



Influence of HRM Practices on Employee Engagement in Private Sector Banks

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ABSTRACT: The study is to examine the Influence of HRM practices on employee engagement in private banks, which are in Chennai. The data was collected through primary sources and secondary sources. The study adopted non-probability convenience sampling method. The sample of the study is employees of private sector banks. The responses are accumulated through the structured questionnaires. In overall 400 questionnaires are distributed, finally 347 responses used for the study. The factors established for HRM practices, namely performance appraisal, rewards and recognition, carrier advancement, recruitment and selection, and employee participation towards the employee engagement in private banking sectors in the study region and found that performance appraisal factors significantly influencing the HRM Practices in private banks in the study region. The study considered only Chennai area only, the further studies can be take in other areas in Tamil Nadu and India as well.

Keywords: HRM Practices, Employee Engagement, Recruitment and Selection, Training, Rewards and Recognition, and Carrier Advancement.

I. INTRODUCTION

Indian financial area plays a critical for the monetary improvement of our country and is the most driving section of the monetary portion. Banks encourage channel reserve funds to speculations and cheer monetary development by allotting reserve funds to ventures that can possibly yield better yields. The Indian financial area is seeing a wide assortment of potential outcomes and brilliant future occasions. The disintegrating financial conditions, portrayed by the quick strategy for globalization, have done whole countries of the globe together, without geographic fringes for exchange and business yet with a tremendous measure of openings for work for individuals. Because of quick advancement in IT and media transmission lately, the financial region has been encountering quickened changes, following a few current improvement measures. Aktar and Pangil [1] stated that "competitive benefits realized if an organization source is precious, unique, and expensive to emulate." HR displays essential because it engage these models due to uniqueness. The companies permanently present them striving to locate, expand, and maintain a skilled employees who experienced and employees are valuable income to provide competing benefits. Talent employees detainment has turn into more significant than it organized, and it turned among the greatest organizations policies about aggressive benefits and organizational efficiency with the most valuable sources [2]. Nevertheless, a preponderance of companies has not adequately invested business and improves the practice of HRM is related to HRM systems and employee engagement. As a result, the outcome of this tendency in HRM, to some capacity, has produced employees not motivated to recompense for

effective behavior, and the groups don't obtain demanded company conclusion. To meet specific difficulties, employers attempting organizational equipment management companies and explain employees by purchasing how it exercise-trained and remarkably familiarity employees and improve job performance. The complete collection of employee engagement papers [3, 4] has exposed job performance is known as the majority commonly investigated experience in organizational performance and explained the consequence and complication of the difficulty changing by its whole dimensions. It remarked that various important variables influence the job performance of employees. Additionally, employee engagement is treated an indispensable portion of improving the job performance of employees to support companies in addressing objectives. By providing employees more interested in the group, employers can't only remaining to discern the effectiveness of increasing employee records also prepare the outcome of employing skilled and trained staff. So, the interests of the company paid more thought to improve engagement levels of employees. It is to assume that the HRM method is identified as performing an indispensable role in increasing the engagement level and increasing the job performance of subordinates. HRM is "the policies and practice including HRM opinions of management concerning preparation, selection, training and management, recruitment, performance appraisal technique and labor relations. Many researchers [2, 5] intended that HRM systems reflect as excellent background of employee engagement & job performance of Job. It is more important because they remain and present on the daily progress of the business in improving employee's

emotions, cognition, and behavior. It also assists organizations in enhancing their performance. HRM uses the belief, it collision on employee recognition that the building of a protection climate, inspiration, meaningfulness, feeling. So, considering the connection between HR systems with employee engagement and job performance is needed. Due to these considered reasons, this study will build to measure the influence of HRM practices on employee engagement in private sector banks in Chennai city.

