

Comparative Analysis on Managerial and Employees Perception of Human Resource Management Practices (HRMP) on Engagement

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Abstract: To achieve organizational sustainability and competitive advantage in this contemporary business world, it requires the effective engagement of human resource management practices and engagement of competent employees. Due to the challenges associated in business performance as a result of employee disengagement behaviour, it is imperative that every organization seek to stimulate the level of employee engagement with its best practices and policies to drive an irresistible organization that enhances the wellbeing and social wellbeing of employees. The objective of the study was to examine the managerial perception of human resource management practices on employee engagement, to examine employees' expectation of human resource management practices on employees' engagement. The sample size was 600 which comprised of both employees (460) and management (140) and systematic sampling was employed for the study. It was made known by management that, recognition and reward of employee's effort was ranked as the first HRM practices which have a high relationship with employee engagement, and employees, also ranked management-employee relationship as first to have a perfectly strong relationship with employee engagement.. It was recommended that, management must devise smooth strategies to continuously improve employees' morale, commitment and satisfaction for their job. Effective Human resource management practices therefore play a vital role in stimulating employee engagement.

Keywords: Human resource management practices, employee engagement, recruitment, skill development, equitable treatment

INTRODUCTION

The concept of employee engagement has evolved since the 19th century. When Gofman expressed it to be role embracement. It is considered to be an old wine in a new wine. Thus the concept existed and there is paradigm shift on the theme and process involved in employee engagement. However to make this concept effective requires the effective attention on the human resource management practices used in the organization. Similarly, Wollard and Shuck [4], said there is an absence of studies which focused on the role of HRM practices as an antecedent of employee engagement. The purpose of HRM practices in every organization is to inspire and to boost the morale of employees to perform effectively to achieve organizational goals and objectives.

Baldev & Anupama, [1], explained in his study that the concept of Employee engagement has evolved as one of the most imperative topics in the scope of human resource management. Recent study by Chundhary *et al.*, [2], revealed that employee engagement is not solely driven by self-efficacy and belief in mastery. Thus gaining mastery over task, team,

time and the technique used. However, Bakker & Demerouti, [3] added that through the effective organizational practices and support like training and development, performance feedback, social support and supervisory coaching employee engagement can be improved and achieved.

OBJECTIVES OF THE STUDY

- To examine the managerial perception of human resource practices on employee engagement
- To examine the employees expectations of human resource management practices of employee engagement

HYPOTHESIS

There is a positive relationship between Human resource management practices and employee engagement

H1= Recruitment of right number and qualified personnel have a positive relationship with engagement

H2= Effective learning and skill development have a positive relationship with employee engagement

H3= Fair compensation structure have a positive relationship with employee engagement

H4 = Recognition and reward of employees effort have a positive relationship with engagement

H5= Safety needs and precautions have a positive relationship with employee engagement

H6= Equitable treatment with equal opportunity have a positive relationship with employee engagement.

H7= Provisions of career opportunities have a positive relationship with employee engagement.

Literature Review

Understanding Human Resource Management Practices

The concept of Human resource management practices have gain much attention and interest in this 21st century as a lot of academicians, researchers, and business organization are still researching into the unique effective practices that can drive employee engagement and high productivity. Acquaaah [5], propose that human resource management practices improves the effectiveness of the organization and the performance by attracting, identifying, and retaining employees with knowledge, skills, and abilities, and getting them to behave in a manner that will support the mission and objectives of the organization. Youndt *et al.*, [14] in HRM studies discovered that high performance, labour productivity, service quality and motivation are outcomes of using reward systems and performance appraisals. These shows an indication that reward system and performance appraisal used effectively help to accomplish organizational goals. Effective implementation of HRM practices such as recruitment and selection, training and development, compensation structure, performance appraisal and employee health and safety wellbeing are considered to improve employees attitude and behaviour.

Understanding Employee engagement

Gofman [6] was the first person to explain role Embracement to mean the investment of individual self and their energy into one's role to be performed. Later, Kahn [15] in his concept of personal engagement defined it as harnessing of organization members' selves to their work roles. Here individual must express themselves physically, cognitively and emotionally towards their work. These contribute to organizational business performance. He further added that there is employee personal disengagement when an individual detach themselves from their work roles. Recent study by Robbinson *et al.*, [16] showed that employee engagement is a positive attitude held by employees towards its organization and the values. However the issue of engagement is been thought to emanate from employee thus employees must show attachment for the work however recent studies also are of the opinion that to stimulate employee engagement there must be interplay of both management and employee support. Thus management can stimulate engagement when they provide employees with the necessary support through

their practices. These are an assurance to effective employee engagement.

Relationship between Human Resource Management practices and Employee Engagement

An organizational member will be effectively motivated and engaged when practices of Human resource management are fairly administered and the psychological contract concerning employment term are mutually achieved. According to Kuvaas [7], he explained that to Accomplish a 'best practice', high-performance, high commitment, high involvement and enhancing human resource management practices, adequate resources and opportunities must be provided to increase employee motivation, skills, positive attitudes and behaviors.

