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Human resource management practices and employee engagement

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ABSTRACT

BACKGROUND AND OBJECTIVES: Employee engagement has emerged as a critical factor for organizations seeking to enhance productivity, foster employee well-being, and gain a competitive advantage. Human resource management practices are vital to driving employee engagement. Therefore, based on the social exchange theory, the current study explores the interaction between human resource management practices and employee engagement. and evaluates the level of engagement (i.e., High, medium, low) of employees. Also, finds an association between engagement levels and the age group of employees.

METHODS: The study administered the standardized questionnaire to employees (n= 187) working in information technology companies. A purposive random sampling research design was adopted for data collection. Confirmatory factor analysis was performed to ensure the validity of the adapted questionnaire, then simple linear regression was run in AMOS v24 software for finding the variance between human resource management practices and employee engagement. Further, chi-square and analysis of variance tests were also used in SPSS v22.

FINDINGS: Human Resource Management practices such as recruiting and selection, continuous training and development opportunities, competitive rewards, career advancement, and employee involvement together explained 33 percent variance based on the coefficient of determination (R²) value, where (Beta= 0.57, p<0.001). Also found 30 employees fell in the low engaged category, 96 were in moderately engaged, 61 lay in the high engaged category, where 75 employees out of 96 (moderately engaged employee category) lay in the 20-30 age group and 31 out of 61 (high engaged employee's category) belonged to the 30-40 age group. The novelty of this study is to examine the influence of human resource management practices by taking factors such as rigorous hiring, continuous training, career advancement, competitive rewards, and employee involvement on employee engagement, particularly in the information technology industry.

CONCLUSION: This study highlights the necessity for Human resource management practices to take a proactive, holistic approach to ensure congruence with corporate objectives and emphasize engagement. It also underlines the vitality of ongoing human resource management practice monitoring and growth to maintain and boost employee engagement. The study further discusses the strategies which must be adopted for enhancing the engagement level of low-engaged employees.

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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 (Marescaux et al., 2013; Subramanian and Suresh, 2022; Herdiansyah, 2023). HRM practices are related to managing the manpower of the organization, including recruiting, selecting, developing, and rewarding them (Collins and Clark, 2003; Tabiu et al., 2020; Cao and Nguyen, 2022; Aldhaheeri et al., 2023). The best talent could be engaged by providing them with flexible approaches toward policies, practices, work design, pay, and benefits. Today's workplaces are much more complex and uncertain than they were in the past. Since the economic policy in 1991, the competition in the global business environment has increased considerably. And since then, Indian Information Technology (IT) companies are growing and have attracted enormous interest from both academia and industry in the last twenty years (Kundu and Mor, 2017). These companies have established themselves as "India's philosopher's stone and have been able to achieve prominence at the international level, making the Indian IT companies a name to be reckoned with in the worldwide scenario (Kundu and Mor, 2017). This industry earned US\$ 227 billion in sales in the Financial Year, 2022 (FY-22), reflecting a 15.5% Year of Year (YoY) growth, and contributing 7.4% of India's Gross Domestic Product (GDP) and its predicted 10% of India's GDP by 2025, confirmed by the report by the India Brand Equity Foundation (IBEF) in February 2023. Due to the rapid expansion of this sector, confronts formidable obstacles including constant technical improvements, and increasing competition, and the real challenge is to maintain and engage its qualified workforce. Also, these industries are essentially dynamic and people-centered and rely on the intellectual growth, knowledge, competence, proficiency, and cognitive ability of their employees to maintain a competitive advantage and to engage employees by implementing effective HRM practices has become crucial (Murthy and Abeysekera 2007; Nair and Vohra 2010; Sekhar, 2022; Sharma, 2022; Subramanian and Suresh, 2022). The dynamics of IT 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 positive work-related outcomes (Bakker et al., 2003; Minbaeva, 2005; Fiorito et al., 2007; Yadav et al., 2022). The higher employee turnover is forcing firms to have more innovative HRM practices to retain the talent, who possess the necessary skills and competencies, and experience to maintain organizational performance. Therefore, engaging the best talent in this sector has become crucial, and Human Resource (HR) managers in this industry need to be strategic and concentrate on developing talent relationships by providing various practices (Gellatly et al., 2009; Sarenko, 2023; Rahman et al., 2022; Saif et al., 2023). 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, a challenging 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 positive employee behavior but the quality of implementation of these practices has the greatest effect (Weisberg and Kirschenbaum, 1991; Paul and Anantharaman, 2004; Benson, 2006; Marescaux et al., 2013). Employees who feel aligned with their organization are pushing longer, staying longer, and inspiring others to do the same known as employee engagement. Engaged workers are those who have or reflected positiveness, are gratifying, and are associated with work in the particular organization. It is categorized by vigor, dedication, and absorption. Vigor refers to a high degree of zest and cognitive 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 (Schaufeli et al., 2002). Engaged workers through the provision of work services or by providing job resources, including freedom of choice, opinions, and supervisor assistance (Macey and Schneider, 2008; Albrecht et al., 2015). These resources play an active role in the drivers of employee engagement and job satisfaction and decreased burnout and also define the extrinsic and intrinsic motivational role (Tims et al., 2013). Extrinsic motivation is reward-driven behaviour. Giving recognition and other incentives can motivate the employee towards goal attainment whereas,

