



Human Resource Practices and Employee Engagement in High-Tech Firms: Enhancing Job Satisfaction and Retention

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Abstract. This study explores the impact of human resource management (HRM) practices on employee engagement, job satisfaction, and retention in high-tech firms. By examining the relationship between HR strategies and employee outcomes, the research provides a comprehensive understanding of how high-tech companies can leverage HR practices to foster a committed, innovative, and high-performing workforce. The study highlights the importance of high-involvement HR practices, employee empowerment, career development, and recognition systems in enhancing engagement and job satisfaction. It also underscores the critical role of work-life balance, organizational trust, and employee participation in reducing turnover and boosting retention. The findings contribute valuable insights for HR managers seeking to improve employee engagement and retention, ultimately supporting the success and sustainability of high-tech organizations in a competitive industry.

Keywords: Human Resource Practices, Employee Engagement, Job Satisfaction, Retention, High-Tech Firms, High-Involvement HR, Work-Life Balance, Organizational Trust, Career Development, Employee Empowerment.

1 Introduction

In today's rapidly evolving high-tech industry, human resource management (HRM) plays a critical role in shaping organizational outcomes, particularly in areas such as employee engagement, job satisfaction, and retention. High-tech firms, which are often at the forefront of technological advancements, face unique challenges in managing a highly skilled workforce that demands not only competitive compensation but also opportunities for professional growth, innovation, and job satisfaction. As these companies strive to maintain their competitive advantage in the global marketplace, employee engagement has emerged as a key factor influencing organizational performance and sustainability. The importance of HRM practices in fostering an engaged and motivated workforce cannot be overstated (Kesting et al., 2016; Collins & Smith, 2006). Engaged

employees are more likely to be productive, innovative, and committed to the company's long-term success, which is particularly critical in high-tech firms where innovation and knowledge sharing are key to maintaining a competitive edge (Oluwatayo & Adetoro, 2020). However, despite the growing recognition of employee engagement as a vital component of organizational success, there remains limited understanding of how specific HR practices influence employee engagement in high-tech industries, especially in terms of their impact on job satisfaction and employee retention.

The motivation for this research stems from the need to explore how HR strategies in high-tech companies influence employee outcomes in these areas. While previous research has identified the role of HRM in fostering organizational commitment and performance, studies specifically examining its impact on employee engagement and retention in high-tech firms are relatively scarce (Bodla & Ningyu, 2017). This gap is particularly relevant given the fast-paced and innovation-driven nature of high-tech industries, where talent retention and employee engagement are essential for sustained growth and competitive advantage. The rationale for this study is to provide a comprehensive understanding of the relationship between HR practices and employee engagement in high-tech firms. By investigating the specific HR strategies employed by these firms, the research aims to identify the key practices that contribute to enhanced job satisfaction, engagement, and retention. Furthermore, this study will examine how HR practices can be strategically aligned to support the development of a positive organizational culture that promotes both employee well-being and organizational success. The research question guiding this study is: How do human resource practices in high-tech firms influence employee engagement, job satisfaction, and retention?

This research question aims to explore the critical role of HR strategies in enhancing employee outcomes in high-tech organizations, focusing on how these practices shape employee engagement, satisfaction, and retention. The findings of this study will contribute to both theory and practice, offering valuable insights for HR managers, policy-makers, and academics seeking to understand the nuances of HRM in high-tech sectors.

2 Literature review

2.1 Relevant Theories on Human Resource Practices and Employee Engagement in High-Tech Firms

In exploring the relationship between human resource practices and employee engagement in high-tech firms, several key theoretical frameworks are relevant. These theories provide insights into how HR strategies can influence various employee outcomes, including job satisfaction, engagement, and retention. The most pertinent theories include Social Exchange Theory, High-Involvement Work Systems (HIWS), Job Demands-Resources (JD-R) Model, and Person-Organization Fit Theory (Kennedy & Daim, 2010). These frameworks help explain the mechanisms through which HR practices foster an environment conducive to employee motivation, commitment, and performance, particularly in the fast-paced and innovation-driven high-tech sector (Oluwatayo & Adetoro, 2020).

