



AN EVALUATION OF THE EMERGENCE OF HUMAN RESOURCES MANAGEMENT: A STUDY WITH A SPECIAL REFERENCE TO HUMAN RESOURCE MANAGEMENT PROCESSES & EMPLOYEE ENGAGEMENT

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Abstract

The link between human resource management practices (HRMPs) and employee engagement has garnered considerable academic interest. In spite of the fact that human resource management has a big impact on employee engagement, little research has been done on how to write a comprehensive literature review on the subject... As such, this study will give a systematic evaluation of works published in forty highly rated journals between 2000 and 2017. The study examines the historical evolution of Human Resources Management (HRM), Employee Engagement and Human Resource Management Processes (HRMP) in order to highlight the conceptual progression and refinement of the link between HRMP and employee engagement. The research shown how effectively implementing HRMPs impacts employee engagement and how this link benefits overall performance. This work proposes a framework. Finally, the research problems and future research directions are talked about..

Keywords: *Employee Engagement, HRM Practices and Organizational Persistence*

Introduction

The relationship between HRMP and its impact on employee engagement has been deeply studied on a world-wide scale. These studies and research attempts aim to develop a conceptual framework that elaborates on the relationship between HRMP and employee engagement. By elaborating on this relationship, an understanding of its impact on organizational persistence, growth, and remarkableness emerges. However, some authors and researchers argue that HRMP are considered to be a core element of organizational success, and in turn improves employee performance (Alfes et al., 2013). The idea of “Employee Engagement” was first coined by Khan (1990); however, at that time it was formally known as the “Management Theory Concept”. This concept was initially defined as the agreement of doing something for employees, to which it was later known as “engagement”. The procedure of employing workers by effectively using HRM is what engagement is considered to be. Besides, HRM provides conditions that essentially encourage employees to increase their level of productivity and commitment. Moreover, an employee’s contribution towards the organization

becomes more significant when they are given greater individual responsibilities to work on, in which by default they feel more readily involved in the decision-making process and in turn increases their level of commitment toward the organization. Furthermore, there is a positive correlation between employees' work engagement, especially in labor-intensive organizations and HRMP. Therefore, employees' commitment and motivation are considered to be a form of work engagement, based on indicators measurements by the HRMP. It is important to note that some scholars emphasize a rewards system, empowerment, and training (Avery, McKay & Wilson, 2007), while others accentuate that HRMP, such as autonomy and training, promote employees' engagement. The availability of flexible HRMP also influences employee engagement and job performance. Moreover, these practices aim to enhance employees' strategic engagement, creativity, and innovational behavior.

The metrics of strategic HRM elaborate on the interlinked relationship between attitudinal outcomes of the employee and the criteria of employee performance such as profitability, quality, or customer service. In addition, the work environment can potentially affect the level of employee engagement towards the organization or the job itself. Furthermore, this was supported by several studies claiming that an increase in employee performance has been conveyed in different developed industrial countries, unlike in developing countries such as Bangladesh, Azerbaijan, and Afghanistan, where few studies in this context were conducted. The current paper conducts, first, a review of the historical developments of HRM, HRMP, and employee engagement to present the conceptual evolvement and elaboration of the relationship between the three aforementioned concepts. Second, the paper delves deeper into the process and methodology used in selecting reviewed articles. Third, it examines the findings by going through a historical review of HRMP and employee engagement. Forth, we present a discussion of the impact of HRMP on employee engagement. The limitations, recommendations, and the conclusion of this paper are presented at the end.

Methodology of the Study

In the process of studying HRMP and its impact on employee engagement, the relevant articles should be considered to form the core of the study. On that basis, there will be a construction of a literature review, critical analysis, and assumptions for further studies and reviews. The most optimal method for selecting which articles to use from this diverse field is by utilizing a method known as "integrative literature review". This revolves around providing a synthesis of knowledge from various previous studies. Using this method, we will be able to signify how scholars have studied this emerging topic in various academic fields.

Literature Review

The total number of abstracts reviewed by the researcher was one 175. Out of the 175 abstracts, the researcher omitted either those that were duplicated or totally unrelated. Then, after omitting 15 duplicated and 20 unrelated abstracts, the remaining 140 articles are kept to be reviewed. By reviewing all of these 140 articles, only 40 articles are considered for further analysis. Two main factors are used for Shortlisted articles. The first-factor depended on choosing articles written by well-known authors in this area. As for the second factor, it depended on choosing abstracts that mentioned research specific to "Employee Engagement" & "Human Resources Management Practices".

