

# **Relation between Fair HR Practices and Employee Engagement**

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## Acknowledgement

I Abhishek Janu, sincerely thank my Head of the Department and professors for their guidance in carrying out this Dissertation. I would also like to express my gratitude to my research guide and professor, for guiding me and assisting me to complete the dissertation. I would also thank them for the suggestions they have given for every step of this Dissertation. I am obliged for the encouragement to complete the work. Finally, I would like to thank my family and friends for their constant support.

Abhishek Janu

## **Abstract**

The research finds the connection between employee engagements in an organisation with fair HR practices in the organisation. It is seen that unfair HRM practices negatively affect the employee engagement rate in the organisation. The study found that the organisation will not be able to work correctly and fail to retain employees in the organisation and engage them actively in all the actions. The behaviour of employees depends on the attitudes of HR of the companies. HR, when somewhat takes measures, encourages employees and ensures employee engagement in the organisation. Still, if HR takes the help of unfair practices, employee turnover may take place in the organisation.

The research introduces the topic with the background of it, and then in the next section, the aims of the research are stated. The following sections cover the rationale for performing the research, the relevance of the research. The introduction part ends with saying the research questions. The next chapter of this dissertation is the literature review which is divided into four parts and discussed in brief for the support of the study. Then in the third chapter, research problems are discussed relating to the research objective.

The fourth chapter is the methodology part, where the sections of performing research are discussed. The first section introduces the methodology then the particular research philosophies, approach and strategies are considered for this research. The analysis was done with the help of primary data gathering and using graphical representation to express the data. The graphical representation that is used in the study is the Pie chart. The data are gathered by surveying 150 respondents in which 50 are managers, and 100 are employees of different organisations. The respondents are sent the questionnaire form through email. The final chapter is a conclusion of this study with the recommendation and future aspects.

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## **1. Introduction**

### **1.1 Background**

Organisations and human resources are the two connected factors which go hand in hand. The growth of any organisation depends on the human resources available to them and their effective utilisation. The organisation, therefore, takes care of the fact that new employees would be involved and handled effectively. However, the organisation and its HR often fail to continue with fair practices while engaging a new employee or an existing employee in the organisation and its operations (Ruck, Welch and Menara, 2017). HR and their methods have to be compliant as well as transparent to manage the human resource (Sheikh and Naveed, 2016). The organisations must not ignore the appropriate and open process that would include the employees in the organisation's activities and engage them by winning the employee's trust as an employee drives the operations of an organisation smoothly. Human resource management is, therefore, the fair practice of engaging employees and managing them to fulfil the objectives the organisation is reaching for. The employees of the organisations are expected to deliver the performance that would make them retained in the organisation for the long term (Gabriel, Cheshin, Moran and van Kleef, 2016). The retention procedure depends on the employee's engagement in the organisation as more the employees will be engaged in the organisation; the better will they perform. HR plays the role of engaging employees in the organisation by motivating and inspiring them and unfair practices like biasedness or not giving them a chance to speak will act as a negative force in this situation which will result in employee turnover.

Compensation and training are the next steps that are provided by the human resource team of an organisation to the employees. The organisation and the HR are responsible for motivating employees to work efficiently in the organisation who will provide benefits to the organisation by smoothly conducting operations in the organisation (Anitha and Aruna, 2016). The rules, regulations, and practices of the HR department differ from any other department of an organisation as one of the HR's most significant roles is to involve the employees without any discrimination and increase their level of engagement in the organisation. The fair practices and the management decisions of the HR departments are very crucial in terms of driving the organisation towards growth (Nayak, Sahoo, and Mohanty, 2017). HR departments significantly affect the employee's decision to be in the organisation as they decide the employee's engagement in making decisions. The HRM department of an organisation is

considered to be an honest, unbiased, faithful department that will provide equal opportunities to each employee and would not differentiate them. The behaviour and attitude of the HRM department create an impression on the new as well as old employees (Johnson, Park and Bartlett, 2018). The employees get an overall idea of the organisations from the attitude shown by the HRM department. The HR of an organisation takes the responsibility to retain their old employees and attract the new employees in the organisation with maximum employee engagement.

The organisation must follow its rules and regulations. Abiding the rule by the organisation implies the employees are following every rule set by the organisation, and they will not take any step by going out of the discipline of the organisation. Employees start following the rules just after entering the organisation (Rana, Pant and Chopra, 2019). The practices, legislations, rules, and regulations affect employee's right from the beginning that is right from the joining of the organisation. The employees also follow the specific rules set by the HR department, and these rules set by the HRM department shape the activities of the employees as well (Kazimoto, 2016). HRM practices and regulations, therefore, have to be fair; otherwise, it will harm the attitude of the employees about the organisation and its values. The fair practices by the HR department will satisfy the employees by providing equal opportunities to everyone. The employees will be satisfied with the HR provisions in the organisation, and it will encourage the employees to work efficiently in the organisation (Straub, Vinkenburgh, van Kleef and Hofmans, 2018). Unfair HR practices that are the discrimination of different types or not providing equal opportunities to the employees will outrage the employees. The employees will feel insecure and unsatisfied, which will lead to the unwillingness to work in the organisation.

Employees are an asset to the organisation. The employees and their role played for the success of the organisation is beyond imagination and should not be underestimated. The organisation will not be able to function correctly if they ignore the vital role carried out by each employee connected to an organisation. HRM departments of the organisations thus try to equip this asset by providing training and implementing other fair practices in favour of employees (O'riordan, 2017). The effective training will be compared to the better result of an organisation's growth as it would imperatively improve the employee's job satisfaction level and in turn job performance. The production of an organisation will be higher with the appointment of skilled and knowledgeable employees in the organisation and then satisfying

all their needs (Grunau and Wolter, 2019). Human resource management is, therefore, one big responsibility for an organisation independent of its size. The competitive environment in the organisations might harm the organisations if they do not prioritise the importance of having skilled human resources in the organisation. The HR team takes care of the fact that organisations hire the right employees. They do the right job, which will be compatible with the organisations and to do so, the HR will practice all kinds of ethical responsibilities to make the employees engaged in organisation's mission or vision (Lehmann-Willenbrock, Rogelberg, Allen and Kello, 2018). The organisations are always trying to thrive in a competitive environment, and HRM practices make sure that the organisation reaches its goals.

The organisations and the HRM departments go through a lengthy procedure to select and recruit employees and then train them to educate about the organisation's goals and objectives. The HR and their practice measures to involve skilled employees in the organisation's environment is a difficult job that indicates the organisation's overall values of dealing with employees. In the past, it has been noticed that the organisations hired employees but then used unfair practices and fails to engage the employees in the organisation's objectives. They used the methods which were unfair to the employees (Rahman, Islam and Ahmad, 2016). HRM department is the organisations' most prestigious department as it provides satisfaction to the employees. The employees get either benefitted or lose with the HR practices. The importance of the HRM departments in shaping up the employees' future in an organisation along with the future of the organisation is irreplaceable.

Organisations are facing competition, mainly because of globalisation. It includes the changing nature of technology and its advanced applications. The political and economic changes also affect the organisational structure. The changes can be brought by the changes in human resources as well for an organisation (Raman, 2019). The development of the human resource facilities of the organisation ensures the success of that organisation. The development of the human resource, on the other hand, will be secured with reasonable and fair HR management practices such as engaging, performance checking and management, compensation as well as training. It is expected from the HR managers that they treat each employee equally and gain their trust to make them involved in the organisation and will maintain the quality among the employees of the organisation so that employee turnover can be prevented.

The implementation of fair practices will ensure the improvement in the organisational performances. If HR fails to implement reasonable practices in the recruitment and training process, the organisation will lose skilled and efficient employees. In the time of globalisation, the organisations would not want to get involved in such unfair practices that will cost them profit because of the employee loss from the organisation. The organisations will meet with the issues if they fail to retain employees in the organisation with fair practices (Maamari and Alameh, 2016). The organisations will struggle to survive if they lose employees, and it is the biggest threat to the organisation. The impact of the fair HR practices is seen on both employees and the organisations. The stability of the organisation might get imbalanced because of the leaving of efficient employees from an organisation. The benefits of having fair HR practices confirm that organisations should not consider handling human resources abruptly or without ethnicity. The employees who are unsatisfied with the attitude of the HR and thus, the perspective of the organisation as a whole will join some other organisations because of their fair HRM practices (Terziev, 2018). This will create competition for the previous organisations that did not consider implementing correct practices for human resource or employees. The organisations will lose their reputation in the market, and no new employees will be interested in joining the organisation.

Human resource and its protection are, therefore, the ultimate need for an organisation in order to fulfil its goals. Human resource management practices have to be positive and in favour of the employees. The employees must not be discriminated or ignored to make any decisions, or they should not be neglected in the organisation so that they do not feel valued and involved with the organisation's goals. The HRM departments must consider the enactment of fair practices while recruiting a new employee in the organisation. Starting from the involving employees in the organisations to managing their performances with training and compensation should be ethical and followed with moral dignity (Olson, Slater, Hult and Olson, 2018). The effect of not following the ethical considerations for engaging employee will harm the organisations from its core. The operational capability of the organisations will be in question after anything like the quitting or leaving of the employees from the organisation takes place. The effect is undoubtedly identified, and the connection of the regular HRM activities and the attitude of the employees is needed to be paid attention to by the organisations.

## **1.2 Aims**

HRM practices have to be fair and will have a positive impact on the employees and also to the organisations. The connection in the behaviour of the employees towards the organisation is dependable on the fairness of the HRM practice practices. The paper aims to understand the impact of fair and unfair HR practices on the organisation. The aims of this research study are as follows:

- To evaluate the ways by which the employees are affected because of the unfair practices performed by HR.
- To understand the relationship between the fair HRM practices and the attitude of the employees towards the organisation.
- To analyse the discomfort, the employees face because of the unfair HR practices in the organisations.
- To identify the issues of the organisations because of the employees' dissatisfaction caused due to unfair HR practices.
- To understand the effectiveness of fair HRM practices in an organisation for employees as well as the organisation.

## **1.3 Research Rationale**

The organisation and its success depend on the human resource available to the organisation. Organisations thus hire the best employees for increasing their success rate with the help of the HRM department. The HRM department engages the right employee by following different steps which include performance management, compensation, and training. These are the steps the HR recruiter follows to maintain the retention rate of skilled and efficient employees as an appropriate choice for the organisation. The transparency and fairness in the employee retention and employee engagement process are necessary, and often organisations end up being unfair to deserving candidates due to several reasons. This is not expected from any organisations, and HR should be fair in order to maintain infusion and retention of the skilled employees in the organisation (Parthiban and Krishnan, 2017). The organisation comes under critical condition when they fail to retain their efficient employees who will be responsible for driving the success wheel of the organisation. The increasing rate of competition due to globalisation has created a situation where employee turnover will be the reason behind the falling down of an organisation. The organisations will require committed

and loyal employees who will help in surviving the competition in the market instead of lowering it down.

The strategic practices implementation by the human resource department in order to retain the skilled employees shows the importance of hand resources in an organisation. This resource or rather asset of the organisation decides the value of the organisation from ethical and moral perspectives. The fair HR practices will ensure the loyalty and commitment in the employees. Employees new or experienced will look forward to the organisation and the HRM departments always for any challenges. The unfair practices of HR will then curve a negative line within the employees for which the employees will feel unsecured and discriminated against (Rehman, Khan and Naseer, 2017). This will lead to the unsatisfied expectation of the employees. The effects of the HR practices among employees, both fair and unfair, will have a distinct impact. The structure of the organisation will be different in case of reasonable HR practices and unfair practices. HR should interact with positive attitudes of nourishing those employees' existing skills by training and appraising them along with giving compensation. And also, the changing attitude of the employees about the organisation they started working for. The culture in a workplace can be decided with the transparent practice implemented by the HRM department of an organisation.

The commitment of an employee for its organisation might be dependent on the organisation's fair HRM practices. The practices that are conducted by HR while handling the employees will not be very obvious and in favour of the employees, if they are not fair and same for each employee. Any particular employee of a higher or lower level if goes through the discriminatory changes in the organisation will not feel engaged towards the organisation. Then the employee turnover rate will be high. In the case of the companies trying to achieve the growth and success in the organisation will have to consider fir HRM practices for all. Employees from different cultural background have to be given equal chances, and they have to be communicated throughout along with inspiring them to work efficiently and for the organisation. The HR if communicate with employees to give them equal opportunities at the individual level, will ensure the growth of the organisation.

The reason behind conducting this research study regarding fair HR practices is to understand the results of appropriate HR practice as well as unfair HR practices in organisations. The organisation aims to achieve its respective business goals which are not possible without the help of the human resource that is the workforce. The organisations recruit

employees to get a better outcome from the organisation, which will bring revenue to the organisation. The employee retention process decides the fate of the organisation as recruitment considers the addition of skilled, efficient, knowledgeable, loyal, and compatible employees in the organisation (Uzair, Razzaq, Sarfraz and Nisar, 2017). Research rationale gives the meaning to the research aims and defines a clear purpose and reason for which the research is going to be conducted. The organisation has to implement fair HR practices as it would determine the rate of employee engagement in the organisation. Unfair HR practices which do not give equal opportunities to each employee is not considered to be beneficial for the organisation itself. Research rationale will improvise the correct meaning for conducting the research based on the identified issues like unfair hr practices.

The practices like monitoring and management strategies, training, appraisal, and recognition are the features of fair HR practices which will always be beneficial for the organisation. Unfair practices by the HR, which includes discrimination in the employees coming from a different cultural background or of varying gender, not abiding equal opportunity laws, and other unethical practices towards the employees. The unfair HR practices will force the employees to leave the organisation, and the increasing rate of employee turnover will ensure the downfall of the organisations. Therefore, the research rationale for this case is to assess the effect of fair HR practices on the employee's loyalty and commitment to their organisations.

#### **1.4 Research Relevance**

The research study will be performed so that the organisations can get an idea about the importance of practising fair and transparent human resource strategies on the organisation after the recruitment. It is indeed needed to follow the fair strategies to tackle employees so that the organisation will not face any issues regarding employees like employee turnover. The unsatisfactory experience will make the employees leave the organisations. The support of the human resource to every employee is, therefore of great importance to make them stay in the organisation and be loyal and committed to their job role. The organisations will work efficiently by producing better outcomes with the engagement of loyal and skilled employees in the organisation (Pinto and Thalgaspitiya, 2017). The employees will communicate about the fair practices in the organisation to others which will increase the organisation's value in the market and more new employees with creative and innovative thoughts, and ideologies will come forward to get engaged with the organisation (Lai and Lundgren, 2017). On the other

hand, unfair or unethical practices will make employees outrageous. They will force them to pass on negative comments about the organisation's management quality and not having any moral considerations towards the employees, which in turn will damage the reputation of the employees.