intrinsic motivation occurs when inner forces such as growth in oneself or an urge to promote success (Van den Broeck *et al.*, 2008; Zhao *et al.*, 2023). HRM practices have a positive influence on desired behaviour such as employee creative performance (Yang and Yang, 2020), job satisfaction, and organization commitment (Meyer and Smith, 2000; Loi *et al.*, 2006; Marescaux *et al.*, 2013; Li *et al.*, 2019; Aboramadan *et al.*, 2020), employee engagement (Bakker *et al.*, 2003; Xanthopoulou *et al.*, 2009; Van Wingerden *et al.*, 2017; Nehra, 2023) and lower turnover rates (Li *et al.*, 2019). Engaged people can create a positive environment that gives results like; a hike in sales, financial returns, and enhanced productivity (Maryati *et al.*, 2022). A quantitative study based on 227 samples of 24 small medium enterprises of the eastern and western mainland in China indicated that employee perception of HRM practices such as development and continuous learning, compensation, and performance feedback positively related to commitment and inversely related to employee turnover (Li *et al.*, 2019). Social Exchange Theory (SET) 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 and Mitchell, 2005). Employees put efforts into accomplishing particular goals in consideration to get rewards from an employer. For implementing effective HRM practices, an organization must have strong employer-employee relations. The link between engagement and the HRM domain offers the potential to both broaden the study of engagement in the body of current literature as an emotional state and to take engagement into account within a societal framework (Truss *et al.*, 2013). Conway *et al.* (2016) used employee voice, and performance management activities as distinct HR practices that can be utilized to increase engagement while also balancing the requirements of a system for managing performance and decreasing the adverse consequences of emotional fatigue. While, Saks (2022) explained that caring HRM practices which include flexibility, work-life balance, job design, safety, a healthy environment, and providing career development opportunities should lead to engagement level up of employees. In other words, the employer should develop an organizational

care environment that will not enhance the engagement level but will also help to attain the organization's goals efficiently. Xiayan *et al.* (2021) found that hiring procedure, compensation, and performance feedback practices have a significant effect on the staying of young employees, whereas, training and development do not. Akter *et al.* (2022) revealed that except for the training and development practices, all other talent practices (career development and reward and recognition) have a positive influence on employee engagement through psychological empowerment. Whereas, a longitudinal time-lagged survey revealed that the perception of organization politics has a partial mediator between high-involvement work practices and employee outcomes such as trust in employer and engagement (Mehmood *et al.*, 2022). Prior studies defined different HRM practices as per their context and outcomes. A few HRM practices (rigorous hiring, continuous training, competitive rewards, career advancement, employee involvement) are defined in this study in the context of Indian IT companies that may have an impact on the individual level outcome (employee engagement) have not been studied so far. Prior studies (Gitanjali *et al.*, 2010; Aktar and Pangil, 2018) focussed on the role of individual HRM practices on employee engagement but this study focused on the bundle of HRM practices on employee engagement rather than the individual. Hiring the right people for the right job has become crucial for HR managers in IT companies. These companies require young talent who can boost their energy for creativity and update themselves towards new adaptation. Hiring the best talent not only systematically leads the organization's objective but also facilitates the transfer of knowledge from an individual to a company (Gope *et al.*, 2018). Matching the right talent with the right job may create organizational commitment and ultimately achieves the objectives (Lauver and Kristof-Brown, 2001; Chew and Chan, 2008). This also ensures a sense of accomplishment and gives job happiness and encourages positive behaviour (Si and Li, 2012; Aboramadan, *et al.*, 2020). Studies showed that positive relationship between selection procedure based on person's ability fit and employee engagement in the higher education sector (Aboramadan, *et al.*, 2020). Previous scholars (Lauver and Kristof-Brown, 2001; Kristof-Brown *et al.*, 2005;

