



## Investigating the Relationship between HR Practices and Employee Engagement: A Longitudinal Study

Shree P. Dhruna

Research Scholar, Management, Surendranagar University, Ahmedabad

### ABSTRACT

This study explores Human Resource Development (HRD) practices in the automobile industry, assessing their impact on employee professional development and skills enhancement. It examines the relationship between HRD practices, organizational climate, and overall employee development, and their influence on HRD outcomes. Data from 620 middle-level workers in a Gujarat automobile business are analyzed through SPSS, revealing positive perceptions of a friendly and challenging work environment. The study highlights the importance of acknowledging good work, with financial incentives and non-monetary recognition as effective strategies. These insights are valuable for HRD in the automobile sector, fostering innovation and employee retention.

**Keywords:** Human Resources, HR Practices, Employee Engagement, Relationship, Gujarat, Automobile

### 1. Introduction:

Human Resource Development (HRD) is the cornerstone of effective human resource management within any organization. It is a dynamic process that focuses on nurturing and enhancing the skills, knowledge, and capabilities of employees. HRD encompasses various formal and informal methods, from structured classroom training and educational courses to on-the-job mentoring by managers.



In today's fast-paced and competitive business environment, organizations must recognize the limitless potential of their human resources. Unlike other assets, people possess untapped talents that can drive growth and innovation. To harness this potential, HRD strives to create an environment that can continually identify, cultivate, and leverage the skills of individuals. HRD strategies have evolved to meet these challenges, guided by specific principles. This unit is dedicated to unraveling the concept of the HRD framework, its associated methods, and the evolving boundaries of HRD in contemporary business landscapes.

Formal HRD initiatives can include classroom training, university courses, or structured organizational change efforts. Conversely, informal HRD occurs through everyday employee development led by managers. Successful organizations recognize the importance of both approaches, leaving no stone unturned in their pursuit of employee development.

HRD, at its core, is about empowering individuals with the skills and knowledge they need to contribute effectively to their organizations. It ensures that an organization possesses a competent workforce capable of achieving its goals. Achieving this goal involves providing the necessary training and development programs, fostering a culture of learning, and promoting career growth. HRD is an integral part of Human Resource Management (HRM), deeply committed to training, development, career planning, and organizational advancement. In a world where change is the only constant, organizations must understand the intricacies of their human resources and adapt to evolving circumstances. HRD is the strategic response to this challenge. It is a conscious, proactive approach employed by employers to enable their employees to reach their full potential, thereby driving organizational success and individual growth. As we delve deeper into the realm of HRD, we will explore its various facets, principles, and transformative capabilities.

## 2. Literature Review:

In 2014, Preeti Thakur conducted a study on the impact of Employee Engagement on Job Satisfaction within the IT Sector. Thakur's research demonstrated that enhancing employee motivation can be achieved by promoting workforce empowerment and fostering open



communication. Furthermore, the study revealed a strong correlation between employee benefits, recognition, and job satisfaction.

In the same year, Madhura Bedarkar and Deepika Pandita investigated the significance of employee engagement and identified key factors influencing it, which included communication, work-life balance, and effective leadership. Their study delved into how these factors affected organizational performance and employee well-being. Bedarkar and Pandita emphasized that employee engagement should be an ongoing, dynamic process, with organizations structuring themselves to meet employee needs and, in turn, positively impacting productivity and overall success.

Moving on to 2016, Dr. V. Rama Devi and her team delved into the impact of management style on employee engagement. Their research revealed a close relationship between leadership style and employee commitment. Additionally, they found that demographic variables also played a role in influencing employee motivation.

In 2017, Col. Sanjay Kaul explored the interplay between transformational leadership, Leader-Member Exchange (LMX), and employee commitment. Kaul's study illustrated how LMX fostered employee engagement, and it emphasized the significant role of administration, either directly or through mediation, in driving employee involvement. These findings were presented in a study focused on Employee Engagement Practices within the automobile industry in Gujarat, India.