Social Exchange Theory (SET) is central to understanding the dynamics of HR practices and employee engagement. The theory posits that organizational relationships are based on reciprocal exchanges, where employees give their time, effort, and skills in exchange for organizational rewards such as compensation, recognition, and career development opportunities. In the context of high-tech firms, SET suggests that when employees perceive these exchanges to be fair, equitable, and mutually beneficial, they are more likely to exhibit high levels of engagement, job satisfaction, and loyalty to the organization.

HR practices that promote trust, support, and recognition—such as employee development programs, recognition schemes, and competitive compensation packages—are seen as signals of the organization's commitment to its workforce. These signals encourage employees to reciprocate by engaging more deeply with their work, being more innovative, and staying with the company long term (Kennedy & Daim, 2010). This theory highlights the importance of organizational justice, supportive leadership, and open communication in fostering positive work relationships and, by extension, high levels of employee engagement and retention.

The High-Involvement Work Systems (HIWS) theory emphasizes the role of HR practices that encourage employees to actively participate in decision-making and take on responsibility within their roles. In high-tech firms, where innovation and autonomy are crucial to success, HIWS is particularly relevant. This theory suggests that when employees are involved in meaningful decision-making processes, they feel more empowered and connected to the organization, which increases their job satisfaction and engagement. Key HR practices within HIWS include employee empowerment, participative management, and training and development programs (Rubel et al., 2017). By involving employees in the development and execution of strategic goals, high-tech firms can enhance organizational commitment and job satisfaction (Oluwatayo & Adetoro, 2020). In high-tech firms, where employees are often highly skilled and motivated by professional growth, such systems are particularly effective in enhancing engagement. Furthermore, HIWS aligns well with fostering a culture of innovation, as it enables employees to contribute ideas and take ownership of their work, thus facilitating a more collaborative and productive work environment.

The Job Demands-Resources (JD-R) Model provides a framework for understanding how the balance between job demands and available resources affects employee outcomes such as engagement, burnout, and job satisfaction. In high-tech firms, employees are often faced with high cognitive demands, tight deadlines, and the need for constant innovation. The JD-R model suggests that these job demands can lead to stress and burnout if not properly managed. However, if employees have access to sufficient job resources—such as supportive leadership, work-life balance policies, career development opportunities, and autonomy—they are more likely to thrive in their roles, leading to higher engagement and job satisfaction. In high-tech firms, where rapid technological changes and innovation are the norm, the JD-R model underscores the importance of providing employees with adequate resources to cope with the demands of their roles. By focusing on training, mentorship, and adequate support systems, companies can help employees manage their workload and maintain high levels of engagement. Moreover, the JD-R model highlights the role of organizational support in fostering

work engagement, where employees feel that the organization is invested in their success and well-being.

The Person-Organization Fit (P-O Fit) theory suggests that alignment between an individual's values, needs, and goals with those of the organization leads to higher job satisfaction, engagement, and retention. In the context of high-tech firms, where organizational culture is often dynamic and fast-paced, P-O fit is particularly relevant for understanding employee engagement. Employees who perceive a strong alignment between their personal values and the firm's mission and culture are more likely to experience a sense of belonging and commitment to the organization (Rubel et al., 2017). For high-tech companies, where innovation and creativity are central to success, fostering P-O fit means ensuring that employees' values and skills align with the organization's strategic goals and cultural values. HR practices that emphasize values-based recruitment, cultural fit in hiring, and ongoing career development contribute to stronger P-O fit. Employees who feel that their personal aspirations align with the organization's objectives are more likely to stay with the company, contribute to innovation, and remain engaged in their work.

