

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE WORK ENGAGEMENT IN SELECTED MANUFACTURING
COMPANIES IN SOUTH INDIA**

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ABSTRACT

The main objective of this study is to investigate the influence of Human Resources Management (HRM) practices (employee communications, employee development and rewards and recognitions) on employee engagement. Employee engagement has emerged as one of the most important topics in the sphere of human resource management. The aim of this paper is to examine and gain better understanding of the drivers that influence employee engagement in a printing company. Employee communication, employee development, rewards, and recognitions were selected as independent variables. Sample for the study consists of 157 employees from 5 manufacturing companies in south India. Data were collected with the help of a questionnaire and analysed using the Statistic Package for Social Science (SPSS) version 23. Throughout the statistical analysis, it is found that there is a significant relationship between the two independent variables with the dependent variable. In conclusion, it is observed that HRM practices have an influence on the employee work engagement. This shows that employers need to develop proper and well-structured HRM policies in attaining high work engagement level among the employees. However, training & development was not significant in relationship to employee engagement. Hence, organization should ensure proper and relevant training methods so as to bring in utmost level of employee engagement.

Keywords: employee communications, employee development and rewards and recognitions, work engagement.

INTRODUCTION

HRM (Human Resource Management) practices play a significant role in shaping employee engagement within an organization. Employee engagement refers to the emotional and intellectual commitment of employees towards their work and the organization. When HRM practices are effectively implemented, they can have a positive impact on employee engagement, leading to higher levels of productivity, job satisfaction, and retention.

One of the key HRM practices that can enhance employee engagement is effective communication. When organizations maintain open and transparent channels of communication, employees feel valued and connected to the organization's goals and objectives. Regular communication can help employees understand their roles, expectations, and provide feedback, fostering a sense of belonging and empowerment. This, in turn, leads to increased engagement and motivation.

Another important HRM practice is performance management. Establishing clear performance expectations, providing constructive feedback, and recognizing and rewarding achievements can significantly impact employee engagement. When employees feel that their contributions are acknowledged and rewarded, they are more likely to be engaged and committed to their work.

Training and development opportunities are also vital HRM practices that can influence employee engagement. When organizations invest in their employees' growth and development, it demonstrates a commitment to their success. Providing training programs, mentorship, and career advancement opportunities not only enhances employees' skills but also shows that the organization values their professional growth. This fosters a sense of loyalty and dedication, leading to increased engagement.

Furthermore, HRM practices related to work-life balance and employee well-being are crucial for employee engagement. Organizations that prioritize employee well-being by promoting work-life balance, offering flexible work arrangements, and providing support systems create a positive work environment. When employees feel their personal lives are respected and supported, they are more likely to be engaged and satisfied in their roles.

In conclusion, effective HRM practices have a profound impact on employee engagement. By focusing on communication, performance management, training and development, and employee well-being, organizations can create an environment that fosters engagement, leading to improved productivity, job satisfaction, and retention. Prioritizing these practices not only benefits employees but also contributes to the overall success of the organization.

REVIEW OF LITERATURE

The concept of "personnel engagement" was originally formally defined by Kahn as the "harnessing of organisation members' selves to their work roles," whereby individuals express themselves physically, mentally, and emotionally while performing their roles. It is impossible to overstate the value of and enormous contribution that human resources provide to organisations because they are the foundation of all organisations worldwide. Employees are a crucial resource that can be strategically placed to provide a company a competitive edge. There is a claim that rare and valuable resources provide you a competitive advantage. Additionally, studies have demonstrated that firms can maintain their competitive advantage by managing their precious and scarce people resources (Khan, 2010). (Kahn,1990). Organisations nowadays must find solutions with a specific aim in mind to get a decisive advantage over their rivals in environments that are dynamic and always changing. More than any other organisation has ever seen, HR has become a

vital intensive component within the organisation as a result of acquiring a competitive edge (Allamah et al., 2014). Parker and Griffin (2011) claimed that lower levels of job-related elements did not always result in lower levels of employee engagement because other organisational resources may make up for such effects. The main goal of this study is to assess the connection between HRM practises and employee engagement among banking employees in light of these research gaps in the academic literature. Additionally, this research conceptualises how perceived organisational support influences the relationship between HRM practises and employee engagement. Schaufeli et al. (2008) said that because happy employees are more motivated and committed to completing their given responsibilities, it is crucial to grasp both the condition of an employee's health and its unwell-being. Earlier research provided many definitions of employee involvement.. E. WMorrison (1999) claimed that although numerous studies have examined the connection between human resource practises and business performance, others have also succeeded to discover potential influences on the association between HRM practises and organisational performance.