### **3. Objectives:**

The primary objectives of this study are to explore various human resource development (HRD) practices within the automobile industry. We aim to assess the HRD outcomes experienced by employees working in automobile organizations. Furthermore, our research seeks to identify the impact of HRD practices on the organizational climate and, subsequently, their influence on HRD outcomes. This study aims to provide valuable insights into the relationship between HRD practices, organizational atmosphere, and employee development within the automobile sector.

### **4. Research Question:**



- How do various human resource development (HRD) practices within the automobile industry impact the professional development and skills enhancement of employees, and what are the specific HRD outcomes experienced by these employees?
- What is the relationship between HRD practices implemented within automobile organizations, the organizational climate, and the overall employee development, and how does this interaction influence HRD outcomes and performance within the industry?

## 5. Methodology:

The study employed a descriptive approach, utilizing a structured questionnaire to gather primary data from 620 randomly selected middle-level workers in a Gujarat automobile business. Various tests in SPSS, including multiple regression, factor analysis, and reliability testing, were conducted. The company's name was withheld for confidentiality.

## 6. Result Discussion:

This study primarily examined the realm of Human Resource Development within the context of the industry's working culture, with a specific emphasis on identifying and nurturing employees for the enhancement of innovative product development.

**Table 1: Friendly Working Environment**

Friendly Working Environment	Respondents	Percentage
Strongly Agree	367	59.19%
Agree	201	32.42%
Neutral	32	5.16%
Disagree	11	1.77%
Strongly disagree	9	1.45%



The table provides insights into the perceived working environment of a group of respondents, categorized by their level of agreement with the statement "Friendly Working Environment." The majority of respondents, accounting for 59.19%, strongly agreed that the working environment is friendly.

**Table 2: Challenging Working Environment**

Challenging Working Environment	Respondents	Percentage
Strongly Agree	302	48.71%
Agree	255	41.13%
Neutral	47	7.58%
Disagree	9	1.45%
Strongly disagree	7	1.13%

The table provides an insightful glimpse into respondents' perceptions of their working environment, particularly in terms of how challenging they find it. It is evident that a substantial portion of respondents, 48.71%, "Strongly Agree" that their working environment is challenging, while an additional 41.13% "Agree" with this notion.

**Table 3: Acknowledgement of good Work**

Acknowledgement of good Work	Respondents	Percentage
Strongly Agree	321	51.77%
Agree	196	31.61%
Neutral	67	10.81%
Disagree	17	2.74%



Strongly disagree	19	3.06%
-------------------	----	-------

The table displays the majority of respondents, 51.77%, "Strongly Agree" that good work is acknowledged, indicating a significant level of satisfaction and appreciation for recognition.

**Table 4: Motivates of Working in HRD**

Acknowledgement of good Work	Respondents	Percentage
Salary Increase	247	39.84%
Promotion	169	27.26%
Benefits	98	15.81%
Recognition	106	17.10%

The table provides a breakdown of the ways in which respondents have been acknowledged for their good work, along with the respective percentages. It is clear that salary increase is the most common form of recognition, with 39.84% of respondents reporting that they received acknowledgment in the form of a salary raise. Following closely is promotion, which was mentioned by 27.26% of the respondents. Benefits and recognition are acknowledged less frequently, with 15.81% and 17.10% of respondents, respectively, citing them as methods of recognition for their good work.

## 7. Conclusion:

This study delved into the realm of Human Resource Development (HRD) within the context of the industry's working culture, with a particular emphasis on identifying and nurturing employees to enhance innovative product development. The study gathered valuable insights through a series of tables, shedding light on the perceptions and preferences of the respondents.



The first table highlighted that a substantial majority of the respondents, 91.61%, either strongly agreed or agreed that they perceive their working environment as friendly. This suggests that a significant portion of the workforce in this industry feels comfortable and at ease within their workplace, which can have positive implications for team cohesion, collaboration, and overall job satisfaction.