The fairness of HR practices will move the organisation upwards as the HRM practices are associated with the excellent management ability of the organisational employees. The HRM strategies taken by the organisation have to be a good fit for the organisational objective so that they can easily apply those practices to every eligible employee. The employees get affected by the methods of the company HR. The performance level of the organisation is set upon the type of HRM practices practised in the organisation (Islam, 2019). The HR must be fair to each employee and do not have any biased considerations towards an individual while hiring. The decision of the employees over joining the organisation and continuing working there as a committed person depends on the fairness level of the HRM practices. The fair HR practice will ensure employee retention in the organisations for which the organisations will quickly and efficiently achieve their goals. Unfair practices by the HR whereas will make sure that the company loses its best employees and fails in achieving the goals defined by the organisations to earn revenue.

Fair HR practices include a clear job description, training, compensation, appraisal, and also performance management. This will ensure the competitive winning spirit of the organisation with pure transparency of hiring efficient and skilled employees. The employees, as well as the employers, look forward to the HR department for these fair and ethical practices. This is because it is related to the satisfaction level of the employees, which is again related to the organisation's success and growth.

The organisations thus often try to maintain the quality relationship with the employees with fair HRM practices. Reasonable HRM practices work as a good indicator of employee retention in the organisation. The organisation considers giving and fair and equal opportunities to each of its employees so that the engagement asks remains high from the employee's side. Employees will work in the organisation where they get fair chances in each activity without any discrimination so that they feel valued in the company. The employees also get engaged with the company with full attention if it thinks that the company HR or leaders are giving preferable responsibilities to them along with encouraging them to learn new things for the well-being of themselves and the company. Employees look forward to career growth in the



organisation. When they feel they are being valued or given responsibilities together with training and development programs, they feel engaged and connected with the organisations. It increases their opportunities for career growth and also makes the employees determined towards the organisation. Employees, when fully engaged towards the company, will yield the highest productivity, and for that, the company has to be fair towards each employee with the help of HRM practices. The organisation will be having a comparative advantage with the engaged employees as the employees will be fairly treated in the organisation and will offer skills and knowledge to the company, which will help the company to grow.

The relevance of the research topic, which is the effective, fair HR practices and its significance on the organisation as well as the workforce, defines the success rate of an organisation (Vardarlier, 2016). HR is therefore needed to be fair to every employee, and they have to be unbiased with every opportunity that will ensure employees and their engagement in different aspect of the organisation that is the decisions of the HR should be based on any unfair discrimination. The absence of fairness in HR practices means the organisation has no value of its employees and is not efficient enough to satisfy the employees' desires. Therefore, it is needed by the organisation and the HR department of that organisation to take into account the fair practice practices for the encouragement of the employees and the growth of the organisation.

### **1.5 Research Questions**

HRM practices need to be given the required attention as the success of the organisation depends on the satisfaction level of the employees or the human resource of the organisation. However, the HRM practices often end up being unfair to the employees and thus create a negative impact on the employees as well as the organisation. The primary research question is:

- Why HR should have a fair HR practice to deal with employees and improve their performance level?

The research questions which will be tried to be answered for after the completion of the research are as follows:

- Do unfair HRM practices impact organisations and their employees?
- How can the unfair HRM practices affect the organisation and its employees?

- What are the effects of unfair HRM practices on both employees and the organisation?
- Is there a link between the fair HRM practices and the behaviours of the employees towards the organisation?
- What consequences the organisations and the employees face if the HRM practice is not fair enough?

## **2. Literature Review**

HR practice and employee engagement is an inter-related subject in an organisation which is aiming to achieve big. It is indeed required by the organisation to get productive outcomes from the behaviour that has been done by the employees with the setup that is produced by the organisation, and this is certainly required for the betterment of the business growth. The organisation needs to maintain fair practices by the company HR so that they could be able to handle the organisation better. The managers of the organisation make the decision. Still, with the involvement of the employees' choice, the situation could be changed, and this allows them to improve the performance that has been made with the support of HR practices in a fair manner (Sievert and Scholz, 2017). There are some critical areas in the organisation where the practices of HR have a significant role to play, and that includes the economic and social growth of the company. The literature supports the evidence against unfair HR practices.

### **2.1. Impact of HR Fair Engagement Practices on Organisation and Employees**

According to Aybas and Acar (2017), HR is undoubtedly seen to be one of the critical parts of the organisation as the responsibility that has been taken by them always provides a better side for the development of the organisations. The practices that are seen to be provided by the management of HR gives an impact in a positive manner related to the work the employees engaged for making it productive within the administration. It helps the employees to increase and modify their performance according to its need in the system so that they could be able to handle the situation in a better manner (Kang and Busser, 2018). It is known that employees are significant assets of any organisation as the role that is played by the employees for the success of the organisation could not be underestimated so encouraging those employees would always become a compelling factor for the organisation.

Training is the procedure through which the performance of the employees could be better, and this is certainly required in the management for getting a fair result when the practice of HR has been executed in the system of the organisation. Both the organisation and the employees indeed required this betterment in the system (Lai, Saridakis and Johnstone, 2017). The practices that have been provided by HR always have a positive effect on the employees' behaviour as they guide them to have some relevant skills that are required for the work done in the organisation. The mentality of the employees is seen to be changed with the setup that has provided by HR in the management, and this is undoubtedly required for getting success in the organisation.

With respect to Liu (2018), the involvement of the practices that have been produced by HR has a high effect on the performance not only for the employees but also for the management as through these practices. The employees could be able to learn some of the necessary procedures that would help them to build their career and increase their responsibility when any work is required to be done in the system. They could be able to utilise the learning procedure that has been provided by HR during the time of training in the critical situation as the situation in recent times are seen to be challenging for the business so maintaining the competitiveness in the market, learning necessary procedures and doing the training that HR of the organisation guided them to do would become effective for the organisation and the employees (Nazneen, Mann and Mishra, 2018). It is essential to look out for the best alternatives during the time of implementing the practices that have been produced by HR, so its role in the management always make an excellent effect on the employees and increases their involvement more in the organisational growth properly in the system.

As per Rana and Malik (2017), on increasing the performance of the organisation, the HR practices are certainly seen to be making a mark of having a significant impact on the management system. The execution of the methods by HR is fairly done so that the organisation and also the employees did not face any problem when it comes to maintaining the business in the market. This is always an essential part of any organisation when doing any work process in the system. The intention of any organisation has to be how they get the idea for increasing the level of performance as the competition in the market is undoubtedly seen to be changed so without proper performance, and the organisation could not become competitive.

The fair practices that have been provided by HR gives a positive impact on the operation, and an increase in the performance in the setup of the organisation could be realised with the action that is produced by HR during the time of handling the situation in a better manner (Mehrez and Bakri, 2019). The organisation needs to take care of the performance that is provided by HR in the system as they are an essential part of the management and through this procedure; the organisation gets the opportunity to make it into the market to respond with the activities done by them.

Kerdpitak and Jermsittiparsert (2020) express through this article that the role that is played by HRM practices when it comes to making an impact on competitive advantage. An organisation gets a competitive advantage when they better and quality employees present in the system. The role of HR practices during the time of making it competitive advantage through their personnel practices related to the management. In these practices, the happiness of the employees and productivity certainly provides an advantage that makes a positive impact

on the organisation. HR practices make some decent moves in the system of the organisation so that they get a better opportunity in the competitive market and through which the setup could be appropriately developed. It is always crucial for the organisation to have a competitive advantage as this leads to a decent and productive start for the business in the market.

The nature of the operation could be adequately analysed when HR takes the responsibility to make the setup as it is required to be done in the system. The services of the company are also seen to be improved through the proceedings that have been made by the organisation when getting into the system (Otoo, Otoo, Abledu and Bhardwaj, 2019). This is undoubtedly an essential area for management when meeting the relationship with the customers properly. Getting the procedure done appropriately for the setup of the organisation, the practices that are produced by HR provide positive support to utilise in the system when it is required the most by the organisation.

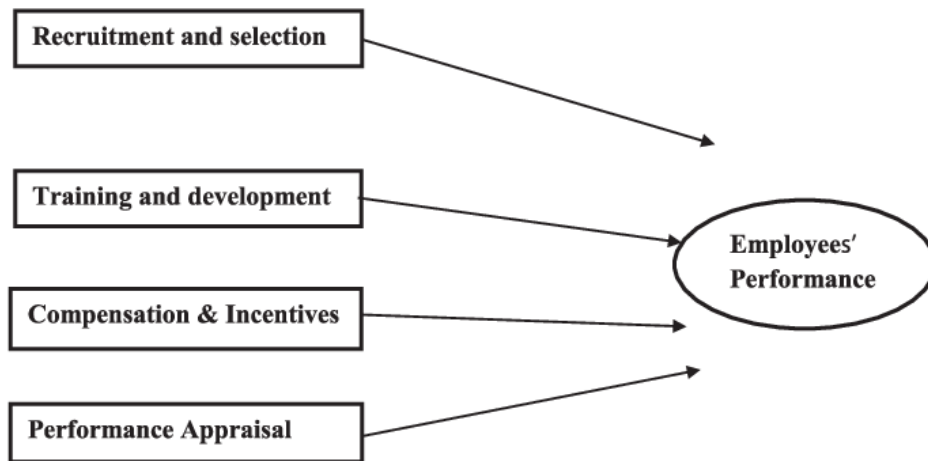


Figure 1: Impact of HR Practices on Employees' Performance

(Source: Mehrez and Bakri, 2019)

## 2.2. Benefits of HR Fairness Engagement Practices on Organisation and Employees

With respect to Luu, Rowley and Vo (2019), one of the main benefits that could be witnessed by the employees of the organisation during the time of utilising the fair practices provided by HR is the diversity in the planning procedure when any decision is made in the system. The employees could be able to manage the proceedings on their own, and the setup of the situation is undoubtedly seen to be changed with the diversity in the behaviour that could be found in the employees. The employees are found to be getting a better opportunity to express themselves during the time of making any decision for the organisation when it is needed the most.

It is certainly found to be essential for the organisation to manage the situation well and the setup of the organisation also improved with the materials that have been implemented in the system (van Esch, Wei, and Chiang, 2018). The influence factor that mainly produced during recruiting and selecting for developing the performance of the organisation has changed the situation a lot with the HRM practices in the system of the organisation. The situation in the organisation is certainly found to be improved with the involvement of the materials that have been provided by HR practices in the organisation. These are some of the crucial points that could be found with the participation of HR practices.

According to Schmidt, Pohler and Willness (2018), HR produced some strategic planning concepts to increase the performance of the firm and make some differentiation for the outcome that has been done by the employees in the system of the organisation. This allows the firm to make some decent changes and improve their performance when the HR system strategically makes the change in the setup of the organisation. During this period, they get the betterment of the procedure in the system. The importance of the behaviour in the system of the organisation could be realised that is made by HR as through its performance and the activities, they could be able to make the process right and provide benefits to the organisational behaviour, and the employees get a better opportunity to process the situation by dealing with the matter properly in the system (Rehman, Ahmad, Allen, Raziq and Riaz, 2019). They gain some positive outcomes from the situation that is led by the practices of HR, and this is certainly important for making it innovative with the culture by following it earlier.

The beginning of the setup in the organisation tells the main story behind the success of the performance that is done by both the organisations and the employees. The organisation needs to realise the importance of having the proceedings that have been done by the practices of HR and through which the development of the performance could be increased. These are some of the critical ideas and concepts that are guided by HR practices towards building a productive organisation.

Guest (2017) stated that the well-being of the employees and forming a new framework is productive moves that have been by HRM with the implementation of the practices. The employees get a better security procedure through the involvement of the practices produced by HR practices, and this setup helps in getting success in the system of the organisation. The change in technology, economic and political environments could be seen in recent times, so the practices have to be built in such a manner that the organisation and the employees make sure that their performance improved a lot. In the system, setting up related to the situation makes it productive when the combination of the factors related to the production happens. The

job performance of the employees in the management is undoubtedly found to be enhanced during the time of making some movement in the creation of the situation that is led by the practices of HR in the system.

The employees could witness crucial resources during the time of the training procedure done by the HRM. The importance of HR could be felt through this article, and this makes a decent move to the organisation in the system (Mostafa et al., 2019). Handling situation indeed becomes comfortable with the involvement of the practices produced by HRM in the management. The materials that have been utilised by the employees when they are trying to improve the performance of the development in the system are significant. This allows the organisation to get some essential operations from the practices of HR.

As per Mustafa, Caspersz, Ramos and Siew (2018), the satisfaction produced by HR for the non-family employees that are seen in SMEs are certainly essential as the involvement of excellent HR practices makes the situation and productive for the management. This is certainly one of the better sides of the management when they involve the practices produced by HR. The situation is seen to be changed with the setup that is seen to be provided during the time of maintaining non-family employees' performance in SMEs would be effective. In this sector, growth is seen to be possible with the involvement of high practices of HR (Teo, Bentley and Nguyen, 2020). This has provided a different situation for the organisation to manage the proceedings in the system. This is certainly important for making the situation productive when it makes some productive moves for improving the performance of the employees and manage the situation that is required the most in the system. The difficulties that could be seen in the organisational design have a possibility to change it properly by getting support from the practices that are provided by HR in the system. The organisation could be able to achieve the goals when the practices of HR are reasonably maintained in the system. It is essential to understand the situation and then accordingly take action, and this is indeed possible when the support from the practices of HR came in a better manner. This makes the organisation find the right choice in selecting those practices according to its need.