These theories collectively offer a comprehensive understanding of how HR practices influence employee engagement, job satisfaction, and retention, particularly in the high-tech sector. Social Exchange Theory explains the importance of reciprocal relationships between employees and organizations, where supportive HR practices lead to greater engagement and loyalty. HIWS emphasizes the value of involving employees in decision-making and empowering them to take responsibility, which aligns well with the innovative nature of high-tech firms. The JD-R Model highlights the critical role of balancing job demands with adequate resources to prevent burnout and enhance employee engagement (Kennedy & Daim, 2010). Finally, P-O Fit Theory stresses the importance of aligning employees' values with organizational culture to ensure long-term commitment and retention. By integrating these theories, this paper provides a holistic perspective on the role of HR practices in fostering employee engagement and satisfaction in high-tech firms. It highlights the importance of creating supportive, empowering, and values-driven environments where employees can thrive, innovate, and remain committed to the organization.

2.2 Human Resource Practices and Employee Engagement in High-Tech Firms

The relationship between human resource management (HRM) practices and employee engagement in high-tech firms is multifaceted, involving complex interactions between organizational strategy, HR policies, and the nature of the workforce. In high-tech industries, where innovation is central to organizational success, HRM practices must be carefully designed and implemented to not only attract and retain talent but also enhance employee engagement, job satisfaction, and performance. This section explores the main concepts related to HRM practices and employee engagement in high-tech firms, offering insights into how various HR strategies impact employee outcomes in these innovation-driven environments (Kossyva et al., 2024). High-tech firms often operate in dynamic and competitive markets, where employee engagement becomes a

critical determinant of success. Engagement is closely linked to an employee's commitment to the organization, their motivation, and their willingness to contribute beyond their basic job responsibilities. As high-tech firms often employ a highly skilled and specialized workforce, HR practices that foster engagement can play a significant role in enhancing job satisfaction, reducing turnover, and increasing innovation performance. This underscores the importance of high-involvement HRM practices that allow employees to participate in decision-making processes and take ownership of their work.

Human resource practices in high-tech firms are typically designed to create an environment that encourages creativity, collaboration, and continuous learning. These practices include but are not limited to performance-based rewards, training and development programs, participatory decision-making, and employee recognition programs. Research suggests that high-tech firms that focus on employee development through skill enhancement and career progression opportunities are more likely to foster high levels of engagement and job satisfaction. In particular, high-involvement HR practices—such as decentralized decision-making, employee empowerment, and team-based work structures—are particularly effective in creating a sense of ownership and accountability among employees, which boosts their engagement and job satisfaction. In addition to traditional HR practices, high-tech firms must also integrate practices that support innovation (Kossyva et al., 2024). HR practices that encourage knowledge sharing, collaborative work environments, and creativity are vital in ensuring that employees are motivated to contribute new ideas and solutions. Practices such as flexible work arrangements, job autonomy, and open communication allow employees to work in ways that support their creativity and work-life balance, contributing to higher engagement levels. The involvement of employees in innovation processes—for instance, through hackathons, idea generation platforms, and cross-functional collaboration—has been shown to increase not only engagement but also innovation performance (Kesting et al., 2016; Collins & Smith, 2006).

The concept of employee engagement is central to this study, as it is a key factor in achieving organizational goals, particularly in high-tech firms. Employee engagement refers to the extent to which employees are emotionally invested in their work and committed to the organization (Yang et al., 2006). This emotional commitment is often fostered through HR practices that focus on organizational justice, recognition, and personal growth. Engagement is not just about providing financial rewards but also ensuring that employees feel valued, have opportunities for professional growth, and are given meaningful work that aligns with their skills and aspirations. High-tech companies, by their nature, require employees who are not only technically proficient but also highly engaged in the mission of the company. Therefore, HR practices that promote job satisfaction, employee well-being, and intrinsic motivation are critical. Research has shown that job satisfaction in high-tech firms is influenced by several factors, including workplace culture, leadership styles, and development opportunities. When employees feel their work is meaningful and aligned with the company's objectives, their overall job satisfaction improves, which in turn enhances engagement (Zhao et al., 2024).

Employee retention is another important outcome of engagement and job satisfaction in high-tech firms. The intensity of competition for highly skilled employees means that retention strategies need to be integrated into the HR practices. By providing a supportive work environment, opportunities for career development, and strong organizational culture, firms can enhance employee retention and reduce turnover (Bodla & Ningyu, 2017). Effective retention strategies often involve personalized HR practices that cater to the individual needs of employees, such as mentoring programs, leadership development tracks, and personalized recognition.