D. L. Nelson, (2003) Employee engagement has been defined as a state in which workers feel good about their jobs, find them to be personally important, think their workloads are manageable, and have hope for the future of their careers.. Barrick et al(2015recommended that This article's goal is to investigate the connections between employee engagement's three aspects and human resource management (HRM) practises. The essay focuses on five key HRM practises: job design, job security, training and development, incentives and payment mechanisms, and recruiting and hiring procedures. .H. J. Bernadin et al (2007) claimed that the term "compensation" refers to any monetary rewards and material perks that an employee receives as a condition of their employment. Employee engagement has two facets: emotional/physical involvement as well as cognitive engagement. The degree to which a worker is conscious of their job's objective and their place in the organisation is known as cognitive engagement. The degree to which a person empathises with others at work and establishes meaningful connections with their coworkers is referred to as emotional engagement and physical engagement. Because compensation & benefits management and reward systems are thought to be more successful at retaining employees, they will need to be used in conjunction with training. In addition, findings from the research analysis regarding pay and benefits

P. Ali(2009) revealed that, with a total of seven studies, management and rewards have a stronger body of evidence supporting their association with worker retention than training and development, which has only five studies. Compensation is not only seen as a return and advantages for the labour done by employees, but it also reflects their accomplishments, according to many research that demonstrate its link with employee retention.

H. Lai(2011) claimed that if employees receive a fair income, they will feel valued by their organisations for their work and efforts. Awanis et al(2019) suggested that whether the practises related with human resource management are appropriately and properly managed can also have an impact on a company's success and its capacity to build a sustainable advantage to compete.

SCOPE OF THE STUDY

Studying the impact of Human Resource Management (HRM) practices on employee engagement is a valuable area of research and has practical implications for organizations. Here are some key points regarding the scope of studying this topic:

1. **Employee Engagement:** Employee engagement refers to the emotional and psychological commitment that employees have towards their work, organization, and its goals. It is influenced by various factors, including HRM practices. Understanding the relationship between HRM practices and employee engagement is crucial for organizations to create a positive work environment and improve employee performance and well-being.

2. **HRM Practices:** HRM practices encompass a wide range of activities, policies, and strategies that organizations implement to manage their human resources effectively. Examples of HRM practices that can impact employee engagement include recruitment and selection, training and development, performance management, compensation and benefits, work-life balance initiatives, employee involvement programs, and leadership styles.

3. **Research Focus:** The scope of studying the impact of HRM practices on employee engagement can involve both quantitative and qualitative research methods. Quantitative research can include surveys and statistical analysis to examine the relationship between specific HRM practices and employee engagement levels. Qualitative research methods, such as interviews or focus groups, can provide deeper insights into employees' perceptions, experiences, and the underlying mechanisms linking HRM practices to engagement.

4. **Organizational Context:** The scope of studying this topic can vary across different organizational contexts, such as industry, size, culture, and geographical location. Factors such as the nature of work, organizational structure, and management philosophy can influence the effectiveness of HRM practices in fostering employee engagement. Researchers can explore how contextual factors interact with HRM practices to shape employee engagement outcomes.

5. **Outcomes and Implications:** Studying the impact of HRM practices on employee engagement can help identify the outcomes and implications for organizations. Positive employee engagement can lead to enhanced job satisfaction, increased productivity, reduced turnover, higher customer satisfaction, and better overall organizational performance. Understanding the specific HRM practices that drive engagement can assist organizations in designing and implementing effective HR strategies.

6. **Practical Recommendations:** Research in this area can provide evidence-based recommendations for organizations to optimize their HRM practices to promote employee engagement. It can help HR professionals and managers make informed decisions about HR interventions, policies, and programs that positively impact employee engagement. Additionally, studying the impact of HRM practices on employee engagement can contribute to the development of best practices and guidelines for human resource management.

Overall, studying the impact of HRM practices on employee engagement offers insights into the complex relationship between HR practices and employee outcomes. It has the potential to inform organizations on how to create a supportive work environment that fosters employee engagement, leading to improved individual and organizational performance.

OBJECTIVES OF THE STUDY

Assessing the Relationship: The study might aim to determine whether there is a positive correlation between the two variables, i.e., whether organizations that implement effective HRM practices experience higher levels of employee engagement.

Identifying Effective HRM Practices: The study might investigate different HRM practices, such as performance management, training and development, communication, rewards and recognition, work-life balance initiatives, and employee participation, to determine which practices contribute most to employee engagement.