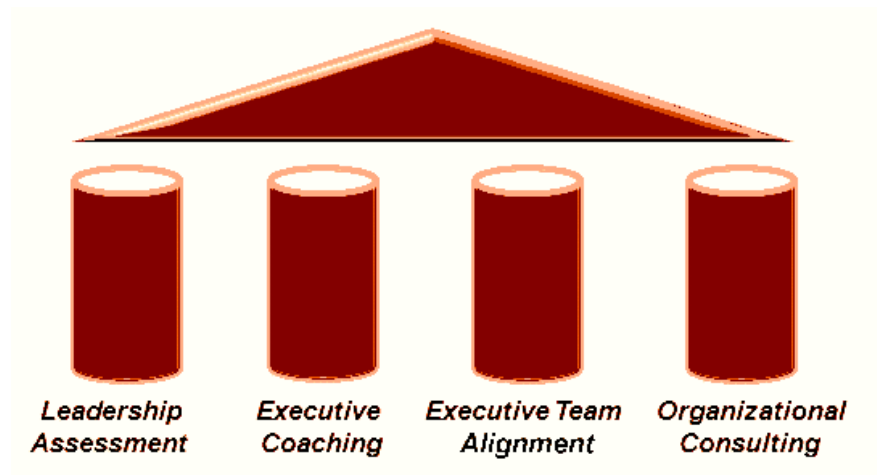


Figure 2: Increasing Organisational Performance on Certain Areas

(Source: Guest, 2017)

### 2.3. Disadvantages of HR Fair Practices on the Organisational System

As per Buengeler, Leroy and De Stobbeleir (2018), practices that are seen to be produced by HR provide diversity, and it positively impacts the employees who are included in the system. The leaders found it difficult to manage the process correctly. Diversity not only offers benefits to the management, but some of the significant drawbacks could be created through this procedure. The HR practices could cause problems when the setup has to be done as the cost is found to be high for implementing through practices in the system and also the installation processing makes the situation difficult for the organisation to manage the practices that are required when diversity in the system happens.

The performance of the employees and along with that, the organisation found it difficult to manage the situation within a proper time as the training that has been given by HRM with the support of the practices sometimes reflects in a lousy manner. This is certainly not a decent way to make the process correctly in the system of the organisation. The relations that are seen to be created among the employees during the time of HR practices did not last for too long as the subject matter is not well-organised when any problem comes to them during this time (Page, Bentley, Teo and Ladkin, 2018). Witnessing some situations could be possible when the HR practices did not make the procedure well in the system, and this becomes difficult for the organisation as well as the employees to do the work.

With respect to Ardito and Petruzzelli (2017), HR practices also find it challenging to produce the requirements that are required during the time of implementing the innovative materials in the system of management. The external knowledge that has been gained through



the resources from the HR practices sometimes the strategic movement that is done by HRM was not able to make the process correctly as the setup that they have planned for the organisation did not go in their way. This is certainly a significant drawback of the procedure that has been produced by HR practices in the system.

It is important for the organisation to realise the drawbacks that could be provided by them during the time of making any innovative moves in the system as through this procedure, they make some analysis and this did not go in the way it is needed to be done and this certainly matters a lot for the organisation and performance of the employees as the practices that are produced by HR are certainly important and for that reason, the performance always increases but when the work process comes to the subject matter, they could not be able to deliver in the way it is needed to be done and this is certainly one of the disadvantages that are making the procedure of HR practices in a negative manner (Raina and Kalse, 2018). There is a possibility to get some losses in the organisation when individuals were not able to deliver the performance that they are required in the system and this is not at all good for the employees of the management.

Jalloh, Habib and Turay (2016) stated that a planning procedure produced by HRM in the system of the organisation could create a negative impact on the materials that the practices provide to the organisation. The activities that are found to be operational based on the work process done by the large scale enterprises could not be able to process as it is required to be done as those activities are essential for the organisation. Also, the employees' performance development is undoubtedly possible for these activities. Still, it did not happen as it is needed to be done. It is always important to handle the situation properly in the system when the practices of HR have been implemented in the management.

In retaining the employees, HR also was seen to be making a mistake to proceed with the situation well in the system as though this procedure, they were not able to manage the situation that is needed the most in the system and this is certainly not productive for the organisation when it comes to increasing the development of the business and makes some positive movement in the market. The activities that are produced by HR practices during the time of its implementation certain significant drawbacks could be witnessed in the system, and this is not productive for the organisation (Chandani, Mehta, Mall and Khokhar, 2016). The engagement of the employees in the organisation is undoubtedly required. Still, when the implementation of HR practices did not do properly, the employees could not be able to engage with the responsibility properly in the system of the organisation.

According to Blanco-Mazagatos, de Quevedo-Puente and Delgado-García (2018), HR always has an essential role in the management as the practices that are produced by them make the proper situation for the organisation. The drawbacks that could be analysed during this period are creating the human capital for the betterment of the firm performance, whether it is small or large. The performance level is certainly found to be decreasing with the situation that has been settled by the HR practices. This is not needed by the organisation when they are trying to produce some performance for the betterment of their work process. It provides a negative impact on the situation in the system and through this procedure; they get a better opportunity in the system and make some changes that did not go in favour of the situation along with the process in the system (Voegtlin and Greenwood, 2016). The organisation always has to look after the proceedings that are required in the system for managing the situation in a better manner. Still, with the practices, they are unable to make that moves in the system and produce some different procedures that are not valuable for the organisation to make it productive. HR practices are significant mainly for the management but understanding the situation well is essential when it would be productive during the time of its implementation. If they know it, the situation certainly found to be worst and making it a drawback for the organisation and the employees when providing the function that is required in the system to be done correctly.

#### **2.4. Issues Associated with HR Fair Practices**

According to Beijer, Peccei, Van Veldhoven and Paauwe (2019), in measuring HR practices, the employees indeed found it difficult to manage the changes that are made by the practices in the system. The employees and the process of the organisation are not habituated with the proceedings that are produced through the measurement when the situation is changed. It is known that the organisation and employees follow some rules and regulations that are set up by the management for their betterment so when the action is taken by the practices of HR in the mechanism, they change some of the action and this become difficult for them to cope up with the situation properly in the system. The situation is also seen to be worst when the action when the employees are recruited in the management and finding those hidden talents in the organisation did not produce properly in the mechanism.

The materials that have been utilised by the management certainly have some decent connection in the system. With the development of the system, the situation certainly becomes a difficulty for the management to proceed with the action that is required in the system to do

correctly. The rules and regulations that are developed by the organisation cause some problems when the management tries to implement the practices produced by HR in the system and through this action, they get betterment of the situation during the time of affecting the situation in the system. These are some of the crucial points related to the issues found with the HR practices.

As per McClean and Collins (2019), the problem in the development of the leadership style could be witnessed in the system of the organisation when the materials in the system have been implemented. There is a relationship between the practices that are produced by HRM and the leadership for getting an outcome in the organisation, and this has got some problem when dealing with the relationship properly. HR practices are certainly trying to get into and fit within the concept that has been followed by the organisation when maintaining the idea of leadership in the system and this does not proceed properly in the system and making it becoming productive for the materials in the system. The situation is not suitable for the organisation, and the leaders have a role to play in the system. If it gets affected, then the performance of the employees would never be improved, and this is undoubtedly a major mistake that could be found in the system.

Handling the situation in the system of the organisation is always the central concept of the work process that has been done procedure by the employees and the organisation when it comes to improving their responsibility and provides a quality in the working procedure that the employees are seen to be lacking when the situation is changed (Agarwal, Chawla and Singh, 2017). The effects in the activities of the materials that the organisation has to deal with properly could not have proceeded correctly when they find the situation to be developed in the system. Knowing this problem in the system is certainly seen to be productive for the organisation.

With respect to Becker and Smidt (2016), there are some critical risks associated with the practices that are produced by HR in the management, and this positively affects the performance of both the administration and the employees. The training that has been provided in the workplace and development certainly creates some problems for the employees as the strategies that are seen to be produced during the time of preparation of the practices could not able to manage the proceedings that are required mostly in the system of the organisation. Maintaining the situation in the order would certainly provide extra benefits for the organisation. Still, it does not happen with the proceedings in the system that have been set up by the practices of HR, and this is not at all good for the management in getting the situation proceeded in a right direction.

The effects in the system of the organisation found negatively as adapting to the innovation techniques did not precede appropriately by the organisation when the practices of HR have been implemented in the system. The situation is certainly seen to be not going in the way that the organisation has thought as the action that is done when the diversity in the workplace could be analysed make some decent chances in the system (Eldor and Vigoda-Gadot, 2017). It is always essential to have the effective practices of HRM in the company so that the situation in the system could smoothly proceed and the issues that are seen to be created in the system would be able to manage appropriately in the system.

Santhanam, Kamalanabhan, Dyaram and Ziegler (2017) mentions in this article, the impact that is seen to be made by HR practices when there is a chance of having employees' turnover possible. In the area of compensation, the practices of HR are found to be lacking in producing the fair amount of procedure that is required in the system and with that, the situation did not precede in the way it is needed to be done. They fail to understand the packages that have been provided to the employees of the organisation and benefits that could be found through this compensation and managing those situations become difficult for the organisation when the practices of HR did not perform well that is required in the system to do.

Different programs that are seen to be managing in the system of the organisation by the employees are certainly found to finding the difficulty in the system and with the utilisation of these proceedings in the system; they get an extra benefit in the procedure in the system. The materials in the system that have been utilised by the organisation need to have some operation appropriately done in the system (Bhappu and Schultse, 2018). The practices of HR certainly make it difficult for the management to retain the employees with the talent they provided to the management did not work correctly in the system and with the efforts that have been made by the management; they find it difficult in managing with the situation appropriately. This is certainly important for the management to look out for these changes and take action accordingly.



Figure 3: Issues of HR Practices Seen in Certain Areas

(Source:Agarwal, Chawla and Singh, 2017)

### **3. Research Methodology**

#### **3.1 Introduction**

The research methodology is a significant technique to establish a theory of a particular research topic. The methodology provides a significant aspect of the research topic that might be beneficial for society. The methodology of each research is different from others. The methodology is significantly related to the primary objective of the research. Suitable research technique will help in building a construct model that will provide all the necessary information to the researcher to guide them for reaching the conclusion as per the objective they have decided (Mohajan, 2018). The research model created based on the methodology can take different forms like statistical analysis or sampling distributions. The methodology has to be appropriate to provide an insight into the research objective and thus creating a suitable statistical model based on the sample. The research methodology has to be organised and error-free based on the information gathered. Research methodology should be a mixture of a qualitative and quantitative research study in order to get fruitful results (Brannen, 2017). It implies methodology has to be well supported by the literature and also with empirical evidence so that there is no gap in the research.

The concept of fair HRM practices in different organisations and their impact on the employees will be discovered with the research methodology or research technique in this particular study. The methodology would include data gathering, analysing and discussing to make a conclusion and see if the data is supporting the literature and the objectives of this study. Data will be gathered on the basis of unstructured and structured questions in the form of a survey. Research methodology, therefore, will help in performing systematic analysis on the issue or topic of the research. The methodology will not be based on only the systematic analysis but also the theoretical knowledge of statistics (Leonard, Hasbullah and Nurani, 2017). The aim of the research methodology is, therefore, establishing a solid ground in the research filed for a particular topic with theoretical and practical concepts. The methodology, therefore, will improve the critical thinking capability of researcher with in-depth theoretical and practical knowledge.

#### **3.2 Research Problem**

The organisations rely on the employees and their performances for the growth. Manpower is very important in an organisation's growth which cannot be overlooked.

Organisations have many expectations from their employees as the performance of the organisation itself relies on that. Similarly, employees also have some expectation in the place they are working or will be working. Organisations have an HRM department that is the human resource management department in case of managing their employees for the achievement of the success in the organisation (ROSE and Raja, 2016). The HRM department personnel are the HR who are specifically appointed to be there for the employees in accompany. The organisations often decide to recruit and manage their employees after the selection or joining of the new employees with the help of HRs of that company. HR also takes care of the existing employees as they are the resource to the company which has to be retained at any cost. It is the duty of the HR to come up with practice measures or policies in case of managing its employees. Employee management or HR practices can be done in many ways. The effectiveness of these practices is that the employees feel engaged with the organisation and the productivity increases. The operational efficiency of an organisation fully depends on its human resource that is the employees (Kimani, 2018). Employees, therefore, drive the organisation's success rate upwards which brings profit to the company. HR figures out how to deal with employees and make them engaged in the workplace so that success is assured by the organisations.

HR practices to hold onto its employees are the most effective when the HR or the leaders encourage the employees. The encouragement shoed upon the employees creates positive energy within the employees to perform better. Encouraging and positive work culture ensures the employees' satisfaction level is high and that is why they choose to be with the organisation for a longer period and actively takes participation in the business. Encouraged and satisfied employees to work harder and better also give rise to excitement within new candidates to join the organisation. Not only encouraging but HR also communicates with employees (Kangand Sung, 2017). Communication Bridge is established by the leaders in the organisation to reach to its employees without being concern about the company hierarchy and it has only a positive effect on the employees. The employees when communicated and informed about the structural changes or any other information about the business feels engaged with the organisation and gets ready to take responsibilities. In this way, the company gets motivated and engaged employees those will surely push the organisation towards success. The employees when informed about the company's mission and vision gets educated and accts according to achieve the goals. Communication is the network of string between leaders and employees with which the employees can share their issues and concerns as well to the leaders. HR of the company tries to listen to their issues and solve them to show the friendlier attitude

which in turn actually benefits the organisation (Jung and Yoon, 2018). HR concerns and does conflict management to retain employees. HR also listens to the employees and their complaints and feedback to understand the discomfort and removes or handles it so that employees can work in the organisation freely and remain engaged.

HR also takes care of the employee and their engagement in the organisation by rewarding them and paying them accordingly. It is one of the most effective HRM practices as employees when get rewarded because of their hard work for the organisation; they feel valued and appreciated, which works as a positive force for them. Employees then started to think the organisation is fair to them and is not at all biased. In this way, the employees also engaged with the work structure of their particular organisation and leaving rate of the employees to decline. HR of the organisation develops a plan and trains the employees about the company culture and other aspects with which the employees better understand the company and fulfil the expectation the company has from them (Rodriguez and Walters, 2017). The employees, when having the opportunities to learn new things, get attracted to the company culture, and this satisfies them. A satisfying work culture ensures employee engagement in the organisation, which gives a positive outcome to the organisation. HRM practices also include the implementation of positive and cross-cultural workplace culture that will not discriminate within employees, and everyone will get a fair share of chances in the organisation. Employees, therefore, have to be satisfied with the HRM practices to be adequate for each one of them in order to be engaged with the work which showcases growth for the organisation.

Employee retention, however, has been an actual concern for the organisation and they start to doubt the HRM practices. The employees are not being appreciated or heard by the leaders which are decreasing the rate of employee retention in the organisation. It is obvious that the organisation when fails to satisfy its employees, the employees leave and the revenue of the organisation declines but the reason behind this behaviour is a questionable issue. It is not clear whether the HR and the fair HRM practices is the reason behind the employee's disengagement in the organisation or not. The increasing level of employee's dissatisfaction would affect the organisation negatively and that is not a part of the company's success rate (Jacobs, Yu and Chavez, 2016). The organisations if does the discrimination within employees or do not consider the employees to be freely independent in the organisation; it will create a problem for the organisation. HR of the company plays an important role in engaging employees in different activities of the organisation and thus the HRM practices have to be fair to avoid employee detention by the organisation (Madison, Dasgupta, Turner and Kellermanns, 2018). The employee engagement ratio declining for an organisation may, therefore, depend on the unfair



HRM practices that need to be studied. This is a problem that is to be found in the literature and wants to be solved with this research. Problem statement in this research is, therefore, the concern about the employee's engagement in the workplace if the HRM practices are not satisfying or unfair.

