

Employee Engagement and Mental Health in the Management of Human Resources

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Abstract

Introduction: A fascinating turning point in the discussion of the connection between human resource management (HRM) and organizational results at the employee level has been achieved. However, in practice, the emphasis on achieving quick financial results has made it difficult to examine people-centered objectives

Objectives: Research carries on show a connection between the company's dedication to management and its financial performance actions that promote people's objectives and care for individuals as resources

Methods: This study presents the findings of a poll that was done of the 626 experts in the IT businesses in Chennai, the capital in light of the significance of HRM practices to organizational effectiveness. The investigation discovered a statistically significant relationship among HRM techniques and results at the employee level, including as effectiveness, involvement, and well-being, with employee satisfaction acting as a mediating factor.

Results: The results of the concepts and methods of HRM have ramifications that have been examined.

Conclusions: The current research validates that job performance of the employees reinforced through perceived organizational support and organizational citizenship behaviour has mediating impact on this relationship. It is found that employee friendly organizational strategies necessitate a paradigm shift by transforming the organizational environment which encourages employees to display optimistic and assertive behaviour towards their workmates and management beyond their current employment responsibilities. HR professionals, supervisors and managers are required to follow employee friendly organizational strategies to optimise perceived organizational support to upsurge citizenship behaviour, consequently enhancing employee performance.

Keywords: human resources management HRM, employee well-being, engaged employee, employee performance, perceived efficacy,

1. Introduction

One of the most crucial management issues today, for academics and practitioners alike, is employee engagement. Given the substantial evidence, this is hardly a surprise linking employee engagement to organizational outcomes such as financial success, client satisfaction, staff behaviors and attitudes, performance, and overall wellness [1]. Additionally, it has been stated that collective organizational involvement is a unique, value-creating organizational capability. Organization-wide cooperation is defined as a belief that all Organizational participants are, collectively, involved physically, mentally, and emotionally in their work [2]. As a result, it is now widely accepted that employee involvement may provide firms an edge over their competitors. The amount of employee participation is the simultaneous application of one's physical, mental, and emotional resources to an engaged, productive performance at work. This implied by the concept of personal involvement, which is the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role

performance [3]. Individual disengagement, as opposed to, involves separating oneself from one's professional duties; during responsibilities, people detach and protect themselves physically, mentally, or emotionally. As stated by, job engagement is a good, contented mental state that is connected to work and is marked by vitality and devotion, and absorption. When working, the terms vigor, dedication, and absorption are employed. Vigor refers to having lots of mental acuity and strength; devotion refers to having a strong commitment to one's job and feeling a sense of direction, passion, and challenge; and absorb relates to having entirely absorbed in one's task [4]. As a result, it is implied by both definitions that employee engagement is a multifaceted motivating condition. Because it involves a more holistic and thorough investment of the entire or full self in the performance of a task or responsibility, staff involvement is a more wide term than ideas like work participation, job satisfaction, and organizational commitment. Given the overwhelming evidence that employee engagement has good effects and advantages for firms as well as the potential competitive advantage that comes from having an enthusiastic staff, the main concern for organizations is how to improve and enhance the engagement of their staff. Finding the most crucial factors that contribute to an engaged workforce is a key study area. This is especially crucial because just one-third of American workers say they are very engaged at work, and disengaged workers cost businesses billions of dollars in lost productivity [5]. The implications for future research and practice in compassionate HR management and worker engagement are discussed in the paper's conclusion.

2. Literature Review

The study [6] examined the link employment religion and mental health, with employee involvement viewed as a mediating factor. This study also investigates the mediation function of employee involvement in the connection relating to mental health and justice in organizations. The articles [7] identified and summarize the results out of 37 publications empirically examined the connection balancing work and life obligations employee engagement. The study found several preconditions, brokers, and moderators that show the connections between balance between life and work and job satisfaction. Using the UWES employment engagement measure with single-item job and organizational engagement metrics, this study will examine in an effort to resolve certain difficulties that have emerged over the previous 10 years and to determine the scope of his generalizations results and methodology [8]. The study [9] examined the mediating impacts of employee engagement and evaluated a mental image of the links between the intention to leave the company, staff participation, psychological assets, and service atmosphere. An invariance test was performed to assess the impact institutional hierarchy on a sample of hospitality frontline and management staff, and modeling with structural equations was utilized to analyze the hypothesized associations.