Chew and Chan, 2008; Aladwan *et al.*, 2015) demonstrated that the selection of an employee based on his/her ability leads to organizational commitment and committed employees may create engagement for the organization. An inverse relationship has been found between turnover intentions by giving two HRM practices: rewards and training. Employees, who feel more committed at their workplace, are less likely to quit (Guchait and Cho, 2010). *Continuous training opportunities* are the most common and widely used practice for updating manpower according to trends, especially in high-tech firms, and have a positive link with employee engagement (Paul and Anantharaman, 2004; Aktar and Pangil, 2018; Pinskaya *et al.*, 2021; Sunarti *et al.*, 2023). Prior literature also defines that training has a positive influence on organizational commitment (Meyer and Smith, 2000, Aboramadan *et al.*, 2020), firm productivity (Guthrie, 2001), and organizational effectiveness (Otoo, 2020). perceived efficacy and engagement (Tomar and Dhiman, 2013; Sivapragasam and Raya, 2018; Tahir, 2023). *Rewards* (Venkataramanan, 2023) are defined as financial and non-financial 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. Competitive rewards can motivate employees to engage with the organization (Li *et al.*, 2019; Aboramadan *et al.*, 2020, Venkataramanan, 2023). *Career enhancement* defines growth or upward progression in one's career by providing continuous training and overall development and it indicates that employers are interested in building long-term relationships with their existing talent. Studies demonstrated that development opportunities have a positive link with employee engagement and a negative link with burnout (Chuang and Liao, 2010; Albrecht, 2012; Van De Voorde and Beijer, 2015). Studies found that career advancement is the salient antecedent of employee engagement (Bal *et al.*, 2013; Sarti, 2014; Aktar and Pangil 2017; Huang *et al.*, 2018). *Employee involvement*, as per SET assumptions when an employee feels valued at their workplace, is likely to be motivated, obligated, and reciprocate by giving a positive attitude in the organization which by default creates engagement and employee well-being (Tremblay *et al.*, 2010; VDe Voorde and Beijer, 2015). Strive for clarity, transparency, and honesty

must be there between the organization's goal and employees' goals. Based on the particular employee's talent, skills, and ability corresponding set the goal and give a time frame also (Sivapragasam and Raya, 2018). Selection of employees based on person-job fit, competitive rewards, continuous training opportunities, flexibility in career advancement, and ensuring their involvement in decision-making are broadly termed as HRM practices. Based on prior literature, the following hypothesis is proposed:

H1: HRM practices have a positive influence on employee engagement

To attain these objectives, a survey was conducted between January 2022 to October 2022 northern region of Indian software companies.

MATERIAL AND METHODS

Procedure and sample

For data collection, a survey link was created through Google form and spread among middle-level employees of software companies. Overall, 53.9 percent of the sample was male 46.1 were female. 64.2 percent of respondents were 20-30 age group and 28.8 percent were in the 30-40 age group and 4.67 percent were above 40-50 and a very small proportion was above 50 age. 45.6 percent 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

