

Investigating the Role of Intelligent HR Systems in Enhancing the Relationship Between Employee Engagement and Performance: A Computational Perspective for Economic Development

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Abstract - This study examines the impact of Human Capital Management Practices (HCMPs), specifically employment opportunities, training, and rewards, on employee performance. Work engagement is a mediating component in this analysis. The results indicate that HCMPs enhance employee performance by increasing work engagement. This demonstrates the strategic role that HR plays in developing a motivated workforce that propels business success. Engaging employees is essential for every business to succeed in providing its clients with high-quality services; engaged employees treat customers royally and talk about the success of their organization. According to research, engaged workers are 87% less likely to quit than disengaged ones. They tend to maintain regular attendance without absenteeism, treat their work with care, and contribute to the business's growth. As a result, they are often rewarded for their dedication and commitment. The manager must communicate with employees, listen to their concerns, and reward them for improved work. Employee engagement, on the other hand, improves performance and helps the company expand. It is bothering because employees who are less engaged are more likely to leave than those who are more engaged. When workers are engaged, they work hard, do better at their jobs, and stick with the company for years. To measure the level of engagement, research indicates that companies with poor employee engagement experienced an average operational income decrease of almost 32%, created a foundation for engagement to occur easily, set goals and tracked employee engagement, and encouraged continued high engagement levels with routine public recognition for employees who are engaged. The primary task is to break the culture of dependency on leaders and develop teamwork with visibility to accountability and engagement. This empowers employees to solve their issues and provides opportunities for coaching and mentoring. High employee engagement results in high organizational performance.

Keywords: Human Capital Management Practices (HCMPs), Economic Development, Employee Engagement, Employee Satisfaction, Organizational Performance, Quality, Motivation, and Organization Culture

I. INTRODUCTION

Engaging employees is a fundamental idea in business management. An employee who is "engaged" is enthusiastic and entirely dedicated to their profession, and as a result, they work in a manner that promotes the mission of their enterprise (Ardestani, 2017). A worker's emotional commitment to their job, coworkers, and organization, whether positive or negative, is measured and has a substantial impact on their ability to learn and perform better at work. This is known as "employee engagement," according to Scarlett Surveys. In order to comprehend the influence of engagement, the most recent meta-analysis by Harte and Schmidt (2003) may be helpful. An employee who wanders around the workplace, depresses morale, and eventually costs the organization money is known as a zombie employee (Merin et al., 2023). Employees who exhibit traits like passion, alignment, and innovation are considered engaged; these traits indicate that they are innovative, enthusiastic, and linked to the organization. They bring fresh concepts to life and contribute to them. These workers are optimistic and promote that attitude. They are prepared well in advance, proactive, and able to predict future market situations (Arun Pandi & Palanivel Rajan, 2019).

The 3 C's of Employee Engagement

Career: People expect to build a career at the organization they join. Organizations may prepare a whole new generation

of workers if they genuinely invest in their employees' career development.

Competence: The primary focus must be on developing marketable skills. Most employees search for opportunities to advance and advance to the next level of their employment after a few months in order to increase their competence

within the organization. On the other hand, the career focuses on the real development and advancement of their careers.

Care: At the very top, care is thought to be the best management technique that allows workers to feel like an essential component of their company.