Retention in high-tech firms is closely linked to the adoption of transformative HR practices that go beyond traditional compensation models. The emphasis is placed on creating a positive, inclusive, and empowering work environment where employees feel valued and engaged. The retention of top talent in high-tech firms is often a result of high-involvement HR practices, which include participatory decision-making and employee empowerment. These practices help employees develop a sense of ownership and commitment to the company, which reduces turnover intentions (Paré & Tremblay, 2007). Moreover, high-tech firms often adopt knowledge management practices as part of their HR strategy, which encourages knowledge sharing and continuous learning among employees. As the demand for skilled professionals intensifies, it becomes crucial for high-tech firms to create an environment that supports professional growth and career advancement. This approach not only attracts top talent but also enhances employee satisfaction and retention by providing opportunities for personal and professional development.

The conceptual framework for understanding the impact of HR practices on employee engagement, job satisfaction, and retention in high-tech firms integrates the key elements of high-involvement HR practices, employee engagement, and job satisfaction. It posits that HR practices that promote employee autonomy, participation, and continuous learning lead to increased employee engagement, which in turn enhances job satisfaction and reduces turnover intentions. The framework further highlights the role of organizational culture and leadership styles in shaping employee perceptions of fairness, recognition, and growth opportunities, all of which are critical for enhancing employee retention in high-tech environments (Yang et al., 2006). This framework also emphasizes the dynamic relationship between HR practices and organizational outcomes. By creating an environment where employees feel empowered, valued, and engaged, high-tech firms can foster a culture of innovation and sustainability, ensuring long-term organizational success. In sum, the conceptual framework illustrates how HR strategies can be strategically implemented to foster engagement, improve job satisfaction, and reduce turnover, all of which are critical for achieving competitive advantage in high-tech industries.

3 Case Study - HR Practices and Employee Engagement at TechCo

3.1 Case Background

TechCo is a leading high-tech firm based in Silicon Valley, specializing in developing advanced software solutions for the healthcare industry. Founded in 2005, the company has grown rapidly and currently employs over 3,000 people worldwide, with a strong focus on innovation, technology, and providing solutions to improve patient care. Over the years, TechCo has been recognized as one of the best places to work in the tech industry, largely due to its progressive human resource practices, which focus on employee empowerment, career development, and fostering a culture of innovation. TechCo operates in an intensely competitive market, where retaining top talent and maintaining employee engagement are critical to its long-term success. The company recognizes that its employees are not only the key drivers of innovation but also the most valuable asset in maintaining its market-leading position. As a result, the leadership team at TechCo has consistently prioritized human resource strategies that focus on employee engagement, job satisfaction, and retention.

3.2 HR Practices at TechCo

TechCo's HR practices are designed to foster a culture of empowerment and participation among employees, which aligns with high-involvement HR practices. The company emphasizes open communication, encourages participatory decision-making, and provides flexible work arrangements. Employees are encouraged to voice their ideas and contribute to strategic decisions, especially in product development and process improvements. The company has implemented a range of career development programs that include personalized coaching, access to continuous learning opportunities, and leadership development tracks. Furthermore, TechCo offers mentorship programs, cross-departmental collaborations, and job rotation to enhance skill sets and foster professional growth. TechCo also focuses on recognition and reward systems that are tailored to employees' achievements. Their compensation packages go beyond competitive salaries and bonuses, offering stock options, performance-based rewards, and wellness programs to improve work-life balance and employee well-being.

3.3 Application of the Conceptual Framework

In the case of TechCo, the integration of disruptive technologies into the product development process and its HR practices is aligned with the framework's emphasis on technology identification and innovation strategy. The company recognizes the importance of continuously adopting new technologies to stay ahead of competitors, particularly in the ever-evolving healthcare tech space. TechCo's HR strategy facilitates this innovation by fostering a culture where employees are empowered to suggest and experiment with new ideas, which ultimately contributes to the development of disruptive technologies. For instance, TechCo adopted AI and machine learning technologies to enhance the capabilities of its software products. The company actively encouraged

employees to participate in innovation hubs where cross-functional teams could collaborate on solving problems and designing solutions for emerging challenges in healthcare. The integration of AI into their product offerings has enabled TechCo to stay at the cutting edge of innovation, thanks to the creativity and engagement of its workforce.

