

IMPACT OF HRM PRACTICES ON EMPLOYEE ENGAGEMENT: AN EMPIRICAL STUDY AMONG THE EMPLOYEES OF SOFTWARE COMPANIES

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ABSTRACT

The present study investigates the relationship between HRM practices and employee engagement and evaluates the level of engagement. This study has collected sample data from 187 employees of software companies of Delhi NCR in India. Findings indicate the positive association between HRM practices and employee engagement had a significant effect on employee engagement of HRM practices. The study further discusses the strategies which must be adopted for enhancing the engagement level for less engaged employee.

Keywords Hrm Practices, Employee Engagement, Rewards and Benefits.

INTRODUCTION

Human Resource Management (HRM) has been engrossed in the last two decades, but the phenomenon has changed. Initially, workers were considered a commodity but are now regarded as the organization's valued assets. HRM practices are the primary means to shape human capital and their skills by providing them innovative practices from time to time (Collins and Clark, 2003). The best talent could be engaged by providing them flexible approaches towards policies, practices, work design, pay, and benefits. The dynamics of software companies are changing at a rapid pace, so skills have to be modified quickly as per market trends and restructured for attaining competitive advantage and positively work-related outcomes. All these updations are required for attaining employee engagement, organization commitment and, employee creative performance (Fiorito *et al.*, 2007; Minbaeva, 2005). HR actors in the software industry need to be strategic, as they need to know the different opportunities and concentrate on developing talent relationships and examination of the talent trends. Instead of satisfied employees, better engagement is required for the smooth running of the organization. It is important to implement the correct type of HR practices. They need the right kind of people with the right skills constantly. As a result, the employees are constantly working, leading to a high decline rate. Employee turnover refers to when an employee leaves the organization which harms productivity. Costs associated with employee turnover are higher in terms of replacement cost, opportunity cost, recruitment process cost, training and development cost, etc. Employee engagement and employee turnover are inversely related.

Each organization has some human resources practices, but each one needs to understand what is best for its staff and organization. It helps them to compare practices with those of others with the benchmarking of HR practice across different software organizations. It will also help them to adopt the best practices in the present working environment and thereby preserve the best talent. Therefore, the firm is required to focus on talent retention rather than talent

acquisition. The higher attrition rate is forcing firms to have more innovative practices to retain the existing best talent, who possess the necessary skills and competencies, and experience to maintain organizational performance. The overall average attrition rate was 13.1 percentage whilst in the IT or ITES sector, it was 15 percentage, going beyond the average level.