Drivers of Employee Engagement

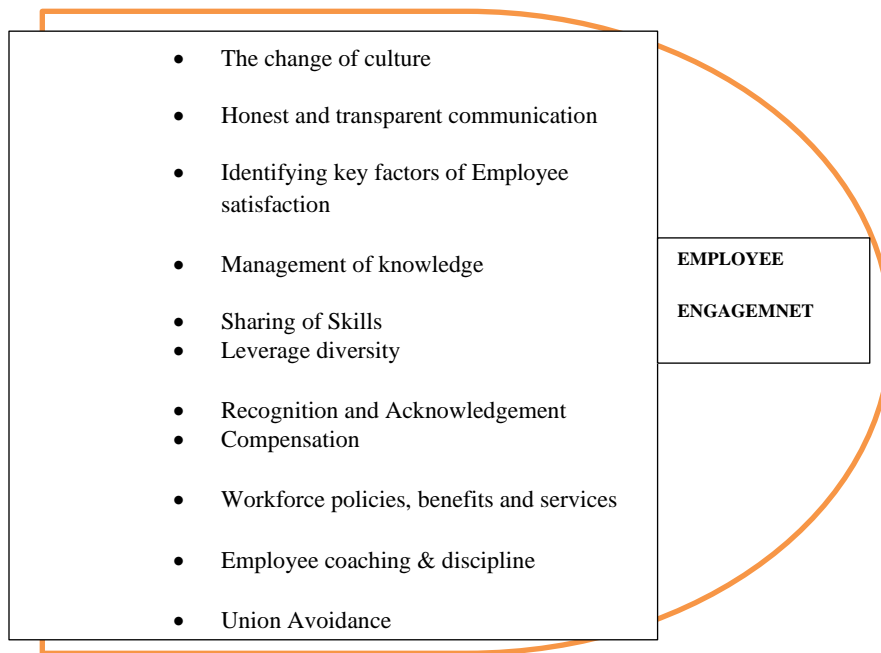


Fig 1: Drivers of Employee Engagement

Source: Author's Interpretation

An organization can efficiently manage employee engagement levels by controlling the drivers, refer Fig.1. Employee engagement is facilitated by several elements, including communication, clear performance feedback, organizational culture, rewards and recognition, relationships with peers and supervisors, chances for career growth, and awareness of the organization's mission and vision (Shimazu, 2023).

Objectives of the study

- To examine how various elements impact employee engagement.
- To investigate how employee performance and engagement are related.
- To investigate how human resource (HR) practices contribute to long-term economic success (Nair & Rath, 2023).

Vision, Mission and Quality Policy

Vision

“Workplace excellence through total employee involvement.”

Mission

Attract and retain top talent to enhance employee skills through practical training and to foster a culture where employees are motivated to engage with the company to ensure that career advancement opportunities correspond with the expansion of the organization.

Quality

The company follows a quality policy, i.e., Fitness for use, providing quality products and services to customers through an effective Quality Management System (QMS) (Smihunova et al., 2024).

Organizations commit themselves to:

- Continually improve the process to achieve better product quality.
- Develop the competency of employees.
- Company with applicable statutory and regulatory requirements.
- Periodically review the QMS

Human Resource Department

Employee welfare and selection fall under the purview of the human resources division. Any business's capacity to cultivate a knowledgeable and experienced team is essential to its success. Hence, effective personal management is essential. It is focused on the organization's human resource management.

Objectives of the HR Department

- To ensure that the manpower requirements of all departments are met in time.
- To guarantee that all staff members receive sufficient training and understand their responsibilities within the system.
- To investigate how human resource (HR) practices contribute to long-term economic success.

Policies of the HR Department

- About travel policies, health care regulations, leave regulations, working hours, etc.
- Facilities for restrooms at intervals.
- A photo identity card will be used to identify employees.
- The security staff will examine vehicles, drivers and guests entering the manufacturing grounds at the entry.
- Employee Engagement Policy
- Open lines of communication, team-building, regular feedback, and recognition programs
- Performance Management Policy.
- Clear goal-setting, continuous appraisal systems, and performance-based rewards.
- Training & Development Policy.
- Skill development programs, leadership training, upskilling in digital tools, and career progression paths.

II. RESEARCH METHODOLOGY

A set of guidelines or practices used in any field, including education, research, diagnosis, and therapy, is known as research methodology. Both current and historical data are included.

Need for the Study

- To enable existing employees to update their skills and knowledge
- To allow employees who have been promoted to understand their responsibilities
- To improve employee engagement activities
- To enable the employees to adopt changes in work methods.

Objectives

- To investigate the connection between employee engagement and demographic data.

- To make recommendations to the management to raise the degree of participation within the organization.

Research Design

This study uses a Descriptive research method. This describes data and characteristics about the population.

Sources of Data

Primary Data

Primary data sources include employee replies to a questionnaire that was issued to all employees and used to gather the necessary data from the respondents. The questionnaire is a list to be asked of the respondent.

Secondary Data

The study requires secondary data, which was gathered from publications, office records, and the corporate profile. The study has made use of both primary and secondary data.

Sample Design

Population

The total population size of employees in this study is 534.

Sampling Method

The respondents are chosen by simple random sampling. Probability sampling ensures that each member of the target population and each possible sample of a given size has an equal chance of being selected.

Tools for Data Collection

The information was gathered using a meticulously crafted survey.

Scope of Study

This research intends to investigate employee engagement. Improvement and reward, job happiness, communication, and performance evaluation inside the organization are the aspects to be taken into account for this study.