The study's framework highlights the impact of HR practices on employee engagement. At TechCo, the implementation of high-involvement HR practices such as employee empowerment, career development, and participatory decision-making has had a profound impact on employee engagement. Employees consistently report high levels of satisfaction with the company's emphasis on transparency, autonomy in their roles, and the opportunity to contribute to strategic decision-making processes. For example, one of TechCo's most successful engagement initiatives is the Employee Innovation Program, where employees are given the freedom to work on passion projects during paid time off. This initiative not only promotes creativity but also reinforces the company's commitment to employees' professional development. Employees who participate in the program report increased job satisfaction, a greater sense of belonging, and a deeper connection to the company's overall mission.

TechCo's HR strategy emphasizes continuous feedback and recognition, which further enhances employee engagement. Regular performance reviews, 360-degree feedback sessions, and real-time recognition for achievements contribute to an environment where employees feel valued and appreciated. As a result, TechCo has maintained high employee engagement levels, which directly impact productivity, job satisfaction, and overall organizational performance. The retention strategies at TechCo are closely aligned with the framework's understanding of how HR practices influence retention. The company's focus on career development, work-life balance, and flexibility has resulted in a low employee turnover rate. TechCo understands that its high-skilled workforce is crucial for maintaining a competitive edge in the market, and its HR practices are specifically tailored to retain top talent.

Employee retention at TechCo is further enhanced by the company's emphasis on job satisfaction. A key finding from the case study is the role that recognition and employee well-being programs play in fostering job satisfaction. TechCo's wellness initiatives, including fitness memberships, mental health support, and flexible work schedules, contribute to a healthy work-life balance, which employees appreciate. This comprehensive approach to employee satisfaction makes TechCo an attractive employer and contributes to its strong reputation as an industry leader in employee engagement. Moreover, organizational commitment plays a significant role in employee retention at TechCo. The company's efforts to build a sense of purpose through its innovative product offerings and societal impact resonate with employees. High-tech professionals are not only motivated by competitive salaries but also by the opportunity to work on meaningful projects that contribute to social good, such as improving healthcare outcomes. The case of TechCo demonstrates the successful alignment of HR practices with employee engagement and retention. The company's adoption of high-involvement HR practices, emphasis on career development, and focus on employee empowerment contribute significantly to job satisfaction and organizational commitment. By strategically integrating these HR practices into their overall business strategy, TechCo has been

able to foster a work environment that encourages innovation, collaboration, and long-term employee retention. TechCo's experience highlights the practical applications of the theoretical framework outlined in this study. It shows how HR practices can be strategically employed in high-tech firms to promote employee engagement and job satisfaction while simultaneously achieving business objectives such as innovation and product development. These insights provide valuable lessons for other high-tech firms seeking to optimize their HR strategies to enhance employee performance, innovation, and overall organizational success.

4 Conclusion

4.1 Theoretical Contribution

This study contributes to the theoretical understanding of Human Resource Management (HRM) and employee engagement in high-tech firms. The research expands on high-involvement HR practices by providing a deeper understanding of how these practices influence employee engagement, job satisfaction, and retention in the high-tech sector. The findings support the idea that employee participation and empowerment—key components of high-involvement HR practices—have a significant impact on organizational commitment, fostering a motivated and engaged workforce. This contribution is aligned with existing literature on employee commitment and engagement in high-tech firms, building upon the work of researchers like Kesting et al. (2016) and Paré & Tremblay (2007), who highlight the importance of participatory decision-making in enhancing employee outcomes. Additionally, this study enhances Person-Organization Fit Theory by showing how HR practices aligned with organizational culture foster long-term engagement and employee retention. This reinforces findings from the works of Bodla & Ningyu (2017) and Han et al. (2010), which emphasize the significance of aligning employees' personal values with organizational goals in high-tech industries. The research suggests that the fit between employees' values and the company's culture enhances job satisfaction and reduces turnover, which is vital for high-tech firms that rely on innovation and knowledge-driven workforces.

