employee job embeddedness.

H7: Sense of spiritual gain mediates the relationship between Commitment-based human resource practices and employee job embeddedness.

Method

Sample

The study population consists of 1,013 bank employees operating in Kano State metropolis and the sample size is approximately 285 based on Krejcie and Morgan (1970) sample table. Kano State is a commercial hub and the second largest city in Nigeria (Sasu, 2022). Four-hundred Self-administered questionnaires were distributed using convenience sampling based on availability and willingness to participate criteria. This sampling technique is used due to tight schedules of bank employees. A total of 241 filled questionnaires were retrieved, which represents a 60% response rate. Additionally, 32 responses were screened out due to missing data and outliers. Hence, 209 responses were actually used. However, to ensure the sufficiency of the sample, G*Power 3.1.9.7 was used based on specifications of Faul et al. (2007) and minimum sample of 176 was recommended. Furthermore, according to Bartlett et al. (2001), 209 responses sufficed for the population of 1,013 employees. The sample composition includes 57% male and 43% female. 63% of the respondents were married and 37% were single. The majority of the respondents (56%) have at least higher national diploma (HND)/first degree, and their ages were mostly in the range of 26 to 45 years (79%). For the respondents' tenure, 60% have 2-5 years.

Three software programs were utilized for data analysis in this study. SPSS 22 was used for descriptive analysis, reliability test, and EFA. PROCESS Macro v4.0 was used to test the direct and indirect path relationships. On the other hand, the measurement model in relation to validity, confirmatory factor analysis (CFA), and fitness indices were conducted using AMOS 23.

Exploratory factor analysis (EFA)

Although all the measurement instruments of the study were adapted from prior studies, the SMG and SSG scales have never been validated in an African culture (particularly in the Nigerian context); hence, the need to conduct EFA to cater for cultural differences (Orçan, 2018). As

suggested by Orçan (2018), separate data from 117 employees were utilized for the EFA. The responses are considered sufficient based on the recommended minimum of 100-responses for EFA (Bartlett et al., 2001). Two factors were extracted with five items for SMG and six items for SSG, with 73.36% cumulative variance explained and KMO = 0.90. Next, CFA was conducted and the two-factor model showed a good fit ($\chi^2/d.f.=1.484$, SRMR=0.043, CFI=0.977, TLI=0.971, RMSEA=0.065). Similarly, EFA was conducted for the CBHRP scale to confirm that the six items used loaded on a single factor. A single factor was extracted with a cumulative variance explained of 90.75% and KMO=0.93.

Measurement

Responses were measured using a five-point Likert scale from 1 for "strongly disagree" to 5 for "strongly agree".

Commitment-based human resource practice

We measured CBHRP using 6 items adapted from the work of Collins and Smith (2006). Before the

data collection, three branch managers were contacted for face and content validity. The items are: “Internal employees are given consideration over external candidates for job openings”, “Employees are selected based on overall fit to the bank”, “Our salaries are good and competitive”, “Performance appraisal is primarily used to set goals for personal development”, “There is mentoring system to help employees develop in this bank”, and “Performance appraisal is used to plan skill development and training for future advancement within the bank”.

Sense of material gain and sense of spiritual gain

SMG and SSG were measured using five items and six items adapted from the work of Wang et al. (2022), respectively. An example item on SMG is “I am satisfied with my salary level in this bank”, and for SSG is “I have a good mood working in this bank”.

Job embeddedness

A seven-items global scale developed by Crossley et al. (2007) was used to measure JE. The scale was believed to be a more accurate reflection of employee's overall perceptions of being embedded in an organization (Greene et al., 2018). An example item is “I feel attached to this bank”.

The confounding effects of gender, age, and tenure were controlled. Although none of the control variables had a significant effect on SMG, SSG, and JE, as shown in Table 4; however, β and R^2 of the model with control variables were slightly different from the model without control variables. As such, the model with control variables was maintained.

Results

Multivariate normality was checked using WebPower (2019). Results for Mardia's skewness and kurtosis were $\beta = 1.5382$ ($p = 6.6657$), and $\beta = 29.4441$ ($p = 1.3468$) which suggested that the data are normally distributed. The presence of multicollinearity and common method bias (CMB) was checked using the full-collinearity test suggested by Kock and Lynn (2012). Values of 2.372, 2.653, 1.377, and 1.663 were obtained for CBHRP, SMG, SSG, and JE which negate concerns for collinearity and CMB. Furthermore, the VIF values of 1.312, 2,478, and 2.290 for SSG, SMG, and CBHRP were also within the threshold. In addition, as can be seen from Table 3, the one-factor model exhibits poor fit indices compared with the four-factor model, which further refutes concerns for CMB (Wang et al., 2023).