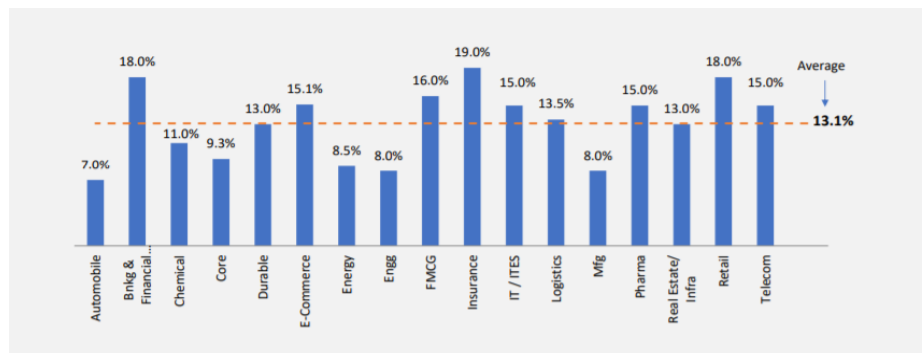


Figure 1
CONTINUOUS ENGAGEMENT IN THE SOFTWARE SECTOR IS PRIME CONCERN TO THE HR MANAGER

Majorly research has been done in the production and manufacturing industry. Manufacturing industry studies would not be extrapolated to the service sector due to the difference in a demographic, occupational group, technologies, work process and employee interdependence, and the role of the clients (Batt, 2002). Study on HRM practices have been done in developed economies such as Belgium, Spain, Jimenez-Jimenez & Sanz-Valle, (2013); Lopez-Cabrales *et al.*, (2009), Croatia Ružić, (2015), Malaysia, Yusoff *et al.*, (2020), Nigeria, Tabiu *et al.*, (2020), UK Alfies *et al.*, (2013), Italy and New Zealand. Chinese also used HRM practices but prefixed with the word ‘Guanxi’ which refers to a connection or a network of connections. In India, majorly studies have been done in the southern region (Tomar & Dhiman, 2013). The northern region has been unexplored yet. Also, research has been done in hospitality and the linkage between HRM practices and employee engagement is left unexplored yet conceptually and empirically both in software companies (Sparrow, 2014; Albertch 2015).

Objectives of the Study

1. To study the relationship between demographic characteristics and employee engagement of Indian software companies.
2. To study the impact of HRM practices on employee engagement of Indian software companies.
3. To identify the level of employee engagement

HRM Practices

HRM practices are related to managing the manpower of the organization, including recruiting, selecting, developing, and rewarding them (Boxall & Purcell, 2008). Several studies have put forward the relationship between HRM practices and their outcomes. Self-determination theory motivates people by making choices on their own, without external influence and interference known as intrinsic motivation. Three basic psychological needs, i.e., autonomy, relatedness, and competence which create self-motivation to initiate behavior. These needs have to be satisfied with individual firm growth, well-being, and performance in diverse life domains. There may be soft and hard HRM, former can be treated as a modern approach to

treat an individual as a human with a personal touch, which defines that there must have a friendly work environment, participative management style, challenges task to create initiative, and many more while later including authoritarian management style, pessimistic view of people, unmotivated and dislike work. Innovative HR practices directly related to the Soft HRM, resulting in a higher work engagement, higher affective organization commitment, and lower turnover intention ratio, but the quality of implementation of HRM practices has the greatest effect (Paul & Anantharaman, 2004.).

Employee Engagement

Employees who feel aligned with their organization are pushing longer, staying longer, and inspiring others to do the same known as employee engagement. The involvement of employees impacts all of the organization's important factors, including profitability, turnover, customer services, and more. Engage workers through the provision of work services or by providing job resources, including physical, psychological, social, or organizational aspects, reducing employment demands, and enhancing personal growth, and skill development. Job resources may be defined as autonomy, feedback, and supervisor support (Albrecht, 2015). These resources play an active role in the drivers of employee engagement and job satisfaction and decreased burnout and also defines the extrinsic and intrinsic motivational role. Extrinsic motivation is reward-driven behaviour. By giving recognition and other incentives can motivate the employee towards the goal attainment in contrast, intrinsic motivation is when internal forces like personal growth or a desire foster to achieve something. Job demands and job resources, as described in the JDR (job demand-resource) model, have been linked to work engagement and burnout in previous studies. Only engaged people can give a competitive advantage in the dynamic environment (Erickson, 2005). Engaged workers are those who have or reflected positiveness, a fulfilling, and work-related state of mind behavior in the particular organization. It is categorized by vigor, dedication, absorption. Vigor refers to a high degree of energy and mental agility, while dedication defines a commitment to work, excitement, creativity, challenges, and pride. Absorption means that it is consumed to fulfil the aims of an organization. State, trait, behavior are three different types of engagement (Macey, & Schneider, 2008). Engaged employees are 21% more productive than non-engaged employees. Engaged workers lead to higher productivity according to various researchers Employee engagement plays a vital role between HRM practices and positively work-related behavior such as employee creative performance, job satisfaction and organization commitment. Therefore, employee engagement defined as the psychological presence at a specific work role that involves dedication, a high level of energy, and absorption.

Conceptual Model and Hypotheses

Positive relation has been found between HRM practices and organizational commitment and lowers the employee turnover rates. High-performance work practices can enhance firm performance by providing skills, knowledge, competence, and increased productivity. Using the qualitative, have identified HRM practices (i.e., selective hiring; organizational socialization; training and development; job-design; performance; performance evaluation; career management; compensation and benefits; rewards; participation; information sharing; and family-friendly policies). Engaged people can create a positive environment that gives results like; hike in sales, financial returns, and enhanced productivity. Employee work-related behavior

has a positive influence on the engagement of employees. Work-related behavior involves organizational commitment. Competitive advantage can be gained through the linkage between HRM practices and employee engagement.

