



Asian Journal of Management and Commerce

E-ISSN: 2708-4523

P-ISSN: 2708-4515

AJMC 2024; 5(1): 123-128

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www.allcommercejournal.com

Received: 09-12-2023

Accepted: 14-01-2024

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Impact of human resource management practices on employee engagement in it sector in India

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DOI: <https://doi.org/10.22271/27084515.2024.v5.i1b.247>

Abstract

Employee engagement is defined as employees' emotional commitment to and enthusiasm for their work and company. Fostering employee engagement via practices such as open communication, skill development, and recognizing successes is critical for recruiting and keeping talent, improving team performance, and driving organisational success. The literature's present theories and frameworks are insufficient for defining the influence of HR Management Practices on employee engagement in the IT sector. The purpose of this research is to perform a thorough literature review to explore the impact of HR Management practices on employee engagement in the IT industry. To conduct a systematic literature review, we utilized the SPAR-4-SLR (Scientific Procedures and Rationales for Systematic Literature Reviews) approach and theory-context-characteristics-methodology framework, examining 20 publications published between 2018 and 2023. The goals of this research are to investigate the link between HR Management and employee engagement in the IT industry and to investigate the variables influencing employee engagement in the IT sector. This article serves as a foundation for researchers by providing a thorough knowledge of how HR Management Practices affect employee engagement in the IT industry and identifying needs for further study.

Keywords: HR management practices, employee engagement, IT sector, SPAR-4 SLR, TCCM framework

1. Introduction

In today's unstable economy, Companies are refocusing their efforts on valuing their workforce as an asset. This approach allows organizations to tap into their employees' skills, knowledge, and abilities, ultimately fortifying their position in the competitive industry landscape. The reason behind this paradigm shift is crystal clear: engaged and committed employees provide a paramount edge, encompassing heightened productivity and decreased turnover rates, as highlighted by Robert in 2006. However, research conducted by the Gallup Management Journal in 2006 revealed a stark reality. Only 29% of the working population in the United States is engaged, which means they are not only loyal but also productive. A majority, 55%, are categorized as not engaged, essentially just going through the motions at work. And then there's the 15% who are actively disengaged, a group characterized by their unhappiness and a knack for spreading their discontent ("Gallup Study," 2006). This paints a vivid picture of the challenges organizations faces in relation to employee engagement in today's dynamic business landscape.

In recent years, the globe has grown increasingly interconnected. Many countries' economies are now intertwined, thanks to technological advancements that promote international trade and cooperation (Carnevale & Hatak, 2020) [3]. This has led to increased competition, both at home and on the global stage. To stay ahead in this fierce competition, companies are actively seeking and retaining highly skilled individuals. Many businesses have come to rely on their workforce to gain an edge in this cutthroat market. Consequently, the success of these companies is intricately linked in relation to how effectively they handle their human resources (Collins, 2021) [5]. Human Resource Management, often referred to as HRM, encompasses a range of essential activities within an organization. These activities cover HR planning, strategic recruitment, employee training, payroll management, efficiency improvement, employee relations, healthcare, ensuring employee satisfaction, and providing various services to the workforce. Essentially, HRM is a set of policies and practices designed to enhance the overall effectiveness of the organization, boost employee engagement, and improve the quality of work ((Khan & Abdullah, 2019) [10].

The implementing HRM practices can lead to significant improvements in various aspects of a company, including increased revenue returns, better benefits, enhanced competitiveness, and a larger market share, all of which are critical to long term success (As highlighted by Kataou in 2008) [30].

There are two objectives of the study

To study the relationship between HRM Practices and employee engagement.

To study the factors influencing employee engagement in the IT sector.

The article is divided into seven separate sections. An introduction can be found in the first section. The second portion analyses the prior work on HRM Practices and employee engagement. The third section outlines the methods for doing the literature review, including the inclusion standards and research selection. The theories, contexts, characteristics, and methodology of the examined research are described in the fourth section, along with a discussion of the findings from the previous section and an analysis of the employee engagement factors in the IT industry. The fifth section analyses research gaps and limitations and suggests a future research agenda. The sixth portion includes conclusion and highlighting key findings of the systematic literature review.