Limitations of the Study

- There was a bias on the part of the respondents while answering the questions.
- This study considers the information provided by the companies to be authentic.

III. REVIEW OF LITERATURE

A summary of the literature is more than just a detailed annotated bibliography; it is more than just a search for information.

The study's objective is to ascertain the significance of employee engagement and how it affects worker performance, which in turn promotes organizational excellence. In order to improve the elements that lead to engagement as well as the organization's overall performance and productivity, the study assists in revealing the degree of dedication and participation that employee has towards their company.

One of the key elements impacting engagement, according to Robinson, D., Perryman, S., and Hay, S. (2004), is "feeling valued and involved." Feelings of appreciation and involvement were influenced by training, career progression and growth, performance evaluation, two-way communication, pay and benefits, health and safety, teamwork, family friendliness, and job satisfaction.

Richman (2006) found that increasing employee engagement leads to "more discretionary effort, decreased employee turnover, and increased productivity at the employee level, as well as increased customer satisfaction and loyalty, profitability, and shareholder value for the organization."

Dan Crim and Gerard H. Seijts (2006) talk about what motivates employees the most. Their connections, careers, clarity, communication, congratulations, contribution, control, confidence, teamwork, and credibility were all present.

According to Dernovsek (2008), the leadership styles that an organization adopts have an impact on employee engagement. Effective leadership gives workers a sense of purpose and community. These provide a pleasant workplace and raise worker satisfaction.

Pena's (2007) hierarchical model of engagement components at work states that meaning at work occurs when employees believe that their work is meaningful because it values, appreciates, and develops a sense of belonging and congruence with the organisation, giving them a sense of empowerment.

According to the NHS National Workforce Projects (2007), engagement is a gauge of how well employees relate to their jobs and feel a sense of commitment to the company and its objectives. High-engagement individuals are passionate and excited about their roles, claim that work goes by fast, put in extra effort, identify with the task, and describe themselves to others in terms of the assignment.

According to Lewis et al., (2011), engagement with the organization is highly valued by management consultancies and HR experts. Academic definitions, on the other hand, typically place more emphasis on participation in roles and responsibilities. Most HR specialists and management consultancies define employee engagement in terms of employees' propensity to "go the extra mile" and organizational commitment, or the desire to remain with the company in the future.

Preliminary research by Robertson and Cooper (2010) indicates that when employee psychological well-being is high, engagement is more likely to be sustained.

Well-being + engagement = sustainability

Gibbons, John M. (2006). Head of the Employee Engagement Program. According to the Conference Board, employees will put in extra effort to support the success of their organization when they feel emotionally and intellectually invested in their work.

According to a meta-analysis conducted by Harter et al. (2002), there is a direct correlation between employee engagement and performance indicators like as customer satisfaction, productivity, and profitability.

Saks, (2006) highlighted the difference between organizational and job engagement, demonstrating that engaged workers are more dedicated and produce better work. A competitive advantage can be obtained through human capital, according to Wright & McMahan's 1992 Resource-Based View (RBV) of Human Resource Management (HRM).

After reviewing the research on strategic HRM, Albrecht et al., (2015) concluded that HR policies, including leadership, training, and rewards, are essential for increasing employee engagement. According to Bakker & Demerouti's (2008) Job Demands-Resources (JD-R) model, HR resources (such as autonomy and support) increase engagement and decrease burnout, which in turn boosts performance.

Employee participation, according to Shuck et al. (2011), is a predictor of national productivity and growth because motivated workers foster efficiency and creativity.

Human capital development, which includes work engagement, is a key component of sustainable economic growth in knowledge-driven countries, according to the OECD (2020).

According to Macey & Schneider (2008), motivated workers are more creative, customer-focused, and in line with company objectives, all of which are critical components of macroeconomic expansion.

Guest, (2014) found that HR practices act as mediators in the engagement-performance relationship and recommended integrated HR systems to sustain high engagement.

Kataria et al., (2013) demonstrated that transformational leadership, often facilitated by HR, enhances engagement and subsequently improves organizational citizenship behaviour and performance.

Marzena Stor, (2024) found that in Central European MN, HRM outcomes significantly mediate the effect of engagement on firm-level financial performance and innovation. Deepalakshmi et al. (2024) emphasized HR's developing role as a strategic partner in driving

organizational engagement, resilience, and economic relevance post-COVID-19.