The study [10] examined to comprehend structural empowerment mediates the association contrasting transformative leadership with job engagement. The findings, which are based on surveys filled out by 240 workers who self-reported in Galicia (northwest Spain's) tourist industry, show that structural empowerment serves as a partially moderating element in the link between innovative management and job engagement. To address the imbalance in HRM research, the study urges additional qualitative investigations. It also asks for a more inclusive, open-minded, and inductive approach to indigenous research, which may provide settings, contextualization strategies, and knowledge paradigms that differ greatly from the dominant discourses found in HRM research [11]. The article [12] examined the results, which are based on self-reported questionnaires from 240 workers in Galicia (northwest Spain)'s tourist industry, show that structural empowerment serves as a partially moderating element in the link between innovative management and job engagement. The study [13] looked at how followers of transformational leaders could act in innovative work ways with the support of work engagement, empowerment, and confidence in a leader. 281 workers of global corporations in China provided the data. The hypothesized hypothesis was tested using the SPSS macro procedure.

3. Methodology

The design of this investigation is cross-sectional and descriptive. The unit of analysis consists of knowledge workers employed by IT firms in Chennai, a city in Tamil Nadu that is home to in excess of 400 such firms. With a value of \$118 billion in total industry sales, India's information technology sector continues to make a

substantial contribution to the growth of our economy, just like with the unit of analysis. Additionally, the sector primarily relies person on its resources to gain a competitive advantage. However, little is known about them or their workforces despite the fact that India's IT and ITES businesses are continually growing. Therefore, It is crucial to research the impact of HRM practices on employees' health and well-being, as well as the IT work environment. The five-item measure for measuring HRM practices, created from the pilot study, was used for this investigation.

The survey also includes the WHO Well-being (1998), the five-item scale for evaluating HRM procedures, the engaged workers scale, and the organizational performance scale. Self-report measures are generally used to measure the variables since they are arbitrary and relate to how people see themselves. A letter outlining the research's goals and a mutually agreed-upon secrecy was sent to HR managers and chief executives prior to the administration of the questionnaire to entice volunteer participation.

The majority of the responses a total of 626 data were gathered through personal administration from the city of Chennai's 1,500 knowledge workers who are employed by around 40 organizations spread across 10 major IT parks. The statistical significance was then calculated at the alpha level after the data were analyzed with SPSS and AMOS. Multiple statistical methods were utilized to determine whether the study instrument used had sufficient psychometric qualities including construct validity and internal consistency. In order to provide more accurate statistical descriptions as well as out of interest, the connections between the model's variables were looked at wherever it was feasible.

3.1 Data Analysis and Results

The final draft question has been distributed professionals engaged in various IT businesses, particularly in many big companies in the Chennai area; in order to study the psychological features based on the results. With a response rate of 41.73 percent and a total of 626 replies, this is a very good result. The responders were 29, 40 years old on average, with a standard deviation of 4.840. The mean tenure in the present organizational age is 3.40 years compared to an estimated mean overall work experience of 6.85 years. The median score for the number of hours worked per week is 47.69. In comparison to leave inclination, where the standard variation is 1.10 and the mean score is 3.03, stress perceptions have a mean score of 3.34. Regarding the company characteristics, the majority of the selected experts work for Indian IT firms. The sampled experts come from the hardware and bundled software support setup and support, and information services sub-categories in addition to the subcategory for IT integration. The majority of the workforce (55, 1%) comes from big businesses with over 25,000 employees.

3.2 HRM Practices: Elements and Relationships

For the sake of this study, the word "HRM" is an all-inclusive phrase for (a) choosing employees based on their fit with the business High performers are promoted more swiftly in their careers (e), Performance goals are made sure to be founded on discussion and agreement (b), rewards and remuneration have enough competition with similar jobs in other organizations (c), chances are provided for ongoing training (d), and performance goals are discussed and agreed upon (e). In its ideal form, human resource management (HRM) consists of a system that recruits, develops, inspires, and keeps personnel, ensuring the success and survival of the business and its participants. The evaluation of HRM procedures is displayed in Table 1. It is clear that knowledge workers view opportunities for ongoing training, the crucial HRM tactics that are effectively used in their organizations include a competitive benefits package and selective recruiting. The correlation coefficient between various HRM techniques' constituent parts is seen in Table 2. It is clear that every practice has a positive correlation with other practices of up to 0.657 from 0.404, which is significantly greater than the minimal criterion for keeping things.