Table 1: Article Published during the study Period

Source of Articles/Papers	No. of Selected Papers
Journal of Human Resources Management	6
Harvard Business Review	3
Journal of Applied Psychology	2
Journal of Management Review	2
Journal of Personnel Review	2
Journal of Social and Behavioral Sciences	2
Academy of Management Journal	2
Journal of Industrial and Organizational Psychology	2
Organizational Development Journal	2
American Society for Training and Development	1
Gallup Management Journal	1
Journal of Business Management and Social Science Research	1
Journal of Organizational Effectiveness	1
Kogan Pages	1
Journal of A Review of the Research and Business Literature	1
Journal of Current Direction in Psychological Science	1
Journal of Annual Review of Psychology	1
Journal of Managerial Psychology	1
Journal of Management Development	1
Journal of Happiness Studies	1
Journal of Innovative Research and Studies	1
Journal of SHRM	1
Journal of Human Relations	1
Journal of Career Development	1
Academy of Management Executive	1
Journal of Human Resource Development	1
Total	40

In this paper, we selected articles from 2000 to 2017.

Chronological Assessment of Human Resources Management

Terminology in regards to HRM has evolved various times throughout history and this was due to the developments in regards to socio-economic activities. The first terminological form of HRM appeared and was referred to as “Industrial Welfare”, before then there was no terminological form which referred to HRM since businesses were mainly handled by their owners (Porter, 1990). Later on, in the 1920s, workers associated with what was known as the “Welfare Association”, this was then changed later on to be recognized as the “Chartered Institute of Personnel and Development”. In the 1940s-terminology related to personal administration emerged due to the progression of procedures related to human resources. After that period and precisely in the 1960s civic rights existed in terms of work agreements between the business owner and the workers, this was recognized as “Recruits/Workforce”. The elaboration and development process developed into what was known as

the as Human Resources Society by the 1980's and this was a result of the significant changes in human affairs, economic activities, and knowledge services. By the year 2000, there weren't any theoretical changes in the concept of HRM, but the changes were more technical and empirical. These changes elaborated on what is known on "human capital" which affects productivity, organizational effectiveness, and profitability. Table 3 illustrates and summarizes the changes in HRM concept.

Table 3: Deviations in the HRM Terminology

Time line	Business Authenticities	Changes of HRM Terminology	Disputes
1920s	WWI & Civic Services	Industrial Affairs	Workforce right formalization
1940s	WWII & Scientific Management	Personnel Administration	Human Resources processes highly evolved and more efficient
1960s	The Existence of Civic Rights & Acquiescence	Recruits/Workforce	Existence of Legal Work Agreement between workers and business owners.
1980s	Elaboration of Human Affairs, Economic and Knowledge Services, and Mergers & Acquisitions	Human Resources Society	World witnessed fast and significant changes that encouraged relevance of motivation and human resources.
2000s	Contemporary Administrative Organizations	Human Capital, Capabilities, and Productivity/Organizational Effectiveness and Profitability	No new theoretical forms, but more technical transforming of human and organizational operations. New technical forms such as outsourcing started to elaborate.

The Human Resources Management: In Historical Context

In order to construct a comprehensive human resources management system, organizations need to develop and adequately practice effective HRMP. These practices denote to the act of producing and utilizing a pool of human resources talent to fulfill organizational goals. To properly illustrate a historical review of HRMP researchers used these articles in Table 4 as reference articles. Table 4 lists the selected articles for HRMP historical review by name, title, journal rank, according to one of the most common Journal academic rankings for business & Management; namely Academic Journal Guide (AJG-2018), and number of citations for each article.