Research indicates a robust and favourable relationship between employee engagement and performance, with HR practices playing a pivotal mediating or moderating role. There is increasing consensus that investing in employee engagement through strategic HR initiatives is not only beneficial for organizational outcomes but also contributes to broader economic development.

The contribution of exceptional managers, according to Michel Man (2004), is that they increase employee engagement.

According to him, it can be accomplished by focusing on four aspects of personnel management: selection, expectation, motivation and development.

In their 2012 study, Dale Carnegie Training and MSW Research examine the factors that influence employee engagement. According to the study, "The immediate supervisor's behavior and attitude can either increase employee engagement or foster an environment where an employee loses interest."

A 2013 study by the Hay Group and Gallup claims that high employee engagement boosts morale, lowers attrition, and increases profitability. Indeed, research by the Hay Group found that businesses with highly engaged employees saw two and a half times the growth in their revenues compared to those with low levels of engagement. Gallup, in contrast, discovered that actively disengaged workers lower an organization's profitability while also depressing their coworkers' morale.

Data Analysis and Interpretation

TABLE I RESPONDENTS' GENDER

Gender	No. of respondents	Percentage
Male	39	78%
Female	11	22%
Total	50	100%

Table I, above, makes it evident that out of the 50 respondents, 78% are men and 22% are women.

TABLE II ILLUSTRATING THE RESPONDENTS' AGE

Age	No. of respondents	Percentage
24 to 34 years	9	18%
35 to 45 years	14	28%
46 to 55 years	22	44%
Above 55 years	5	10%
Total	50	100%

As seen in Table II above, 18% of respondents are between the ages of 24 and 34, 28% are between the ages of 35 and 45, 44% are between the ages of 46 and 55, and 10% are over the age of 55.

TABLE III Respondents Marital Status

Marital status	No. of respondents	Percentage
Married	33	66%
Unmarried	17	34%
Total	50	100%

According to Table III above, 66% of the 50 respondents are married, while 34% are single.

Table IV Respondents Educational Qualification

Educational qualification	No. of respondents	Percentage
SSLC	9	18%
+X11	11	22%
Degree	10	20%
ITI	15	30%
Others	5	10%
Total	50	100%

According to the previously mentioned statistics Table IV, 20% of respondents have a degree, 30% have ITI, 22% have +X11, 18% have SSLC, and the other 10% have additional qualifications.

TABLE V THE TABLE SHOWING RESPONDENTS' JOB EXPERIENCE

Experience	No. of respondents	Percentage
0-5 years	4	8%
6-10 years	11	22%
10-15 years	12	24%
16-20 years	10	20%
More than 20 years	13	26%
Total	50	100%

8% of respondents have 0–5 years of experience, 22% have 6–10 years, 24% have 10–15 years, 20% have 16–20 years, and the remaining 26% have more than 20 years, as Table V shows.

TABLE VI COMPANY MISSION AND PURPOSE

Mission/purpose	No. of respondents	Percentage
Yes	42	84%
No	8	16%
Total	50	100%

It is crucial to have a table that reflects the company's aim and purpose. 84% of the 50 respondents are satisfied with the company's mission and purpose and think their jobs are important, as seen in Table VI. The other 16 per cent aren't.

TABLE VII TABLE SHOWING THE JOB PROMOTIONS

Job promotions	No. of respondents	Percentage
Yes	37	74%
No	13	26%
Total	50	100%

Out of the 50 respondents, 74% think that job promotions within the organization are fair and objective, whereas 26% disagree, according to Table VII.

TABLE VIII TABLE SHOWING THE OPINION ABOUT RECOGNITION BY MANAGEMENT

Opinion	No. of respondents	Percentage
Highly satisfied	11	22%
Satisfied	13	26%
Neutral	18	36%
Dissatisfied	6	12%
Highly dissatisfied	2	4%
Total	50	100%

With regard to the management's proposal for recognition, 22% of respondents are extremely happy, 26% are happy, 36% are neutral, 12% are unhappy, and the remaining 4% are very dissatisfied, as shown in Table VIII.

TABLE IX SUPPORTIVENESS OF SUPERIORS

Support	No. of respondents	Percentage
Highly satisfied	13	26%
Satisfied	20	40%
Neutral	11	22%
Dissatisfied	4	8%
Highly dissatisfied	2	4%
Total	50	100%

About the management's suggestion for recognition, Table IX indicates that 22% of respondents are extremely happy, 26% are happy, 36% are neutral, 12% are unhappy, and the remaining 4% are very dissatisfied.