Table 1. Measurement Model

Construct	Item	Loadings	Cronbach's alpha	CR	AVE
Job embeddedness	JE1	0.81	0.96	0.96	0.78
	JE2	0.93			
	JE3	0.96			
	JE4	0.98			
	JE5	0.89			
	JE6	0.78			
	JE7	0.78			
Sense of material Gain	SMG1	0.84	0.90	0.91	0.66
	SMG2	0.82			
	SMG3	0.81			
	SMG4	0.85			
	SMG5	0.73			
Sense of spritual Gain	SSG1	0.77	0.94	0.95	0.75
	SSG2	0.92			
	SSG3	0.89			
	SSG4	0.88			
	SSG5	0.86			
	SSG6	0.86			
Commitment-based human resource practices	CBHRP1	0.86	0.93	0.93	0.68
	CBHRP2	0.91			
	CBHRP3	0.92			
	CBHRP4	0.79			
	CBHRP5	0.80			
	CBHRP6	0.64			

The measurement model contained four latent variables (CBHRP, SMG, SSG, JE) and showed a good model fit ($\chi^2/d.f.=2.129$, SRMR=0.067, CFI=0.947, TLI=0.940, RMSEA=0.074), as suggested by Hu and Bentler (1999). Loadings (JE6 & JE7, and CBHRP4 & CBHRP5 were covaried to improve the model fit), Cronbach alpha and composite reliability (CR) for scale reliability, and average variance extracted (AVE) for convergent validity were all above the threshold, as shown in Table 1. Furthermore, discriminant validity was achieved based on Fornell and Larcker (1981) criteria, since the inter-correlations among the variables are less than the square-roots of the AVE, as depicted in Table 2. In addition, the four-factor model exhibited the best-fit indices compared to other alternative models (see table 3). This means that the participants differentiate the four variables, providing more support for discriminant validity.

Table 2. Convergent Validity and Discriminant Validity

Construct	JE	CBHRP	SMG	SSG
JE	0.881			
CBHRP	0.520***	0.823		
SMG	0.603***	0.774***	0.812	
SSG	0.415***	0.382***	0.521***	0.864

Note: *** P<0.001; bold values are the square root of AVE

Table 3. Measurement Models Comparison

Model	Factor	$\chi^2/ds.f.$	SRMR	CFI	TLI	RMSEA
Main model	Four factors (CBHRP, SMG, SSG, JE)	2.129	0.067	0.947	0.940	0.074
Alternative Model 1	Three factors (CBHRP, JE; SMG and SSG merged)	4.468	0.169	0.834	0.814	0.129
Alternative Model 2	Two factors (SMG, SSG, and JE merged; CBHRP)	8.001	0.181	0.662	0.625	0.183
Alternative Model 3	One factor (All constructs merged)	9.941	0.168	0.521	0.521	0.207

Descriptive statistics

The mean, standard deviation, and correlations of the study variables are shown in Table 4. JE has the lowest mean of 2.92, indicating employees' neutrality towards it, which is not unconnected with the common belief in Nigeria that working in banks is just to avoid being jobless (Oganezi & Lozie, 2017). While tenure correlates significantly with SSG, age and gender do not have a significant correlation with any of the key study variables. On the other hand, CBHRP, SMG, SSG, and JE have significant correlations which range from 0.41 to 0.75.

Table 4. Descriptive statistics and correlation among variables

Variable	Mean	SD	1	2	3	4	5	6	7
1. Gender			1						
2. Age			0.13	1					
3. Tenure			0.01	0.49**	1				
4. SSG	3.63	0.72	0.01	-0.00	-0.15*	1			
5. SMG	3.99	0.50	-0.03	0.01	-0.04	0.48**	1		
6. CBHRP	3.90	0.55	0.01	0.10	-0.03	0.41**	0.75**	1	
7. JE	2.92	0.57	-0.07	0.10	0.03	0.46**	0.59**	0.55**	1

Note: **p<0.01; *p<0.05; SD=standard deviation

Test of hypotheses

Both direct and indirect hypotheses were tested using PROCESS Macro. Before path analysis, the fitness of the structural model was checked, and it showed good fit ($\chi^2/d.f.=2.005$, SRMR=0.078, CFI=0.941, TLI=0.932, RMSEA=0.070). Overall, the study model explains 57%, 19%, and 41% variances in SMG, SSG, and JE, respectively (see Table 5).