### **3.3 Research Objective**

The companies hire HR to organise the employees and their activities so that they remain in the organisation for many years and brings profit to the company. Organisations if fails to retain its employees encounters huge losses. The organisations retain employees by applying many techniques like rewarding, recognizing, training, communicating, and motivating. These are the different HRM practices which the company HR does to make sure the employees are able to work in the organisation with full efficiency (Gorman, Meriac, Roch, Rayand Gamble, 2017). But sometimes it is seen that HR is not fair to each and every employee that is the employees are not getting equal chances in most of the cases. In this state, the employee does not feel the effectiveness of performing with efficiency and with full engagement. The HR and their practices of motivating and encouraging employees need more attention with which they will be involved in engaging employees in the organisation to work effectively and passionately. The employees if experience positive reinforcement from the HR through these HRM practices which are fair in terms of providing equal opportunities, will always be enthusiastically engaged in the company (Khoreva and Wechtler, 2018). The fair HR practices, therefore, is surely an effective practice to retain employees in the organisation. As HR effectively implement these practices in the organisation to motivate employees to join the work culture, provide a satisfying environment for the employees in the organisation. It, therefore, states that if the organisation are effectively implementing fair HR practices, they will be certain towards the positive outcome form the employees.

This research study, therefore, wants to put emphasis on the factors of HRM practices that will be responsible for employee engagement. The organisations must follow HRM practices in favour of the employees so that they can freely engage in organisational activities to ensure productive work. The research objective is nothing but a statement that allows the researcher to give meaning to an identified issue form the existing literature. The research objectives in this research study are set in such a manner that they are quantifiable or can be expressed in terms of empirical values and as well as expressed in terms of literature. The

research problem that is found in the literature can be solved or analysed by setting an objective and this is why research objective is necessary. The primary objective of this research study is:

- To find the reason for implementing fair HR practices by the HR of an organisation which will deal with employees and will improve their performance level.

The secondary research objectives based on the primary objectives of this study are as follows:

- To see if unfair HRM practice impact employees and organisation both.
- To find the ways by which unfair HRM practices affect the employees and the organisation.
- To analyse the effects of unfair HRM practices on both employees and their organisation.
- To recognise the link between fair HRM practices and the behaviours of the employees towards the organisation, if any.

To understand the consequence faced by organisations and the employees face if the HRM practice is fair or not.

### **3.4 Research Philosophy**

Research philosophy guides the data gathering and data analysis of research according to the topic. The phenomenon of the research depends on the research philosophy which again depends on the base of the research area and the data gathering technique for the purpose of analysis. In this research study, the type of research philosophies that are considered includes the views of the researcher in the form of interpretivism research philosophy and also positivist research philosophy which supports the actual evidence in the form of numerical data (Žukauskas, Vveinhardtand Andriukaitienė, 2018). The research study is focused on the understanding of the employee's point of view when the company HR conducts fair practices towards them. The research philosophy of interpretivism tells that the researcher will share his or her point of view in terms of theories and literature and then in terms of the positivism philosophies that are dependable on the empirical data gathered to support the research objective. With these two categories of philosophies, the research questions will be answered.

The theories and their implication in real life are determined with the positivist and interpretivism philosophies in the research field. The organisations often considered that the HRM practices in their organisation are satisfying for their employees which indicates the interpretive philosophies and their actual evidence and supports the research objectives. The research philosophy is, therefore, the concept which guides the researcher to choose the right

and appropriate method of conducting the research instead of making an error. The field experiment for getting an accurate result will be possible because of the positivist philosophy. The research happens depending on the philosophies which give direction to the researcher to aim for an objective with which they started their research. Qualitative and quantitative research techniques are related with respect to the positivist and interpretivism philosophies respectively for the research study (Jensen, 2018). The future proceedings related to the study can also be possible because of the research philosophy. Research philosophy is, therefore, is the beliefs of performing research to make it correct.

### **3.3 Research Approach**

The research approach is the process by which research will conduct its research along with the help of some of the tools and methods. The approach for completing research has to be decided carefully as a part of a research methodology so that there is no misinterpretation of the selected data. The research always tries to develop a particular concept based on the related theories and data collected or sometimes the research can be totally independent to prove a thing based on testing and making hypothesis. The first one falls under the inductive research approach and the second type of research is called deductive research approach (Woo, O'Boyle and Spector, 2017). In this particular research study, the aim is to support the literature and theories about the organisation and is HRM practices for the employees to be fair or not and what are their respective effects of employee engagement is decided with inductive research approach. The inductive approach, therefore, tells to collect the data to develop an independent theory with the help of the statistical analysis as also the theoretical knowledge.

The inductive approach is developing new theories based on the gathered data as per the research topic and the deductive approach is testing the accuracy of an existing theory. An inductive approach is, therefore, the main concern of this particular research. The research of this study will be based on the inductive approach and its steps in which the first step is to understand the literature in the research area and then collecting data to make new concepts and theories form the data (Woiceshyn and Daellenbach, 2018). In the next step, there has to be the formation of the research questions which will guide the researcher about the research area or specific to narrow down the research area as per the preferences. The inductive approach is mainly conducted based on the data collected but there is no specific rule so that the help of the literature theories is also considered for this research. The research approach will answer the required research questions by analyzing each aspect of theories and the data.

### **3.4 Research Strategy**

The research will be based on the existing data collected from both the primary sources and the secondary sources. This decides the research strategy as a part of the research methodology. Research study depends on the research strategy as it will determine whether the research is being conducted in the correct manner or not. The research strategy is, therefore, a plan that structures each step of the study. Research strategy allows supervising and monitoring each step for the research carefully and accurately by the researcher. It allows the researcher to get a relevant research study. The research strategies are based on the factors like data gathering, processing and analyzing and depending on these strategies the research is performed. Since both qualitative and quantitative research strategies are considered for this particular research, it is expected to give relevant results associated with research questions and, aims and objectives (Queirós, Faria and Almeida, 2017). The literature or the secondary sources will be for conducting the qualitative study and primary data collected as samples would be considered as the quantitative study in this research.

Since the research is different from each other the choice of the appropriate research strategy is an importantly considerate job to the researcher. For qualitative study as the form of a research strategy in this research is to collect data from several secondary sources and similarly for the quantitative study, the primary data are gathered in the form of a questionnaire survey of respondents selected for the research randomly. The strategic planning of the research is difficult and for that choice of the right strategy is a must. The research strategies will be defining the process by which the research will be moving forward and will be a successful one. The effects of the strategic researching techniques in the form of quantitative and qualitative study give opportunities to the researcher to obtain a certain outcome (Apuke, 2017). The research strategies and its significance in completing the research are unimaginable in the field of understanding the employee engagement factors in the organisation with fair HRM practices.

### **3.5 Research Ethics**

Ethics is an essential factor in the research field, especially when both qualitative and quantitative research studies are considered. The set of principles that the researcher as to allow while performing research is called research ethics. Research ethics maintain and improve the value of the research and thus is very necessary for the researcher to follow. Ethics can be supported by working on research with the help of managing and maintaining the research

principles. Research is based on many people's opinion and those people should be given proper acknowledgement as per the consideration of the research ethics (Roth and von Unger, 2018). Following all the research ethics and principles provides benefits to the researcher and that the researcher will also get appreciated when they follow the research with the ultimate ethical principles. The research ethics provides the relevance in the research that needs to be maintained for the expectation of achieving a better outcome of the research.

Research ethics make sure the researcher is not getting involved in any deceptive practices that might harm the outcome of the research. The moral value of the research is maintained with the consideration of the research ethics. Maintenance of the identified data of the respondents or the primary data that will be collected for conducting the research is also falling under the research ethics. The security of the personal information of the respondents or the samples is also an important aspect of the research ethics. The confidentiality and the anonymity of the respondents have to be considered by the researcher to follow the research ethics and moral values (Bracken-Roche, Bell, Macdonald and Racine, 2017). It will ensure that the research is being completed with all types of ethical principles, not a few selective ones. From collecting samples to analyzing data, research can get manipulative. Research ethics make sure of the fact that no such manipulation is performed or considered for the achievement of the proper outcome for this research study of qualitative and quantitative nature.

### **3.6 Limitations of the Study**

Research limitations imply to the difficulties faced by the researcher while conducting research. Difficulties can come in different forms and has different effects on the research which slows down the pace of the research. One of the major limitations of this research was the absence of participants selected for the study that is the sample for conducting systematic sampling research procedures. Convincing the participants mainly the managers of the company and the employees was a limitation. The respondents denied taking part in the survey (Morgado, Meireles, Neves, Amaral and Ferreira, 2017). The respondents are less in number and thus the validity of the research a little bit questionable. The larger the sample size, the greater will be the outcome for the research and this is one of the limitations encountered in this study. The validation of the collected data was a limitation too since there was no such particular evidence that the respondents were not biased and the data is not manipulated. Again,

the specification of the research strategy, approach and philosophy was a challenge too in order to decide the best possible methodology for the research.

After finding the right research methodology it was the time to find articles and journals regarding the research area and that was a time-consuming process and became a challenge for the data gathering process. Finding the right research article about employee engagement based on the leadership strategies of company HR and also finding the significant data from that was a time-taking process to become a limitation or difficulty for the study. However, secondary sources were not mainly providing the analytical evidence for the study and for that the primary research had to be conducted which was cost-effective too (Greener, 2018). The research might have been in the wrong direction because of these difficulties and limitations. The result would be manipulated and will not give relevant results and will be misinterpreted as well. Limitations in this research were ignored and tried to be overcome with the help of ethical considerations and moral values of research completion.

### **3.7 Ethical Considerations for Data Collection and Analysis**

Ethical considerations mean the ways the data are being collected and maintained ethically so that it provides value to the research. Ethical consideration again implies maintaining the confidentiality of the respondents chosen for the study. The respondents provide the necessary personal details before the survey and that data has to be safeguarded by the researcher. The validity of the sample data was also recognised as an ethical consideration of the study. The sample or information that was obtained from the respondents has to be protected for the research and that is considered under the ethical consideration. The anonymity of the respondents is maintained throughout the research and after its completion. In this research, the respondents that were asked to share their opinion based on the research topic were given the full information about the research. They were asked to give their responses to the survey questions through Google form that they had to fill and were sent to them through E-mail. The Email id of the respondents was kept anonymous as well. The respondents selected for the study were given all the necessary facilities and the people who did not want to answer or take part in the survey were not forced. They were asked for the permission beforehand and then depending on their answers they were sent the Google form questionnaire.

The survey was also biased since the participants were not together while they were filling the form and also the people were chosen randomly so that they do not get the opportunity to discuss their answers. The answers were given by the respondents voluntarily and they

volunteered for this survey by following the rules and regulations of the research as well. The participants were given contact number or email id so that they can contact if there are any future queries. These queries may involve the identity revelation of the respondents. The participants of the research were not harmed or made upset in any way through the process. These are the different ethical consideration of this research in the field of the primary survey.

Again, for the secondary research that is gathering information from secondary sources like books, journal articles, news articles, websites and newspapers have been done in this section where the authors are fully given the credit for their work as an ethical consideration (Cook, Chatfield & Schroeder, 2018). The authors were acknowledged in the reference section of the research study as well as in the form of in-text citation in the study and they were credited accordingly. This study of understanding the relationship between the fair HRM practices and employee engagement, therefore, has been conducted by following all these ethical considerations of keeping the anonymity of the respondents and acknowledging the authors whose works are taken as help in the study. Finally, the result was also obtained by working ethically and by taking ethical decisions to develop the new theory. No manipulation was done to the data obtained from the respondents and the findings of the research are analysed ethically without influencing the data.

## **4. Data Analysis and Findings**

### **4.1 Data Processing**

Data processing is the method of processing the raw data to the generic formats which a layman would be able to understand easily and with which the necessary information of the research will be provided. The process will include gathering data and then performing all the pre-processing techniques so that the data gathered are ready for analysis. In this pre-processing method, the noise and outliers' values are treated. It will ensure relevance in the outcome. The processed data will not have any big outliers or noise which might manipulate the entire data and thus the result of the analysis from that data gets manipulated. The data processing is needed to be done with proper tools and techniques so that the outcome is accurate. The processed data are represented in the form of charts and graphs so that everyone can understand the data by looking at the graphs at a glance and there is less error or no error in the analysis (Papa, 2019). The final outcome of the data processing method will be obtained by the collection of the actual data and then representing the data in charts or graphs. In this research study, the data analysis is performed with the collection of data from primary and secondary sources and which are associated with the objective of the study and are dependable on the research questions. The data were analysed with full accuracy so that the final outcome from the data shows the real trend in employee engagement in the organisation to develop the theory.

In this research, both primary and secondary data collection techniques were used and then the data were analysed. Primary data collection was done by preparing a questionnaire survey of 50 middle-aged managers and 100 employees of different organisations. The participants of the study were related to each other and that is why they did not have the scope of being biased. Therefore, the primary data collection was based on the quantitative data technique to fulfil the purpose of the research objective. However, the survey was not performed in person with the respondents that are 50 managers and 100 employees. This is because of the current global pandemic scenario and lockdown situation all over. In order to keep the safety measures in mind thus, the respondents were provided with the survey consent form through Email and then the data collected from the form were analysed. The sample population will be those who have been in the organisation for more than one year. The questions will be regarding their retention in their respective organisations. The process was unbiased and conducted with ethical considerations. The data were gathered from different secondary sources as well, such as books, articles, magazines, and newspapers. The data will



be analysed by forming graphs for best representation. The gathered data then represented in a structured form before the graphical representation so that the graphs look good and also represents the relation between employee engagement and fair HRM practices in an organisation.

## **4.2 Data Transcribing**

Data transcribing in the research study implies analysing the data as per the thinking or perspective of looking at something by the respondents. In this scenario, 50 managers and 100 employees from several organisations were selected as samples for the study. In this case, both the manager and employees are considered to get the actual insight in the scenario of the study or research which tells if the managers really consider the employees to be an essential factor or part of the organisation and they should be given fair chances in each aspect. Employees, on the other hand, are taken for the research study as samples to understand whether they actually get fair chances in the organisation or the HR discriminate within themselves. It will also help to understand whether the employees get what they deserve or not and if not, whether they want to leave the organisation or not. It indicates that the perspective or thoughts of the managers of an organisation irrespective of its size tell if they have the knowledge about the fair HR practices in their organisation which might affect the employees' behaviour and engagement ratio in that particular organisation. The managers and employees might think this matter differently and that will be studied in this research. The selected employees and managers of this research study were asked to fill up a questionnaire survey form which considered several questions related to the objective of the study and the primary and secondary research questions to obtain the conclusion.