TABLE X TABLE SHOWING THE SUGGESTIONS CONSIDERED BY THE MANAGEMENT

Suggestions	No. of participants	Percentage
Highly satisfied	12	24%
Satisfied	18	36%
Neutral	15	30%
Dissatisfied	3	6%
Highly dissatisfied	2	4%
Total	50	100%

With regard to the management's consideration of their advice, 12 of the respondents are highly satisfied, 18 are satisfied, 15 are neutral, 3 are dissatisfied, and the remaining 2 are extremely dissatisfied, as shown in Table X.

TABLE XI TABLE SHOWING THE SUGGESTIONS FOR THE DEVELOPMENT OF WORK

Suggestions	No. of respondents	Percentage
Highly satisfied	10	20%
Satisfied	14	28%
Neutral	18	36%
Dissatisfied	7	14%
Highly dissatisfied	1	2%
Total	50	100%

It is clear from the preceding Table XI that 20% of respondents are extremely satisfied, 28% are satisfied, 36% have neutral suggestions, 14% are dissatisfied, and 2% are extremely dissatisfied.

TABLE XII TABLE SHOWING THE ORGANIZATION HAS HIGH PERFORMANCE STANDARDS

Performance standard	No. of respondents	Percentage
Yes	44	88%
No	6	12%
Total	50	100%

According to Table XII, of the 50 respondents, 88% are happy with the performance, while the remaining 12% are not happy with the organization's performance level.

TABLE XIII COMPANY TRAINING IMPACT

Training	No. of respondents	Percentage
Highly satisfied	18	36%
Satisfied	16	32%
Neutral	13	26%
Dissatisfied	2	4%
Highly dissatisfied	1	2%
Total	50	100%

36% of respondents are highly happy with the company's training, followed by 32% who are happy, 26% who are indifferent, 4% who are upset, and 2% who are very dissatisfied, as can be seen from Table XIII.

TABLE XIV JOB SATISFACTION

Satisfaction	No. of respondents	Percentage
Highly satisfied	19	38%
Satisfied	18	36%
Neutral	11	22%
Dissatisfied	2	4%
Highly dissatisfied	0	0%
Total	50	100%

22% are neutral, 38% are extremely satisfied, 36% are satisfied, and 4% are not happy with their level of job satisfaction, as can be seen from Table XIV.

TABLE XV TABLE SHOWING THE TRAINING FOR PERSONAL DEVELOPMENT

Training	No. of respondents	Percentage
Highly satisfied	10	20%
Satisfied	11	22%
Neutral	12	24%
Dissatisfied	10	20%
Highly dissatisfied	7	14%
Total	50	100%

14% of respondents are extremely unsatisfied with the personal development training they received, whereas 20% are extremely satisfied, 22% are, 24% are neutral, and 20% are not, as seen in Table XV above.

TABLE XVI TABLE SHOWING THE STRESS RELIEF PROGRAMS

Stress relief programs	No. of respondents	Percentage
Highly satisfied	13	26%
Satisfied	17	34%
Neutral	12	24%
Dissatisfied	4	8%
Highly dissatisfied	4	8%
Total	50	100%

Table XVI listed above shows that 13 of the respondents are very satisfied, 17 are satisfied, 12 are neutral, 4 are dissatisfied, and the other 4 are highly dissatisfied with the company's stress-relieving initiatives.

TABLE XVII TABLE SHOWING THE BALANCING OF BOTH JOB AND FAMILY

Balance job and family	No. of respondents	Percentage
Yes	32	64%
No	18	36%
Total	50	100%

Of the 50 respondents, 64% can balance their work and family responsibilities, according to Table XVII above, while the remaining 36% cannot.

TABLE XVIII TABLE SHOWING THE SAFETY IN WORK WORKPLACE

Safety	No. of respondents	Percentage
Yes	46	92%
No	4	8%
Total	50	100%

Of the 50 respondents, 46 believe their workplaces are safe, while the remaining 4 disagree, as seen in Table XVIII.