Table 5. Direct paths

Variable	SMG ($R^2 = 0.57$)	SSG ($R^2 = 0.19$)	JE ($R^2 = 0.41$)
Main Variable			
CBHRP	0.69***	0.53***	0.22*
SMG			0.37***
SSG			0.16**
Control Variable			
Gender	-0.03	0.00	-0.08
Age	-0.04	0.03	0.04
Tenure	0.01	-0.12	0.03

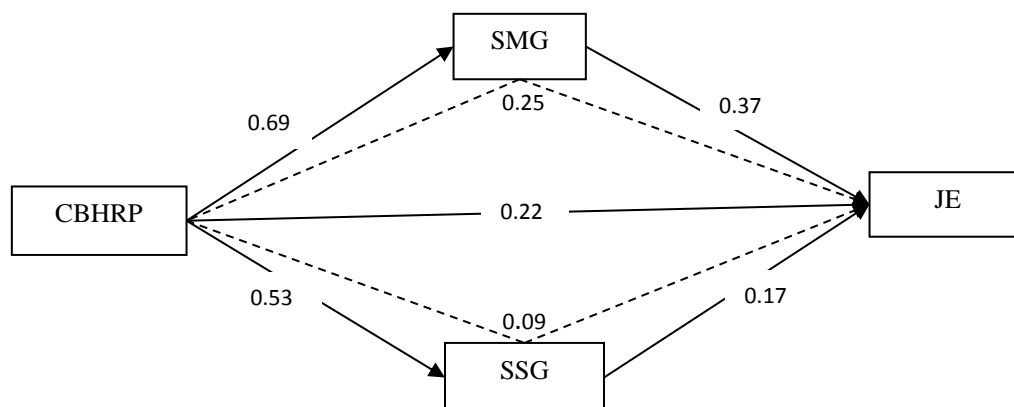
Note: * $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$; Gender was coded 1 for male and 2 for female; age and tenure were measured in years

All the direct path hypotheses were supported by the results at the 95% confidence interval (CI) since zero does not fall between the lower limit (LL) and the upper limit (UL). Specifically, the study found a statistically significant positive effect of CBHRP on SMG ($\beta = 0.69$, LL = 0.6067, UL = 0.7744), SSG ($\beta = 0.53$, LL = 0.3636, UL = 0.6924), and JE ($\beta = 0.22$, LL = 0.0521, UL = 0.3898), which supported H1, H2, and H5, respectively. Furthermore, the study found a statistically significant positive effect of SMG and SSG on JE ($\beta = 0.37$, LL = 0.1760, UL = 0.5590; $\beta = 0.17$, LL = 0.0680, UL = 0.2633), which supported H3 and H4.

Table 6. Mediation Model Results

Hypothesis	Indirect Path	Coefficient	S.E.	Lower Boundary Limit (95% C.I.)	Upper Boundary Limit (95% C.I.)	Result
H5	CBHRP→SMG→JE	0.25	0.0687	0.1190	0.3881	Partial Mediation
H6	CBHRP→SSG→JE	0.09	0.0310	0.0266	0.1485	Partial Mediation

H6 and H7 which postulated parallel mediating effects of SMG ($\beta = 0.25$, LL = 0.1221, UL = 0.3971) and SSG ($\beta = 0.09$, LL = 0.0250, UL = 0.1477) were also supported. However, the direct effect of CBHRP on JE was found to be statistically significant ($\beta = 0.22$, LL = 0.0521, UL = 0.3898); hence, a parallel, partial mediation exists. In sum, based on recommendations by Zhao et al. (2010), for complementary or competitive mediation, the study found a complementary parallel, partial mediation effect of SMG and SSG on the relationship between CBHRP and JE. The contrast analysis for the specific indirect effect revealed that CBHRP has more influence on JE through SMG ($\beta = 0.16$, LL = 0.0092, UL = 0.3407).