2. Literature review

Several studies have delved into the realm of HRM practices and their impact on employee engagement. For instance, one study by (Alzyoud, 2018) [2] sought to explore and gain a deeper understanding of the factors influencing employee engagement within a printing company. In a similar vein, (Manzoor *et al.*, 2019) [11] examined the role of sustainable HRM practices on job performance, with a specific focus on training as a moderator variable. They aimed to further evaluate the relationship between HRM practices and employees' job performance. Meanwhile, S Soni's 2019 study aimed to comprehend the organizational culture's impact on employee engagement and effectiveness within the Indian manufacturing sector.

Moreover, the study by (Goyal & Kaur, 2023) [7] delved into the significance of employee engagement in retaining nurses across 51 hospitals in Northern India. They also considered mediating organizational culture's influence using Smart PLS. In a separate investigation Ngozi *et al.* (2022) [13] explored the effect of employee engagement on talent retention. In Uganda's health sector, (Sendawula *et al.*, 2017) [18] investigated the benefits of employee engagement and training to employee performance. Additionally, M Milhem and his team in 2019 examined the causal effect of perceived transformative leadership on employee engagement, with a focus on the mediating role of leaders' emotional intelligence. Vithayaporn & Suwaree Ashton (2019) [23] study aimed to examine the variables impacting employee engagement and its consequences on innovative work behavior within organizations. Additionally, G. Anwar and NN Abdullah's 2021 study focuses on the influence of HRM on the functioning of government institutions. Moreover, HH Hamadamin and T. Atan's 2019 study investigated the effect of "strategic HRM practices" on the accomplishment of sustainable competitive advantages, with a particular emphasis on human capital development and employee commitment, in an academic environment. These

diverse studies collectively contribute to the evolving understanding of HRM practices and their effect on organizational performance and employee engagement in various contexts.

3. Data and Method

We conducted a systematic literature review following the SPAR-4-SLR protocol by Paul *et al.* (2021) [16], comprising three main stages and six sub-stages. In the initial "Assembling" stage, we defined our research domain as HRM Practices and employee engagement in the IT sector, chose peer-reviewed journal papers as our source type, and posed specific research questions. We acquired relevant literature from sources like Web of Science, Scopus, and Google Scholar, with a search period from 2018 to 2023, resulting in a total of 200 articles. Moving to the "Arranging" stage, we utilized the TCCM framework (Paul *et al.*, 2019) [15] to organize the collected literature. In the "Assessing" stage, we refined our selection, purifying the articles by excluding those not aligning with our field or topic and removing duplicates and inaccessible data, resulting in 20 articles. We performed a content analysis using the TCCM framework to examine the literature's elements and enhance result reliability. Our analysis also identified research gaps and paved the way for future research directions. Finally, in the "Reporting" substage, we structured the literature content into tables based on theory formation, research setting, antecedents, outcomes, and methodology. We also acknowledged the limitations of our review and discussed the practical implications of our findings. This systematic review provided a transparent and structured approach to understanding HRM Practices' impact on employee engagement in the IT sector.

| | |
|------------|--|
| Assembling | <p>Identification</p> <p>Domain: Commerce, Human Resource Management, Impact of HRM Practices on employee engagement in IT industry.</p> <p>Research Question: What is HRM practices? How does it affect employee engagement in IT sector? What are the constructs, theories, contexts, methodologies examined by prior researchers in organisational culture and talent retention? What are current gaps and future directions of the research?</p> <p>Source type: Peer reviewed Journals</p> <p>Source quality: Web of science, Scopus, Google Scholar</p> |
| | <p>Acquisition</p> <p>Search mechanism and material acquisition: Electronic data base, Publish or Parish, Google Scholar</p> <p>Search period: 2018-2023</p> <p>Search keywords: HRM Practices, employee engagement, IT sector, TCCM framework, SPAR-4 SLR</p> <p>Total no. of Articles returned from search: (n= 200)</p> |
| Arranging | <p>Organization</p> <p>Organizational codes: Theories, constructs, characteristics, and methods.</p> <p>Organizing framework: TCCM framework (Paul and Rosado- Serrano 2019)</p> |
| | <p>Purification</p> <p>Article type excluded: articles excluded due to field, topic and other language (n=102), duplicate data (n=18), not accessible data (20), not usable information (n=30), out of context focus (for example finance, marketing, psychology n=30)</p> <p>Article type included: articles that are relevant to the area of research included (n=20)</p> |
| Assessing | <p>Evaluation</p> <p>Analysis method: content analysis</p> <p>Agenda proposal method: Gap analysis</p> |
| | <p>Reporting</p> <p>Reporting conventions: tables describing TCCM framework and future research agenda.</p> <p>Limitations: only English language journals- Data type</p> <p>Sources of support: Comments from the experts</p> |