Understanding Mediating Factors: The study could examine factors like organizational culture, leadership styles, job design, and employee perceptions to understand how these variables interact with HRM practices and influence employee engagement levels.

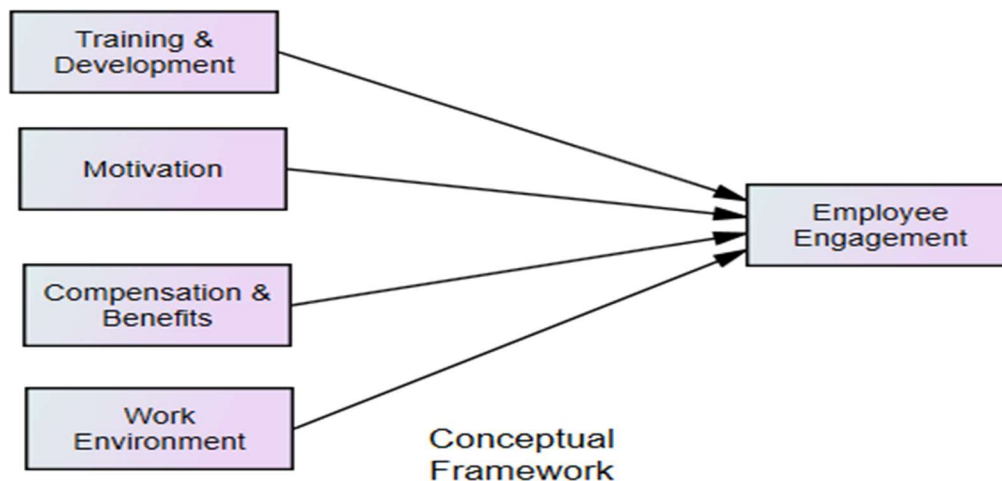
Hypothesis of the study

H1: training & development is positively related to employee engagement.

H2: Motivation is positively related to employee engagement.

H3: compensation is positively related to employee engagement.

H4: Work Environment is positively related to employee engagement.



Methodology

Research Design

To gather data for this study, a cross-sectional survey design was modified. Survey research questionnaires are a common tool in social science research for collecting data from a large number of respondents. Using the SPSS 26.0 edition of the programme, preliminary analyses such as the demographic profile of the respondents and multicollinearity have been carried out. This study used SPSS AMOS 23 to carry out partial least squares structural equation modelling (CB-SEM) in order to better comprehend the hypothesised correlations.

Participants and Procedure

The samples of this study incorporate the employees of private manufacturing companies who are located in Chennai city of south India. This study has considered full time employees only for as the population. Convenience sampling method has been adapted where 5 manufacturing companies have been taken up for the study. The sample size is 157 that includes employees from all the 5 companies.

DATA ANALYSIS

Table 1 Demographic profile of the respondents

		Count	Column N %
Age	21-30	26	16.6%
	31-40	55	35.0%
	41-50	47	29.9%
	50 & above	29	18.5%
Gender	Male	103	65.6%
	Female	54	34.4%
Experience	below 5 years	45	28.7%
	6-10 years	42	26.8%
	10-20 years	38	24.2%
	above 20 years	32	20.4%

The demographic data of the respondents are shown in Table 1. Men make up 65.6% of the sample in the study, while women make up 34.4% of the respondents. 35% of the respondents, or the majority, are between the ages of 31 and 40. The majority of research participants (28.70%) have worked for their present banks for 5 years or less, while (26.80%) have been with their current employers for 6–10 years.

Table 2 : Descriptive Statistics

	N	Range	Minimu m	Maximu m	Mean	Std. Deviation
TD	157	4	1	5	3.60	.903

MO	157	3.33	1.67	5.00	3.7771	.80188
CP	157	3.67	1.33	5.00	3.9533	.83926
WE	157	4.00	1.00	5.00	3.7537	.82702
EE	157	3.50	1.50	5.00	3.5350	.88091
Valid N (listwise)	157					

The constructs are training and development, motivation, compensation, work environment and employee engagement according to the descriptive data. Table 2 provides descriptive data for the research variables, including mean scores, standard deviations, and correlations. The mean of all the data from the observed variables fell between the ranges of 3.3 and 4. Training and development, motivation, compensation, work environment and employee engagement all averaged 4, 3.3, 3.67, 4.00 and 3.50 respectively

EXPLORATORY FACTOR ANALYSIS

Exploratory Factor Analysis (EFA) is a statistical technique used to identify the underlying factors or dimensions that explain the patterns of correlations among a set of observed variables. It is commonly used in social sciences, psychology, and market research to uncover the latent structure of a dataset.