The presence of HRM practices doesn't matter but implementation quality of HRM practices have the greatest impact on the outcomes. HRM practices have a positive impact on employee level outcomes, i.e., perceived efficacy, engagement, and employee well-being, where employee well-being plays a mediating role. A quantitative study based on 227 samples of 24SMEs of the eastern and western mainland in China indicated that employee perception of HRM practices i.e. training and development, reward management, and performance management positively related to employee commitment and inversely related to turnover intentions. For making software companies successful, need to have a positive work environment, clear communication, staffing based on personal abilities, managing performance, training, compensation, competency development, career development, team building, and culture development. Different authors have identified different HRM practices. HRM practices a set of activities required in the organization for its long run. Ambidextrous leadership defines behaviors of leaders by using two concepts simultaneously exploring and exploitation. Former related to risk-taking, doing something new, innovation, experimentation while later define has to do with refinement, efficiency, execution, and implementation. Using both hands simultaneously defined the word ambidexterity. Guanxi HRM practices were negatively related to employee creative performance and mediated by the employee ambidextrous behavior. A meta-analysis of longitudinal studied signifies that there are positive relations of HRM practices to firm performance. In 1980, has defined the job characteristics theory that defines the job design, related to five job characteristics, i.e., skills variety, task identity, task significance, autonomy, feedback that affects five work-related outcomes i.e., motivation, satisfaction, performance, absenteeism, turnover through three psychological states, i.e., psychological meaningfulness, experienced responsibility, and knowledge of the result. Social exchange theory is a sociological and psychological theory that involves an economic relationship between two parties i.e., an employer-employee relationship where they take responsibility for one another and depend on each other (Cropanzano & Mitchell, 2005). Employees put efforts into accomplishing the particular goal in consideration to get rewards from an employer. For implementing effective HRM practices, an organization must have strong employer-employee relations (Guzzo & Noonan 1994). Some HRM practices are used differently in a different context and have an impact on at individual level (create engagement) and on the organizational level (create employee loyalty) and achieve predetermined objectives.

Hiring the right people for the right job has become crucial for HR actors in innovative companies. Software companies require young talent who can boost their energy for creativeness and updating themselves towards new technology. Hiring the best talent not only systematically leads the organization's objective but also facilitates their transfer of knowledge from an individual to a company. Match the right talent with the right job may create organizational commitment and ultimately achieves the objectives (Lauver & Kristof-Brown, 2001). This also ensures a sense of accomplishment and gives job satisfaction and encourages positive work-related outcomes. Empirical studies have shown that selection procedure based on person ability fit has a positive influence on the engagement of employees in the higher education sector. Aladwan *et al.*, (2015); Lauver & Kristof-Brown, (2001) have demonstrated that selection of an employee based on his/her ability leads to organizational commitment. Committed employees may create engagement for the organization (Vance, 2006). Training refers to providing

opportunities for imparting specific skills to an employee for a short phase (Benson, 2006). Although development refers to their overall ability to progress, it also includes their general skills. Moreover, job advancement indicates that employers are interested in building long-term relationships with them. An inverse relationship has been found on turnover intentions by giving two HRM practices: rewards and training. Employees, who feel more committed at their workplace, are less likely to quit (Guchait, & Cho, 2010). Training is the most common and widely used practice for updating the manpower according to trends, especially in high tech firms (Paul, & Anantharaman, 2004). Literature defines that training has a positive influence on organization commitment, firm productivity, organizational effectiveness (Otoo, 2020). perceived efficacy and engagement, has defined the direct influence of training on employee engagement in the banking sector.