II. THEORETICAL BACKGROUND OF THE CONCEPTS

HRM Practices

HRM methods are not unique thought. HR systems approach from HRM. It perceived in the 1980s, had a theoretical structure consisting of a viewpoint underpinned by various theory [1]. The HRM is a method that begins from an HR perspective that includes overarching purposes and guiding philosophy to assume in ways by organization characters to authenticity activities. It concentrates on HRM strategies, policies, and practices that contain entire HRM activities engaged in increasing and organizing workforce and in supervision, the relationship of employment [1]. Cantor *et al.*, [6] explores the genuine connection among well-being-oriented. Additionally, it concentrates on the social climate negotiated the affiliation among well-being-oriented. Moreover, the study shows there is a affirmative association between flexibility and employee level of production. To finish, employee flexibility negotiated the association among social environment and employee performance. Cesário [7] specifies that HRM have significant impact on the performance of the businesses. The authors conclude that the concerned authorities must conscious about the smooth function of HR The HRM practices engage in recreation an essential role in the development of the companies [8]. Albert *et al.*, [2] discussed that the companies could be capable of attaining their purposes based on human capital within HRM to direct and formulate employees to act, perform, and assume in an approach to make the objects. Also, the HRM practices substantial impacts on employee's attention, emotion, and performance that can influence organizational performance. There are various types of HRM systems that have been originated from more advanced studies [9, 10]. The dimensions of HRM systems utilized in investigations are various stages and changes. Therefore, the studies specified HRM practices are unusual in multiple businesses. Nevertheless, there are broad elements used in numerous models of HRM systems with five essential workings Training; PA; CA; RR, Recruitment and selection [11-12]. These parts are nucleus elements of HRM systems that any management of companies is very involved in, especially in the banking area. Therefore the present study is focused on measuring the HRM practices and its impact on employee engagement in private sector banks in Chennai.

Employee Engagement

Dajani and Uddin [13] EE is the accountability and commitment of an employee towards the development of the organization and its implications. An employee

involved; the employee must be well-informed of his responsibility in trade purposes and motivate his colleagues together with the accomplishment of organizational goals. Employee engagement is perception that increased attractiveness for an extended stage in both educational investigators and practitioners [14]. Presently, employee engagement is one core topic of HRM, and it is reflected in associating with encouraging and attractive outcomes in any business. Fieraru *et al.*, [15] mentioned the engagement favors one-self in a position that includes employees advance personally to develop and understand the entire self into their responsibility performance. Gillani *et al.*, [16] also contested employees involved in their engagements have an enormous level of energy, the excitement with their work, and integrity to their job routinely [17] It is a psychological situation that is relative to work confidently and competently. It reveals that the complete happiness on their work, make attention to the business, extra time, associated, and enjoys sentiment with functions and shedding themselves from work.

Practices of HRM and Employee Engagement

HRM systems perform significant function in increasing employee engagement [5]. Albert *et al.*, [2] contended that "the important task of HR systems as mechanisms for businesses to give employees engaged and interested in their job performance by presenting a challenging job with possible sources and possibilities for extension and management." The proportion of HR systems with employee commitment and suggestion of [18] using SET to describe the results of employee engagement on antecedences, the study favors the complementary exchange relationships between companies through HR systems and employee engagement. The employees who receive and identify the fitness, career concern, consideration, and gains satisfaction from the system, in their turn, will return in a way that makes more commitment to the organization.

Recruitment and Selection

Recruitment is exercises intended to bring and recognize adequate, capable candidates to link the principalship obligations of the business [19, 20]. Also, the collection is the method of decide the most suitable and qualified applicant from the potential candidates that are most healthy and appropriate to execute the job, opportunely [21]. Herzberg [22] stated that the efficient recruitment and selection aides develop the access between the individuals and the business. It presents applicant with proper information or penetration into the job's responsibilities required for them to reach notified choices about their employment.

Training

Training usually consideration of position of behavior devised to enhance the experience, proficiency, and capabilities of people to implement a more suitable competition among employee and attributes of job [23, 24]. Hussain and Utsho [25] service training plans to be set "obvious behavioral principles crossways all perspectives of a tune-up confrontation." It should also be produced in line with the precise necessities of the service available. Organizations should make certain employees "know and recognize what they do and why to be ready to offer a elevated level of services to the

clients [26]. The association among the training performs and employee engagement is explained by the norm of social exchange presumption (SET), which aspire employees sense obligated if they appreciate their bank has companies progress. Ives *et al.*, [27] company invests belongings through suitable training programs, employees may counter by engaging themselves more to their duties.

Performance Appraisal

Juhdi [28] PA as a method by which administrators assess, judge, and portray the performance of job assistants over particularized phase, and the completion of the assessment are maintained by the association for prospective orientation. Karatepe [29] suggested that organizations provide comment on the outcome of PA to employees offerings to get better employees' performance since it allow employees to distinguish their nervousness and concentration that hold to conquer their weakness, increase skills, and conventional them towards tasks.

