



EXPLORING THE IMPACT OF HRM PRACTICES ON EMPLOYEE ENGAGEMENT AND JOB SATISFACTION: A QUANTITATIVE ANALYSIS IN THE ORGANIZATIONAL CONTEXT

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ABSTRACT

This study investigates the impact of key human resource management (HRM) practices on employee engagement and job satisfaction. Employee engagement of across various organizational settings including private commercial banks, foreign banks, financial institutions, universities, and corporate groups are dependent on the job satisfaction. Quantitative cross-sectional survey data were collected from 202 employees measuring HR planning, recruitment and selection, training and development, performance appraisal, and compensation and rewards. The results of multiple regression analysis revealed that HRM practices collectively explained 89.5% of the variance in employee engagement and satisfaction ($R^2 = .895$, $p < .001$). Performance appraisal and compensation and rewards emerged as the most significant factors positively influencing engagement and satisfaction, while training and development and recruitment and selection have non-significant effects. These findings align with previous studies emphasizing the motivational role of fair appraisal and performance-based compensation. The results suggest that organizations should strengthen performance management and reward systems to increase higher employee engagement.

KEYWORDS

Human Resource Management (HRM), Employee Engagement, Job Satisfaction, Performance Appraisal, Compensation and Rewards

INTRODUCTION

Human Resource Management (HRM) practices are a vital part of any organization. Engaged employees are motivated, committed, and contribute actively to their organization's goals. Job satisfaction refers to the level of contentment of the employees toward their roles, work environment, and relationships with colleagues. These factors are crucial because engaged and satisfied employees tend to be more productive, loyal, and likely to stay in the organization.

In reality, training and development programs enable employees to enhance their skills and feel more confident in their roles, therefore, these increase their engagement. Performance management practices, such as providing feedback and recognition, make

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employees feel valued, which leads to higher job satisfaction. In addition, work-life balance programs, like flexible working hours, allow employees to better manage their personal and work responsibilities, enhancing their overall job satisfaction (Alfes et al., 2013). While individual HRM practices have been studied extensively. Research often focuses on how these practices impact employee engagement or job satisfaction in isolation. However, HRM practices rarely exist independently in organizations. Instead, these practices are often part of larger HR strategies aimed at addressing several needs at the same time. Therefore, it is important to understand how different HRM practices work together to impact employee engagement and job satisfaction.

BACKGROUND

The survey drew respondents from three size of company structures including governance models, and HRM maturity levels. For example, private commercial banks and foreign banks operate in highly regulated, performance-driven settings. Here HR systems are very strong and employees are paid incentive-based payment. While, financial institutions (e.g., non-bank lenders, microfinance, leasing firms) balance risk control with growth, often these emphasize sales targets, customer service training, and performance-linked rewards. Large groups of companies (i.e. conglomerates) manage multi-industry workforces under centralized policies. In these organizations standardized appraisals, internal mobility, and career paths are common. But universities are different because these combine academic and administrative cadres; engagement hinges on recognition, workload balance, and development opportunities (research grants, training). Partnership companies are also different but (professional services, agencies) typically feature flatter hierarchies, partner oversight, competency-based appraisals, and client-driven performance metrics. Proprietorship companies (owner-managed SMEs) are lean and agile; HR practices may be informal but decisions on compensation, appraisals, and training are swift and closely tied to business outcomes.

PROBLEM STATEMENT

Although there is a large body of research on HRM practices, much of it focuses on one practice at a time, such as training, compensation, or performance appraisals. However, this approach fails to capture the full impact of HRM practices. In real-world organizations, HRM practices are interdependent. They are often implemented in combination to address the needs of employees and the organization as a whole. Studies show that HRM practices affect employee engagement and job satisfaction. Some research looks at how these practices work together. However, there is little understanding of how combining different HRM practices, when aligned and integrated, leads to better outcomes for employees. Many studies overlook how contextual factors, such as organizational culture, industry, and employee demographics, affect HRM practices. HRM practices may have different impacts in different industries or settings. For example, work-life balance policies may work better in flexible environments like tech companies than in high-stress industries like finance. Understanding these factors is key to designing HRM practices that suit different organizational contexts.

RATIONALE/JUSTIFICATION

This study explores how best practices of HRM impact employee engagement and job satisfaction. The significance of this research is that it helps understand how different HRM practices interact. From a theoretical standpoint, this study will contribute to HRM research by looking at how multiple HRM practices work together to affect employee outcomes. Most existing studies focus on individual practices, but few examine their combined effect. By doing so, this study will offer a deeper understanding of how HRM can improve employee well-being.