Rewards Balkin, & Gomez-Mejia, (1990) define monetary and non-monetary benefits paid to employees in consideration of their services to the organization. Employees might leave the organization when they offer rewards more than their existing workplace. Rewards or benefits must be highly competitive with a similar role in other companies. Reward as HRM practice can motivate the employees to engage with the organization. Previous literature support that rewards may create positive work-related outcomes. Career enhancement defines growth or upward progression in one's career by providing continuous training and overall development. Providing opportunities and be promoted from time to time according to growth and skill level (Herzberg, 1986). Literature suggests that when an organization creates opportunities for moving ahead in their career then, in turn, led to engagement and decreased burnout (Chuang & Liao, 2010; Albrecht, 2012). Prior studies found that career advancement strongly influences employee engagement or can say, the salient antecedent of employee engagement (Huang *et al.*, 2017; Ugwu & Okojie, 2016; Sarti, 2014). According to SET (Social Exchange Theory) when an employee perceives career advancement as a good HRM practice at their workplace, they feel motivated, obligated, and reciprocate by giving a positive attitude in the organization which by default create and engagement and employee wellbeing. Strive for clarity, transparency, honesty must be there between the organization's goal and employees' s goals. Based on the particular employee's talent, skills, ability corresponding set the goal and give time frame also. Selection of employees based on person-job fit, competitive rewards, continuous training opportunities, flexibility in career advancement, and ensuring performance goals based on discussion and agreement are broadly termed as HRM practices.

Based on Prior Literature, the Following Hypothesis is Proposed:

H₁: HRM practices have positive influence to employee engagement

METHODOLOGY

Procedure and Sample

For data collection, a survey link was created through Google form and spread among middle-level employees of software companies of Delhi – NCR namely, HCL, TCS, Accenture, INFOSYS, E&Y, WIPRO. Overall, 53.9 percent of the sample was male and the majority of respondents' age (63.2) was between 20-30 age groups. 45.6 percentages of respondents had a post-graduate degree and 50.3 had an undergraduate degree. The majority of respondents (59.1) had fallen 0-5 experience category.

Measures

Content validity was carried out to determine if the contents of the questionnaire were appropriate, relevant, and necessary for research. Experts from the HR, marketing, and IT sector managers have verified the content of the scale. Face validity assesses the feasibility, readability, presentation of the questionnaires, consistency of style, format, and clarity of the language used (Devon *et al.*, 2007). All measures were scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Reverse statements are also used in a questionnaire to ensure the reliability and concentration of the respondents. CFA was used to check the reliability and validity of each construct and also used to check the one-dimensionality of multi constructs. Statements of constructs are defined below:

HRM Practices

The Five-item HRM practices scale is used originally developed. Items include: *“selection of new hires is based on one’s competencies and person-organization fit”*, *“rewards/benefits are highly competitive with similar roles in other software companies”*, *“continuous training opportunities for employee development”*, *“flexibility for faster career enhancement for high performers”*, *“ensuring performance goals are based on discussion and agreement”*. Cronbach alpha is used to check the reliability.

Employee Engagement

The most commonly scale using 17 items developed and many more have used it in the study. Its shortened version of the Utrecht Work Engagement Scale (UWES) measuring 7-point scaling, was used in their study. The study has used a total of 11 items, 4 for measuring vigor (e.g., *“At my work, I feel bursting with energy”*), 4 for dedication (e.g., *“My job inspires me”*), and 3 for absorption (e.g., *“When I am working, I forget everything else around me”*). All items were answered on a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree).

RESULTS

Measurement Model

The proposed research first evaluated the measurement model using CFA in all the multi-item measurements following in two steps. (HRM practices, employee engagement, taken three factors (vigor, dedication, absorption) individually for measuring construct and discriminate validity). Reliability was assessed using Cronbach alpha in SPSS v22. All values lay between .953 to .911 which is above the minimum threshold limit ($CR > 0.7$), shown below in table 1.

Table 1 TESTED RELIABILITY USING SPSS		
Constructs	Items	Cronbach alpha
HRM practices	5	0.919
Employee engagement		
Vigor	4	0.938
Dedication	4	0.953
Absorption	3	0.911

Source: Field Data

In order to ensure discriminating validity, the AVE of each construct, used in the model must be greater than the squared correlation of that construct. The AVE of each construct is larger than the MSV for each pair in Table 2 below, which shows that there is no problem with discriminatory validity. Thus, and of the dependent and independent variables has been defined to be unique and distinct from other constructs.