Fig 1: The SPAR-4-SLR protocol followed in this research

Table 1: List of scientific articles used in the literature review.

| S. N. | Journal | Title | References | Research context |
|-------|--|--|---------------------------------------|------------------------------------|
| 1. | Foundations of Management | The influence of HRM practices on employee work engagement | Alzyoud (2018) [2] | Manufacturing sector |
| 2. | Sustainability | An investigation of sustainable HRM practices on job performance: A use of training as a moderator. | Manzoor <i>et al.</i> (2019) [11] | two publicly owned universities |
| 3. | IITM Journal of Management and IT | Impact of organizational culture on effectiveness and employee engagement in Indian manufacturing company. | Soni (2019) [24]. | Manufacturing sector |
| 4. | In Healthcare MDPI | Determining the function of Employee Engagement in Nurse Retention along with the Mediation of Organizational Culture. | Goyal <i>et al.</i> (2023) [7] | hospitality sector |
| 5. | South Asian Business and Management Research Journal | Employee Engagement and Talent Retention: A Review | Ngozi <i>et al.</i> (2022) [13]. | Talent retention |
| 6. | Cogent Business & Management | Training, employee engagement and employee performance: Evidence from Uganda's health sector | Sendawula <i>et al.</i> (2018) [17] | Health sector |
| 7. | Foundations of Management | The casual effect of perceived transformative leadership style on employee engagement: The mediating effect of leader's emotional intelligence | Milhem <i>et al.</i> (2019) [12] | ICT sector |
| 8. | Modern Applied Science | The Effect of Employee Engagement on Organisational Performance Via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector | Al-dalalmeh <i>et al.</i> (2018) [11] | Banking sector |
| 9. | ABAC ODI Journal Vision. Action. Outcome | Employee engagement and innovative work behavior: A case study of Thai airways international | Vithayaporn <i>et al.</i> (2019) [23] | Thai airways |
| 10. | IJEBM | The influence of Human Resource Management Practice on Organizational Performance | Anwar <i>et al.</i> (2021) [25] | Government institutions |
| 11. | Sage Open | Transformative leadership and job performance: The mediating role of work engagement | Lai <i>et al.</i> (2020) [26] | Health sector |
| 12. | The International Journal of Human Resource Management | Employee perceptions of HR practices: A critical review and future directions | Wang <i>et al.</i> (2020) [27] | HR Practices |
| 13. | Asian Journal of Community Services | Analysis of Employee Retention Programs and Talent Engagement to Prevent Employee Turnover in Organizations | Susanto <i>et al.</i> (2023) [28] | In organisations |
| 14. | Sustainability | The effect of strategic HRM practices on competitive advantage sustainability: The mediation of employee commitment and human capital development | Hamadamin <i>et al.</i> (2019) [29] | Employees of selected universities |
| 15. | Journal of Economics, Management, Entrepreneurship, and Business (JEMEB) | How Toxic Workplace Environment Effects the Employee Engagement and Employee Loyalty in Organization (Literature Review) | Muhammad (2023) [36] | In organization |

4. TCCM framework - Results and Discussions

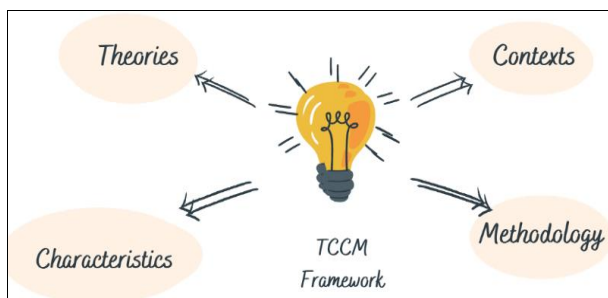


Fig 2: TCCM Framework

4.1 Theories

The articles we reviewed discussed different theories related to HRM Practices and employee engagement. The theoretical basis for the current study includes Victor Vroom's Expectancy theory (1964), Self-Determination Theory (Rigby & Ryan, 2018) [17], Engagement Theory (Kearsley *et al.*, 1998) [9]. Victor Vroom's Expectancy theory, dating back to 1964, implies that individuals change their workplace behavior based on their belief in achieving their goals. They fine-tune their actions to enhance their chances of goal attainment, with a significant have an effect on them commitment and engagement at work, driven by their expectations of future outcomes. Self-Determination Theory (SDT) serves as the foundation for this study, exploring how motivation is shaped by three key variables