The top five IT companies namely TCS, Infosys, HCL, Wipro, and Tech Mahindra, were targeted based on the market capitalization above 1000 billion and where the number of employees approx. 25000 million hired to tame high attrition FY-22. Using Cochran's formula, the statistical sample was estimated at 384 with a 5% error, therefore a questionnaire was sent to 400 middle-level employees and finally, 215 were received but the analysis was done on 187 responses as were completed (Moradi *et al.*, 2022). The adequacy of the study's sample size was derived using a priori statistical power analysis utilizing the G* power (Faul *et al.*, 2007), assuming a mean effect size of f square 0.15 and a maximum of 4 factors, yielding an adequate sample size of 74. A combination of a random and purposive sampling approach was adopted to administer the survey and collect the data. Random sampling was applied to

select service providers in the IT companies while the purposive sampling approach was used to select respondents who are operating at the middle level with service responsibilities in this industry. 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 (as the study research design is purposive sampling) verified the content of the scale. Face validity assesses the feasibility, readability, presentation of the questionnaires, consistency of style, and format (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. Confirmatory factor analysis was used to check the validity of each construct. For measuring HRM practices, a five-item HRM practices scale is used which is originally developed by Sivapragasam and Raya (2018). Sample Items include: “selection of new hires is based on one’s competencies and person-organization fit”. And for measuring employee engagement, the study used the most common scale developed by Schaufeli *et al.* (2002) with 11 items, 4 items 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”).

RESULTS AND DISCUSSION

Scholars (Sposito *et al.*, 1983; Al-Ajlouni, 2021;

Tajpour and Razavi, 2023), checked normality by skewness and kurtosis values that should be at the desired threshold (± 2.7). Table 1 shows descriptive statistics which ensure data is normal, and can do further analysis in Covariance-Based Structural Equation Modelling (CB-SEM), AMOS software. Therefore, the present study evaluated first the measurement model using confirmatory factor analysis in AMOS v24 software (Shek and Yu, 2014). HRM practices, and sub-factors (vigor, dedication, absorption) were taken 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 (Cronbach alpha > 0.7), recommended by (Hair *et al.*, 2019) shown in Table 1

To ensure discriminating validity, the Average Variance Extracted (AVE) of each construct, used in the model must be greater than the squared correlation of that construct. The AVE of each construct should be larger than the Maximum Shared Squared Variance (MSV) for each pair, shown in Table 2 which states that there is no problem with discriminatory validity. Hence, all variables defined to be unique and distinct from other constructs.

Table 3 represents the correlation at $p < 0.01$ which signifies that all correlated values (HRM practices) were more than 50 percent with employee engagement. Continuous training opportunities have a high correlation with employee engagement among all HRM practices. Table 4 indicates the model fit results recommended by Collier, (2020), where the goodness of fit indicators are: Normed Fit Index (NFI)

Table 1: Descriptive statistics and Cronbach alpha values

Constructs	Items	Mean (S.D)	Skewness (Kurtosis)	Cronbach alpha
HRM practices	5	5.898 (1.08)	-1.701 (3.782)	.919
Vigor	4	5.576 (1.15)	-.861 (.186)	.938
Dedication	4	5.811(1.168)	-1.482 (2.481)	.953
Absorption	3	5.56(1.158)	-.822(.227)	.911

Note: S.D = Standard Deviation, HRM = Human Resource Management

Table 2: Reliability and validity using AMOS

Factors	CR	AVE	MSV	MaxR(H)	DED	HRM	VIG	ABS
DED	0.954	0.840	0.401	0.966	0.917			
HRM	0.924	0.708	0.356	0.928	0.567	0.841		
VIG	0.940	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

Note: CR= Composite Reliability, AVE= Average Variance Extracted, MSV= Maximum Shared Squared Variance, VIG= Vigor, DED= Dedication, ABS= Absorption. Bold values represent the square root of AVE

Table 3: Correlation of each HRM practices with employee engagement

HRM practices	Correlation
Selection of new hires is based on person-job fit	.545
Competitive rewards	.621
Continuous training opportunities	.625
Flexibility in career advancement	.587
Employee involvement	.621
Employee engagement	1.00

Table 4: Measurement Model (Model Fit Indices)

Fit indices	Cut of point	Measurement model
Absolute measure		
CMIN/DF	≤ 3.000	3.00
PCLOSE (RMSEA)	≤ 0.08	0.02
GFI	$\geq 90\%$.835
Incremental measure		
NFI	$\geq 90\%$.906
CFI	$\geq 90\%$.935
IFI	$\geq 90\%$.935
Parsimony fit measure		
PNFI	$\geq 50\%$.740
PCFI	$\geq 50\%$.763
AGFI	$\geq 80\%$.772

(.906), Comparative Fit Index (CFI) (.935), Incremental Fit Index (IFI) (.945), Parsimony Normed Fit Index (PNFI) (.740), Parsimony Comparative Fit Index (PCFI) (.763), Adjusted Goodness of Fit Index (AGFI) (.772) and badness of fit indicators are as: PCLOSE is used with conjunction of Root Mean Square Error Of Approximation (RMSEA) is (0.02), all values were lying in its threshold range indicating good model fit (Bentler, 1990; Byrne, 2001).