Table 2 RELIABILITY AND VALIDITY USING AMOS								
	CR	AVE	MSV	MaxR(H)	DED	HRM	VIG	ABS
DED	0.954	0.84	0.401	0.966	0.917			
HRM	0.924	0.708	0.356	0.928	0.567	0.841		
VIG	0.94	0.797	0.468	0.942	0.586	0.398	0.893	
ABS	0.913	0.778	0.468	0.914	0.633	0.597	0.684	0.882

Source: Field data

Table 3 CORRELATION OF EACH HRM PRACTICES WITH EMPLOYEE ENGAGEMENT	
HRM practices	Correlation
Selection of new hires is based on P-O fit	0.545
Competitive rewards	0.621
Continuous training opportunities	0.625
Flexibility in career advancement	0.587
Ensuring performance goals based on discussion and agreement	0.621
Employee engagement	1

Source: Field data

Table 3 represents the correlation between HRM practices and employee engagement at $p < 0.01$ which signifies that association between all HRM practices have more than 50 per cent with the employee engagement. Continuous training opportunities have high correlation with employee engagement among all HRM practices.

Table 4 indicates the model fit results recommended by Bentler, (1990) and Byrne, (2001), where goodness of fit indicators are as: NFI (.906), CFI (.935), IFI (.945), PNFI (.740), PCFI (.763), AGFI (.772) and badness of fit indicators are as: PCLOSE (0.00).

Table 4		
MEASUREMENT MODEL (MODEL FIT INDICES)		
Fit indices	Cut of point	Measurement model
Absolute measure		
CMIN/DF	≤ 3.000	3
PCLOSE	≤ 0.08	0
GFI	$\geq 90\%$	0.835
Incremental measure		
NFI	$\geq 90\%$	0.906
CFI	$\geq 90\%$	0.935
IFI	$\geq 90\%$	0.935
Parisomy fit measure		
PNFI	$\geq 50\%$	0.74
PCFI	$\geq 50\%$	0.763
AGFI	$\geq 80\%$	0.772

Source: Field Data

Figure 2 has shown the cross loadings of various construct with each other and also regression weights which help the researcher to find out reliability and validity.

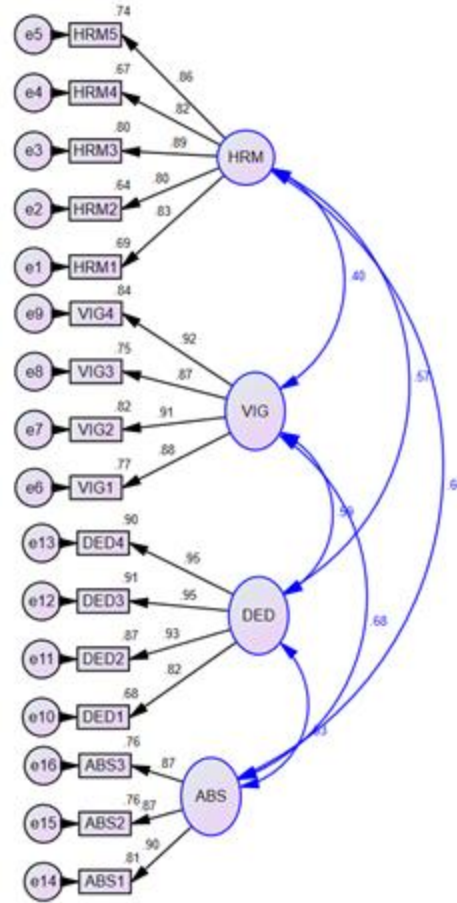


FIGURE 2
CFA RESULTS

Structured Model

Figure 3, shows the structural model confirming the relationship between HRM Practices and employee engagement. Results also demonstrated that HRM practices is positively and significantly related to employee engagement (path coefficients =0.57, $p < 0.001$). The study has used five statements towards the HRM practices and took the average of it, new variable termed as “*HRMavg*” likewise for employee engagement and named as “*eeavg*”. Then run the simple regression and found that fifty-seven percent is explained by HRM practices