TABLE XIX TABLE SHOWING THE OPINION ABOUT THE MATERIAL AND EQUIPMENT FOR DOING WORK EFFICIENTLY

Opinion	No. of respondents	percentage
Highly satisfied	13	26%
Satisfied	19	38%
Neutral	14	28%
Dissatisfied	3	6%
Highly dissatisfied	1	2%
Total	50	100%

26% of respondents are extremely satisfied, 38% are satisfied, 28% are neutral, 6% are dissatisfied, and 2% are extremely dissatisfied, as seen in Table XIX.

Pathway Analysis

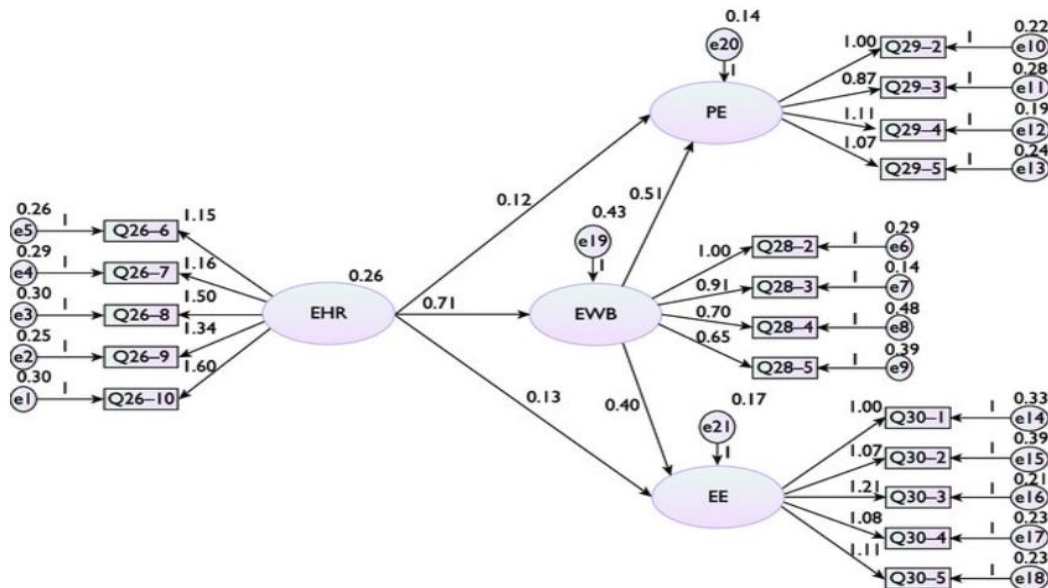


Fig. 2 Pathway Analysis (Author's source)

Suggestions

- The organizations may improve facilities to safeguard the health of the employees.
- Increasing the relationship between superior and subordinate in the organizations leads to job contentment of the workers.
- Offering a range of welfare programs will lower employee absenteeism.
- Stress stress-free work environment leads employees to make their absence from the workplace so remedial measures can be taken to reduce the stress.
- The company may give attention to improving the compensation package and allowance

Findings

- Most of the people who responded are between the ages of 46 and 55.
- The respondents' primary educational background is ITI.
- The majority of responders have over 20 years of expertise.
- A higher percentage of responders express satisfaction with superiors' help.
- The vast majority of those surveyed are happy with their jobs.
- The opinions of nearly all respondents are quite positive about their jobs.
- For their personal growth, the majority of responders are undergoing training.

- 8) Most of the respondents express satisfaction with the organization's stress-reduction program.
- 9) The majority of those surveyed can manage their families and careers.

IV. CONCLUSION

In every organization, employee engagement is a major issue. The study shows that the organization offers sufficient health benefits and career development coaching, which tends to lower absenteeism in the area.

The organizations may give little attention to improving welfare measures, reducing the employees' workload, and improving the training program to have a conducive working environment. Also, the company must provide counselling to the employees. The research emphasized the importance of HRM practices on employee-level results and the role that employee well-being plays in this relationship. Using these methods helps to understand how employees interpret their experiences, which in turn helps to understand the psychological mechanisms via which HRM might influence individual performance. This helps to clarify how these processes operate in the real world. Employee needs must be completely supported by the policies and procedures that are implemented by HRM and corporate leadership. Managers who have to defend the adoption of employee-focused policies and practices may also find the study's conclusions helpful. Managers can demonstrate how practices are pertinent and impact specific employees' attitudes, such as perceived efficacy, engagement, and well-being. Increased organizational performance and economic growth are possible outcomes of all of these objectives.

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