Table 1: Ranking of Elements of HRM Practices

EWB items	Rank	Mean	SD
Continuous training opportunities for employee development	I	3.83	0.844
Benefits and pay are fiercely competitive with those for comparable employment in other businesses	II	3.67	0.797
New personnel are chosen based on their abilities and organizational fit	III	3.64	0.771
Flexibility for faster career enhancement for high performers	IV	3.63	0.747
Realistic performance targets based on consensus reached via dialogue	V	3.58	0.971

Table 2: Relationship between HRM Practices' Sub-dimensions

Inter-item Correlation Matrix	4	2	1	5	3
chances for ongoing training to advance employees	1.001	1.544	1.573	1.625	1.658
Benefits and pay are fiercely competitive with those for comparable employment in other businesses.	1.544	1.001	1.647	1.405	1.666
New personnel are chosen based on their abilities and organizational fit.	1.573	1.647	1.001	1.554	1.598
flexibility for excellent achievers to advance more quickly in their careers	1.658	1.666	1.598	1.518	1.001
Realistic goals for performance based on consensus reached via discussion	1.625	1.405	1.554	1.001	1.518

All the variables in the model have significant positive associations (p-values > 0.30) as shown in Table 3. Additionally, all four of the variables included in this study's analysis have Cronbach alpha ratings that are significant and above the acceptable threshold of 0.60. The evaluation of HR practices has a higher Cronbach coefficient alpha (0.902) than the work-related perceived effectiveness metric, which has a lower Cronbach alpha score of 0.806. Additionally, a high Cronbach alpha coefficient was identified for each of the four the parameters used in this investigation, which helps to explain why there are strong connections between the variables. This example demonstrates that route analysis is sufficient to examine both the measurement and structural link between these two factors.

Table 3: Relationship Coefficients and Cron5bach Alpha Score and Descriptive Statistics

Correlations							
	4	1	3	2	Mean	Alpha	SD
Engaged Employee	1	0.38	0.33	0.53	4.062	0.858	0.792
Perceived Efficacy		0.34	1	0.58	3.999	0.807	0.745
HRM		1			3.732	0.903	0.674

Practices							
Well-being		0.65		1	3.745	0.853	0.846

3.3 Construct Validity

The statistical method used to establish validity of the suggested model's constructs is called confirmatory factor analysis (CFA). Calculating the average variance extracted (AVE) and the convergent and composite reliability (CR) may be used to establish the AVE and CR as the fundamental tests of concept validity. The suggested model's preliminary measurement model is shown in Table 4.

Table 4 displays the loading factors for each build individually, as well as the convergent validity, T-score, error variance, and R², and AVE. First, only objects with factor loadings larger than 0.5 are kept for determining the sub-dimensions of the construct in use. Along the way, it's crucial to look at the t-values' significance (t-values larger than 1.96 are considered significant at 0.05; R² must be higher than or equivalent to 0.31) as well. As can be seen, As well as being greater than 0.70, the forecasted CR score indicates a higher CR than anticipated. Additionally, the calculated AVE is greater than 0.5 but less than the CR, indicating consistent validity. Therefore, it is clear that the test model.

Table 4: Measurement System of the First Order

Table	Reliability Test		Results of CFA			
Items	AVE	CR	Factor estimate	t-value	Variance of errors	R²
Engaged Employee						
Work with energy and enthusiasm	1.525	1.846	1.64	14.16	1.61	1.41
individual stake			1.64	14.29	1.61	1.41
Look for chances to help			1.81	19.66	1.36	1.66
Passionate addressing client needs			1.76	17.75	1.45	1.57
Work together for the benefit of the clients			1.78	19.06	1.39	1.63
Worker Well-Being						
felt positive and upbeat	0.557	0.828	0.85	21.21	0.28	0.72
felt at peace and at ease			0.87	22.58	0.24	0.78
Felt energized and strong			0.58	13.26	0.66	0.36
Felt refreshed and fresh when I woke up			0.64	14.18	0.62	0.38
HRM Practices						
P-O-fit-based	0.523	0.847	0.69	15.58	0.54	0.48

selection procedures						
Attainable performance objectives			0.72	16.53	0.48	0.52
Possibilities for ongoing education			0.75	17.36	0.46	0.56
Competitive advantages			0.78	18.18	0.42	
Flexibility to advance your career more quickly						
Individual Efficacy						
keep to my professional objectives and succeed	0.558	0.835	0.79	18.93	0.38	0.62
Effectively manage uncertainty			0.66	15.31	0.56	0.46
Keep your cool when facing challenges at work			0.77	18.81	0.38	0.62
Fix the majority of workplace issues			0.76	17.88	0.44	0.58

3.4 Discriminate Validity

AVE for every build employed in the simulation there must larger as compared to the construct's square relationship in order to pass the discriminatory reliability tests and prove the measures discriminate validity.