Figure 3
SIMPLE REGRESSIONS

Relationship between Employee Engagement and Demographic Variables

As data were gathered from different organizations, an attempt was made to analyze inconsistencies between samples of measures used in the study. Analysis of variances (ANOVA) is a statistical method used by the analysis of variance for measures of discrepancies between information. The ANOVA test uses both the F ratio and the significance statistic since the average difference between samples of more than two samples is very difficult to estimate. Table 5 shows that there is a substantial difference in the average score in the perception by demographic variables such as age and job experience of the factors of employee engagement. As p-value is less than one percent level of significance, which indicates age group of the respondents and their work experience both have a significant effect on factors of employee engagement.

Table 6 indicates that the gender group has no variation. All p values are greater than at one percent level of significance hence concluded that there is no variation between gender group and employee engagement factors. Variation between male and female is tested by Levene's test for equality of variances. There is no difference between male and female on employee engagement.

Table 5 ANOVA RESULTS							
Variable	Factors	Details	Sum of squares	Df	Mean square	F	sig
Age group of the respondents	Vigor	Between groups	67.24	3	22.41	9.83	0
		Within groups	417.08	183	2.279		
		Total	484.33	186			
	Dedication	Between groups	44.01	3	14.67	10.19	0
		Within groups	263.28	183	1.44		
		total	307.296	186			
	absorption	Between groups	88.539	3	29.51	14.63	0
		Within groups	369.21	183	2.018		
		total	457.75	186			
Total work Experience	Vigor	Between groups	70.008	3	23.336	10.307	0
		Within groups	414.321	183	2.26		
		Total	484.33	186			
	Dedication	Between groups	23.136	3	7.71	4.967	0.002
		Within groups	284.16	183	1.55		
		Total	307.296	186			
	Absorption	Between groups	67.324	3	22.44	10.519	0
		Within groups	390.429	183	2.13		
		Total	457.753	186			

Table 6 Independent sample t-test results					
Factors of employee engagement	Gender		T value	F value	P value
	Female	male			
Vigor	5.63	5.21	1.77	3.37	0.68
	-1.51	-1.68	1.78		
Dedication	6.16	5.84	1.727	6.42	0.12
	-1.14	-1.39	1.751		
Absorption	5.75	5.18	2.52	4.822	0.29
	-1.4	-1.66	2.54		

Table 7 LEVEL OF EMPLOYEE ENGAGEMENT		
Level of employee engagement	frequency	Percentages
Low	30	16
Moderate	96	51.3
High	61	32.6
Total	187	100

Source: Field Data

On the basis of employee engagement (Table 7) score, study has found the engagement level of employees

Mean +S.D. = high engaged = $61.94 + 14 = >75.94$

Mean –S.D. = Low engaged = $61.94 - 14 = < 47.94$

Mean +S.D. or Mean –S.D. = medium or moderately engaged lies between 75.94 to 47.94.

Association between Two Demographic Variables

To check the association between age group and level of engagement, Chi-square test is applied. Table 8 which is shown below indicated that, p value is less than at five percent significant level, concluded that there is association between age group and level of employee engagement. People who belong to 30-40 age group, the number of employees is highly engaged in this group. And 20-30 age group people are moderately engaged.

Table 8 ASSOCIATION BETWEEN AGE GROUP AND ENGAGEMENT LEVEL						
Level of employee engagement	Age group				Chi square value	p value
	20-30	30-40	40-50	Above 50		
Low	28	2	0	0		
moderate	75	21	0	0	59.863	0
high	18	31	8	4		

Source: Field Data

DISCUSSION AND IMPLICATION

Creating competitive advantage via human resource calls for intense attention to HRM practices that are reasonably capable of getting leverage from these properties. To validate this statement, analysis was performed and statistically determined and identified that there has a significant relationship between HRM practices and employee engagement, results were consistent with the previous studies, which found a strong relationship between HRM practices and work-related outcomes. When employees are provided with supportive HRM practices, they tend to report a high level of employee engagement. Prior study related to HRM practices on employee behaviors.

