

Role of HR Manager in Developing Employee Engagement-An Analysis

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Abstract

In the global competitive marketplace, the effective role of the HR manager can help to improve the organisation's current and potential development to continue the business based on their customer's needs. The organisation evaluates the importance of HR managers increasing knowledge about employee engagement to continue the business in the global marketplace. In this study, the researcher adopts the consumer electronics industry to discuss the entire industry's development activities by requiring customer demand and satisfaction to hold the company's current financial activity. This study focuses on the workplace environment, employee engagement, employee skills, and career progression to improve the organisation's business activity. This study focuses on the research methodology part that discusses the relevance of appropriate research design and methodology to enhance the entire research study. The present study adopts an explanatory research design and secondary quantitative research methods to gather data from the research articles.

In this research study, based on the research objectives several themes have been generated to discuss the importance of HR managers for the development of an organisation's financial condition. It also discusses the relevance of employee engagement through the HR manager to influence the organisation's financial development. It enhances the workplace environment and employee engagement to improve employee satisfaction with the employee's roles and relevance.

Keywords

Employee Engagement, Employee Motivation, HR Manager, HRM Practices.

INTRODUCTION

Study Overview

In an organisation, the human resource (HR) manager is playing the most important role that will assist to discuss the relevance of employee engagement. In the global context, the consumer electronics industry looks over the role of HR, which ensures that employees have skills, tools and an environment for performing the effectiveness for jobs. An HR management wants to improve employee engagement by providing benefits to their employees. In the global marketplace, HR wants to focus on increasing employee development by providing better quality services to their customers [1]. This study will assist to discuss the relevance of the entire research study to increase knowledge about the role of an HR manager in an organisation. This study will focus on a research design that will enhance the entire research value to continue the study. It will take initiative for identifying the relevance of inclusion and exclusion criteria to evaluate the study topic.

Research scope

The aim of the study is to discuss the role and relevance of an HR manager based on their business activities. Research scope discusses the extent of the particular research area through the research parameters within the entire study. This study focuses on the effective role of the HR manager to explain, identify and predict the organization's business activity. In this study, the *consumer electronics industry* will

choose the relevance of the HR manager's role to identify results and interpret the discussion about the industry's business activity. Based on the chosen industry, *Apple, Microsoft and Mastercard* will be chosen to identify and discuss the relevance of the consumer electronics companies and their role in the global market. Mastercard Inc is providing the second-largest payment processing company that offers financial services, Apple provides several electronic gadgets, such as mobile, laptops and others based on their customer's needs.

Research aim and objectives

The aim of the study is to discuss the role and relevance of HR managers in the development of employee engagement in the global marketplace. The research objectives are developed based on the research aims, the research objectives are summarized below:

- To discuss the concept of human resource management (HRM) in the development of employee engagement.
- To evaluate the effective relationships between HRM and employee engagement in the global marketplace.
- To enhance the relevance of HR management, employee engagement and the global marketplace through an integrated business approach.
- To identify the benefits and disadvantages of HR management to improve knowledge about employee engagement.

MATERIALS AND METHODS

Research design

In a research study, research design denotes the relevance of the entire strategy that integrates the study components in a logical and coherent way. It ensures to identify of the research problems and understanding of the effectiveness of HRM and employee engagement. In the methodological part, the research design in playing an important role to ensure the appropriate research methods to discuss the research aims. Based on the adaptation of an effective research design, it enhances to provide of high-quality data to complete the entire research study. It allows the researcher to create conclusions about the relationships between employee engagement and HRM practices [2]. There are several types of research designs, such as *explanatory, exploratory and descriptive research designs* to identify the importance of the entire methodological part to discuss the entire research process. This study adopts the *explanatory research design* that helps to increase knowledge about the study topic.

Besides, it aims to explore and explain the consequences and causes of well-defined problems. An Explanatory research design provides an overview of the study topic and identifies solutions to improve perspectives of the research design [3]. It discusses the relationships between HRM practices and employee engagement.

Research type and duration

In the research methodology part, the researcher focuses on the adaptation of two types of research methodology, such as qualitative and quantitative research methodology that ensures improved knowledge about the entire research to discuss the role and relevance of HRM practices for increasing employee motivation and satisfaction. There are several types of research methodology, such as primary and secondary qualitative research methods and primary and secondary quantitative research methods to continue research [4]. In this study, the researcher focuses on adopting *secondary qualitative research methods* to collect data about the role of HRM based on employee motivation. The secondary research methodology ensures increasing knowledge about HRM practices in the global context. Besides, in this aspect, the case study adopts to understand the research strategy. Based on the discussion about the secondary research methods help to collect data about HRM management and its relationships with the organisation’s development.