Fig. 1 has shown the cross-loadings of various constructs with each other and also regression weights which help the researcher to find out reliability and validity.

Fig. 2. shows the structural model that demonstrated HRM practices are positively and significantly related to employee engagement (path coefficients =0.57, $p < 0.001$). The study used five variables towards the HRM practices and took the average of it, a new variable termed "HRMavg" and then did an average of all eleven statements of employee engagement (4 items in vigor, 4 items in dedication, and 3 items in absorption) and named as "eeavg". Then run the simple linear regression and found that thirty-three percent is explained by HRM practices.

As data were gathered from different top IT companies, analysed inconsistencies between samples of measures used in the study. Analysis of variances (ANOVA) is a statistical way used by the ANOVA 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 the p-value is less than a one percent level of significance, which indicates the 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. There is no impact of gender on employee engagement as 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. Levene's test is used for finding equality of variances.

Based on employee engagement scores, the study found the engagement level of employees.

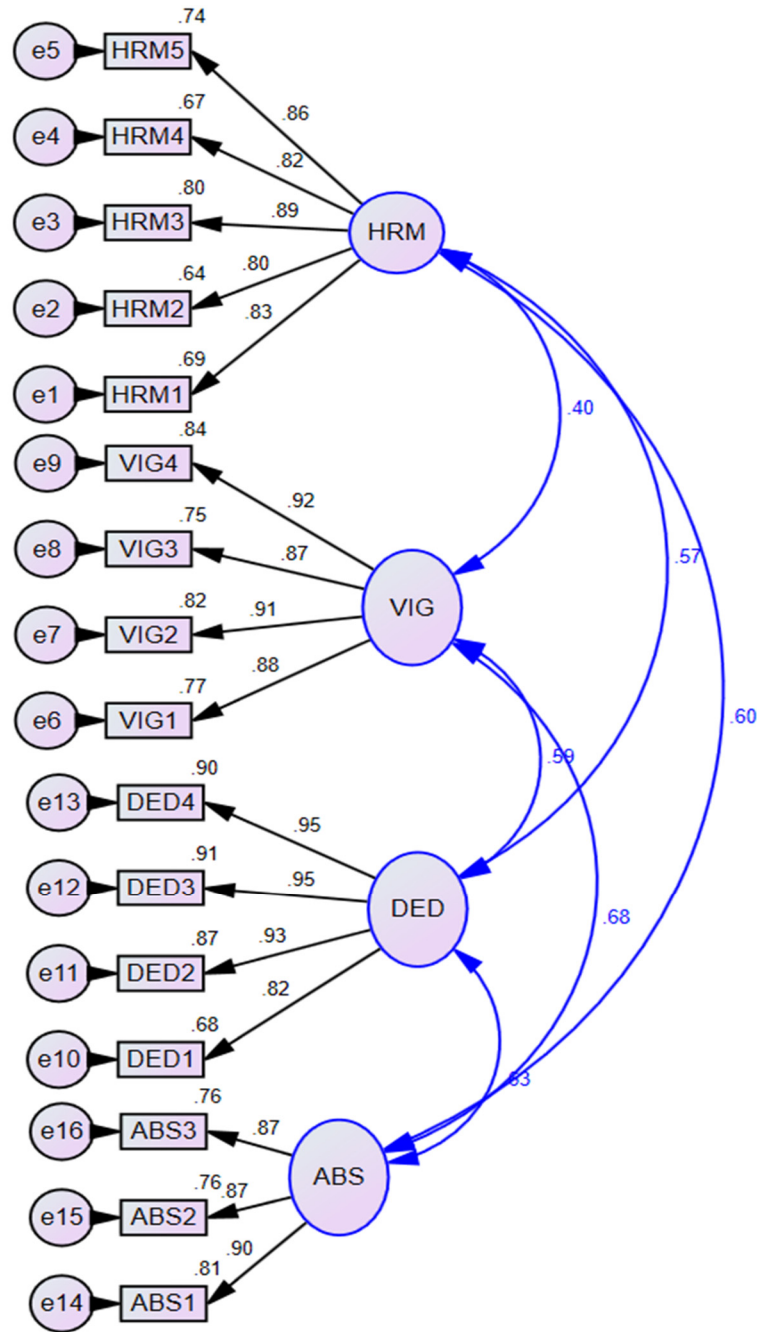


Fig. 1: Confirmatory factor analysis using AMOS software

Table 7 indicated, 30 employees were lying in the low engaged category, 96 employees fell in the moderate category, and 61 lay in the high engaged category.

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 47.94 to 75.94.

To check the association between age group and

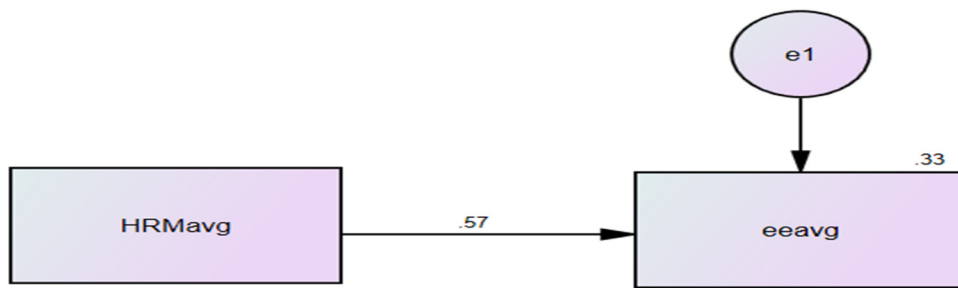


Fig. 2: Simple linear regression results

Table 5: ANOVA results

Variable	Factors	Details	Sum of squares	Df	Mean square	F	sig
The age group of the respondents	Vigor	Between groups	67.24	3	22.41	9.83	.000
		Within groups	417.08	183	2.279		
		Total	484.33	186			
	Dedication	Between groups	44.01	3	14.67	10.19	.000
		Within groups	263.28	183	1.44		
		Total	307.296	186	29.51		
	absorption	Between groups	88.539	3	2.018	14.63	.000
		Within groups	369.21	183			
		Total	457.75	186			
Total work Experience	Vigor	Between groups	70.008	3	23.336	10.307	.000
		Within groups	414.321	183	2.26		
		Total	484.330	186			
	Dedication	Between groups	23.136	3	7.71	4.967	.002
		Within groups	284.16	183	1.55		