From a practical standpoint, this research is important for organizations looking to boost employee engagement and job satisfaction. In today's competitive environment,

retaining skilled employees is crucial. Engaged and satisfied employees are more likely to perform well, stay loyal, and contribute to a positive work culture. This research will assist HR professionals in designing HRM strategies that combine multiple practices to enhance employee engagement and job satisfaction, leading to greater organizational success (Khalid & Nawab, 2018).

By understanding the combined impact of HRM practices, organizations can create more effective and comprehensive HR strategies. For example, a company may discover that offering development opportunities, like training, alongside performance-based rewards leads to higher engagement and satisfaction than offering just one of these practices. This insight helps HR create better workplaces.

OBJECTIVES / RESEARCH QUESTIONS / HYPOTHESES

The goal of this study is to look at how different HRM practices work together to affect employee engagement and job satisfaction. The study will focus on practices like training and development, performance appraisals, compensation, and work-life balance policies.

The research questions guiding this study are :

1. What is the impact of the Human Resource practices model on the employee engagement?
2. How do training, compensation, and performance appraisals affect employee engagement and job satisfaction?

The study has also tested the following hypotheses:

H1: There are some significant predictors of the employee engagement in the regression model.

H2: HRM practices that focus on employee development (e.g., training and career growth) positively affect employee engagement and job satisfaction.

SCOPE OF THE STUDY

This study focuses on organizations of different sizes and industries. It examines how HRM practices affect engagement and job satisfaction. The study also covers different sectors so that it offers a broad view of how HRM practices influence employees. The study considers factors like culture, demographics, and industry type because this influences the organizational outcomes. A practice may succeed in one company but fail in another; culture and context often explain why. When researchers understand these variables, they can design HRM strategies suited to each environment, and the results will be more practical.

LITERATURE REVIEW

HRM Practices and Employee Engagement

Employee engagement means the emotional and mental effort employees put into their jobs. It affects productivity, performance, and retention, and it shapes overall organizational success. Engaged employees stay motivated and committed because they believe in the organization's goals. Studies show that HRM practices strongly influence engagement, and this relationship benefits both employees and employers. Training and development are vital HRM tools because they raise engagement levels and skill growth.

Employees feel valued when organizations invest in their growth, and this increases emotional commitment (Saks, 2006). Performance appraisals focused on development, not mere evaluation, can raise engagement (Alfes et al., 2013). Employee participation in decisions enhances engagement, and it builds trust between staff and management. When employees help make decisions, they feel empowered and engaged, which strengthens their connection to the organization (Khalid & Nawab, 2018). Athamneh and Jais (2023) found that employee involvement boosts both job satisfaction and emotional commitment.

HRM Practices and Job Satisfaction

Job satisfaction is the happiness employees feel about their roles, pay, environment, and coworkers. HRM practices influence job satisfaction, and they form the foundation of a positive workplace. Compensation and benefits matter because they determine how valued employees feel. According to Herzberg's Two-Factor Theory (1959), compensation prevents dissatisfaction, but motivation and recognition create true satisfaction.

Work-life balance policies like flexible hours improve job satisfaction because they help employees manage personal and professional life (Bhoir & Sinha, 2024). Recognition and rewards improve job satisfaction, and they also strengthen employee commitment. When employees' efforts are recognized, their satisfaction rises, and they feel valued by the organization (Pereira et al., 2022). Employees who see career development opportunities tend to feel more satisfied with their jobs (Khalid & Nawab, 2018). This finding aligns with Alfes et al. (2013), and it supports the idea that professional growth enhances job satisfaction.

HRM Practices and Organizational Trust

Organizational trust is another key factor influencing employee engagement and job satisfaction. Trust is built through transparent and fair HR practices such as performance appraisals and promotion policies. When employees trust their leaders and the organization's HR practices, they are more likely to feel engaged and satisfied with their jobs (Alomran, Abdelazim Ahmed, & Kassem, 2024).

Athamneh and Jais (2023) highlight that organizations with transparent decision-making processes tend to have higher levels of trust. Trust, in turn positively affects employee satisfaction and engagement. Organizations that foster trust through fair treatment, recognition, and open communication are more likely to see improved employee outcomes (Alomran et al., 2024).