Inclusion/exclusion criteria

Table 1: Inclusion and exclusion criteria

Inclusion criteria	Exclusion criteria
<ul style="list-style-type: none"> ● Peer-reviewed journal ● Country of publication- India ● Within 5 years of publications ● Journal articles ● Choose the English language, 	<ul style="list-style-type: none"> ● Country outside of India ● Newspaper articles ● Articles published more than 5 years

(Source: Self-developed)

The above table identifies the exclusion and exclusion criteria for the development of research articles to evaluate the research study. The criteria assist to enhance the relevance of the research study to evaluate the importance of adopting inclusion and exclusion criteria [5]. The criteria are highly important to discuss the relevance of the study’s reliable and reproductive results that increase knowledge about the research topic.

Choice of subjects

In this study, several topics, such as workplace environment, employee management tools, employee skills, employee engagement, career progression and employee retention have helped to discuss the relevance of HR managers. In this aspect, employee engagement has been chosen to evaluate the entire research study that impacts the entire research study. Based on the discussion about the effective role of HR manager, employee motivation enhances to improve an organisation’s business activity to discuss the consumer electronics industry in the global market area [6]. This study discusses the relevance of employee engagement for the organisation’s financial and economic development. The HR manager has the ability to improve the organisation’s employee satisfaction and engagement based on their current requirements.

RESULTS

Human resource management activities in employee engagement

Retaining employees, cultivating relationships of respect and trust with subordinates, conveying company values, and setting expectations for day-to-day operations all require effective human resource management. HR professionals want to hold managers accountable for engagement, and HR managers need to empower employees by giving them more responsibility and training for their growth. Managers and employees alike need to be provided with the necessary tools by HR. Regularly assign managers to roles that are larger and more exciting. Give managers the permissions they need. Make efforts to develop leadership faster. Ask managers to help transform the organisation and communicate the company's mission and vision. Only 26% of the executives said that employee engagement is extremely important to how they think, plan, and act every day. Another 42% say they do it frequently, while the remaining 32% say they do it rarely, never, or occasionally [7] Employees who are involved in HRM are found to be more productive, and more likely to stay with the company.

The process of attracting, retaining, and managing employees within a company is known as human resource management (HRM). To better comprehend the highlights, the terms Business Engagement, Employee Engagement, and Configuration Engagement are used. Think about the legitimate administration of show-stoppers and survey their effect on by and large organisation execution. At the individual, organisational, and macro levels, employee

engagement has emerged as a pressing issue in recent times. There are a number of factors that contribute to low employee engagement, according to research. These factors include workplace pressures and making decisions. A company's bottom line can be significantly impacted by employee engagement. Businesses with high employee engagement had twice as much chance of succeeding like *Microsoft, Apple, Mastercard* etc [8]. According to HRM research, high employee engagement results in improved attendance, fewer incidents involving safety, increased profitability, and lower employee turnover.

HR must lead in identifying and investing in opportunities to enhance engagement strategies as an advocate for employee engagement. Human Resources is also in charge of making sure that everyone knows what the company expects of each employee. **Engagement among workers:** The association's HR experts ought to know about what worker commitment is. They know how important employee engagement is in HR, how to best motivate employees, how to measure these strategies, and the steps they need to take to keep improving their engagement strategy.

Development of relation between employee's engagement and HRM

The department of human resources responsible for employee relations is in charge of developing and implementing policies that have an impact on how employees interact with their employers and co-workers. The significance to business performance is further clarified by this study. The goal of this study is to empirically investigate the relation between HRM and employee engagement [9]. This study is based on the premise that human resource management (HRM) as a set of practices boosts performance by providing employees with opportunities and benefits that are likely to foster and sustain positive attitudes. and as a result, aggressive work-related behaviour may necessitate retaliation from employees [10]. such as accomplishment and engagement. Work organisation in this way has the potential to spiral upward, sustaining humanely as well as sustainable organisational performance. Employers must carefully consider their engagement design in order to improve the relationship between HRM and employee engagement.