Data transcribing in this research study was conducted based on the socioeconomic behaviour of the employees and managers of the study. They were also being questioned with logical terms by preparing the right questionnaire survey form, which will support the objective of this research study. It was not considered by only taking a survey with some random questions to transcribe the data. The managers and the employees both being part of any organisation varying different size that is the respondent selected various form organisations of small, medium or large-sized. The perspective of the employees' behaviour in the organisation or employee retention rate in the organisations relating to the fair or unfair human resource management practices was considered. The managers and the employees both answer to the survey questions as per their views on this matter that will help the research to come into

conclusion. The responses of the managers were different than the employees in some cases, as the managers tried to remain positive with the issue. Employees, on the other hand, mostly answered in the negative direction towards their satisfaction from the respective organisations. Data were transcribed in the form of positive and negative responses of managers and employees (Yang, Orenstein, Jolma, Yin, Taipale, Shamir and Rohs, 2017). The stated answers of the employees and the managers of the different organisation were transcribed in the electronic form and then analysed to dig deeper into the logic behind their replies or responses. The findings of the data that were transcribed will expect to provide reliable results and relevant to the research objectives.

### 4.3 Response of Managers

*What age group you belong to?*

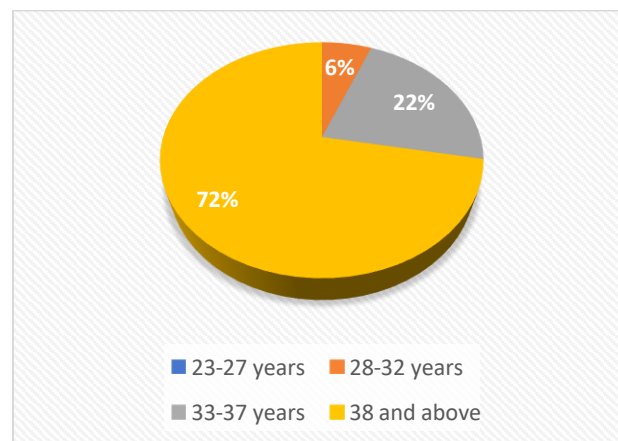


Figure 4: Manager's Age

72% of the total 50 managers of different organisations selected for the survey belonged to the age group of 38 and above. 22% of them belonged to the age group of 33-37 years. Only 6% of them were from the group 28-32 years.

*What is your gender?*

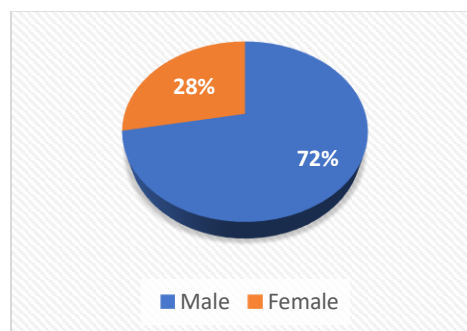


Figure 5: Manager's Gender

72% of the 50 selected respondents or manager of different companies were male and the remaining 28% were female. This is represented with the pie chart in the above diagram.

***Since when you are engaged in your organisation?***

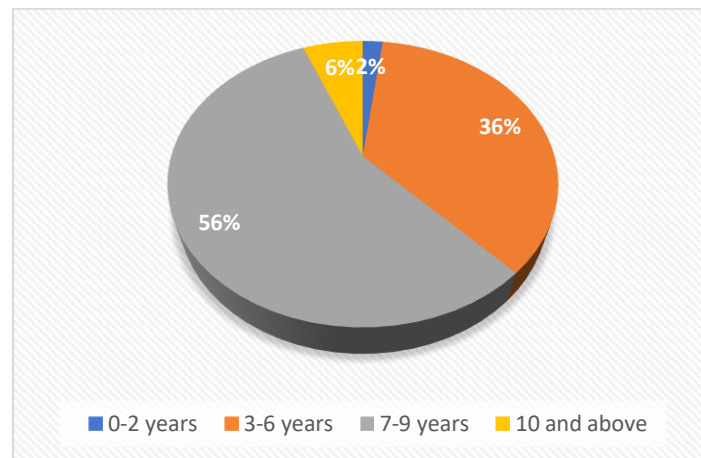


Figure 6: Manager's Employment Years

56% of the total 50 managers replied that they are with their respective organisations for 7-9 years period of time. 36% of managers were providing their services for the organisation for 3-6 years and 6% of them were connected with the organisation for 10 years and above. Only 2% are new and was there for less than 2 years but more than 1 year.

***Are you effectively engaged with your workplace?***

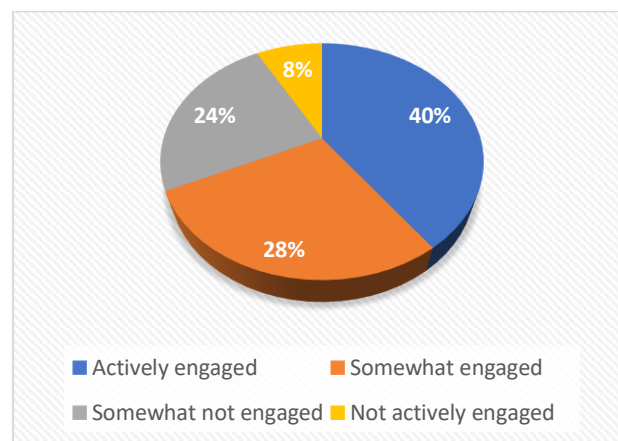


Figure 7: Manager's Effective Engagement

In the above pie chart, 40% of the total manager respondents of the survey said that they are actively engaged with their respective organisations, 28% said they are somewhat engaged, 24% replied that they are somewhat not engaged whereas only 8% said that they are not actively engaged with their workplace.

***Do you agree that HR plays an important role in employee engagement?***

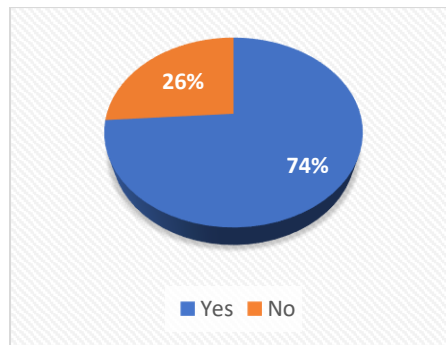


Figure 8: Thoughts on the Role of HR

74% of the total 50 managers, when asked to share their thought about the importance of HR or human resource manager in the organisation for the purpose of employee engagement, replied with yes and the remaining 26% thinks it as a no. Most of them consider that HR plays an important role.

***Do you agree that HR in your company is involved in fair HR practice?***

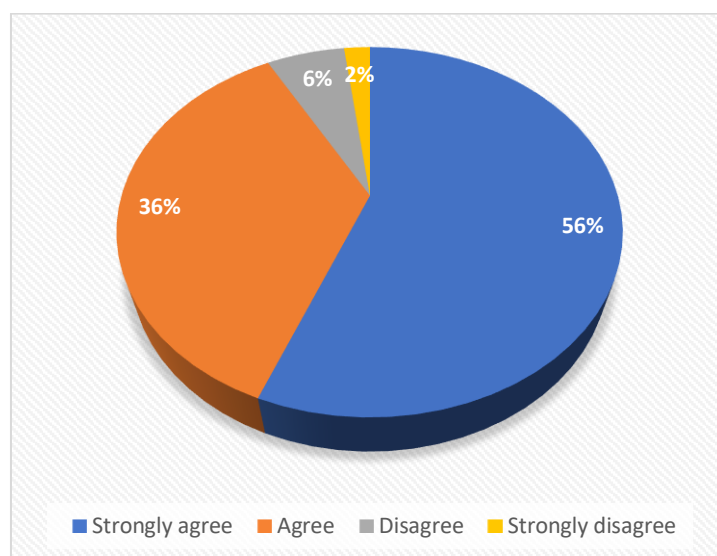


Figure 9: Thoughts on Fair HR Practice

56% of manager strongly agrees that the HR of their respective company does fair practices regarding the employees. Again, 36% also agree with this matter but 6% disagrees and 2% of them totally disagree indicating that the HR practices are not fully fair to their employees as per the above figure.

***Do you think unfair HRM practice can affect employee retention?***

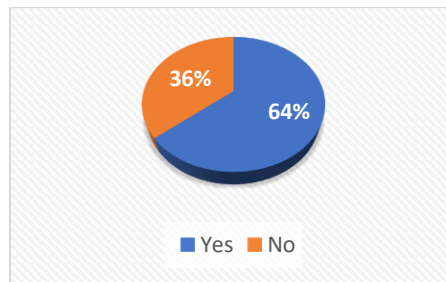


Figure 10: Employee Retention for Unfair HR Practices

Employee retention rate might get affected because of the unfair HR practices as stated by 64% of the managers but 36% thinks otherwise. They do not feel employee retention can be dependent on HRM practices only. However, most of them agree that unfair HR practices lower the employee retention rate.

***Do you agree employees get motivated by the HR?***

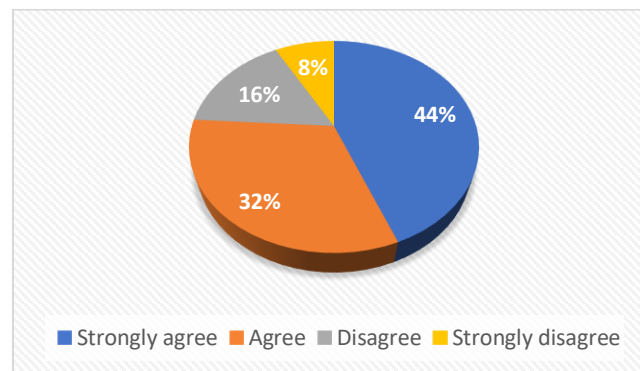


Figure 11: HR Motivating Employees

44% of the total manager strongly agreed and responded that the employees get motivated by their company HR, 32% agrees with whereas 16% disagrees that the HR of their companies does not motivate the employees in their respective workplace and remaining 8% also strongly disagrees as per the data collected and shown in the pie chart.

***Do the employees get rewarded for their performance?***

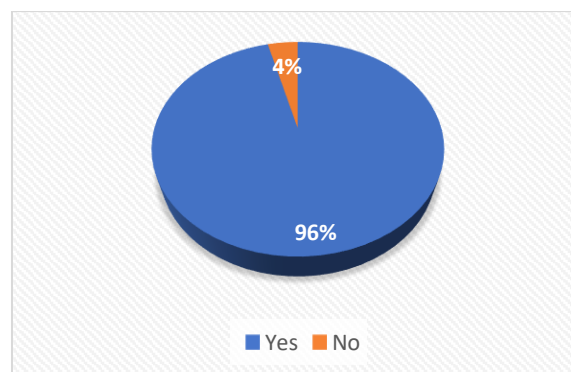


Figure 12: Rewards for Employees

96% of the company manager replies that the employees get rewarded because of their performances in the organisation and only 4% respondent as no. this is shown in the above figure with the pie chart. It represents that the company rewards the employees based on their work.

***Do you agree that employees and their behaviour is related to HR's fair practices?***

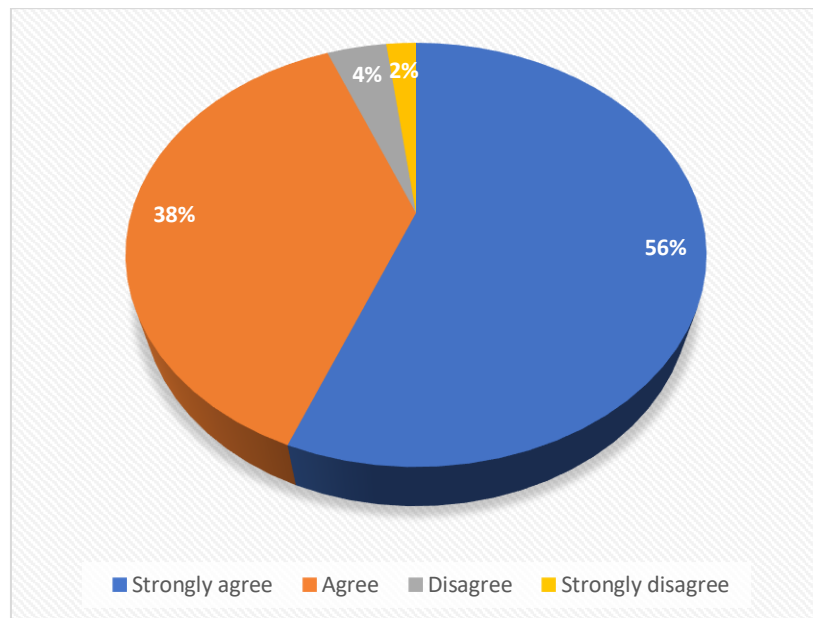


Figure 13: Employee's Behaviour

Out of 50 managers, 56% strongly agrees with the topic that the employees and their behaviour or performances in the organisation depend on the fair or unfair HRM practices. 38% of them agree with them and the remaining percentage of the managers was against the concept and disagreed.

***Does a company's success relate to employee engagement?***

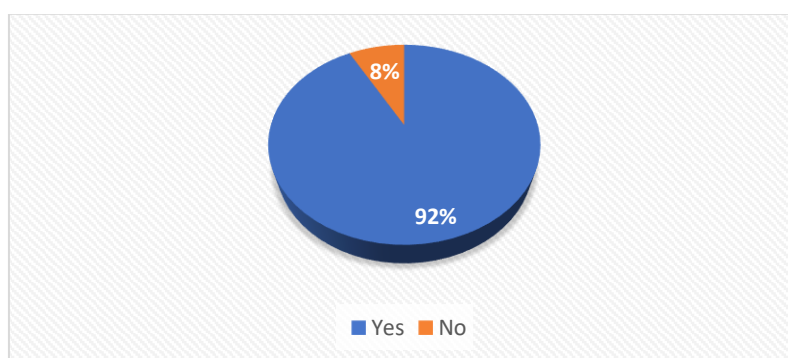


Figure 14: Relation to the Company's Success with Employees

The company's success and its employees are an interrelated part and thus 92% managers of different companies from the selected 50 managers responded yes indicating the

success of a company depends on the employee engagement and only 8% responded negatively. This finding is represented in the form of a pie chart above.