Employing Hiring and Engagement:

Koch & McGrath, [17], also selection and recruitment practices are used for gathering information about employees and finding candidates with matching skills and competencies to specific job demand. The hiring process involves dealing with employees starting from the selection process to the end of the contract, by maximizing the person-job fit which is important for further employee engagement

Skill development and Engagement:

Bakker & Demerouti, [8], asserted that organizations who prioritize resources for HRM practices increase employees work engagement through training and development initiatives. Equally, Jiang *et al.*, [18] claimed that constant development in knowledge, skills and abilities employees get from training programs initiative motivate and stimulate employees' engagement.

Compensation and Engagement

A sound compensation plan is vital to attain meaningful pay transparency and an engaged workforce for a high-performing business. Compensation can be grouped into two kinds' financial reward and non-financial reward. Financial reward is expressed in recognition. Employee effort recognition is very important in every organization. Management unable to appreciate the effort of their employees leads to demoralization which in turn results to employee change of jobs from one organization to the other. Research findings by Willis *et al.* [19] indicated that incentives given solely to employees could not only influence employees' motivation; however recognition is highly influential in health worker motivation. And adequate amount of resources provided and better infrastructure can significantly improve the morale of workers in the organization.

Performance Appraisal

According to Ubeda & Almada [9], he idealized that, to appraise the competencies of employee, it is imperative to notify the kind of skills, knowledge and attitudes that need to be developed in order to achieve asignificantexpansion and improvement in organization process and jobs and tasks. Boice and Kleiner, [10] pointed that effective appraisal results to employee commitment and motivation.

Job design and Engagement

Bakker and Demerouti’s [8], shows that Job-Demands-Resources (JDR) Model emphasizes on the role of job design which stimulate engagement. This model states that physical, social, and organizational aspects of the job can be a source of engagement for people. Hackman and Oldham [11] opined that a job with a high level of task significance is one in which the job holder believes that the job has a significant influence on others.Management who design challenging jobs for their employees encourage innovation, creativity that leads to job satisfaction.

Employee safety and Engagement

Employees’ health and safety is very important in every organization. The Health, safety and Welfare at Work Act 2005 oblige employers to manage the safety,

health and welfare at the workplace to prevent workplace accidents and ill health. Management who comply with these ACT 2005 and ensure secured safety, health and welfare value the life of their employees. Health and safety ACT 2005 policy confirms that employer and management’s must be committed to ensuring a healthy and safe place to work. Employees always love to work in a secured and safe working environment, it makes their job meaningful, secured and of life valuable. This enhances employee engagement. To stimulate acultural environment of engagement, the managerial practices must be effective in dealing with employees. Medlin & Green [12] has showed that, employee engagement and high level of workplace optimism jointly improves the performance of an individual of an organization.

Importance of employee engagement:

Demerouti [13] shows that employee engagement has a positive impact such as organizational performance this drive competitive advantage, employee satisfaction, productivity, organizational commitment, and employeesafety. This makes the job meaningful.

**The model developed for the study
Human resource management practices**



Fig-1: The model developed for the study

METHODOLOGY

The total population used for the study was 600 which comprised of 460 employees (health professionals) and 140 managements (administrators). The target sample size for employees and management were 460 and 140 respectively. The target size was obtained by systematic sampling since it was a large sample. Thus $S=P/TS$, $161/140= 1.15$. Every 1st person

in the management department stood a chance of been selected. Alternatively, $2481/460=5.39$. So every 5th employee also stood a chance of been selected. Correlation Analyses were the statistical tool used to analyze the data.

DATA ANALYSIS

Table 1: Management Perception of Human resource management practices on employee engagement

HRM Practices (independent variable)	Employee Engagement (Dependent variable)	Correlation coefficient (R)	N=140	Sig. p value	Hypothesis
Recruitment of right number and qualified personnel	Employee engagement	0.751	140	.000	Supported
Effective learning and skill development	Employee engagement	0.658	140	.000	Supported
Fair compensation structure	Employee engagement	0.817	140	.000	Supported
management recognition and reward of employees effort	Employee engagement	0.871	140	.000	Supported
Safety needs and precautions provided	Employee engagement	0.840	140	.000	Supported
Equitable treatment and equal opportunity	Employee engagement	0.814	140	.000	Supported
Provisions of career opportunities	Employee engagement	0.829	140	.000	Supported

Source Field survey, 2017

According to managements view on the relationship between Human resource management practices and employee engagement in the selected health institutions. It can be seen from the table that, recruitment of right number and qualified personnel in the organization have a significant strong relationship with employee engagement and correlation coefficient (0.751) and was significant at .000. $p < .05$. The alternatives hypothesis supported that there was a significant positive relationship between recruitment of right number of qualified personnel and employee engagement in the selected hospitals. Considering the other independent variables of HRM practices, it was recorded that skill development ($r=0.658$), fair

compensation structure, ($r= 0.817$), management recognition and reward of employees effort ($r=0.871$), safety needs and precautions($r=0.840$), Equitable treatment and equal opportunity ($r=0.814$) and provision of career opportunities($r=829$), all have a significant positive relationship with employee engagement as their significant p values were $<.05$. Therefore the alternative hypotheses accepted the claim, stating that there is a positive relationship between Human resource management practices and employee engagement. This explains that, an increase in the independent variables leads to an increase in the dependent variable and a decrease in the independent variables leads to a decrease in the dependent variable.