in a person's relationship. Unlike many employee engagement programs lacking empirical support, SDT has been extensively validated in research spanning four decades. It places a strong emphasis on the individual and how workplace culture and environment can influence their motivation, aligning with the contemporary trend of personal growth (Rigby & Ryan, 2018) [17]. In contrast, the Engagement Theory, initially articulated by (Kearsley *et al.*, 1998) [9], places primary focus on activities involving cognitive processes. Originally geared towards investigating student engagement in technology-based education, this theory delves into the intricacies of engagement. Meanwhile, innovation theories, rooted in the concept of creativity, provide valuable insights into the nature of innovation. These theories propose that creativity comprises three core components: a creative individual, the application of a creative process, and the generation of novel creative outcomes.

4.2 Contexts

This section offers a broad overview of the diverse contexts explored in this paper, which primarily encompasses the Banking sector, Health sector, manufacturing sector, and ICT sector. The study by (Al-dalalmeh *et al.*, 2018) [1] underscores the importance of fostering engagement and satisfaction among IT employees in Jordanian banks, with the goal of enhancing their performance, which, in turn, positively influences the overall performance of the bank. (Milhem *et al.*, 2019) [12] Conducted a study concentrating

on the ICT sector, seeking to unveil the causal link between perceived transformative leadership and employee engagement, with an additional focus on the mediating role of a leader's emotional intelligence. The study draws insights from a dataset comprising 338 full-time employees within the ICT sector. Meanwhile, (Sendawula *et al.*, 2018) ^[17] research carries substantial significance for managers, policymakers, and government authorities, as it delves into the realm of improving employee performance in the health sector. Notably, while this study is cross-sectional and can't capture behavioral changes over time, it stands as the pioneering investigation establishing the intertwined influences of training and employee engagement on employee performance, with empirical evidence from Uganda's health sector showcasing the mediating role of employee engagement.

4.3 Characteristics

This section provides an overview of the characteristics of the domain, including its antecedents, mediators, and moderators.

Antecedents

4.3.1 Employee Communication: Effective employee communication is crucial for enabling employees to comprehend their roles and, consequently, assist in the success of the organization (Clampitt & Lee Williams, 2005) ^[4].

4.3.2 Training and Development: Training and development constitute essential components of human resource practices aimed at enhancing or acquiring new skills. Training readies employees for new roles, while development is indispensable for future assignments (Alzyoud, 2018) ^[2].

4.3.3 Rewards and Recognition: As articulated by Seeger (2005) ^[37], the sustained motivation and dedication of employees through recognition and rewards necessitates effective communication of these rewards to all employees. Employee reward and recognition programs serve to encourage employees to alter their work habits and critical behaviors for the betterment of the organization (Alzyoud, 2018) ^[2].

Mediating and moderating variables

4.3.4 Training as moderator variable: Training is defined as the process of imparting valuable skills, ideas, and knowledge through teaching to enable proficient and practical job performance. Training represents an ongoing effort and endeavor aimed at enhancing employees' skills and job performance (Griffin & Pustay, 2015) ^[8].

4.3.5 Organizational culture as a mediating variable: (Thokozani, 2020) ^[21] suggests, organizational culture pertains to a company's emphasis on its workforce, leading to the establishment of guiding principles that shape employee conduct. All definitions of culture should encompass the notion that culture is a subject of communication and learning, in line with (Odor & Odiakaose, 2018) ^[14].