***Did you face any unfair discrimination in the organisation?***

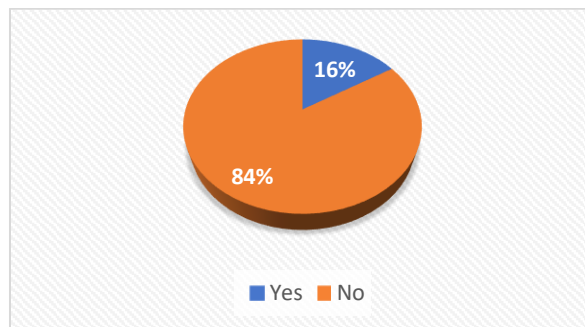


Figure 15: Facing Unfair Discrimination

84% of the total managers in different organisations responded that they do not face any discrimination in the organisation but 16% agreed to it implying they have faced discrimination. In this 16%, female managers and some other managers who are coming from the different cultural background faced gender-wise or cultural discrimination.

***Does the HR of your company provide a satisfying work culture?***

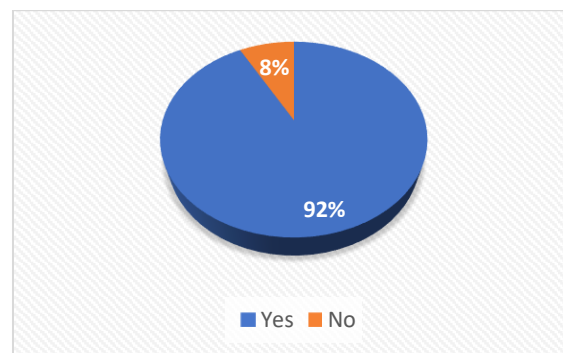


Figure 16: Satisfying Work Culture

The above pie chart shows that 92% of the total of 50 managers thinks that the HR of their respective companies gives satisfying work culture to the employees and only 8% thinks the opposite of it. The maximum percentage is in favour of the HR which tells that the company HR is able to provide a satisfying work environment with the fair HRM practices.

***Are you satisfied with the behaviour of HR?***

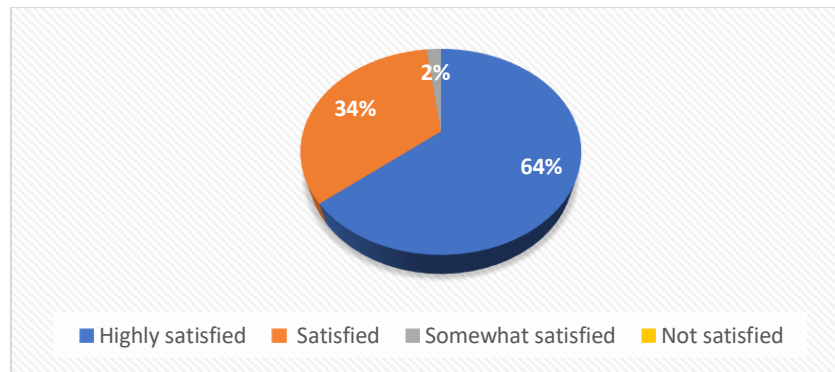


Figure 17: HR's Behaviour

The above pie graph represents the responses of the 50 managers of different companies regarding the satisfaction level with the behaviour of the HR of the company. 64% re highly satisfied, 34% are satisfied and only 2% are somewhat satisfied but no one was unsatisfied with HR's behaviour.

***Do you agree that HR communicate with employees of all level?***

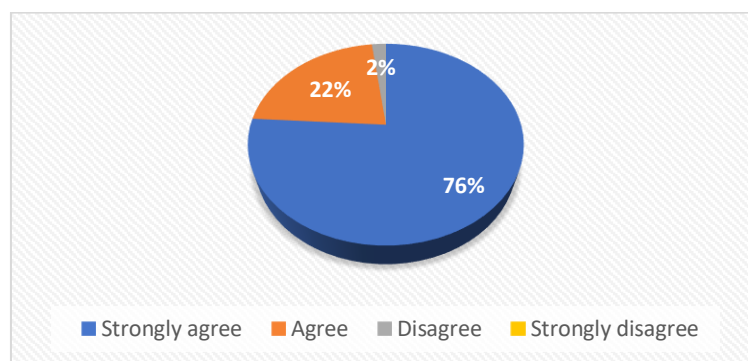


Figure 18: HR's Communication with Employees

Responses of the managers when asked about whether the HR off their company communicates with employees of all level or not, the replies were almost the same. 76% strongly agrees that HR communicates with all employees without any discrimination, 22% of them agree, and only 2% disagrees.

***Does HR try to listen and solve employee's issues?***

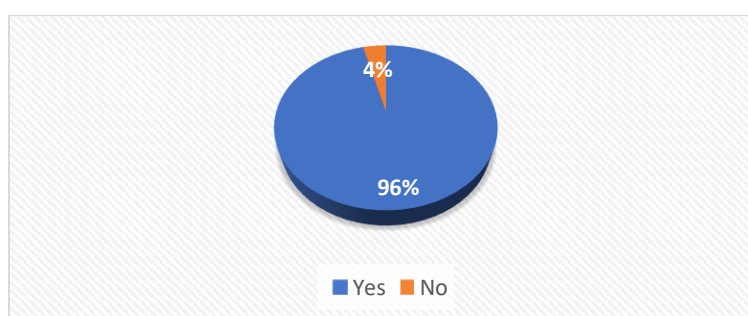


Figure 19: HR Solving Employee's Issues



The HR of the company is involved with the employees and always listen to them carefully to solve their issues or manages the conflicts as per 96% of the managers in the sample. Remaining 4% of the total of 50 managers thinks that HR does not listen and tries to solve the conflict or other issues within employees.

***Do you agree that HR can help in making the employees engaged in the workplace?***

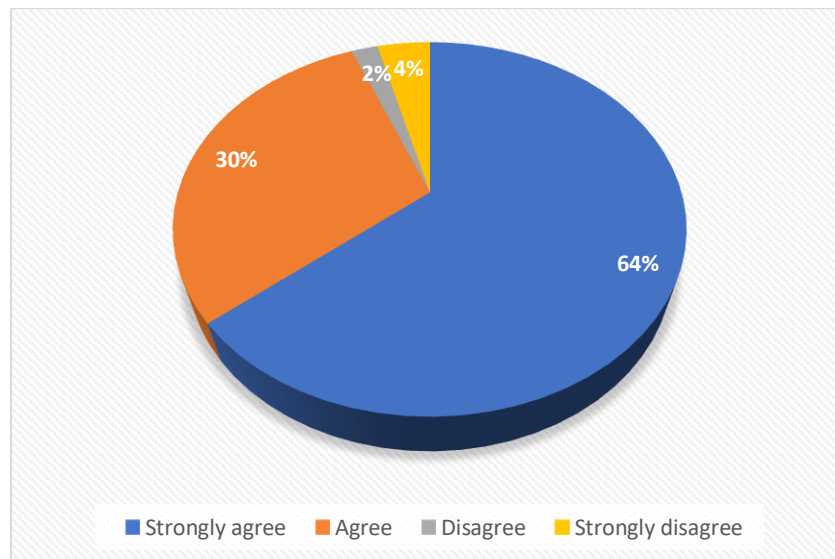


Figure 20: HR's Contribution to Employee Engagement

HR of the company manages the employees and thus the behaviour they show towards the employees is important to keep the employees engaged in the organisation as per the response of the 64% of the total managers who strongly agree. 30% of the respondents also agreed, 2% disagreed and 4% strongly disagrees as they think HR is not responsible for employee engagement.

***Does HR promote cross-cultural teamwork in the organisation without being unfair?***

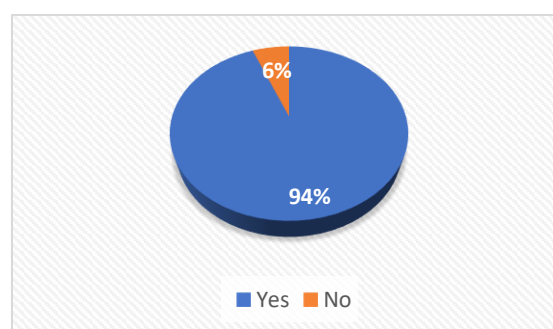


Figure 21: HR's Cross-Culture Promotion

Out of 50 managers, 94% thinks that the HR of their company promotes cross-cultural teamwork and motivates the employees to work in a team with people from different

background. However, 6% thinks differently. They think the HR of their companies does not promote cross-culture to retain employees.

***Do you want HR to change the practices to make the employees more engaged?***

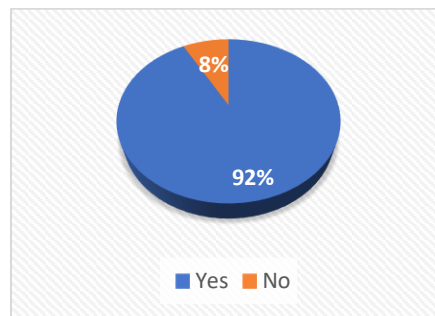


Figure 22: Changes in HRM Practices

The managers in their respective companies observe the HRM practices by the HR and 92% thinks that the HR of the companies are fair to all employees and there is no need to change the HRM practices but 8% of the managers think that they need the change as the practices are not fair to employees and is a reason for employee turnover.

***Rate your satisfaction level for the HR behaviour***

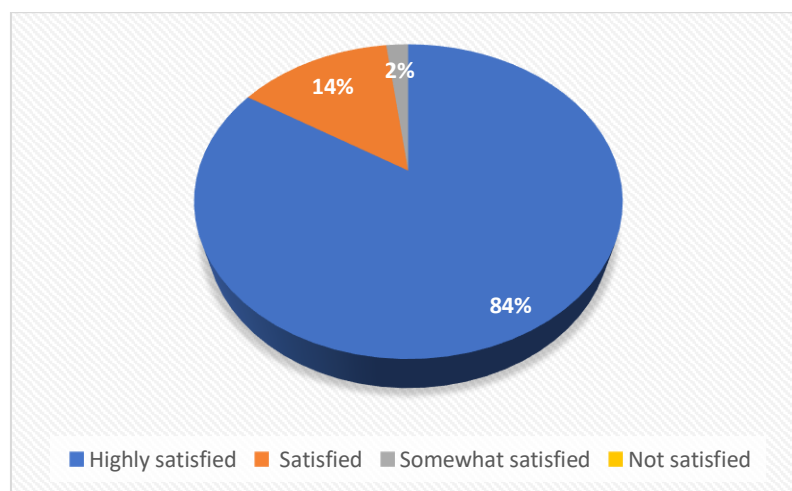


Figure 23: Manager's Satisfaction Level

The 50 managers selected for the study are mostly highly satisfied with the behaviour shown by HR and that percentage is 84%. 14% are satisfied and only 2% of them are somewhat satisfied but no one manager was unsatisfied with the behaviour shown by the HR as it is fair.

#### 4.4 Response of Employees

***What age group you belong to?***

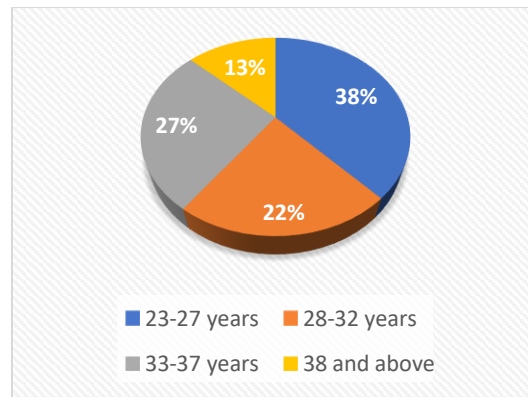


Figure 24: Age Group of Employees

38% of the total of 100 employees is the member of 23-27 years age groups, 22% of them belonged to 28-32 years, 27% of them are from 33-37 years and 13% belonged to the age group of 38 and above. All this information is represented in the above pie chart.

***What is your gender?***

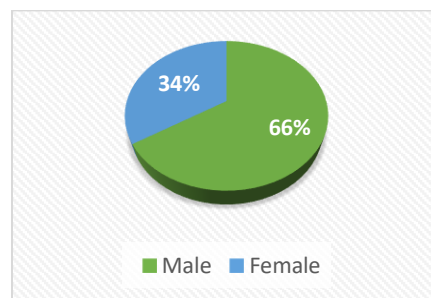


Figure 25: Gender of Employees

The above pie chart shows that the percentage of male employees was more than the percentage of female employees. The male percentage is 66% and the percentage of female employees in the sample of 100 employees is 34%.

***Since when you are engaged in your organisation?***

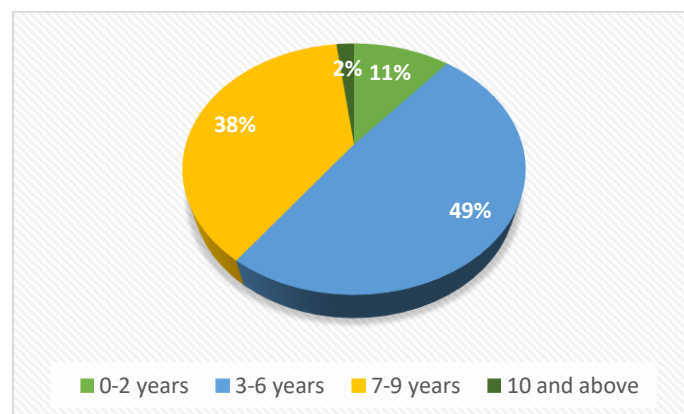


Figure 26: Employees' Employment Years

Only 2% of the total of 100 employees are connected with the organisation for greater than or equal to 10 years. 49% of them have experiences of 3-6 years. 38% with work experience 7-9 years. 11% have work experience of 0-2 years.

***Are you effectively engaged with your workplace?***

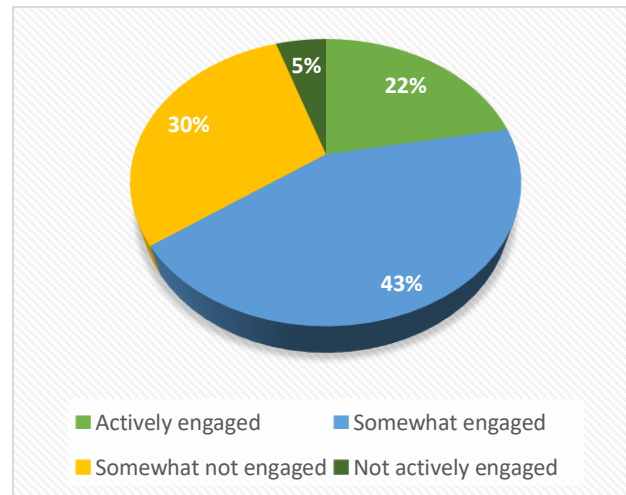


Figure 27: Employees' Effective Engagement

The above pie chart shows that 43% of the total of 100 employees are somewhat engaged in the organisation not fully active. 30% of them are somewhat not engaged. Only 22% responds that they are actively engaged with the organisation. It implies that the majority is not involved in the organisation's activities actively.