Table 5 demonstrates variable's ability to discriminate employed in this study by showing that each build has an AVE is larger greater than the pair's squared connection. Therefore, it can be said that every dependent variable employed in this study is distinct from other constructs.

The structural model, which supports the relationships between the system's structures, is shown in Figure 1.

Table-5 Discriminate Validity Results

	EE	EWB	PE
Perceived Efficacy	–	1.3365	1.558*
Engaged Employee	1.525*	1.2602	1.1226
Employee Well-being	–	1.557*	–

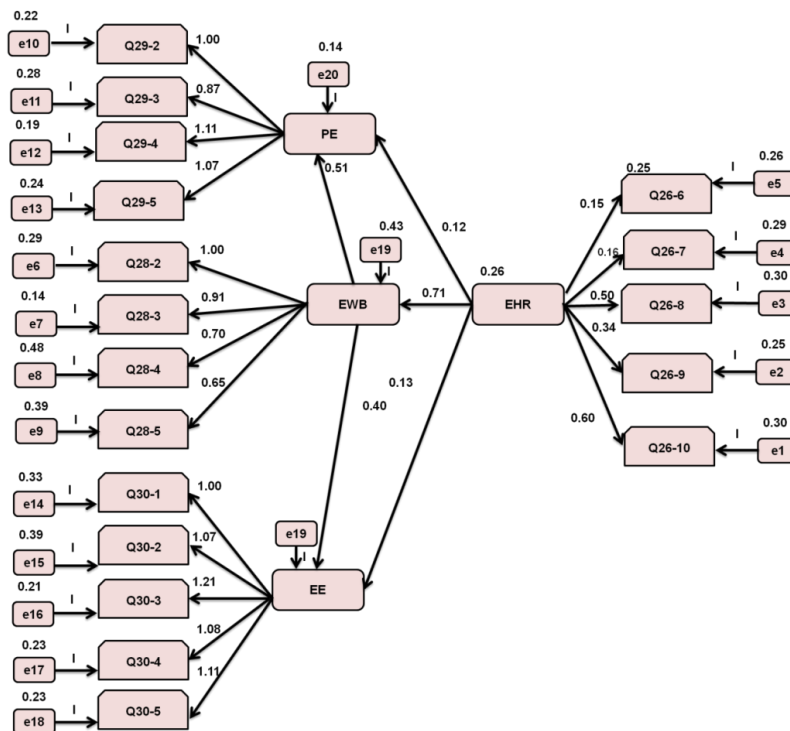


Figure 1: Results of the Path Analysis: HRM Practices' Influence

3.5 Cluster Analysis

K-means clustering is a method technique for identifying a homogenous group of subject-matter experts based on how effectively they perceive HRM practices are performing. Five HR practices' typical outcomes are displayed in Table 6 and are categorized into three groups. The traits of knowledge professionals are reflected in these three groupings. Each cluster's rank is displayed in brackets. According to a breakdown of the each cluster of instances in the cluster table, approximately 72% of workers with expertise fall under cluster 1, which is referred to as having 16.62% of human resources professionals that use good HR practices fall under cluster 2, which is referred to as having less efficient HR procedures are used, and the remaining specialists, or 11.18% are in cluster 3, which is referred to as having moderately effective HR practices.

Thus, the majority of knowledge professional's fall under cluster 1, or in more straightforward terms, that they believe the HR function is successful in adopting procedures that place an emphasis on achieving workers' well-being goals. The analysis of the F value reveals that each component of HR techniques has important values. However, two HR policies, such as competitive rewards and benefits and selective recruiting processes, have high F values.