In this analysis, demographic variables were also studied and variables such as age, gender, work experience. Table 5 showed that three employee engagement factors, vigor, dedication, and absorption, are statistically important at the 5% level and that these three factors are significantly affected by the variables 'age group of the respondents' and 'work experience' of the employees, which concludes that different age group people have different perception towards the factors of employee engagement. Table 6 described that the variance is equal for males and females for measuring the three-factor of employee engagement. Employee engagement is independent of gender. Elderly expertise employees with higher age, overall work experience, are identified to report a high level of engagement which is shown in table 8. Organizations are considered to be healthy based on the dimensions examined and therefore found greater employee engagement. The reason for such a relationship may be since most of the benefits associated with employment, such as money, prestige, and authority, accumulate with experience. People who belong to the 30-40 age group and above that, are highly engaged in their organization. Age, work experiences are time-related variables that co-vary with one another.

The regression results revealed that HRM practices can stimulate employee engagement directly with a fifty percent explained variance. Literature also highlights how HR practices help the organization to address economic and business uncertainties. In particular, the selection of employees as per the abilities required in the firm and time to time provide career opportunities are highlighted. In the HRM practice, employees prefer to report positive work-related attitudes like job satisfaction, commitment, and engagement in their jobs when employees see their social exchange relationship that is an employer is providing various benefits in the form of HRM practices to the employees. This would in turn boost productive workforce synergies and contribute to higher results. When workers are conscious that they are supportive, draw resources, and are happy with these activities, they will meet the demands of their job well. Business leaders and HR managers, therefore, have to ensure that the HRM role efficiently contributes to the organization goal.

IMPLICATION

This study helps the HR Practitioner to design the social environment that optimizes employee development and their engagement towards the organization. Our result indicates that when flexible or innovative HRM practices are being provided according to the staff needs then it brought the engagement level up. However, our findings also indicate that while creative HR practices are structured to handle workers as persons with their own personal characteristics, employees are not often viewed as individuals in action. As a consequence, adopting flexible HR procedures is inadequate. To achieve a higher degree of commitment, managers should also

"walk the talk" and devote attention to taking into account individual skills, desires, and aspirations of employees when implementing HR activities.

CONCLUSION

Building and maintaining their talent pool is the main challenge facing businesses today. Businesses not only need to adapt to evolving demographics and preferences in the workforce, but they also need to adapt to changing demographics and workforce preferences. New skills must also be developed and their organizations revitalized, all while investing in new technology, globalizing their activities, and contending with global competition. One of the biggest challenges facing businesses today is the development and preservation of their talent pipeline, which is increasingly regarded as the heart of the organization's success, particularly in uncertain economic times. Employee engagement draws a lot of attention from employers through various industries. It is in some respects an ancient aspiration that managers find ways of empowering workers and making a greater contribution to their jobs and organization. In certain respects, it's modern because it is different in the sense in which commitment is sought. One consequence of the disparity is that, given the global competition and the bar to productivity levels, staff are paid more because they are not as well involved as employees of rivals. By seeing this criterion, employees are being paid a competitive salary as the similar organization is providing. The study identified level of engagement that is high, moderate, and low. Transforming the low engaged people to highly engaged, a firm should adopt strategies. Like, the firm should provide flexible work hours, rather than having a rigid 9-5-time policy stay in office, people tend to be more efficient, happier, and more engaged in the workplace when they have flexible work hours autonomy. It is vital to know that trust is inspired by a genuine partnership between staff and management and fosters teamwork. As an employer, try your best not to distort relationships and develop a trusting working environment. Employers also provide feedback on their job styles, work environment, workload, and other factors; however, this time, consider soliciting some of the employees' feedback on a specific idea or design concept. Taking feedback from workers makes them feel as though their opinion is respected and plays an important role in the business. Establish a people-focused community, promote teamwork, and participate in daily interaction activities.

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