***Do you agree that HR plays an important role in employee engagement?***

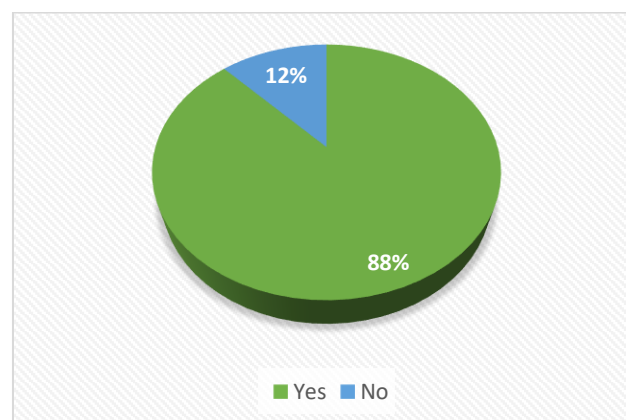


Figure 28: HR Role for Employee Engagement

85% of the total of 100 employee belief that employee engagement in the organisation is affected by the role played by the HR of their respective organisations. HR, when plays his or her role fairly, encourages ore employee engagement and 12% thinks that role of HR is not necessary for the employee engagement ration in the organisations.

***Do you agree that HR in your company are involved in fair HR practice?***

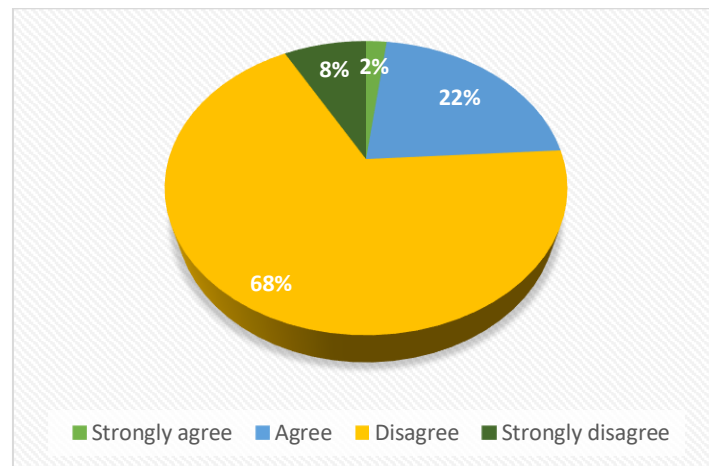


Figure 29: Opinion on Fair HR Practice

68% of the employees disagree with the fact that the HR of their respective companies practices fair HRM techniques. Here are only 2% who strongly agrees and 22% who agrees but the higher percentage believes that the HR is not fair and do not implement fair HR practices.

***Do you think unfair HRM practice can affect employee retention?***

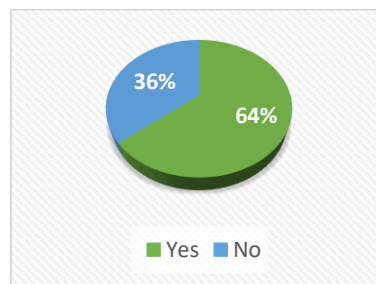


Figure 30: Effect of Unfair HR Practices on Employee Retention

64% of the employees selected for the research think that the unfair HR practices are the reason behind the employee turnover and 36% believes that it is not an issue in case of retaining employees in the organisation and is represented in the above pie chart.

***Do you agree employees get motivated by the HR?***

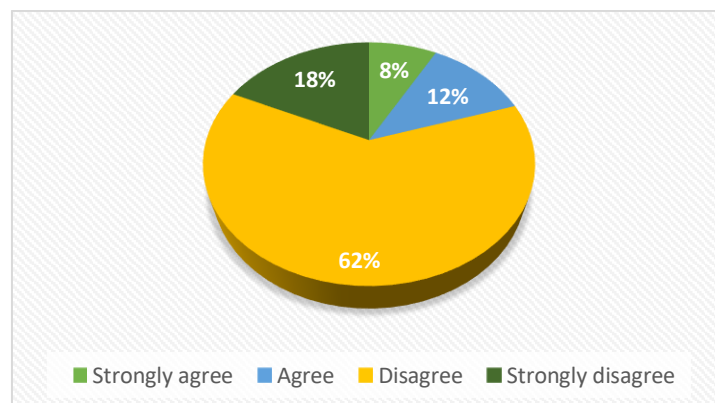


Figure 31: Motivating HR for Employees

The company HR motivates their employees or not is represented in the above pie graph where it is clear from the 62% employees that the HR does not encourage or motivate the employees. 18% also strongly disagrees that HR is not motivating but 12% thinks that the Hr of their company is motivating and 8% also strongly believes that.

***Do the employees get rewarded for their performance?***

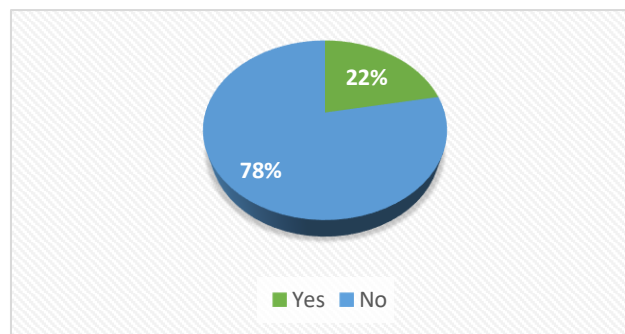


Figure 32: Employees Receiving Rewards

22% of employees think they get rewarded for the hard work they do in the organisation but 78% replies they do not. Implies that 78% of employees do not get appreciated by the HR or the company leaders for their work and indicates workplace unfair practices. It impacts employee engagement.

***Do you agree that employees and their behaviour are related to HR's fair practices?***

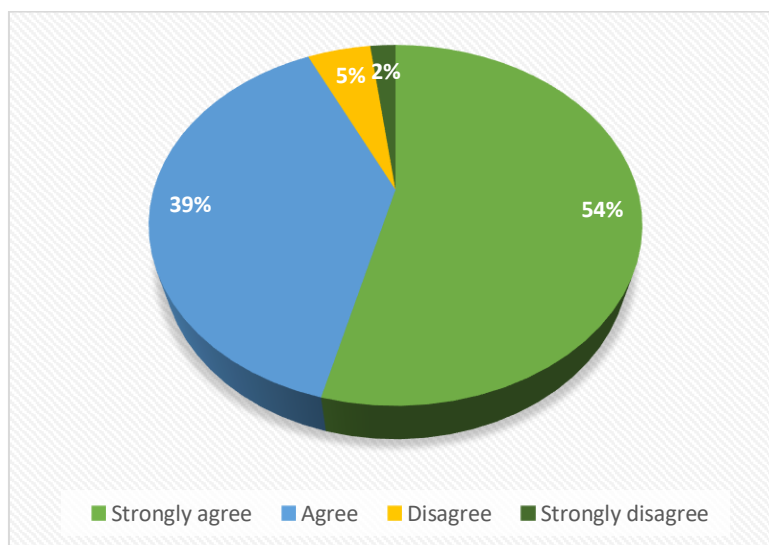


Figure 33: Employee Behaviour Related to Fair HR Practice

54% of employees strongly agree and 39% agree that the behaviour of the employees of an organisation is decided by the fair implementation of HRM practices of their respective

HR. It implies that employee engagement in the organisation is also connected to fair HRM practices. Remaining 7% disagrees with this.

***Does a company's success relate to employee engagement?***

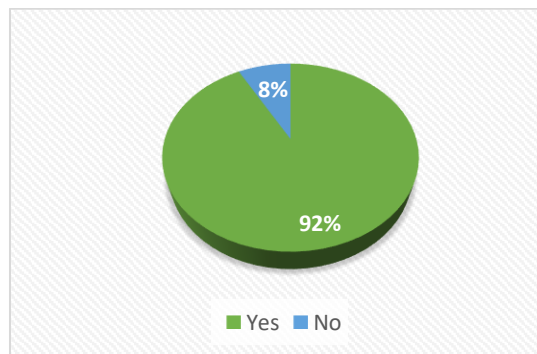


Figure 34: Employees' Role in the Company's Success

The pie chart shows that 92% of employees responded that the success of a company depends on the employees and their active participation or engagement in the organisation. 8% thinks the opposite of it that is the company's success not only depends on employees but many other factors.

***Did you face any unfair discrimination in the organisation?***

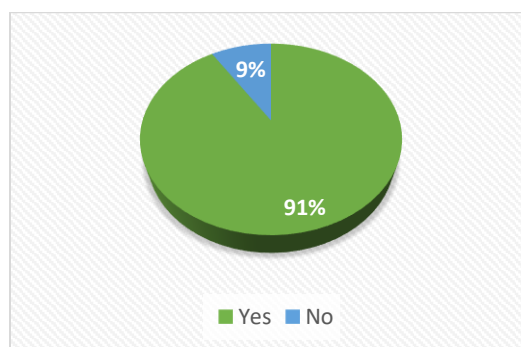


Figure 35: Employees Facing Unfair Discrimination

The above pie graph represents 91% of the total of 100 employees selected for this research study face different types of unfair discrimination in their respective organisations. Only 9% were against it as they have not faced any such discrimination in their workplaces.

***Does the HR of your company provide a satisfying work culture?***

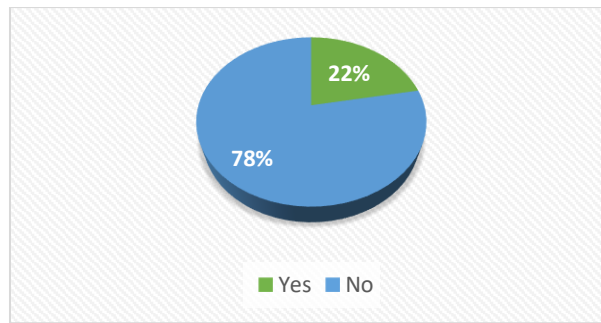


Figure 36: HR Providing a Satisfying Work Culture

Since so many employees out of 100 face unfair discrimination in their respective organisation, 78% responded that the HR of their organisations do not provide them with satisfying or encouraging work culture. 22% of employees think they have a satisfying work culture in their respective organisations which supports the employees.

***Are you satisfied with the behaviour of HR?***

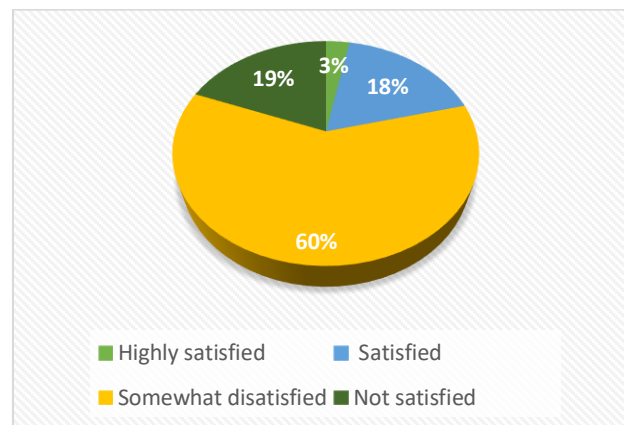


Figure 37: Satisfying Behaviour of HR towards Employees

60% of the total of 100 employees is somewhat dissatisfied with the behaviour of HR in their organisation. 19% of them are not at all satisfied. 18% of employees are satisfied with the HR behaviour and HRM practices and only 3% are highly satisfied as shown in the pie chart.

***Do you agree that HR communicate with employees of all level?***



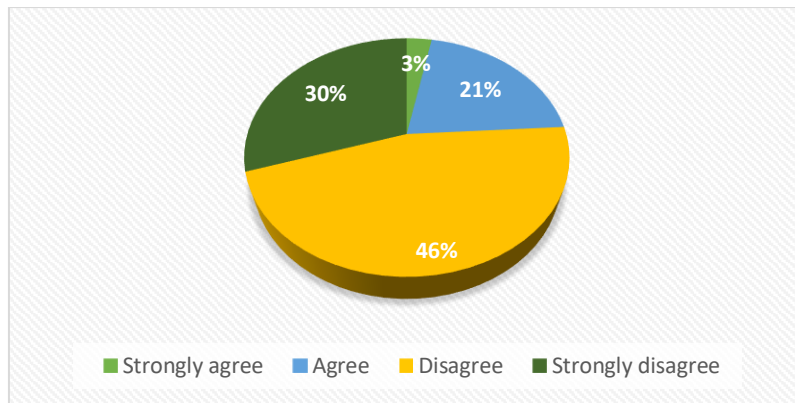


Figure 38: HR Communication Level with Employees

The above clearly states the HR of the companies do not communicate with employees and takes decision without informing them. 46% disagrees that the HR communicate, 30% strongly disagrees. 21% agrees that the HR of their companies try to communicate with all levels of employees and only 35 strongly agree with this.

***Does HR try to listen and solve employee's issues?***

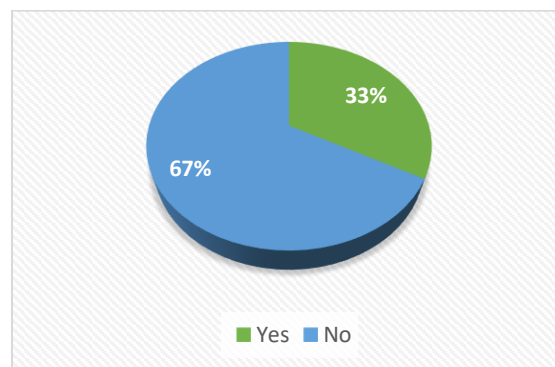


Figure 39: HR Solving Employee's Problems

33% of respondents replied yes when they are asked whether the HR of their company listen to employees carefully or not and solve different issues like internal conflicts or any discrimination and inequality. The majority responded differently. 67% replied as no since they do not agree that the HR of their company listen to them and solves the issues they are facing.