In order to boost employee engagement, HR professionals are considering implementing new or modifying existing procedures and initiatives. Employee engagement and HRM practices are linked, according to the findings of the study [11]. Employees have been empowered and motivated to perform better in their professional roles as a result of her HRM practices in the organisation. According to the findings, in order for business organisations to achieve long-term success, HRM practices should be prioritised. Through examining the connection between employee engagement and important business outcomes and to measure employee engagement within the organisation, many businesses conduct employee surveys [12]. This kind of research can help determine which engagement initiatives are achieving the intended outcomes. Employers should be

aware that employee engagement surveys are distinct from other employee surveys, though surveys can assist in measuring employee engagement.

HR management, employee's engagement and competitive market: integrated approach

A workplace that encourages employees to commit to the goals, purpose, and values of the organisation as well as to contribute to the success of the business is called employee engagement. Employee engagement is designed to help employees improve their own well-being. Employee engagement initiatives can and should be implemented by all of an organisation's departments, but the Human Resources department is especially crucial to their success. The effect of representative commitment on worker maintenance, advantages and efficiency is something that HR divisions need to keep at the front of their drives. When it comes to increasing employee engagement, every HR department ought to play five important roles. Training, activism, leadership, employee engagement, and measurement is required required for enhancement of employee's performances. HRM rehearses to further develop worker commitment through her HR authority-based inspiration, which assumes a key part in recognizing representative execution. HRM monitoring on a daily basis makes it easier to learn about employees' skills. Representatives are propelled and prepared through human asset the board and the sharing of positive and negative criticism. Human resource management will eliminate discrimination within the organisation and increase employee motivation to improve productivity by taking the initiative to improve the cross-cultural environment. This will increase profits. Employee wages, employee contracts, contract codes, benefits policies, employee provident funds, and vacation policies are all areas of focus for the Human Resources team. Working on employee engagement necessitates meeting these requirements. Employees are more motivated, more committed to their jobs, and more productive as a result of these processes and these sections. When compared to other businesses, HRM aids in employee engagement and enhances company performance. Customers' satisfaction is seen as a competitive advantage by 62% of businesses [13]. Human resource management has shown that employees who are highly engaged are more productive, profitable, and safe. They also build stronger relationships with customers and stay with the company for longer than employees who are less engaged. According to the most recent research, employee engagement is also a major driver of unconventional thinking that is used to enhance management and business processes as well as customer service. Engagement was found to be positively correlated with increased revenue, decreased manufacturing costs, increased focus on customers, and decreased sales in a HR study of his more than 35,000 employees at dozens of businesses [14]. It is interesting to note that the employees who responded with a high level of engagement were of the opinion that their employer truly cares about its clients and provides superior

customer service.

Compensation management benefits HR practices to boost and motivate employees performance

Benefits and compensation management are essential responsibilities of international businesses' human resources teams. Rewarding employees for their contributions to a company's business operations is crucial. Remuneration makes sense as all types of monetary prizes are given by workers. It plays a significant role in the personal and professional lives of the employee. The managers have to pay a lot for it. Organisations use compensation as one of their most important human resource management tools. An organisation must ensure that its compensation system is not an isolated island in order to maximise return on investment and retain skilled employees. A company must ensure that its compensation system is in line with its HR strategy and that it is linked to its overall goals and strategies. Numerous studies have demonstrated that adequate compensation is necessary for all industries and aids in providing workers with a fair return for their contributions to the organisation.

It conveys a positive control over employees' competence and inspires them to work hard and meet the specified goals. It gives employees a reason to be happy and satisfied, which reduces employee turnover and creates a stable organisation. It intensifies the process of job evaluation, which in turn aids in the establishment of standards that are more attainable and realistic. It is planned to adhere to the various labour laws, so there will be no disagreement between management and the worker union. Benefits are defined as the portion of the total compensation package that is paid for by the employer in whole or in part, but they do not include pay for time spent working. In addition, benefits are rewards for belonging to a group that provide security for employees and their families. Major disagreements between labour managers have been observed to be related to compensation.

Pay is the extraneous that representatives get in return for their work. It consists of incentives, bonuses, and benefits in addition to the base salary. In a world that is getting more and more competitive, compensation is one of the most important factors in attracting and keeping the best workers [15]. While maintaining flexibility, control, and cost effectiveness, the Compensation Management factor enables differentiation between rival payment strategies.