Table 6: Audience Segment Using HRM Practices

Effective HRM Practices	Sig	F	Cluster		
			3	1	2
Flexibility for faster career	0.001	176.587	5 (II)*	5 (I)	4 (II)*
Realistic performance goals	0.001	512.077	3 (II)*	5 (I)	4 (II)*

Competitive rewards	0.001	246.622	5 (II)*	5 (I)	4 (II)*
Continuous training opportunities	0.001	228.283	4 (II)*	5 (I)	4 (II)*
P-O-fit-based selection procedures	0.001	334.768	4 (II)*	5 (I)	4 (II)*
Enhancement					
Percentage			12.19	73.21	17.72
No. of cases			71	453	105
Average			4	5	4.21

3.6 Relationship between HRM Practices and Demographic Variables

Due to the data were gathered from various sources, an effort created to compare variations between the samples for the study's metrics. A statistical technique called comparison of variance (ANOVA) is used to examine variation in order to test for differences between means. Because it is extremely challenging to determine the sample indicates variation when there are more than two samples, the ANOVA test uses the significant statistic as well as the F-ratio. Additionally, the variation in means is seen when considering organizational characteristics like type and size. It is only reasonable to assume that these variances are due to particular changes within the sub-groups and not to random fluctuation.

4. Result

Establishing and sustaining company's talent pipeline is among the biggest difficulties it faces today. Businesses must adapt to a changing population as well and worker preferences, but also develop innovative competencies and reinvigorate their businesses while making technology investments, growing internationally and facing international competition. Particularly during difficult economic times, human resources are increasingly seen as the core of organizational performance. Using HRM techniques that can fully utilize these resources is crucial for creating superiority over rivals via human resources. This study was carried out to substantiate this claim and found an statistically significant connection between staff-level results and HRM practices, with employee well-being acting as the intermediary. This study also found a statistically significant link between HRM-organizational success and HRM-workplace anxiety. Employees anticipate that the HRM function will be a dependable one that looks out for their interests because it is a service function. Additionally, this research discovered a favourable correlation between workers' well-being and perceived efficacy and engagement levels. Workers often report higher levels of organizational citizenship behaviour when HRM procedures are supportive. In contrast, this study contends that when HRM methods pose a danger to workers, they are more likely to believe that their workplace places unreasonable demands while offering insufficient resources. All of the measures employed in this study had acceptable thresholds and indices for their psychometric qualities, including estimations of concept and discriminate validity.

According to fewer than three-quarters of knowledge professionals used cluster analysis believe their HRM function is extremely efficient in fulfilling its obligation to take care of its people resources. It should be emphasized, nevertheless, that a sizeable percentage of knowledge workers express a desire for policies like flexible career advancement, ongoing training, and workforce rewards that are competitive to be improved. Age, status, and earnings, typical work hours, and experience were among the demographic characteristics that this study uncovered and investigated considering their effect. Older knowledge professionals are found to report

their employers based on the measurements looked at, as healthy, and as a result, they are discovered to be happier and regard themselves as more effective, and increased engagement. These older knowledge professionals are characterized by higher age, executive position, total work experience, and income. The existence of such a link may be explained by the fact that most employment benefits, including money, status, and power, increase with expertise. These findings in a sense imply that the link age of the worker view of organizational characteristics is 'U' shaped, which denotes a favourable perception regarding work organization, which grows gradually till retirement from a moderate level in the early years of employment. It should be highlighted, nevertheless, that aging is an intricate procedure that cannot be explained solely in regard to chronology, since alterations are influenced by a number of physiological, social, and psychological aspects. Age and tenure are time-related factors that co-vary with one another. Tenure is a more reliable employee attitudes are predicted by regarding Workplace organization than age. Furthermore, this study found that employees' opinions of hours of labor, firm size, and type are all highly influenced by these factors.

5. Conclusion

To sum up, this study adds to the body of understanding exploring how HRM affects results at the employee level. This study utilized the theories of social trade and autonomy to show the impact of HRM procedures on outcomes at the employee level and the part that employee satisfaction plays in this connection. The application of such strategies aids in understanding how employees perceive their experiences, i.e., using psychological mechanism through which HRM might influence each person's performance, and sheds throw a little light on these mechanisms function in actuality. It is imperative that corporate leadership and HRM create procedures and guidelines that fully meet employee requirements. The study's findings may also be useful to managers that must defend the implementation of employee-focused procedures and practices. Managers may demonstrate the value of HRM procedures and how they affect certain employee attitudes, like as wellbeing, perceived efficacy, and employee engagement. Increased organizational performance may result from any of these effects.

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