Reward and Recognition

Rewards system is methods, strategy, methods, and procedures compensating its employees with their proficiency, involvement, and ability by prove several proper types, levels of salaries, advantages, and other kinds of rewards. The reward scheme induces the employees achieving important goals. While most significant employees acknowledge monetary prizes for a job well done, several people simply want to be known as a person or an element of a cluster of good job. Karatepe *et al.*, [30] sponsored that rewards and recognition strengthen wanted performances and together organize behavior outwardly as well as immediate employees to modify their actions, foremost to superior performance consequences. Awards and recognition are also recognized as critical applications that triumphant organizations employ to improve employee engagement [31].

Career Advancement and Employee Engagement

Liao and Chuang [32] explained career advancement is extent to a firm presents forecasts for improvement of workforce career and employees have a bright career pathway steps within their organizations. The theory of career advancement explained as a stage that support employees to vision further than their modern works and make available for more positive future circumstances within their commerce. If company execute career progression possibilities to employees, it trigger employees tangible approaches and psychological fortification and creates them more stimulated, dedicated, and fanatical towards their occupation [33].

Employee Engagement Participation

Employee participation is one of the pronouncement progression in which people are committed [34]. demands whether they are consulted independently or as a alignment by their planner, who then constructs the termination, or they split the closing decision making with the manager, or employees assigned accountability for formative by the manager [35]. According to [36], employee contribution led to enlarged human being combination into association, and employees become more engaged in the employment. Employee participation create employees understand the essential need of originality and offer viable and imaginative

resolution for job through transformed associations with workforce that improve greater levels of their behavior outcome.

Information Sharing

Noe *et al.*, [37] defined that information sharing as affiliates within an association gain truthful information concerning business consequences, customer criticism, and excellence. Phillips and Phillips [38] disputed that as employees feel essential information allotment, employees stimulated in their work to present towards the realization of the organization's principles. Frontline employees explain the connection connecting the business and its clients. They regularly contact clients and accept customers' replies to the organization's merchandise or services. Regarding the banks, when customers anticipate to explore more information (e.g., credit card, balance checking, loans), they generally address workers at the frontlines (e.g., Customer service officer, teller, individual banker). as a result, more significant in turn participating (e.g., imparting information or contribution advice to customers) may be accommodating for frontline representatives in replying to customer's investigation [39] and help them manufacture relationship with consumers, which in revolve may improve the customer service knowledge [40].

Designed for the study

– To find out the affiliation between HRM methods and Employee Engagement aspects in Private sector banking sector in Chennai.

– To examine the impact of HRM practice, i.e., Recruitment & Selection, Training, Performance appraisals, Rewards and Recognition, Career Advancement, and Employee Participation, towards the Employee Engagement in the private banking sector in Chennai city

Hypothesis Development

H1 : There is no positive association between HRM and Employee Engagement aspects in the private banking sector in Chennai

H2: There is no significant impact on HRM Practices, i.e., Recruitment & Selection, Training, Performance appraisal, Rewards and Recognition, Career Advancement, Employee Participation, and Information Sharing towards the Employee Engagement in the private banking segment in Chennai.

The study also developed the research model, that model has been shown in Fig. 1.

III. METHODOLOGY

The present paper's aim is to measure the Impact of HRM Practices towards the Employee Engagement in Private Banks in Chennai. The study used both primary sources as well as secondary sources. The secondary sources of the study are extracted from the text books, research papers, magazines and study related news articles. The primary sources of the data obtained from the employees of private banks in the study area. The study adopted non-probability sampling method. The study used convenience sampling method. The target population of this study employees of private sector banks.

For literature review purpose, the researchers searched Scopus database and Emerald Data Base. To get full information, the researcher followed steps to get into the right information to find the gap of the research through following key words TITLE-ABS-KEY ("HRM Practices") AND TITLE-ABS-KEY ("Private Banks") used in Scopus

Database and found there is 1 paper was published and the same key words were used in Emerald Data Base and found 49 articles and put together 50 papers were used in the study and literature was considered up to November 2019.

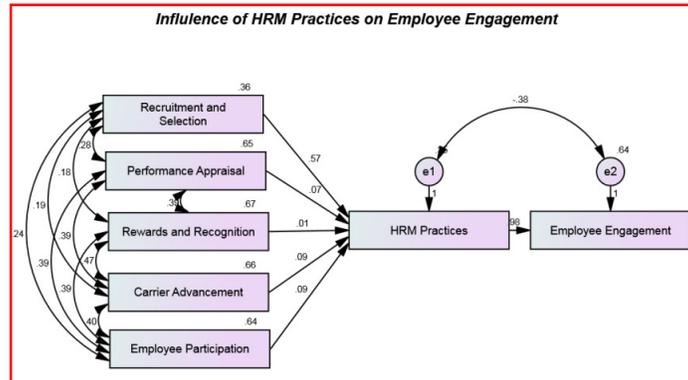


Fig. 1.

