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A Study on Roles of Human Resource Management in Developing Employee Engagement with Reference to Anamallais Agencies (Stadium) Erode

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ABSTRACT: This study explores the role of human resource management (HRM) practices in developing employee engagement in the context of Anamallais Agencies (Stadium) Erode, a leading automotive company in India. The study is based on a qualitative research design, using interviews and focus group discussions with employees and HR professionals at Anamallais Agencies (Stadium) Erode. The findings reveal that HRM practices such as employee training and development, performance management, compensation and benefits, and communication and feedback play a significant role in enhancing employee engagement. Specifically, the study highlights the importance of effective communication and feedback channels, opportunities for skill development, and recognition and rewards for employee performance in promoting engagement. The study concludes by discussing the implications of these findings for HRM practices in Anamallais Agencies (Stadium) Erode and other organizations, and highlighting the need for ongoing research in this area.

Keywords: role of human resource management (HRM) practices in developing employee engagement, employee training and development, performance management, compensation and benefits, and communication

I. INTRODUCTION OF THE STUDY

Employee engagement is a critical factor in the success of an organization, as engaged employees are more committed, productive, and motivated to achieve their goals. Human resource management (HRM) plays a significant role in developing employee engagement, as it involves managing and supporting the workforce in a way that aligns with the company's goals and objectives.

A study on the role of HRM in developing employee engagement with reference to Anamallais Agencies can provide valuable insights into the strategies and practices that the company uses to engage its employees. Anamallais Agencies is a leading automotive company in India, known for its high employee engagement and low turnover rates. The study could begin by exploring the concept of employee engagement and the various factors that contribute to it. It could then focus on the role of HRM in fostering engagement, including recruitment and selection practices, training and development programs, performance management systems, and employee benefits and rewards.

II. STATEMENT OF THE PROBLEM

The problem addressed in this study is the lack of employee engagement in the service industry. Despite the importance of having an engaged workforce in this industry, many organizations struggle to motivate their employees to perform at their best. The study aims to investigate the role of human resource management (HRM) in developing employee engagement in the truck and bus service industry, with a specific focus on the case of Anamallais Agencies. The study will examine the current state of employee engagement at Anamallais Agencies, identify the factors that contribute to employee disengagement, and evaluate the effectiveness of HRM practices in enhancing employee engagement. By addressing this problem, the study aims to provide insights into how HRM can improve employee engagement in the truck and bus service industry, ultimately leading to better productivity, safety, and profitability.

2.1 OBJECTIVES OF THE STUDY:

➢   To identify the key HRM practices that promote employee engagement at Anamallais Agencies.

➢   To examine the impact of these HRM practices on employee engagement.

➢   To explore the perspectives of employees and HR professionals on the effectiveness of HRM practices in promoting engagement.

➢   To provide recommendations for enhancing HRM practices to further develop employee engagement at Anamallais Agencies and other organizations.

2.2 SCOPE OF THE STUDY:

➢   The study will focus on Anamallais Agencies, a leading automotive company in India, and its HRM practices related to employee engagement.

➢   The research will be based on a qualitative research design, using interviews and focus group discussions with employees and HR professionals at Anamallais Agencies.

➢   The study will explore the impact of HRM practices such as employee training and development, performance management, compensation and benefits, and communication and feedback on employee engagement.

2.3 LIMITATIONS OF THE STUDY:

➢   The study is based on a qualitative research design, which may limit the generalizability of the findings.

➢   The research will only focus on the perspectives of employees and HR professionals at Anamallais Agencies and may not represent the views of other stakeholders such as senior management or customers.

➢   The study may be limited by the availability of participants for interviews and focus group discussions.

➢   The findings may be influenced by social desirability bias, where participants may provide responses that are socially acceptable or desirable rather than their true opinions or experiences.

III. REVIEW OF LITERATURE:

Alan M. SaksCaring human resources management and employee engagement (2022) Research on employee engagement has demonstrated that human resource management (HRM) practices and systems are positively related to employee engagement. However, it is not clear what HRM practices or system of practices is most important for employee engagement or the theoretical mechanisms that intervene and explain the link between HRM and employee engagement. In this paper, I provide answers to these two important questions by developing a model of caring HRM and employee engagement based on the engagement, organizational climate, and strategic HRM literatures. The model indicates that a system of caring HRM practices (job design, training and development, flexible work arrangements, work-life balance, participation in decision making, health and safety, career development, and health and wellness programs) will result in an organizational climate of care and concern for employees that employees will respond to by caring for the organization which they will enact with higher levels of engagement. This model provides many avenues for future research and practice on HRM and employee engagement and introduces the notion of a caring HRM system and an organizational climate of care and concern for employees to the literature on employee engagement.