Integrated HRM Practices and Employee Outcomes

Research shows that HRM practices are most effective when implemented together in an integrated approach. Instead of focusing on individual practices, organizations that align multiple HRM practices achieve better employee outcomes. For example, combining training programs with recognition systems can create a supportive environment that boosts both engagement and satisfaction (Pereira et al., 2022). Alfes et al. (2013) suggest that combining HRM practices that promote development, recognition, and feedback leads to higher employee engagement. When these practices are integrated and aligned with the organizational culture, they can significantly improve employee well-being. Furthermore, HRM systems that support employee development and career growth not only enhance engagement but also reduce turnover, as employees feel they are advancing within the organization (Bhoir & Sinha, 2024).

HRM Practices in Different Organizational Contexts

The effectiveness of HRM practices can vary depending on the organizational context. Factors like organizational culture, industry type, and employee demographics influence how HRM practices impact employee engagement and job satisfaction. Research by Khalid and Nawab (2018) suggests that in industries with high turnover rates, like retail, HRM practices should focus on retention through career development and employee recognition. In contrast, organizations in industries with more stable workforces, such as technology, may benefit more from practices that promote autonomy and work-life balance to boost engagement (Malik, Pereira, & Budhwar, 2021).

Pereira et al. (2022) emphasize that HRM practices should be tailored to an organization's culture and industry. In sectors like healthcare, where job stress is high, practices that support work-life balance and employee wellness are crucial for maintaining engagement and satisfaction (Khalid & Nawab, 2018).

The Role of Leadership in HRM Practices

Leadership plays a key role in the success of HRM practices. Leaders who actively support initiatives like employee development, recognition, and fair decision-making create an environment of trust and engagement. Athamneh and Jais (2023) found that leadership involvement in decision-making and communication increases employee engagement and satisfaction. Furthermore, ethical leadership, which demonstrates fairness, transparency, and commitment to employee well-being, enhances the effectiveness of HRM practices. When leaders lead by example and support HRM practices; they inspire employees to engage more with their work and feel more satisfied with their jobs (Alomran et al., 2024).

Gaps in the Literature and Future Research Directions

While there has been significant progress in understanding the effects of individual HRM practices, research on the combined impact of multiple HRM practices on employee engagement and job satisfaction is still lacking. Future studies should examine how integrated HRM systems, when applied together, lead to better employee outcomes, particularly across different organizational contexts and industries (Malik et al., 2021).

More research is needed to understand how organizational culture and employee demographics affect HRM practices. Knowing how these factors interact with HRM practices can help organizations create better strategies suited to their needs (Pereira et al., 2022). Also, emerging technologies like artificial intelligence in HRM need more study. Research should look at how digital tools, such as AI-based performance management systems, impact employee engagement and satisfaction (Malik et al., 2022).

METHODOLOGY

Research Design

This study employed a quantitative research design using a cross-sectional survey approach to examine the effects of key HRM practices—training and development, compensation and rewards, and performance appraisal—on employee engagement and job satisfaction. Data were collected from employees working in various organizations, including private commercial banks, foreign banks, financial institutions, universities, and corporate business groups.

Sample and Population

The study collected data from employees working across diverse organizational settings, including private commercial banks, foreign banks, financial institutions, group of companies, universities, partnership firms, and proprietorship businesses. These organizations represent both corporate and academic environments, ranging from highly structured financial institutions to flexible, entrepreneur-led enterprises. Such diversity ensured a comprehensive understanding of how HRM practices operate across different ownership structures and organizational cultures, thereby strengthening the generalizability of the findings.

Instrument

The study used a structured survey questionnaire designed to collect data on employees' perceptions of HRM practices and their effects on engagement and job satisfaction. The instrument consisted of seven sections. Section A gathered demographic information such as age, gender, education, job level, and years of experience to understand respondent diversity. Sections B to F measured the core HRM practices—human resource planning, recruitment and selection, training and development, performance appraisal, and compensation and rewards—using statements rated on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Section G assessed overall employee engagement and satisfaction, focusing on motivation, communication, and perceived fairness in HR policies. The questionnaire items were reviewed by experts and pilot-tested among a small group of employees to refine

wording and ensure reliability. The final instrument provided a clear, consistent, and reliable framework for capturing respondents' perceptions of HRM practices across different organizational settings. The entire instrument is given in the appendix.