		Total	307.296	186			
	Absorption	Between groups	67.324	3	22.44	10.519	.000
		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 (1.51)	5.21 (1.68)	1.77 1.78	3.37	Vigor
Dedication	6.16 (1.14)	5.84 (1.39)	1.727 1.751		Dedication
Absorption	5.75 (1.40)	5.18 (1.66)	2.52 2.54	4.822	Absorption

level of engagement, a chi-square test is applied. [Table 8](#) indicated that the p-value is less than at a five percent significant level concluding that there is an association between age group and level of employee engagement. For employees who belong to the 30-

40 age group, the number of employees is highly engaged in this group. And 20-30 age group people are moderately engaged.

A significant positive relationship (Beta = 0.57, p = 0.001) has been found between HRM practices and

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

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	59.863	0.00
Moderate	75	21	0	0		
High	18	31	8	4		

employee engagement, and results were consistent with the previous studies, which found when workers are provided with supportive practices, they tend to report a high level of employee engagement (Edgar and Geare, 2005; Kinnie *et al.*, 2005; Kuvaas, 2008; Snape and Redman, 2010; Tremblay *et al.*, 2010; Alfes *et al.*, 2013; Yu *et al.*, 2022). Based on SET properties, employees who receive monetary or social benefits via HRM practices feel obligated to show gratitude to the organization considering their reciprocal bond regarding their employer and to pay back their organization by displaying a greater level of engagement (Karatepe 2013; Song *et al.*, 2014; Van De Voorde and Beijer, 2015; Huang *et al.*, 2018). In this study, demographic variables (age, gender, work experience) were also studied. Table 5 showed that three employee engagement factors, 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. Table 8 indicated elderly expertise employees of higher age are identified to report a high level of engagement. The reason for such relationships may be that most of the benefits associated with employment, such as money, status, and power, accrue with tenure. Employees who belong to the 30-40 age group and

above that, are highly engaged in their organization. Literature highlights how HR practices help the organization to address organizations uncertainties. 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 behaviour like happiness at the work, 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.