Tehmina Sattar, Khalil Ahmad and Syeda Mahnaz Hassan (2015) This study attempts to examine the impact of Human Resource (HR) practices on employees' satisfaction and performance through mediating role of employees' engagement. The study collects data from 181 employees of three leading banks of Multan city (Pakistan) namely: Habib Bank, Faysal Bank, and Allied Bank. The findings of the present study reveal that training and empowerment of the workers contributes more in employees' work performance and their job satisfaction than that of rewards/incentives. However, rewards/incentives are significantly ($P < 0.01$) related with the employees' engagement in organizational activities. Overall, HR practices (training, rewards and empowerment) are significantly ($P < 0.01$) related with employees' engagement and confirm the assumptions of Baron and Kenny (1986) for mediation analysis. The results of the study are gleaned by using the direct path way and multiple regression to investigate the impact of HR practices on mediating variable (employees' engagement) and mediating variable on both dependent variables (employees' satisfaction and employees' performance). The results of the study confirm that proposed hypotheses are statistically significant ($P < 0.01$) and indicate that employees' engagement partially mediates the relationship between HR practices and both employees' satisfaction and employees' performance outcomes.

IV. RESEARCH METHODOLOGY OF THE STUDY

The process used to collect information and data for the purpose of making decisions. The methodology may include Publication research, Surveys and other Research techniques and could include both historical and present information.

4.1 Research Design

Research Design refers to the overall strategy that we choose to integrate the different components of the study in a

coherent and logical way, thereby, ensuring that we will effectively address the Research problem. It constitutes the blueprint for the collection, measurement and analysis of data.

4.2 Descriptive Research
Descriptive research refers to research that provides an accurate portrayal of characteristics of a particular individual, situation or group. These studies are a means of discovering new meaning, describing what exists, determining the frequency with which something occurs and categorizing information. In short, descriptive research deals with everything that can be counted and studied, which has an impact of the lives of the people it deals with.

V. DATA COLLECTION METHOD

- ➢ Primary Data Source
- ➢ Secondary Data Source

5.1 SIZE OF THE SAMPLE
The sample size is 150

5.2 STATISTICAL TOOLS USED
To analyze and interpret collected data the following statistical tools were used.

5.3 Simple Percentage Analysis
Simple Percentage Analysis is the method to represent raw streams of data as a percentage (a part in 100-percent) for better understanding of collected data.

$$\text{Percentage analysis} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

5.4 Chi-Square Test
The chi-squared test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories. As depicted in the formula, the Chi-Square statistic is based on the difference between what is actually observed in the data and what would be expected if there was truly no relationship between the variables.

$$\chi^2 = \sum_i \frac{(O_i - E_i)^2}{E_i}$$

Where, $\chi 2$ = Chi-Square value,
O_i = Observed frequency and
E_i = Expected frequency

5.5 Ranking Method:
Ranking is a useful tool in Excel that can help you compare and sort data by specific criteria. Here are the steps to use the RANK function in Excel:
1.Open your Excel worksheet and select the cell where you want to display the ranking results.
2. Enter the RANK function in the selected cell. The basic syntax of the RANK function is:
$$=RANK(number, ref, [order])$$
where: - "number" is the value you want to rank. - "ref" is the range of cells you want to rank against. - "order" is an optional argument that specifies the order of the ranking (ascending or descending).
The default is ascending order.
3. Press Enter to display the ranking result for the first value.
 4. Copy the formula to the remaining cells in the column to apply the ranking function to the rest of the data.
Note: The RANK function assigns a unique rank to each value in the range, with ties receiving the same rank. If you want to avoid duplicate rankings, you can use the RANK.EQ or RANK.AVG functions instead, depending on your needs

VI. ANALYSIS AND INTERPRETATION OF THE STUDY

How satisfied are you with the compensation and benefits packages offered?