***Do you agree that HR can help in making the employees engaged in the workplace?***

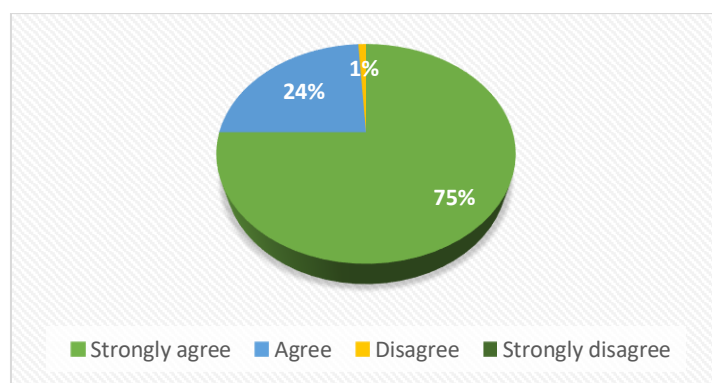


Figure 40: Role of HR in Employee Engagement

75% of employees strongly agree that HR plays an important role in increasing employee engagement in the organisation. HR can easily help employees remained engaged in the organisation. 24% agrees and only 1% disagrees with this. HR has to be fair to retain its employees and to improve employee engagement.

***Does HR promote cross-cultural teamwork in the organisation without being unfair?***

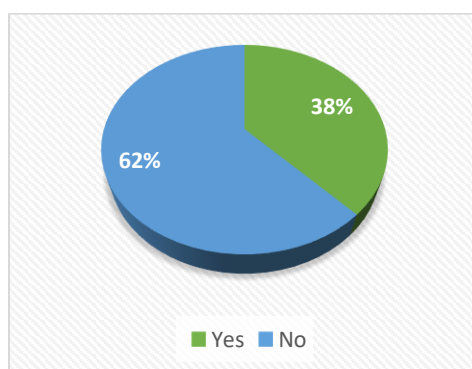


Figure 41: HR Promoting Cross-Culture

62% agrees that the HR of their company does not promote cross-cultural teamwork in the companies whereas 38% thinks that HR of their organisations promotes cross-cultural teams. It also indicates the unfair practice management of HR in maximum cases where the employee from any other background is not included in the team.

***Do you want HR to change the practices to make the employees more engaged?***

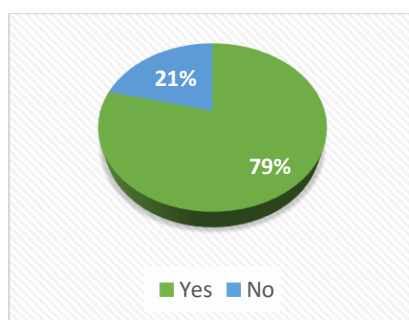


Figure 42: Changes in HRM Practices

The pie chart shown above explains that 79% of the total of 100 employees thinks that there is a need to change the HRM practises in the respective organisations since those practices are not fair to all and affect employee engagement. 21% of respondent employees think that they do not need such changes as HR takes care of fair practices.

***Rate your satisfaction level for the HR behaviour.***

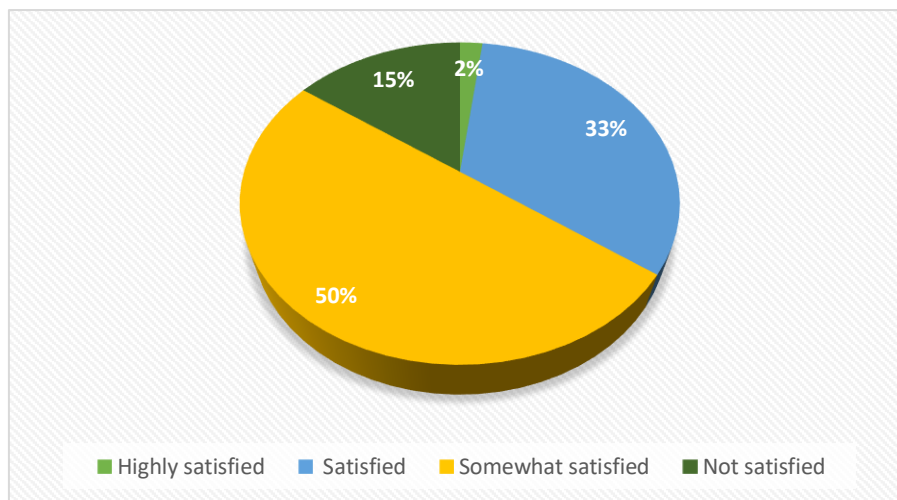


Figure 43: Satisfaction Level of Employees

50% of employees are somewhat satisfied, 33% are satisfied, 15% are not at all satisfied and only 2% are highly satisfied with HR behaviours which will impact their engagement decision in the organisation as per the graphical representation above created on the sample data.

## **5. Conclusion and Recommendations**

### **5.1 Conclusion**

Employees are the wheel of an organisation which will drive the organisation towards success. The organisations must treat their employees correctly so that the employees can effectively take part in the organisational activities so that the organisations reach the goal it has set for itself by earning efficiency in the operations. Employees would not be very impressed if they do not get the satisfaction from the workplace then the engagement rate of the employees in the organisation would be questionable. It is therefore mandatory to keep the employees satisfied so that the organisation is successful in achieving its objectives or goals. HR or the human resource management officer in the organisation is a big responsibility that decides the employees' whereabouts in the company. The practice measures taken by HR decide whether the employees will remain in the organisations for a longer period of time or the company will face employee turnover. Therefore, it is important for the HR of the organisation to be fair with all of its employees and promoting work culture which will provide the employees with equal opportunities in their organisations. HRM practices in fair terms will make sure employees are actively participating in the organisation's operations and their engagement will be high.

HRM practices often seem to be unfair for employees which lower the engagement rate of the employees in the organisation. The discriminatory practices of not appreciating the hard work of the employees or not rewarding them. The employees even face cultural and gender-wise discrimination in the organisation. HR must look after each of the employees and understanding their issues or difficulties in the organisation. After identifying the issue, HR will solve the problem to provide the employees with the more considerable experience of working in the organisation. HR, instead of doing this, often creates a more unsatisfying environment for the employees. The facts found for the collected samples of interviewing 50 managers and 100 employees of different organisations with a questionnaire survey relating to the questions of the research objectives as provided some of the valuable insights into the study. This study is focused on to see the relationship between the engagement level of the employees in an organisation for the long run with the unfair HRM practices. The result is clear that the relationship is negatively but significantly associated. It implies that the employees will be more engaged in their workplace if they are provided with the pleasant environment which is only because of the HRM practices in a fair manner and if the HR of the companies is not

appropriate to each employee, the engagement rate of the employees in that organisation will be below. The adverse effects of unfair HRM practices are one of the main reasons for employee turnover. The employees do not get the satisfaction from the organisation or from the leaders in their workplaces which will be useful to keep the employees engaged in the organisation. Employees need the assurance of fair HRM practices to be with the organisation.

The results of this research study found the adverse relationship between the engagement of employees and unfair HRM practices in the organisations. However, the responses of the managers and employees differ at some point. Managers in most of the cases disagreed with the fact that the HR of their companies is unfair. Managers being the essential personnel for the organisations tried to keep the reputation of the organisation intact and that is why they tried to hide the actual scenario going on in the organisations. Managers though believe that HR plays a significant part in controlling and managing employees in any organisation irrespective of their sizes. The managers of the company also believe that their employees are an essential component of an organisation which will make sure that the organisation is running successfully. The response of the managers highlighted the fact that HR is very involved with the employees and takes care of the issues they face in the organisation. HR also communicates with the employees at a very core level and listens to them. Managers are satisfied with the behaviour shown by the HR towards them as well as towards the employees. The response of the managers is biased towards their organisation and HR as they do not want to reveal that the employees are really getting what should they deserve or not from the organisation. This factor decides the employees will be with the organisation or not for a longer period of time and also the fact that it might affect the ways the employees behave in the organisation or deliver the best.

Employees, on the other hand, replied very different from the managers. The response of the employees highlighted the facts about the conditions of employees in the organisations. The employee believes that they are not going to be engaged with the organisations for a more extended period as the organisations and the HR is not fair to them. Employees do not equal chances in each activity of the organisation. HR does not communicate with employees of all levels. They do not provide the training to educate employees about the organisational goals. The company HR also showcases discrimination of all types, especially gender discrimination and cultural discrimination. Employees do not get rewarded or provided benefits. HR often creates issues with the pay scale of the employees. The employees do not get paid as per the actions they perform for the organisation. All these unethical activities considered by the

company HR made most of the employees question their engagement in the organisation for long.

Most importantly, the employees do not get any motivation from HR, which will push them to perform better in the organisation. HR does not consider the development of the employees, and they ignore to train them, or they do not even inform them about the structural or other changes in the organisation. Lack of communication from the end of the HR often generates several new issues to the employees, which lower the engagement rate of employees in the company. It again affects the productivity of the organisation and the profit. Employees, therefore, agrees that the unfair practices by HR affect employee engagement in the organisations adversely.

## **5.2 Recommendations**

Increasing the rate of employees' engagement in the organisation would be only possible if the organisation and the HR of the organisations performs fair HRM strategy practices to handle the employees. Once the employees are hired in the organisation, it is the duty of the HR to provide them with a satisfying and encouraging work culture which tries to ensure employee engagement in the organisation. The higher level of employee engagement in the organisation implies that the employees are efficient and voluntarily taking participation in activities of the organisation to deliver better performance. The organisations thus try to recruit HR who will guide the employees to ensure profitable employee engagement in the organisation. In order to retain employees in the organisation, the Hr has to be fair t each and every employee in an organisation irrespective of their level or actions they perform in the organisation. It is recommended after this research study that the company HR should consider only fair HRM practices for the organisation so that the organisation does not lose its value by losing the employees. Employee turnover will create a fuss in the market which will destroy the reputation of the companies in the market. This gain might have a chance of lower investment in the organisation. Therefore, to avoid such disastrous events in the organisations it is recommended that the HR considers the fair HRM practices. It is also recommended that the HR arranges training programs for the employees and their development, communicates with them irrespective of their place in the company hierarchy or rewards them and benefit them with incentives and correct pay.

The employees will also be ensured by the HR that there will not be any unnecessary discrimination in the work and the HR is also recommended to promote the cultural diversity

in the organisation along with ensuring the equal opportunities of all the employees. The employees will be more engaged with the organisation when they will feel that the HR and other leaders of their reactive companies are considering their values and taking their feedback on some aspects before making any decision. The organisations and the HR with the implementation of the fair HRM practices will significantly impact the employees and their attitudes and behaviours in a positive direction. The change in behaviour and the thoughts of having a satisfying work environment will make sure that the employees are connected to the organisation and it will increase the level of employee engagement in the organisation as well. The assurance of the employees in the organisation will be therefore achieved by the recommended fair behaviour of the HR in the organisation so that the employees are not likely to leave the organisations. The organisations will not be able to work with one hundred per cent accuracy if they do not consider the importance of the employees in an organisation. It is therefore recommended from the findings of the study that HR behaviours fairly with all the employees in the organisation to hold onto the employee engagement take in the organisation.

### **5.3 Future Aspects**

The study of the relationship between employee engagement and unfair HRM practices will create opportunities in terms of future aspects. It will guide the HR and the organisations to behave fairly to the employees so that the organisations do not face any difficulties in earning profit. It will be obvious that in the future, the organisations will be more responsible towards the employees as they will understand that the employees will leave the organisations if they are not satisfied and fully engaged with the activities of the organisations. The research study emphasises on the part that fair HRM practices are necessary for the organisations to retain its employees otherwise the employees will leave. The proven aspects of this research study will tell the organisations, managers and the HR of the companies that they need to focus on employees and their engagement by providing them with equal opportunities. The future studies in this field will also be benefitted with the findings of this research. The future researcher will get the data and analysed result in this study which will help them to dig deeper into this field for the research of some other direction. This research study will, therefore, contribute to the research field of organisation and its leadership management style that has effects on the employees and also on the organisations to make a profit.

## 5.4 Suggestions

Organisations since value its position in the market must value their employees too. This is why they are suffered to practice Fair HRM strategies in the organisation which will handle and control the employees in the organisation. Communication to be established with the employees by their HR so that the employees can easily share their issues with them. HR then should listen to those issues carefully and take actions to solve them. HR is suggested to be encouraging and motivating towards the employee and their performances to make sure they deliver quality work. The employees, so have to be informed about the company culture and the work procedures so that they can understand the ways they should behave in the organisations. Employees need to know the mission and vision of the companies so that they can perform accordingly. It is suggested that if the HR fairly give a chance to employees take participations and decisions individually or within a team, it will benefit the employees as the employees will get motivated and also inspired to take responsibilities. This will boost their confidence and will improve engagement. The employees must be offered the proper pay scale as per their knowledge and skills so that they do not leave the organisation. The authorities must implement strict laws for the employees and also the HR, which will make sure that no employees are facing bullying or any other workplace discrimination. Lastly, HR is suggested to provide the employees with a significant amount of training to develop their skills, so that employee engagement remains intact.



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## **Appendix**

### **Survey Questionnaire**

1. What age group you belong to?

- 23-27 years
- 28-32 years
- 33-37 years
- 38 and above

2. What is your gender?

- Female
- Male

3. Since when you are engaged in your organisation?

- 0-2 years
- 3-6 years
- 7-9 years
- 10 and above years

4. Are you effectively engaged with your workplace?

- Actively engaged
- Somewhat engaged
- Somewhat not engaged
- Not actively engaged

5. Do you agree that HR plays an important role in employee engagement?

- Yes
- No

6. Do you agree that HR in your company are involved in fair HR practice?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

7. Do you think unfair HRM practice can affect employee retention?

- Yes
- No

8. Do you agree employees get motivated by the HR?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

9. Do the employees get rewarded for their performance?

- Yes
- No

10. Do you agree that employees and their behaviour is related to HR's fair practices?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

11. Does a company's success relate to employee engagement?

- Yes
- No

12. Did you face any unfair discrimination in the organisation?

- Yes
- No

13. Does the HR of your company provide a satisfying work culture?

- Yes
- No

14. Are you satisfied with the behaviour of HR?

- Highly satisfied
- Satisfied
- Somewhat dissatisfied
- Not satisfied

15. Do you agree that HR communicate with employees of all level?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

16. Does HR try to listen and solve employee's issues?

- Yes
- No

17. Do you agree that HR can help in making the employees engaged in the workplace?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

18. Does HR promote cross-cultural teamwork in the organisation without being unfair?

- Yes
- No

19. Do you want HR to change the practices to make the employees more engaged?

- Yes
- No

20. Rate your satisfaction level for the HR behaviour.

- Highly satisfied
- Satisfied
- Somewhat dissatisfied
- Not satisfied