Table 3.1
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	1163.807
	df	105
	Sig.	.000

Table 3.2
Rotated Component Matrix^a

	Component				
	1	2	3	4	5
TD1					.655
TD2					.831
TD3					.832

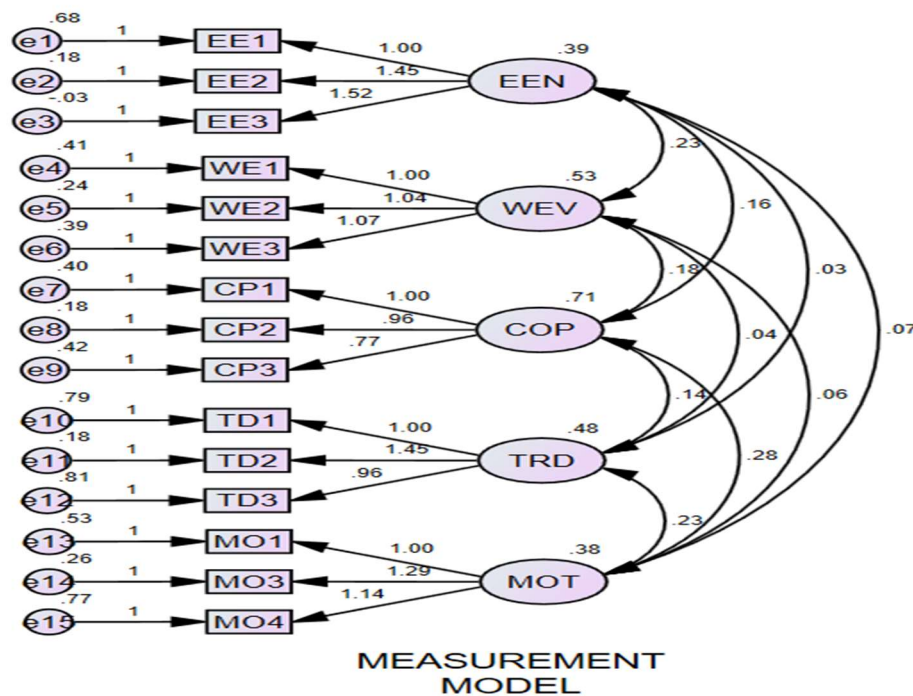
MO1	.806
MO3	.733
MO4	.717
CP1	.800
CP2	.852
CP3	.843
WE1	.822
WE2	.830
WE3	.792
EE1	.778
EE3	.895
EE2	.848

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

MEASUREMENT MODEL



AMOS was used to compute a confirmatory factor analysis to evaluate the measurement model. Each item's factor loadings were evaluated within the framework of CFA, and all of them were found to be higher than the suggested value (>.50). The model's entire goodness of fit was evaluated using the model fit metrics (CMIN/df, GFI, CFI, TCI, SRMR, and RMSEA), and all

values were within the corresponding common acceptability level. The five structures produced good fit.

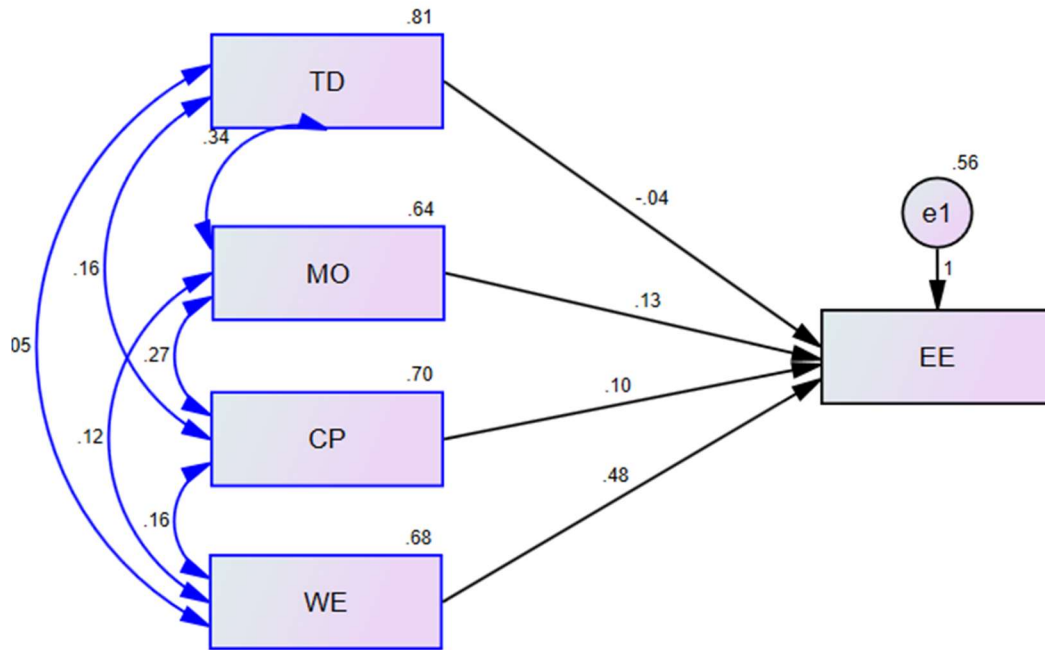
Measure	Estimate	Threshold	Interpretation
CMIN	113.388	--	--
DF	80	--	--
CMIN/DF	1.417	Between 1 and 3	Excellent
CFI	0.970	>0.95	Excellent
SRMR	0.057	<0.08	Excellent
RMSEA	0.052	<0.06	Excellent
PClose	0.430	>0.05	Excellent