10. How satisfied are you with the compensation and benefits packages offered by Anamallais Agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	24	16.0	16.0	16.0
	Highly Dissatisfied	30	20.0	20.0	36.0
	Highly satisfied	33	22.0	22.0	58.0
	Neutral	31	20.7	20.7	78.7
	Satisfied	32	21.3	21.3	100.0
	Total	150	100.0	100.0	

Interpretation:
Finally, when it comes to satisfaction with compensation and benefits packages offered by Anamallais Agencies, the highest proportion of respondents (22%) reported being highly satisfied, followed by satisfied (21.3%), neutral (20.7%), dissatisfied (16%), and highly dissatisfied (20%).

6.1 CHI SQUARE
The relationship between the Age of the Respondent and the opinion of the respondent extent do recognition and rewards programs at Anamallais Agencies motivate you to be engaged at work.

Null hypothesis:
H0: There is no significantrelationship between the Age of the Respondent and the opinion of the respondent about extent do recognition and rewards programs at Anamallais Agencies motivate you to be engaged at work.

Alterative hypothesis:
H1: There is a significant relationship between the Age of the Respondent and the opinion of the respondent about extent do recognition and rewards programs at Anamallais Agencies motivate you to be engaged at work.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.429[a]	12	.274
Likelihood Ratio	15.971	12	.193
N of Valid Cases	150		

Interpretation:
The results show a Pearson chi-square value of 14.429 with 12 degrees of freedom and an asymptotic significance of 0.274. The likelihood ratio value is 15.971 with 12 degrees of freedom and an asymptotic significance of 0.193. These values indicate that there is no significant relationship between the age of the respondent and their response to the question.

6.2 RANKING METHOD

Question	Total	Rank
Offering more training and development opportunities	539	4
Enhancing compensation and benefits packages	516	2
Improving communication and feedback channels	513	1
Revising the performance management system	564	6
Encouraging employee recognition and rewards	533	3
Creating a culture of employee empowerment and involvement	556	5

Interpretation:

Based on the ranking data provided, the top priority for improving employee satisfaction and engagement is improving communication and feedback channels. The second most important factor is enhancing compensation and benefits packages, followed by encouraging employee recognition and rewards in third place. Offering more training and development opportunities is ranked fourth, while creating a culture of employee empowerment and involvement is fifth, and revising the performance management system is ranked sixth and last on the list.

VII. FINDINGS

➤ When it comes to satisfaction with compensation and benefits packages offered by Anamallais Agencies, the highest proportion of respondents (22%) reported being highly satisfied, followed by satisfied (21.3%), neutral (20.7%), dissatisfied (16%), and highly dissatisfied (20%).

➤ The results show a Pearson chi-square value of 14.429 with 12 degrees of freedom and an asymptotic significance of 0.274. The likelihood ratio value is 15.971 with 12 degrees of freedom and an asymptotic significance of 0.193. These values indicate that there is no significant relationship between the age of the respondent and their response to the question.

➤ The top priority for improving employee satisfaction and engagement is improving communication and feedback channels.

VIII. SUGGESTIONS

➤ Competitive compensation and benefits can help to attract and retain top talent, and can also contribute to engagement. Employers should ensure that their compensation and benefits packages are competitive with those of other companies in their industry.

➤ Offering flexible work arrangements, such as telecommuting and flexible scheduling, can help to improve engagement. It shows employees that their employer values their work-life balance and trusts them to be productive.

➤ Employees who feel that their contributions are valued are more likely to be engaged. Employers should acknowledge employee achievements, and offer incentives for exceptional performance.

➤ Employers should encourage feedback from employees and use it to improve their practices. Regular feedback sessions can help to build trust and engagement among employees.

➤ Employers should encourage their employees to have a healthy work-life balance. This can be achieved by offering wellness programs, paid time off, and other initiatives that promote physical and mental health.

IX. CONCLUSION

In conclusion, the study provides insights into the perceptions of employees regarding various HRM practices at Anamallais Agencies. The results indicate that the majority of respondents were male, married, and had less than one year of work experience. In terms of education, the highest proportion of respondents had a Diploma.

Regarding compensation and benefits packages and recognition and rewards programs, the study found that satisfaction levels were somewhat mixed. While some respondents were highly satisfied or satisfied, others were dissatisfied or highly dissatisfied.

Overall, the study suggests that Anamallais Agencies may benefit from further improving its HRM practices, especially

in areas such as employee engagement and compensation and benefits packages. The study's findings may be useful for Anamallais Agencies to identify areas for improvement and develop strategies to enhance employee engagement and satisfaction.

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