The responses are accumulated through the structured questionnaires. In overall 400 questionnaires are distributed, out of which 376 responses filled and returned back. Out 376 responses, 29 responses are declined due to irrelevant information's presented by the employees. Finally, 347 responses used for the final study.

The variables are used the above mentioned authors. The responses are accumulated five point Likert scale range from strongly agree to strongly disagree. The statistical tools used for the present research is Karl Pearson correlation and Structural Equation Modeling.

Variables Measurement

| Variables | Items Included | Adapted from |
|---------------------|----------------|--------------|
| HRM Practices | 33 statements | [41-43] |
| Employee Engagement | 17 statements | [46] |

IV. RESULTS AND DISCUSSION

Table 1 shows the Demographic Profile of Bank Employees. Out of 347 respondents, 74.4% of the respondents are male, and 37.5% respondents are in the age group of above 40 years. 70.0% of the respondents are married, and 38% of the respondent's educational background is professionals. The study results also indicate that majority 45.8% of the respondents annual CTC is Rs. 5.1 - 7.5 Lakhs.

Table 1: Personal Characteristics.

| | Frequency | Percent |
|----------------------------------|-----------|---------|
| Gender | | |
| Male | 258 | 74.4 |
| Female | 89 | 25.6 |
| Total | 347 | 100.0 |
| Age (Years) | | |
| Up to 30 | 103 | 29.7 |
| 31-40 | 114 | 32.9 |
| Above 40 | 130 | 37.5 |
| Total | 347 | 100.0 |
| Marital Status | | |
| Single | 104 | 30.0 |
| Married | 243 | 70.0 |
| Total | 347 | 100.0 |
| Educational qualification | | |
| UG | 114 | 32.9 |
| PG | 101 | 29.1 |
| Professional | 132 | 38.0 |
| Total | 347 | 100.0 |
| Annual CTC | | |
| Up to 5 Lakhs | 116 | 33.4 |
| Rs.5.1 - 7.5 Lakhs | 159 | 45.8 |
| Above 7.5 Lakhs | 72 | 20.7 |
| Total | 347 | 100.0 |

Table 2: Karl Pearson Correlation for factors influencing towards HRM Practices(n=347).

| | RS | PA | RR | CA | EP | HRM Practices |
|---------------|--------|--------|--------|--------|--------|---------------|
| RS. | 1 | .587** | .360** | .393** | .498** | .500** |
| PA. | .587** | 1 | .586** | .594** | .598** | .560** |
| RR | .360** | .586** | 1 | .706** | .598** | .535** |
| CA | .393** | .594** | .706** | 1 | .612** | .557** |
| EP | .498** | .598** | .598** | .612** | 1 | .534** |
| HRM Practices | .500** | .560** | .535** | .557** | .534** | 1 |

RS: Recruitment and Selection; PA: Performance Appraisal; RR: Rewards and Recognition; CA: Carrier Advancement; EP: Employee Participation; HRM: HRM Practices

It is observed from Table 2, the p-value of entire components of HRM practices <0.01, it indicates there is significant relationship with the HRM practices and its components i.e., Recruitment and selection, Performance appraisal, Rewards and Recognition, Carrier Advancement, and Employee Participation.

Structural Equation Modelling on Influence of HRM Practices Towards the Employee Engagement

SEM utilized to scrutinize the appropriateness of the model-based leading the assembled samples. The SEM is most practical when evaluate the connecting relationship among variables as well as authenticate the compatibility of the model used [44]. The proposed model included three types of variables, i.e., observed,

endogenous items, Observed, exogenous items, and unobserved, exogenous items. Observed, endogenous variables included two variables, i.e., HRM Practices and Employee Engagement. Observed, exogenous variables included Performance appraisal, Rewards and Recognition, Carrier Advancement, Recruitment and selection, and Employee Participation. Unobserved, exogenous variables included two variables, i.e., e1 and e2. The hypothesized model is whether the HRM practices, namely Performance appraisal, Rewards and Recognition, Carrier Advancement, Recruitment and selection, and Employee Participation, influence employee engagement in the private banking sector. The results of the model are given below [45]

Table 3: Variables Results in the SEM Analysis.