DISCUSSION

The above study discusses the importance of HR managers through secondary qualitative data analysis to enhance employee satisfaction with the organisation's strategic development activity. Using the secondary thematic analysis, several types of themes have been generated to discuss the study's relevance in an effective way. The themes have been selected based on the research objectives that will help to understand also the research aims. The HR manager wants to improve the organisation's business activity through the adaptation of HRM practices for increasing employee

engagement to improve the organisation's health [16]. It enhances the relevance of employee engagement and improves employee motivation to discuss the effective role of employees. The organisation can enhance the role of organisational employees by providing better quality products to retain more customers and increase profits. HR and employee engagement denote the employee's enthusiasm and employees dedication to improve the employee's job satisfaction level. It enhances the employees working activities to feel the organisation's development activity for the development of the consumer electronics industry.

Employee engagement ensures to improve human resource management that helps to motivate employees based on their job roles. This study enhances to analyse of the employee's satisfaction towards providing the organisation's activity based on employee satisfaction. It includes understanding the importance of employee engagement based on their job roles to manage the organisation's development activity. HR is considered an important strategic approach to support the employee's behavior to ensure the workplace environment [17]. It ensures the development of employees' behaviour to retain more customers and it will help to improve the company's current and potential financial condition. In the present-day context, increasing communication and cooperation between the workforce activities increases the relevance of resource management to hold a position in the global marketplace. Workforce operations, such as safety policies are help to understand employee grievances, labour unions and others that can help to support the employees to increase training programs.

In this aspect, performance measurement activities help to evaluate the relevance of employees' growth based on constructive feedback from the customers. Besides, arranging incentive programs will help to increase employee motivation based on providing benefits to increase knowledge and ability to provide feedback based on employees' roles [18]. It enhances the relevance of business objectives to motivate the employees to increase satisfaction among the employees, HR manager, customers and others. In the modern era, employee training activities are based on using advanced educational programs and others that assist to reduce the turnover rate and decrease the employee's needs and providing better services [19]. This study analyses the relevance of workplace policies to evaluate the relevance of HR professionals through improving communication strategy among the employees to continue the business and hold a position in the global marketplace. The organization attracts the administering benefits and payments to improve the organisation's development activity with the experience level, education, business and skills.

Meditating organizational culture in respect of HR management is important for employee engagement though globalization. Employee engagement is a part of increasing globalization since the organization has to maintain its workforce level. Loss of enthusiasm from work can affect the performance level to a great extent. Human resource

management is one of the major departments that have to consider different strategies to maintain a high level of employee engagement. [20] Employee engagement can be brought through transformational leadership and psychological relevance. Globalization acts as a driving force to increase the standard of diversification in the organization that can be brought only through proper training and employee engagement in the organization. Employees need to be motivated through transactional leadership that is based on multifactor leadership questionnaires (MFQ). The motivation to employees is provided based on their self interest and specific categories of behavior. Psychological empowerment is brought to employees as an intrinsic motivation factor that shows a sense of self control in relation to the responsibility and task allotted.

Strategic human resource practice must help in enhancing human capital development and employee commitment .HRM places a larger emphasis on managing employee knowledge and acts as a mediator between the organizational strategy and its goals. Introduction of HRM to employees is taken to increase the employee's skills, capacity and knowledge. The implementation of rules and objectives of organization needs to be managed through proper strategies. HRM practices are a set of schemes to enhance, motivate and manage employee turnover. [21] Strategic HRM policies when applied manage the competitive edge of business that provides better performance. Human capital development and employee commitment are more connected in developing employee skills with business strategies.

CONCLUSION

The study is conducted by taking companies such as Apple, MasterCard and Microsoft to consider the importance of HRM in managing employee engagement. The scope of the study is to show that policies framed by organizations for employee management should understand the scope and nature of employee needs. Human resource activities move towards employee engagement management. The methods followed in research study are research design, inclusion and exclusion methods and research type and duration. The research design followed in the study is exploratory research design to prove a theoretical approach to the study. Secondary qualitative analysis is provided in the study taken from websites and journals that are published after 2019.

The inclusion and exclusion criteria have been followed in the study. Inclusion criteria taken is peer reviewed journals that are published in India and are taken within five years of publication. The exclusion criteria considered in the study is articles published outside India and are more published before 2019. Secondary data analysis is considered in the study through thematic analysis. Strategies to evaluate the importance of HRM in organization and the relation it provides to employee and organization. Further, study showcases the relevancy of employee engagement through integrated business approach. The last part of study shows the benefits and limitations that are brought through strategic

HRM policies.

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