DATA COLLECTION

A probability convenience sampling technique was applied to reach respondents from multiple sectors, ensuring a diverse representation of organizational contexts.

DATA ANALYSIS

Data were analyzed using SPSS, where descriptive statistics summarized respondent profiles and variable distributions, and multiple regression analysis determined the individual and collective influence of HRM practices on employee engagement and job satisfaction. The following table shows the RQs and statistical analysis.

Table 1: Statistical analysis of research questions

Research Question (RQ)	Statistical Analysis
RQ1: How do different HRM practices (HR planning, recruitment, training, performance appraisal, compensation, and rewards) influence employee engagement and job satisfaction?	Multiple Regression Analysis: To analyze the impact of HRM practices on employee engagement and job satisfaction.
RQ2. How do training, compensation, and performance appraisals affect employee engagement and job satisfaction?	

RESULTS DATA ANALYSIS

The objective of this multiple regression analysis is to examine the impact of various HRM practices on employee engagement and job satisfaction. The dependent variable in this analysis is employee engagement and job satisfaction, while the independent variables are key HRM practices such as HR planning, recruitment and selection, training and development, performance appraisals, and compensation and reward. The analysis aims to determine how these HRM practices collectively influence employee engagement and job satisfaction within the organization.

Descriptive Statistics

The summary statistics for all variables involved in the multiple regression analysis are presented below. These statistics include the mean, standard deviation, and sample size for each variable, providing an overview of the data distribution.

Table 2: Descriptive analysis

Variable	Mean	Standard Deviation	Sample Size (N)
Employee Engagement & Job Satisfaction	4.1126	0.99126	202
HR Planning	4.1881	0.91956	202

Variable	Mean	Standard Deviation	Sample Size (N)
Recruitment & Selection	4.1188	0.95162	202
Training & Development	4.2252	0.90087	202
Performance Appraisals	4.1584	0.97079	202
Compensation & Reward	4.0495	1.05862	202

These summary statistics indicate that the mean values for all HRM practices and employee engagement/job satisfaction are relatively high, ranging from 4.05 to 4.23, suggesting that employees generally perceive these practices positively. The standard deviation values indicate some variation in the responses, but overall, the data appears to be clustered around the mean for each variable.

RQ 1 Predictive Analysis of the Model Correlation Analysis

The correlation analysis examines the relationships between the dependent variable employee engagement and job satisfaction and the independent variables, which are various HRM practices. The Pearson correlation coefficients measure the strength and direction of these relationships. Below is the summary of the correlation results.

Variable	Employee Engagement & Job Satisfaction	HR Planning	Recruitment & Selection	Training & Development	Performance Appraisals	Compensation & Reward
Employee Engagement & Job Satisfaction	1.000	0.851	0.867	0.859	0.917	0.918
HR Planning	0.851	1.000	0.839	0.833	0.846	0.829
Recruitment & Selection	0.867	0.839	1.000	0.874	0.876	0.861
Training & Development	0.859	0.833	0.874	1.000	0.878	0.833
Performance Appraisals	0.917	0.846	0.876	0.878	1.000	0.904
Compensation & Reward	0.918	0.829	0.861	0.833	0.904	1.000

The p-values for all correlations are 0.000, which means that the correlations are statistically significant at a very high confidence level ($p < 0.05$). This indicates that the relationships between the variables are unlikely to be due to random chance. The correlation analysis reveals that all HRM practices are strongly positively correlated with employee engagement and job satisfaction. Performance appraisals and compensation & rewards appear to have the strongest impact on employee engagement, while training & development and recruitment & selection also play important roles in fostering higher engagement and satisfaction. The strong intercorrelations among the HRM practices suggest that improvements in one area are likely to positively affect other areas, leading to enhanced employee satisfaction and engagement.

Model Summary

The R-squared value of 0.895 means that 89.5% of the variation in employee engagement and job satisfaction is explained by the HRM practices. The Adjusted R-squared of 0.892 confirms that the model remains strong even after adjusting for the number of predictors. The R-square change of 0.895 shows that the predictors explain a significant portion of the variance. The F-statistic of 333.805 with a p-value of 0.000 indicates that the model is highly significant and the predictors collectively contribute meaningfully to explaining the dependent variable.