Table 4: "HRMP Chronological Assessment

Journal's Name	Article's Title	Journal Rank (AJG-2018)	No. of Citations
The Free Press Journal- New York	The Competitive Advantage of Nations	3	4098
Journal of Human Resources Management	Communalities and Contradictions in HRM and Performance Research	3	1626

Journal Personnel Review	An Integrative Framework for Understanding Cross National Human Resource Management Practices	3	338
Journal of Human Resources Management	The Changing Face of HRM: in Search of Balance	3	254
Journal of Personnel Review	Devolved HRM Responsibilities, Middle Managers, and Role Dissonance	2	139
Kogan page	Evolving Terms of HumanResource Management anddevelopment of performance	2	99

From the selected articles, we found that there is not a unified approach in regards to HRMP (Armstrong, 2000). Yet, there are certain practices that are universally). Previously, HRMP were recognized as 16 practices, later on they were reduced to only 7 practices: job security, specific hiring, self-administered teams/team working, high compensation dependent on organizational performance, wide-range training, reduced status difference, and information sharing (McConville, 2006). Moreover, it has been concluded that increasing the productivity and profitability of the organization mainly depends on having highly motivated and engaged employees. It is important to note that having engaged employees depends on the proper usage HRMP. Moreover, organizations that aim to reach their targets effectively and efficiently, hire line managers that must focus on staff management through intensively training them. In addition to developing their skills, these actions directly relate to human resources management actions. It is important to note that idiosyncratic factors of success for any organization is considered to be the workforce; therefore, organizations should properly and adequately work on selecting, hiring, training, and developing workforce capabilities and skills. In addition to this, developing skills of the public-sector workforce is one of the major challenges. The diagram demonstrated ingenuity of HRMP, and how an allocation of certain practices leads to changes in the final outcomes of employee productivity and as a result affects organizational performance.



Fig.1: Human Resources Management Practices

Employee Engagement: In Historical Perceptive

The historical examination of employee engagement development is illustrated within the literature review of this paper by elaborating on the early and contemporary concept of employee engagement. Table 5 demonstrates the list of articles used in this section and provides an overview of the historical

developments related to employee engagement. Later on, after the discussion of employee engagement a projection of employee engagement definition will take place.

Table 5: Review of Employee Engagement

Author(s) & year of publish	Journal	Title	Journal Rank (AJG)	No. of Citations
Harter., Schmidt, and Hayes (2002)	Journal of Applied Psychology	Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis	4*	4565
Saks (2006)	Journal of Managerial Psychology	Antecedents and Consequences of Employee Engagement	3	3770
Maslach, Schaufeli, and Leiter (2001)	Annual review of psychology	Job Burnout	4	1000 ⁷

Employee engagement was coined in an essay topic "Psychological Conditions of Personal Engagement and Disengagement at Work" that takes part in the "Academy of Management Journal. Khan argued in this essay that the foundations and primary influences of classic sociology shown that "people execute role performances with transient attachments and detachments." Given that Goffman (1961) was the fundamental influence on Khan's thesis, his work was used as a reference point. Regarding personal involvement and disengagement, Khan's initial grounded theory was motivated by the roles we play in our lives. Examples: Personal involvement is when people use and show their "preferred self" in tasks that help them connect with their work and with other people. Personal presence and dynamic complete role performances are all examples of this.

This simply means that an individual's motivation for interaction is primarily determined by a number of criteria, including relevance, security, and convenience. Employee engagement factors are critical in determining why an individual participates and is devoted to something in its fullness within the workforce. The term "relevance" was described as a "perception of return on personal investments in job performance" (Khan, 1990). Additionally, Khan defined security as the capacity to express oneself "without fear of adverse effects on one's self-image, position, or job." Khan described "convenience" as the "feeling of owning the physical, emotional, and psychic resources necessary" to do any labor or task.

At the business unit level, this study looked at the effect that more engaged employees had on the end result. This is a very large database (Harter et al., 2002). This study looked at case studies of business units from different industries and used data from about 7,939 people. People who work for the company are more likely to be satisfied with their jobs and their businesses will do better.

This research was followed by another that focused on the connection between "successful management practices and employee engagement," indicating that there is a favorable between managers who effectively execute human resource strategies and employee appointment. Saks (2006) developed a new model dubbed the "Social Exchange Model" in order to test hypotheses about the effects of employee engagement, and proposed that employee engagement be divided into two subsections: "job engagement" and "organizational engagement." Thus, a novel multidimensional idea of employee engagement "separate and unique construct that includes cognitive, emotional, and behavioural elements that are linked to individual job performance. In this study, the results show that., "antecedent variables such as supportive atmosphere, work features, and fairness promoted the

development of engagement and that employee engagement mediated the link between antecedent and outcome variables" (Saks, 2008). Reio, and Rocco (2011) expanded on this model by include social and behavioral factors. This suggested that Saks's (2006) model regarded the growth of involvement as a person's resources being absorbed into the task they did. The growth of employee involvement, as previously displayed, but in a chronological format, beginning in 1990 and ending after 2005, organized by author and hypotheses done throughout each era.