| Endogenous variables | | Exogenous variables | Estimate | SE. | t | P |
|----------------------|------|---------------------------|----------|------|-------|----------|
| HRM | <--- | Performance appraisal | .131 | .051 | 2.416 | 0.011* |
| HRM | <--- | Rewards and Recognition | .167 | .049 | 3.127 | 0.003** |
| HRM | <--- | Carrier Advancement | .141 | .055 | 2.244 | 0.011* |
| HRM | <--- | Recruitment and Selection | .197 | .059 | 3.372 | <0.001** |
| HRM | <--- | Employee Participation | .194 | .055 | 3.317 | <0.001** |
| EE | <--- | HRM | .197 | .047 | 3.721 | <0.001** |

Note: **denotes significant at 1% level & *denotes significant at 5% level

It is observed from Table 3, the calculated t & p-value for the influence of performance appraisal towards the HRM practices is 2.416 & 0.011, the p-value <0.05, it is statistically significant at a 5% level. Therefore the study confirms that the performance appraisal factors significantly influencing the HRM Practices in private banks in the study region. It also points out that the employees are positively agreed on their performance appraisal aspect in their organization. It leads to the satisfaction of employees and develops the efficiency level. The influence of rewards and recognition towards the HRM practices t & p-value is 3.127 & 0.003, the p-value statistically significant 1% level. Rewards facilitate to inform employees that their work meets customers' expectations. Additional, job performance that is rewarded is probable to be repeated. The employee more constantly satisfies customers; it assists in getting better a company's competitive position since satisfied customers are more probable to come back. The carrier advancement towards the HRM practices t & p-value is 2.244 & 0.011; career advancement is the most significant factor for employee satisfaction and preservation at an organization. It creates good business sense for organizations of all

dimensions to spend time developing and maintain considerably structured career path systems. The rewards and selection towards the HRM practices t & p-value is 3.372 & <0.001, Employee participation towards the HRM practices t & p-value is 3.721 & <0.001. These two factors p-values are statistically significant at 1% level. These two factors, employee participation, and recruitment and selection play a significant role in the development of the organization [46, 47].

Table 4: Model fit summary of SEM on the Influence of HRM practices towards the Employee Engagement.

| Indicies | Value | Suggested value |
|------------------|--------|-----------------|
| Chi-square value | 10.328 | — |
| DF | 4 | — |
| CMIN/DF | 2.582 | — |
| P-value | 0.129 | > 0.05 |
| GFI | 0.921 | > 0.90 [48] |
| AGFI | 0.944 | > 0.90 [49] |
| NFI | 0.933 | > 0.90 [50] |
| CFI | 0.969 | > 0.90 |
| RMSEA | 0.039 | < 0.08 |

Model fit summary of Structural Equation Model on the Influence of HRM practices towards Employee Engagement. Structural equation modeling appraises whether the data well a hypothetical model. In order to assess the representation, the emphasis was given to Chi-square/degrees of freedom Chi-square value/DF), CFI, GFI, AGFI, TLI, IFI, RMSEA, and PGFI (Table 4). Since the p-value & Chi-square value/df is 2.582 & 1.129. The p-value is greater than 0.05. Therefore, the hypothesis is accepted and concluded that the factors of HRM practices, namely Performance appraisal, Rewards and Recognition, Career Advancement, Recruitment and selection, and Employee Participation towards the employee engagement in private banking sectors in the study region.

V. CONCLUSION

The study focused to measure the Impact of HRM Practices towards the Employee Engagement in Private Banks in Chennai City. The present paper helps to understand the HRM practices and its impact towards the employee engagement in banking sector. On the basis of outcome of the results, the components of HRM namely Recruitment and Selection, Performance Appraisal, Rewards and Recognition, Career Advancement, and Employee Participation had a significant relationship with the HRM practices. It creates team building, team spirit among the employees. It leads to enhancing the efficiency level of organization. In addition, the concluded that the factors of HRM practices, namely Performance appraisal, Rewards and Recognition, Career Advancement, Recruitment and selection, and Employee Participation towards the employee engagement in private banking sectors in the study region.

VI. FUTURE SCOPE

The study is not without limitations. The authors collected the data in Chennai city only. The proposed model should be validated and tested in other part of India, there are other such as Hyderabad, Mumbai, Delhi-Noida and Gurgaon, Pune, Kolkata and Bangalore can be conducted by taking large data sample and also possible to make study. The researchers can conduct study using same framework in cross globe.

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