Table 2 emphasized the perception of a challenging working environment. Nearly 90% of the respondents, a combination of those who strongly agreed and agreed, acknowledged that their work environment is challenging. This finding suggests that the workforce is motivated by the prospect of facing challenges in their roles, which can be seen as a positive aspect of their work culture. Challenging environments can encourage employees to continuously learn and grow, contributing to innovation and skill development.

Table 3 revealed that a majority of the respondents strongly agreed that good work is acknowledged within their organization. This high level of acknowledgment can be viewed as a positive aspect of the HRD in this industry, as it indicates that employees feel valued and appreciated for their contributions. Recognizing and appreciating employees' efforts is essential for their job satisfaction and motivation.

The last table, which addressed the ways in which good work is acknowledged, highlighted that salary increases and promotions are the most common methods of recognition. This data underscores the significance of financial incentives in motivating and retaining employees. However, it is noteworthy that a substantial proportion of respondents also appreciate non-monetary recognition and benefits, indicating that a diverse approach to recognition may be beneficial in retaining a varied workforce.

In summary, this study provides valuable insights for organizations operating in the HRD field, offering a glimpse into the working culture, employee perceptions, and preferences. The findings emphasize the importance of fostering a friendly and challenging work environment while also acknowledging and appreciating good work. A multifaceted approach to recognition, combining financial incentives and non-monetary forms of acknowledgment, can be an effective strategy for motivating and retaining employees in the pursuit of innovative product development within the HRD industry.





## Reference

- Adams, W. J. (1981). The automobile industry. In The structure of European industry (pp. 187-207). Dordrecht: Springer Netherlands.
- Automotive Mission Plan 2006-2016, Report of Ministry of Heavy Industry and Public enterprises, Government of India
- Balaji, P., & Jagadeesan, P. (2019). Imperativeness and Dimensions of Labour Welfare Measures for Employees' Fulfilment in Manufacturing Companies of Chennai. Prabandhan: Indian Journal of Management, 12(5), 35-46.
- Balaji, P., Behera, S., & Kumar, A. (2018). Dimensionality and Antecedents of Quality of Work Life. Sumedha Journal of Management, 7(3), 22-28.
- Bhardwaj, B. P. (2014). The Complete Book on Production of Automobile Components & Allied Products: Auto parts business start up, Auto parts manufacturing Business, Automobile Based Small Scale Industries, Automobile industry, Automobile manufacturing Industry in India, Automobile Parts and Spares Business. NIIR Project Consultancy Services.
- Kumar, Dr. D. Krishna, Dr. M. Gurusamy, Dr. P. Uma Swarupa, Dr. P. Ganapathi, Dr. G. Gunaseelan and Dr. D. Naveen Rajkumar (2020). A Study on Employee Engagement Practices in an Automobile Industry in Tamil Nadu, India. Solid State Technology 63 (5): 5410-5418
- Latha, R & Jagadeesan, P (2020). A Study on the Influence of Welfare Measures on Employee Performance in Automobile Firms in Chennai. Test Engineering & Management. 82 (1), 15198- 15204
- Orsato, R. J., & Wells, P. (2007). The automobile industry & sustainability. Journal of cleaner production, 15(11-12), 989-993.
- Rohith, U., & Jagadeesan, P. (2019). Motivational Factors and Amenities Fulfillment of Southern Railway Employees – A Empirical Study with Reference to Tiruchirappalli Division. Journal of Management (JOM), 6(3).





# Vidhyayana - ISSN 2454-8596

An International Multidisciplinary Peer-Reviewed E-Journal

[www.vidhyayanaejournal.org](http://www.vidhyayanaejournal.org)

Indexed in: Crossref, ROAD & Google Scholar

- S Bhavaneswari, P Jagadeesan & P Balaji. (2019). Relationship of Emotional Intelligence, Workplace Spirituality and Performance. International Journal of Recent Technology and Engineering. 8 (4S3). 359-362.
- Shashila, S. and S. Vennila Fathima Rani (2020). Human Resource Management Practices in Automobile Industry- A Study, International Journal of Psychosocial Rehabilitation 24 (08): 13147-13154