The influence of Human Resources Management Practices on Employee Engagement

The studies and research, Shuck et al. (2011) enlarged the theoretical framework to conduct a new study in which they examined the relationship between job fit, employee engagement, psychological capital, and employee engagement on the one hand, and discretionary effort, and intention to leave on the other. Their study used an internet-based survey to assess a diverse sample of companies using a six-scale assessment. These organizations included those in the service, technology, medical, and retail, finance, non-profit, and hospitality industries". The study's findings suggested that work fit, emotional commitment, and psychological environment were all strongly associated with employee engagement, while employee retention was also associated with discretionary effort and desire to leave. Employee involvement is also associated with task performance, situational performance, and learning, especially among conscientious employees.

Additionally, multiple research demonstrate that human resource management practices have a major impact on personnel and organizational outcomes. According to these research, in order for a company to achieve its goals, both people and organizations must collaborate and rely on one another. As a consequence, employee involvement should not be viewed as a one-time event, but rather as an integral part of the organization's culture. As a result, employee engagement should be flexible enough to include a continual stream of learning and growth. Numerous research confirm this notion, demonstrating that the concept of employee engagement is still evolving (Shuck et al., 2011; Taghipour et al., 2013). Additionally, another study developed a test model of work-related antecedents; this study included four variables as antecedents: work motivation, job satisfaction, psychological empowerment, and moral atmosphere (Taghipour et al., 2013). The study's findings indicate that these characteristics are highly connected (statistically) with work engagement and have unintended associations with human resource management methods, including HRMP.

Gruman, Macey, and Saks (2015), on the other hand, stated that HRMP should be included into the normal administration of annual surveys. They emphasized the critical nature of including participation into HRMPs. These behaviors mirrored those associated with training, development, and strengthening relationships with employees. Similarly, a meta-analysis was used to assess the association between employee satisfaction and business unit performance.

According to the study, human resource managers, especially line managers, may enable and encourage job engagement among their workers in a variety of ways. Numerous studies have been undertaken in an attempt to quantify the beneficial impact of employee engagement on the organizational result influenced by HRMP. Additionally, it is critical to illustrate how employee engagement measurements help explain the disparity in employee performance between individual and team-based units. This assessment of employee performance gives insight on the company's high-performing, moderate-performing, and low-performing units, indicating how measurement value might be increased across the business. By applying these metrics, line managers may concentrate their efforts on enhancing business performance (Robertson, Birch, & Cooper, 2012). As a result, firms must invest in leadership development programs. Additionally, creation and a continual stream of training programs will be critical to ensuring that initiatives are successful and well-communicated to the workforce. These initiatives will aid in the dissemination of the organization's vision and mission. This will boost workers' sense of belonging and interaction on an organizational level.

Table 6: Papers Published on HRMP on Employee Engagement

Journal	Title	Journal Rank (AJG)	Citation
Applied Psychology	Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis	4*	4490
Current Directions in Psychological Science	An Evidence-Based Model of Work Engagement	2	778
Journal of Applied Psychology	Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement	4*	542
Human Resource Development Review	Four Emerging Perspectives of Employee Engagement: An Integrative Literature Review	2	284
Organizational Effectiveness	Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature	2	208
Social and Behavioral Sciences	A study on the drivers of employee engagement impacting employee performance	3	105
Leadership & Organization Development	Job and work attitudes, engagement and employee performance Where does psychological well-being fit in?	3	100
Social and Behavioral Sciences Journal	Designing and Testing a Model of Antecedents of Work Engagement”	3	10

Table 7: HMR Practices and Employee Engagement

Journal	Methodology	Final Outcomes
“Book, Kogan page (2nd Ed.)”	“Depends on explaining performance management practices, and how to deal with performance issues”.	“performance management is seen as a critical process for achieving business Performance”,
“Journal of Workplace Behavioral Health”	“Depend on previous studies using UWES measures”.	“Work engagement can be improved through adopting certain workplace behavioral health practices”