Table 3: Model Summary

Model	R Square	Adjusted R Square	Change Statistics		
			R Square Change	F Change	Sig. F Change
1	.895	.892	.895	333.805	.000

The regression model fits the data well, with an R^2 value of 0.895, indicating that HRM practices explain 89.5% of the variance in employee engagement and job satisfaction. The Adjusted R^2 of 0.892 suggests that the model remains robust even after accounting for the number of predictors. The F-statistic of 333.805 with a p-value of 0.000 confirms that the overall regression model is statistically significant, meaning the HRM practices included in the model have a significant collective impact on employee engagement and job satisfaction.

Regression Coefficients Analysis

The regression coefficients table provides detailed information about the relationship between each independent variable and the dependent variable (employee engagement and job satisfaction). Unstandardized Coefficients (B) represent the change in employee engagement and job satisfaction for each one-unit change in the independent variable, holding other variables constant. Constant is 0.003 i.e. the baseline level of employee engagement and job satisfaction when all independent variables are zero. HR Planning is 0.135, Recruitment and Selection is 0.065 with p-value = 0.276, Training & Development is 0.099 with p-value = 0.108, Performance Appraisal is 0.322 with p-value = 0.000, Compensation & Reward is 0.375 with p-value = 0.000.

Standardized Coefficients or Beta coefficients show the relative importance of each predictor in explaining the variation in employee engagement and job satisfaction. Higher absolute Beta values indicate a stronger influence. For example in this table Beta of Compensation & Reward is 0.400. This variable has the largest Beta value, indicating it has the strongest influence on employee engagement and job satisfaction. Performance Appraisal (0.315) also has a strong impact on employee engagement and job satisfaction. HR Planning

(0.126), Training & Development (0.090), and Recruitment & Selection (0.063) have smaller effects in comparison, suggesting they still contribute but to a lesser degree.

In terms of Statistical Significance (t-values and p-values), Performance Appraisal ($t = 4.735$, $p = 0.000$) and Compensation & Reward ($t = 6.853$, $p = 0.000$) are highly significant, indicating a strong and statistically meaningful relationship with employee engagement and job satisfaction. While HR Planning ($t = 2.571$, $p = 0.011$) is also significant, but Recruitment & Selection ($p = 0.276$) and Training & Development ($p = 0.108$) are not statistically significant at the 0.05 level.

In this analysis, the 95% confidence intervals for Performance Appraisal (0.188, 0.456) and Compensation & Reward (0.267, 0.482) do not contain zero, indicating that the true effect is likely to fall within this range. Recruitment & Selection and Training & Development have intervals that include zero, which suggests that their effect may not be as reliable.

Under Collinearity Statistics (Tolerance and VIF), Tolerance and VIF values help assess multicollinearity. Tolerance values are all above 0.1, and VIF values are below 10, indicating no significant multicollinearity issues among the independent variables.

Finally, in the result of research question No. 1, Performance Appraisal and Compensation & Reward are the most significant predictors of employee engagement and job satisfaction, with the highest coefficients and strong statistical significance. HR Planning also contributes significantly but to a lesser extent, while Recruitment & Selection and Training & Development show weaker or non-significant relationships with employee engagement and satisfaction.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Partial	Tolerance	VIF
1 (Constant)	.003	.115		.027	.978					
HR Planning	.135	.053	.126	2.571	.011	.851	.181	.060	.225	4.452
Recruitment and Selection	.065	.060	.063	1.092	.276	.867	.078	.025	.162	6.168
Training and Development	.099	.061	.090	1.617	.108	.859	.115	.037	.173	5.782

Performance Appraisal	.322	.068	.315	4.735	.000	.917	.320	.110	.121	8.253
Compensation and Reward	.375	.055	.400	6.853	.000	.918	.440	.159	.157	6.357

*Dependent Variable is employee engagement and satisfaction.

RQ2 — Individual effects of training, compensation, and performance appraisal

Controlling for the other HRM practices, compensation and rewards was a strong positive predictor of employee engagement and job satisfaction, $b = 0.375$, $SE = 0.055$, $\beta = 0.40$, $t(196) = 6.85$, $p < .001$, 95% CI [0.267, 0.482]. Performance appraisal was also a significant positive predictor, $b = 0.322$, $SE = 0.068$, $\beta = 0.32$, $t(196) = 4.74$, $p < .001$, 95% CI [0.188, 0.456]. In contrast, training and development did not uniquely predict the outcome once the other practices were included, $b = 0.099$, $SE = 0.061$, $\beta = 0.09$, $t(196) = 1.62$, $p = .108$, 95% CI [-0.022, 0.220].