Theoretical and Practical Implication

This study helps the HR practitioner to design an environment that optimizes employee development and engagement towards the organization. Implementing a rigorous hiring procedure aids in the selection of suitable candidates for the job. Organizations may boost their engagement by selecting individuals with the appropriate expertise, endorsements, and personality traits. Recruiting staff that is a good fit for their tasks and their workplace tends to likely elevates work happiness and commitment (Karatepe and Karadas, 2015). Offering regular training sessions for workers highlights the organization's commitment to their development as professionals. Indian IT organizations can strengthen the talent's

competencies, expertise, and capacities by establishing education and training programs that can result in broadened happiness at work, inspiration, and an overwhelming feeling of advancement in oneself, ultimately enhancing engagement (Saks, 2022). Employees in these firms can benefit from established rules for professional upward mobility, such as advancements, and lateral transfers. Also, firms should create reward schemes that are aligned with employee performance, contribution, and market standards. Equitable and attractive awards not only encourage employees but also build a sense of gratitude, pleasure, and tenacity, resulting in improved engagement. This study indicates that when these practices are being provided according to the staff needs then it brought the engagement level up. However, findings also indicate that while creative HR practices are structured to handle workers as persons with their 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 considering the individual skills, desires, and aspirations of employees when implementing HR activities.

CONCLUSION

Building and maintaining their talent pool is the main challenge facing IT companies today. High-tech companies should pay attention to employee engagement, especially in competitive and rapidly evolving times. Engagement can be improved by executing effective hiring tactics that seek out and choose competent workers who embrace the organization's principles and objectives. Effective hiring adheres to ensure that employees and the organization are a good fit, strengthening their dedication and drive. Companies that prioritize learning, upgrading, reskilling, and career growth programs turn an engagement through letting employees feel appreciated and offering them chances to hone their expertise and flourish in their respective fields. and empowering workers to make a greater contribution to their jobs and organization. And employees should be paid competitive salaries as the similar organization is providing.

This study also 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

working hours, rather than having a rigid time policy to stay in the 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 the best not to distort relationships and develop a trusting working environment. Employers should take regular feedback on their job styles, work environment, job stress, and other aspects. 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.

Limitation and future scope

Due to cross-sectional data, this study's results cannot be generalized, also the sample size was very low to broaden the results. The survey was restricted to Indian IT companies. Rather future scholars either could go on longitudinal study or Multiple cross-sectional designs or experimental should use, with data collection from two distinct groups of participants (supervisors and subordinates) at the same time to establish the causal order of the relationships and also future scholar should explore more on HRM practices and correlate with positive work behaviour such as organization citizenship behaviour, proactive work behaviour.

AUTHOR CONTRIBUTION

K. Goyal carried out the idea development, performed literature review, data collection, worked on software. A. Nigam helped in editing and date interpretation and N. Goyal corrected data, edited and validated it.

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CONFLICT OF INTEREST

The author declares no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsifi-

cation, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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ABBREVIATION

<i>AGFI</i>	Adjusted goodness of fit index
<i>AMOS</i>	Analysis of moment structures
<i>CMIN/DF</i>	Minimum discrepancy function by degrees of freedom divided
<i>CFI</i>	Comparative fit index
<i>CR</i>	Composite reliability
<i>FY-22</i>	Financial year 2022
<i>GDP</i>	Gross Domestic Product
<i>GFI</i>	Goodness of fit indices
<i>HRM</i>	Human resource management
<i>IBEF</i>	India Brand Equity Foundation
<i>IFI</i>	Incremental fit index
<i>IT</i>	Information technology
<i>MSV</i>	Maximum shared squared variance
<i>NFI</i>	Normed fit index

<i>PCFI</i>	Parsimony comparative fit index
<i>PNFI</i>	Parsimony- normed fit index
<i>RMSEA</i>	Root mean square error of approximation

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