“Journal of Applied Psychology”	“Participants were selected via random digit dialing methodology and were asked a variety of questions regarding their perceptions of their workplace”.	“Coworkers satisfaction significantly relate to employee engagement; higher levels of engagement among older workers when they were highly satisfied with their coworkers; lower levels of engagement when older worker face low satisfaction level with their coworkers”.
“Current Directions in Psychological Science”	“Model based on employees: positive emotions, better health, job and personal resources, transfer of these emotions”.	“Engaged employees are physically, cognitively, and emotionally connected with their work roles”.
CareerDevelopment International”	how the resource-based view of the firm changes the theory of strategic HRM is what this article looks at.	“Engaged workers are more creative, more productive, and more willing to go the extra mile”.
“International Journal of Management Reviews”	“Systematic synthesis of narrative evidence”	“Engagement was found to be positively associated with individual morale, task performance, extra- role performance and organizational performance, and the evidence was most robust in relation to task Performance”.
Social and Behavioral Sciences”	“Conceptualized model to analyze specific drivers of engagement, which lead to employee and organizational Performance”.	“Employee engagement should be a continuous process of learning, improvement and action and should be integrated in the culture of the Company”
“Human Resource Management Review”	“Overview of every empirical research that link between HRM and performance between 1994 and 2003”	“The HR department is responsible for the design and evaluation of employee management policy and practices, but in many cases, and certainly many normative models of strategic HRM, implementation is left to direct supervisors and front-line managers”.
“Human Resources Management Journal”	This article looks at how the resource-based view of the firm changes the theory of strategic HRM.	The resource-based view of the firm points to sources of ‘human resource advantage’ in exceptional human capital and outstanding human processes”.

“Personnel Review”	Summaries, Initially, it discusses some of the major theoretical issues in the human resource management literature and then gives empirical findings from a large-scale investigation.”	“Highlights the present scenario regarding the concepts of integration and devolvement from the subject- matter experts’ viewpoint, but also reveals the main logic surrounding them and the main factors and variables which determine these two Practices in the UK”.
Sage publication”	“This study analyzes the moderating effect of two key human resource practices on the relationship between organizational strategy and firm performance”.	“They found that a total quality management strategy was most effective when supported by significant training and group-based incentive compensation”.
Association for Talent Development- ATD”	“This Research study investigates how organizations are addressing employee engagement and identifies those strategies and organizational factors most responsible for influencing employees to become more engaged”.	“The study found out that implementing organizational factors affect positively on employee engagement toward their organization”.
“Harvard Business Review”	“Examine the problems and challenges they see already taking shape for executives as they move into the next century”.	“Responses may lead ironically, to a future based on more ancient— and more natural—ways of organizing: communities of diverse
Journal of Human Resource Management Review”	Through the use of a study, investigate the shifting roles of HRM as they are seen by various stakeholder groups within the HR profession.	“Conclude that there is a need for a more balanced HR agenda addressing human and economic concerns in current and future models of HRM”.
Applied Psychology”	“This study used meta- analysis to examine the relationship at the business-unit level between employee satisfaction– engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents”.	Employee engagement and satisfaction are linked to important business outcomes.
The Gallup Management Journal”	“This study examine the relationship between employee engagement and performance in 192 organizations”.	“The relationship between engagement and performance at work is substantial and highly generalizable across organizations”.
“SAGE Publications”	“It provides comprehensive, international perspective of the consequences of internationalization for the management of	“Used models from the studies done by previous researchers”