4.3.6 Job satisfaction as a mediating variable: It is defined in two dimensions: intrinsic job satisfaction and

extrinsic job satisfaction. Intrinsic job satisfaction is gauged by the presence of rewarding and challenging tasks, acknowledgment of accomplishments, responsibilities, and opportunities for advancement. This includes factors like employee autonomy and the ability to engage in morally acceptable actions, as described by (Stringer, 2006). Extrinsic job satisfaction, on the other hand, is measured through elements such as supervisory relationships, interpersonal interactions, physical working conditions, equitable compensation, co-worker dynamics, and job security (Stringer, 2006) ^[20].

Outcomes

Employee engagement is influenced by professions, organizational structure, and interpersonal relationships (Truss *et al.*, 2006) ^[22], (Gadolin & Andersson, 2017) ^[6]. Effective human resources practices, including communication, development, and recognition, correlate positively with engaged employees (Alzyoud, 2018) ^[2].

Methodology

Various research studies utilized distinct methods for data collection and analysis. Adel Ali Yassin Alzyoudn (2018) ^[38] employed a quantitative approach, gathering data through questionnaires and using SPSS for analysis. F. Manzoor, L. Wei, T. Bányai, M. Nurunnabi, and QA Subhan (2019) ^[11] also adopted a quantitative approach with a survey design and SPSS. S. Soni (2019) ^[24] used qualitative methods, relying on secondary sources. R. Goyal and G. Kaur (2023) ^[7] conducted a quantitative survey. K. Sendawula, S. Nakyejwe Kimuli, J. Bananuka, and G. Najjemba Muganga (2018) ^[17] followed a quantitative approach, while M. Milhem, H. Muda, and K. Ahmed (2019) ^[12] used questionnaires and advanced statistical methods. Finally, M. Al-dalahmeh, R. Khalaf, and B. Obeidat (2018) ^[1] employed quantitative research design and regression analysis.

5. Research gaps in the reviewed literature and future research agenda

The research gaps in HRM practices employee engagement encompass the demand for longitudinal and multilevel studies (Alzyoud, 2018) ^[2], consideration of various HRM practices (Manzoor *et al.*, 2019) ^[11], industry-specific empirical research (Soni, 2019) ^[24], overcoming cross-sectional design limitations (Goyal & Kaur, 2023) ^[7], focusing on Nigeria (Ngozi *et al.*, 2022) ^[13], adopting mixed methods (Sendawula *et al.*, 2018) ^[17], and utilizing qualitative approaches (Vithayaporn & Suwaree Ashton, 2019) ^[23]. These gaps guide future research in this field.

6. Conclusion

This study aimed to conduct a comprehensive review of existing literature on the impact of HRM Practices on employee engagement. The main objectives were to study the link between HRM Practices and employee engagement, and to study the factors affecting employees in the IT sector. This is one of the first systematic literature reviews conducted on the topic of the impact of HRM Practices on employee engagement in the IT sector. To ensure a rigorous and transparent review, the researchers followed the "Scientific Procedures and Rationales for Systematic Literature Reviews" (SPAR-4-SLR) protocol developed by (Paul *et al.*, 2021) ^[16]. There are a total of 200 academic

studies from international peer-reviewed journals screened, and 15 studies met the selection criteria for analysis. The findings were reported and examined using the TCCM framework proposed by (Paul *et al.*, 2019) ^[15]. According to studies done by (Ngozi *et al.*, 2022) ^[13], engaged employees frequently feel-good emotions such as pleasure, joy, and excitement. These engaged employees tend to enjoy improved overall well-being and develop their job-related and personal skills, contributing to talent retention. Furthermore, the report reveals that employees believe a direct and positive connection between the efficacy of HR practices, such as employee communication, development opportunities, and rewards and recognition, as well as their degree of engagement. In essence, employee engagement is significantly influenced by these HR practices. This underscores the importance of managers providing effective communication, developmental support, and recognition to enhance and sustain high levels of employee engagement (Alzyoud, 2018) ^[2].

7. Permission to reproduce material from other sources

This study contains no previously published material taken from external sources.

8. Acknowledgments

The writer expresses gratitude towards the reviewers and the editor for their insightful comments that assisted in enhancing the paper's quality. Additionally, the author acknowledges Research Dr. Sarika Sushil for the comments offered during the article's writing phase.

9. Conflict of interest

There are no potential conflicts of interest, according to the author, that could be seen as affecting the objectivity of the research presented.

10. Data availability statement

The data for this study came from peer-reviewed journal articles.

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