

The Effect of HRM Practices on Employee Engagement & Mediating Role of Psychological Conditions: An Empirical Evidence from the Manufacturing Sector of Pakistan



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DECLARARTION

I ensure that yet where due affirmation has been made, this work is totally my own work and it has not been submitted beforehand distributed or composed by some other individual entire or to some extent, to meet all requirements for another scholarly honor to the best of my insight; the substance composed is the consequence of the examination work that has been endorsed after the earlier endorsement of the program, however due reference has been made in the content.

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Abstract

Engaged employees are cognitively vigilant, emotionally connected, and physically involved in their jobs. Research has shown that the extent to which employees demonstrate engagement with jobs varies depending upon the organizational context in which employee's work. The importance of organizational context is evident in a recent Towers Watson's Global Workforce Study 2014, which shows that more than half of the employees feel unsupported at work and are disconnected with their organizations' goals. The study further reveals that salary, opportunities for career advancement and job security are fundamental to attracting and retaining all employees. Although a handful of research has found significant relationship between HRM practices and employee engagement, the mediating and moderating conditions of this relationship are not fully known as yet. Thus, the purpose of this study is to focus on the relationship between HRM practices and employee engagement in greater depth, with the mediating role of psychological conditions. Drawing from theory of the social exchange the study propose that HR practices positively impact employee engagement by enhancing psychological conditions among employees. Thus, this research will develop a model that represents psychological conditions as a mediating mechanism in the relationship between HRM practices and employee engagement. This study proposes a model of psychological conditions as a mediator in Human Resource Practices employee engagement relationship.

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CHAPTER 1

INTROUDCTION

1.1 Chapter Overview

The chapter explains background, importance of employee engagement, and the need for the engagement and about the concept of employee engagement prevalent these days and has gained popularity during the last decade according to Demerouti et al. (2001a), Schaufeli (2006) and Saks & Gruman (2011). This chapter entails problem statement and the contribution of the study in the literature after highlighting the importance of research, questions and objectives related to research.

1.2 Background of the study

In 1920's, the term employee engagement was found in early studies on a group's readiness to achieve the organizational goals. The idea was matured by the army of United States during Second World War, to anticipate solidarity of exertion and attitudinal battle – readiness before a strike. Thus, after war, mass generation society needed unity to execute for speed & quality. In the modern-day perspective the term knowledgeable worker, importance was given on individual ability of the management. Kahn (1990) characterizes individual engagement as "the outfitting of organizational members characters to their job roles; in engagement, individuals utilize & communicate physically, cognitively & emotionally during role exhibitions. Employee Engagement needs to do with how people utilize themselves in the execution of their