	people across borders”.	
Journal of Business Management & Social Sciences Research”	The study tested the established HRM Practices’ impact on employee engagement that indirectly facilitate employees’ intrinsic motivation and psychological”	The result shows a positive correlation between employees perceived HRM Practices and employee engagement”.
International Journal of Innovative Research and Studies”	“The study looked at the link between job characteristics and employee engagement in Kenyan state corporations”.	“The findings reveal that job clarity, autonomy, relevance, work arrangement, and performance all have a substantial positive association with employee engagement.”.
“Academy of Management Journal”	“This study focus on the premise that people can use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances”.	“Work performance has implications on both work and employee engagement”.
Journal of Management Development”	Theoretical and empirical understandings of employee engagement are examined in this study."	The results of the statistical analysis show that the manager's self-efficacy is a part of the link between his or her employees' engagement and the manager's rated effectiveness, but not the whole link.”.
Industrial and Organizational Psychology”	“This study shows that the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients”.	“They conclude with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys”.
Personnel Review ”	“This paper aims to report a study into the role of middle line managers, in public services, in relation to devolved HRM, and note that the intermediacy of middle management leads to a distinct and unique form of role tension”.	“The paper found that middle line managers want to be proactive in HRM and are taking ownership of HRM and are exceeding their job requirements to do so”.
Annual Review of Psychology”	This study is defined of three things: exhaustion, cynicism, and inability., and is a sustained response of burnout to chronic emotional and interpersonal pressures on the job.”.	The focus on engagement, which is the opposite of burnout, is expected to lead to new ideas about how to help people who are stressed out.

Harvard Business Review	“This paper aims to understand how successful the company will use its own strategy and way of working to achieve its goals.	“The outcome of this paper indicate that competitive realities demand leadership, since they sacrifice the easy life for difficulty and, ultimately, sustained
	Competiveness”.	Having a competitive advantage That should be the goal for both countries and businesses: "not just to stay alive, but also to become more competitive in the world,"
Academy of Management Journal”.	The study theorise that engagement, which is thought of as the investment of an individual's whole self into a role, is a better way to explain how performance and other factors are linked than other well-known concepts that only show a small part of an individual's self.”.	There were three mediators in the study: job satisfaction, intrinsic motivation, and job participation. None of these three explained the link between antecedents and performance outcomes better than engagement did.
Leadership & Organization Development Journal”	The goal of this study was to look into the relationship between corporate social responsibility and employee satisfaction. and organisational performance in Jordanian mobile telecommunications companies."	The study's findings revealed that employee involvement played a crucial role in mediating the link.”.
“Journal of Managerial Psychology”	“Use of collected data by students enrolled in a graduate course in research methods at a large Canadian University in Toronto”.	“Presence of meaningful difference between job and organization engagements”
“Human Resource Development International”	“The study examine the Job fit, affective, commitment, and psychological climate are all linked.	“Implications for research and practice in human resource development are shown to be possible.
“Human Resource Management Review”	“This study reveals how companies recognize the growing importance of their human resources, but few are conceptualizing them in strategic terms—in ways to gain a competitive advantage”.	“The results of this matrix have significant implications for both corporate strategy and personnel and human resource management”.
Academy of Management Executive”	“This study aims to find the link between competitive strategies and HRMP, using Porter’s framework of competitive strategy”.	“The results indicate that USA firms are perusing 3 strategies: cost reduction, quality improvement, and innovation to gain competitive advantage. Therefore. The success or Failure of a firm do not entirely on HRMP”.

CONCLUSION

This paper has essentially reviewed the literature conducted over 27 years and focuses on the link between HRMP and employee satisfaction. After reading, analyzing and comparing the timeline of both HRMP and employee engagement timelines and how these concepts developed over time, it can be concluded that prior studies have shown of a sense of interrelation between these two concepts. However, due to it evolving over time and by the development of new variables and methods, the impact of HRMP on employee engagement is becoming more evident. This means that the workplace environment has come to involve more teamwork, and supports the creation of an engaged workforce. This ensures a better job experience with better payment conditions, recognition and training leading also to higher engagement levels. Moreover, applying effective HRMP via training, creating unique programs for enhancing individual and teamwork skills results in making employees more engaged. As a result, the more engaged employees are, the more likely it is that the organization will succeed. "Therefore, providing strong work engagement will result in positive job outcomes, increasing organizational commitment, productivity and profitability as well as having lower turnover intentions.

Limitations

While drafting this paper (and while picking and reading the papers), it became clear that there were several constraints. There is a scarcity of empirical research on the relationship between human resource management techniques and employee engagement, especially in Arab countries. Furthermore, there are few studies that look at the link between HRMPs and employee happiness.

Future Research

As a result, further research is needed to focus on the psychological impact of HRMP and its relationship to employees' moral standards. Additionally, additional empirical research should be undertaken to place a greater emphasis on multivariate confounding factors that reflect several perspectives, rather than only on self-employee reports. To minimize the likelihood of inflated results, the next study might focus on developing surveys that produce more trustworthy and longitudinal data.

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