Model Validity Measures

	CR	AVE	MSV	MaxR(H)	EEN	WEV	COP	TRD	MOT
EEN	0.891	0.739	0.261	1.035	0.860				
WEV	0.832	0.623	0.261	0.837	0.511***	0.789			
COP	0.842	0.641	0.293	0.865	0.313**	0.300**	0.801		
TRD	0.763	0.528	0.298	0.873	0.069	0.079	0.238*	0.727	
MOT	0.752	0.507	0.298	0.793	0.175†	0.139	0.541***	0.546***	0.712

Cronbach's alpha and composite reliability were used to evaluate construct dependability. Each construct in the investigation had a Cronbach alpha that was higher than the necessary threshold of .70. Using Average Variance Extracted, scale item convergence validity was assessed. The average retrieved variance values were higher than the cutoff point of 0.50. Utilising the HTMT ratio, the study's discriminant validity was determined.

PATH ANALYSIS



	Estimate	S.E.	C.R.	P	Label
EE <--- TD	-.045	.076	-.590	.555	Not supported
EE <--- MO	.131	.091	1.439	.005	Supported
EE <--- CP	.100	.080	1.256	***	Supported
EE <--- WE	.480	.075	6.366	***	Supported

The study assessed the impact of training and development, motivation, compensation and Work environment on Employee engagement of employees. The impact of motivation, compensation and work environment were positive and significant. However, training & development was not significant.

MANAGERIAL IMPLICATIONS

The impact of training, compensation, work environment, and motivation on employee engagement has significant managerial implications. These factors are critical in shaping employees' attitudes, behaviors, and overall commitment to their work. Here are some managerial implications associated with each of these factors:

Training: Effective training programs can have a positive impact on employee engagement. Managers should invest in comprehensive training initiatives that enhance employees' skills, knowledge, and abilities. By providing ongoing development opportunities, managers can foster a sense of growth and competence among employees, leading to increased engagement. Additionally, managers should regularly assess the training needs of their employees and tailor programs accordingly to ensure they align with organizational goals and individual aspirations.

Compensation: Fair and competitive compensation is essential for employee engagement. Managers need to ensure that employees are fairly rewarded for their contributions and that their compensation packages are aligned with market standards. Transparent and well-communicated compensation structures can help build trust and motivate employees to perform at their best. Regular reviews and adjustments to compensation can also demonstrate a commitment to employee well-being and contribute to increased engagement levels.

Work Environment: The work environment plays a vital role in employee engagement. Managers should strive to create a positive and inclusive workplace culture where employees feel valued, respected, and supported. This includes fostering open communication, promoting teamwork, and providing opportunities for collaboration and social interaction. Managers should also consider factors like work-life balance, flexibility, and ergonomic considerations to create a conducive work environment that enhances employee engagement.

Motivation: Managers need to understand the diverse needs and motivations of their employees to foster high levels of engagement. They should adopt a personalized approach to motivation by recognizing individual achievements, providing meaningful feedback, and offering growth opportunities. By aligning employees' goals and aspirations with the organization's mission and values, managers can create a sense of purpose and intrinsic motivation. Additionally, managers should encourage employee autonomy and involvement in decision-making processes to empower them and increase their engagement.

Overall, managers play a crucial role in optimizing training, compensation, work environment, and motivation to enhance employee engagement. By investing in these areas, managers can create a positive work culture, attract and retain talented employees, and improve overall organizational performance. Continuous evaluation and adjustment of these factors will ensure that they remain aligned with the evolving needs and expectations of employees, leading to sustained levels of engagement and success.

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