**Fig. 1.** Structural model

Key: ——— Direct effect; - - - - - Indirect effect

Discussion

The purpose of this study is to, through the lens of the COR theory, investigate the role of CBHRP, SMG, SSG, and JE in enhancing employee retention. To achieve that, seven hypotheses were developed and tested. The study found a significant positive effect of CBHRP on SMG and SSG,

which is consistent with the findings by Zhang et al. (2022) that human resource practices enhance employee wellbeing. This finding indicates that CBHRP, as organizational resources, enhances employee SMG and SSG as personal resources. Furthermore, the study found a significant positive effect of SMG and SSG on JE, which concurs with tenets of COR theory that individuals invest more resources to protect acquired resources. The finding also aligns with the general perception that JE is a means of ensuring access to resources (Cai et al., 2023). In addition, the study found a significant positive effect of CBHRP on JE, which concurs with prior findings that human resource practices positively affect JE (Dechawatanapaisal, 2018; Ghosh & Gurunathan, 2015).

The hypothesized mediating role of SMG and SSG was also supported. Both SMG and SSG were found to partially mediate the relationship between CBHRP and JE. This finding is consistent with prior studies that reported the indirect influence of human resource practices on desirable outcomes (Qadri et al., 2022; Luu, 2020). The finding also concurs with the COR theory, that CBHRP manifests an abundance of organizational resources that enhance employee SMG and SSG in the form of resource-gain spiral, which in turn motivates employees to invest more resources to protect the acquired resources.

Theoretical implication

The present study enriches the literature in some novel ways. First, the study demonstrated how CBHRP leads to employee JE from the perspective of resource-gain spiral and investment of more resources to protect acquired resources against loss. In this regard, the study enriches the literature on COR theory, CBHRP, and JE. Second, by considering parallel mediation, the study has methodological advancement. Prior studies mainly explored the direct link between HR practices and JE (e.g., Dechawatanapaisal, 2018; Ghosh & Gurunathan, 2015; Tabrizi et al., 2023; Tian et al., 2016), which may not be adequate to explicate the complex pathway between CBHRP and JE. This concurs with the suggestion by Hayes (2013) for considering complex mediation models in explaining employee behaviour. Third, the study provides empirical evidence on the role of SMG and SSG as underlying mechanism through which CBHRP influences JE, hence contributing to theoretical development of CBHRP. To the best of our knowledge, this is the first study that tested the interplay between CBHRP, SMG, SSG, and JE in the banking sector. Fourth, the study extends the literature on CBHRP and SGW to a new context.

Managerial implication

Findings of this study establish that CBHRP leads to both employee SMG and SSG, which in turn lead to employee JE. CBHRP is an employee-oriented HR practice that prioritizes employee growth, motivation, and commitment to the organization. It also aims to ensure long-term mutual exchange relationships by investing in employee interests. Therefore, CBHRP provides an avenue for employees to grow and achieve a fair standard of living. Accordingly, employees who are experiencing CBHRP in their workplace are more likely to satisfy their needs for fair pay and self-actualization. This enhances the quality of the relationship between employees and the organization, such that the employees will want to stay and continue the relationship, resulting in their embeddedness and retention. According to Rubel et al. (2021), CBHRP fosters a high sense of attachment and retention among employees. As such, organizations that adopt CBHRP are more likely to embed their employees and retain them. Consequently, it is recommended that banks in Nigeria adopt CBHRP to retain their employees rather than relying on traditional methods of managing employees, which are still common practices. It is also recommended that banks pay attention to the aspects of CBHRP that promote material gains, such as promotion, fair pay, pension benefits, etc. because they were found to have more influence on employee JE.

Limitation and Direction for Future Research

This study has some limitations. First, it utilizes cross-sectional data. Although different statistical methods were employed to check for common method bias and ensure the reliability of the findings, this does not negate the need to conduct the longitudinal studies. Second, there is still a need for more research on employee retention mechanisms across occupations, particularly academia and the

hospitality industry, where turnover remains a serious challenge (Yin et al., 2023; Snyman et al., 2022).

Conclusion

This study draws from the COR theory and examines the parallel mediating roles of SMG and SSG on the relationship between CBHRP and JE. The study found that SMG and SSG have parallel, partial mediation effects on the relationship between CBHRP and JE, thereby providing new insights into how and when CBHRP leads to positive employee outcomes. Furthermore, the study demonstrated that employee JE can be stimulated by employees' desire to protect acquired resources against loss. This underscores the need for bank management to recognize the importance of CBHRP in retaining their employees.

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