Table 2: Employees expectations of HRM Practices on employee engagement

HRM Practices (Independent variable)	Employee Engagement (Dependent variable)	Correlation Coefficient (R)	N= 460	Sig. p value	Hypothesis
Recruitment of right number and qualified personnel	Employee engagement	0.732	460	.000	supported
Effective learning and skill development	Employee engagement	0.941	460	.000	supported
Fair compensation structure	Employee engagement	0.824	460	.000	supported
management recognition and reward of employees effort	Employee engagement	0.930	460	.000	Supported
Safety needs and precautions provided	Employee engagement	0.853	460	.000	supported
Equitable treatment and equal opportunity	Employee engagement	0.865	460	.000	supported
Provisions of career opportunities	Employee engagement	0.916	460	.000	supported

Source Field survey, 2017

The table above shows an explicable relationship between individual managerial practices and employee engagement at the selected private hospitals. It was reported that recruitment of right number and qualified personnel in the organization have a strong relationship with employee

engagement, with correlation coefficient of (0.732) and it was significant at .000 $p < .05$. The alternatives hypothesis supported the claim that, there is a positive relationship between recruitment of right number of qualified personnel and employee engagement in the selected hospitals. Considering the other independent

variables of HRM practices, it was recorded that skill development ($r=0.941$), fair compensation structure, $r=0.824$, management recognition and reward of employees effort ($r=0.930$), safety needs and precautions ($r=0.865$), Equitable treatment and equal opportunity ($r=0.865$) and provision of career

opportunities ($r=0.916$), all have a positive relationship with employee engagement as their significant p values were less than .05. Therefore the alternative hypothesis was accepted; which states that there is a positive relationship between Human resource management practices and employee engagement.

Table 3: Ranking both managerial and employees' perspective of human resource management practices and engagement

S/N	Managements perspective	Rank	Employees perspective	Rank
1	Management recognition and reward of employees effort	.871	Effective learning and skill development	.941
2	Safety needs and precautions provided	.840	Management recognition and reward of employees effort	.930
3	Provisions of career opportunities	.829	Provisions of career opportunities	.916
4	Fair compensation structure	.817	Equitable treatment and equal opportunity	.865
5	Equitable treatment and equal opportunity	.814	Safety needs and precautions provided	.853
6	Recruitment of right number and qualified personnel	.751	Fair compensation structure	.824
7	Effective learning and skill development	.658	Recruitment of right number and qualified personnel	.732

From the ranked analysis it was deduced that, recognizing and rewarding employees effort, was responsible for the employees engagement from the managerial point of view whereas employees expressed and ranked Effective learning and skills development as a basic tool for human resource management practices for employees engagement.

FINDINGS AND CONCLUSION

Managerial perspective

Management perception on human resources management practices though had a positive relationship with employee engagement, yet the study reveals to an extent as to which their relationship were strong or weak. To begin with, it was made known that management recognition and reward of employee's effort was ranked as the first HRM practices which have a high relationship with employee engagement, followed by building and sustaining employee management relationship, safety needs and precautions, provision of career opportunities. Fair compensation structure and equitable treatment and equal opportunities had a similar correlation effect, followed by Recruitment of right number and qualified personnel. However Effective learning and skill development had a weak relationship with employee engagement.

Employees' perspective

Also, the study revealed that, employees ranked management-employee relationship as first to have a perfectly strong relationship with employee engagement. Followed by effective learning and skill development, management recognition and reward of employees effort, provision of career opportunities, equitable treatment and equal opportunities, safety

needs and precautions, compensation structure, and the least was recruitment of right number and qualified personnel.

It was found that an increase in one variable in the independent variable leads to an increase in the dependent variables. Thus if all the human resource practices above are effective and favorable then employee engagement behaviour will also increase. Consequently a decrease or unfavorable human resource management practices will show a low level of employee engagement; this leads to disengagement which could result to employees' turnover, low performance and productivity in the organization. In conclusion the study reveals how important employee engagement was, when it comes to using effective human resource practices. In order to realize effective employee engagement that leads to sustainable competitive advantage and irresistible organization, management must also continuously improve on the HRM practices that lead to a high level of employee's motivation, morale and engagement due to the varied views that was observed. It was recommended that, Management must find effective approach in increasing employee engagement by creating a conducive environment for effective learning and skill development, career opportunities and recognizing and rewarding employee's effort in the organization. Employees should be seen as a valuable resource in the organization who needs to be cared for. Management must value and satisfy the employee's expectation concerning their practices and also jointly discuss issues on HRM practices. It was further recommended that, management must devise smooth strategies to continuously improve employees' morale, commitment and satisfaction for their job. Effective

Human resource management practices therefore play a vital role in stimulating employee engagement.

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