The study also contributes to the understanding of strategic HR practices by connecting them with innovation performance. This integration of knowledge management capacity and HRM practices highlights the role of HRM in enhancing not only employee engagement but also innovation. The findings underscore how well-structured HR strategies can support a firm's innovation capabilities, aligning with previous research by Collins & Smith (2006) and Chen & Huang (2009) on the role of HR in driving knowledge exchange and innovation.

4.2 Practical Contributions

The practical contributions of this study provide HR managers in high-tech firms with actionable strategies and insights to enhance employee engagement, job satisfaction, and retention in a competitive, innovation-driven environment. High-tech firms face

unique challenges, including rapid technological changes, an intensely competitive talent pool, and the need for continuous innovation. The findings suggest several HR practices that can help firms foster a motivated, committed, and high-performing workforce. First, high-involvement HR practices are essential for fostering employee engagement in high-tech firms. By promoting employee participation in decision-making and offering autonomy in their roles, high-tech firms can empower their employees to take ownership of their work. This leads to higher levels of job satisfaction and organizational commitment, as employees feel more connected to the company's mission and objectives. HR managers should implement mechanisms such as employee committees, brainstorming sessions, and cross-departmental collaboration, which encourage employees to contribute their ideas and innovations.

Next, career development opportunities are a key driver of engagement and retention. High-tech employees are often highly motivated by opportunities to learn and grow. Offering continuous learning programs, leadership development initiatives, and mentorship opportunities can significantly enhance job satisfaction by providing employees with a clear pathway for career advancement. This is particularly crucial in high-tech firms, where employees are driven by a desire to keep pace with the latest technological trends and improve their skills. HR managers should prioritize training programs that align with employees' career goals and the firm's innovation needs. Another key practical insight is the importance of fostering a culture of recognition and rewards. Recognizing employees' contributions to innovation and their efforts to meet company goals is vital for maintaining high levels of engagement. Recognition can be in the form of financial rewards, public acknowledgment, or career growth opportunities, depending on the employee's preferences. Implementing flexible reward systems that cater to both intrinsic and extrinsic motivators ensures that employees feel valued and appreciated, which in turn boosts retention. Work-life balance is also critical in enhancing employee engagement in high-tech firms, where employees are often under pressure to meet tight deadlines and work long hours. HR managers should create policies that promote a healthy work-life balance, such as offering flexible working hours, remote work options, and paid time off. By supporting employees in balancing their professional and personal lives, firms can reduce burnout, improve overall well-being, and increase job satisfaction.

Finally, a key focus should be on fostering organizational trust and a supportive culture. High-tech firms that foster an environment of trust and transparency are more likely to retain their employees, particularly when employees feel that their contributions are recognized and that they are part of a team working towards shared goals. HR managers should prioritize building a culture where open communication, employee feedback, and organizational support are central to the work environment. Regularly seeking input from employees through surveys, feedback sessions, and town hall meetings helps ensure that employees feel heard and valued, leading to greater loyalty and retention.

4.3 Practical Contributions

In conclusion, this study highlights the profound impact of human resource practices on employee engagement, job satisfaction, and retention in high-tech firms. The findings emphasize that by strategically aligning HR practices with organizational goals and fostering a culture of participation, empowerment, and recognition, firms can enhance employee motivation and performance. High-tech companies that prioritize HR strategies focused on employee development, trust, and work-life balance are better positioned to attract, retain, and engage top talent, which is critical for innovation and long-term organizational success. This research provides valuable insights for both scholars and practitioners in the field of HRM and offers a clear framework for understanding how HR practices contribute to employee outcomes in high-tech firms. By applying these insights, HR managers can play a pivotal role in creating an environment where employees are not only engaged but also committed to the firm's success, driving sustainable growth and competitive advantage.

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