Unique variance (from part correlations) indicates that compensation explained about 2.5% of additional variance, performance appraisal about 1.2%, and training about 0.1%. Note that zero-order correlations with the outcome were very high for all three practices ($r = .918$ for compensation, $.917$ for appraisal, $.859$ for training), but shared variance among practices ($VIF \approx 5.8\text{--}8.3$) likely attenuated training's unique effect in the multivariable model.

For this sample, higher compensation/rewards and stronger performance appraisal systems were independently associated with higher engagement and satisfaction; training and development showed a positive trend but no statistically reliable unique effect when other practices were controlled. Would you like this phrased as a tight APA results paragraph for your manuscript?

DISCUSSION

The findings of this study reveal that among the examined HRM practices, performance appraisal and compensation and reward have the most significant and positive effects on employee engagement and job satisfaction. This result aligns with previous research indicating that fair appraisal systems and competitive compensation directly enhance employees' motivation, sense of recognition, and organizational commitment (Alfes et al., 2013; Khalid & Nawab, 2018). When employees perceive that their performance is evaluated transparently and rewarded accordingly, they tend to be more engaged and satisfied with their jobs.

In contrast, training and development did not show a statistically significant impact when other HRM variables were controlled for. This outcome suggests that while training is important for skill enhancement, its immediate influence on engagement and satisfaction may be indirect, as supported by Saks (2006) and Pereira et al. (2022). Training may contribute more to long-term outcomes like career growth or organizational commitment rather than short-term satisfaction.

The results also support the argument by Alfes et al. (2013) that an integrated HRM approach, combining developmental appraisals and performance-linked rewards, has the greatest influence on employee well-being. Compensation and appraisal systems act as tangible motivators, reinforcing Two-Factor Theory that extrinsic rewards prevent dissatisfaction while intrinsic recognition drives engagement.

Overall, the study's results confirm that organizations seeking to enhance employee engagement and satisfaction should prioritize performance management and reward systems, while continuing to align training programs with clear career advancement opportunities to sustain long-term employee motivation and development.

Why Some Variables are Insignificant

In the regression analysis, some HRM practices—particularly recruitment and selection and training and development—were found to be statistically insignificant predictors of employee engagement and job satisfaction. This means that while these practices are positively related to engagement and satisfaction, their individual impact was not strong enough to reach statistical significance when other HRM variables were included in the model.

Overlapping Effects (Multicollinearity)

One key reason for insignificance is multicollinearity among the predictors. The correlation matrix shows that all HRM practices were highly interrelated (r values above 0.80). For example, training and development is strongly correlated with performance appraisal ($r = 0.878$) and compensation and rewards ($r = 0.833$). Because these practices often occur together in organizations, their effects overlap. When combined in a regression model, the unique contribution of each becomes difficult to isolate, reducing their statistical significance.

Perceptual Uniformity

Employees in the sample rated most HRM practices highly (means above 4.0 on a 5-point scale), indicating limited variability in responses. When most participants perceive these practices positively, the model lacks sufficient variation to detect strong unique effects for certain variables, such as recruitment and training.

Contextual Influence

The sample includes organizations like banks, universities, and group companies, where recruitment and training systems are already standardized and routine. In such structured environments, these practices may not strongly influence daily engagement because employees expect them as part of normal HR operations. Instead, performance appraisal and compensation—which directly affect recognition and financial outcomes—tend to have a more immediate and motivating impact.

Mediating and Indirect Relationships

Another possible reason is that training and development may affect engagement indirectly, for example, by improving performance, which later enhances satisfaction. Similarly, recruitment quality may influence long-term retention rather than immediate engagement. Since the model tested only direct effects, these indirect pathways were not captured.

Conclusion and Future Research Directions

This study examined how key HRM practices influence employee engagement and job satisfaction across diverse organizational settings. The findings revealed that performance appraisal and compensation and rewards play the most significant roles in enhancing employee engagement and satisfaction, while training and development and recruitment and selection were not significant predictors when other variables were controlled. These results highlight that practices directly tied to recognition and financial outcomes exert stronger motivational effects in the short term.

The study underscores the importance of developing fair appraisal systems and performance-linked rewards to maintain a motivated workforce. However, non-significant variables like training and recruitment may still have indirect or long-term effects, such as improved retention or skill development, which future studies should explore using longitudinal designs.

Future research could also examine demographic and positional differences in how HRM practices influence engagement. For instance, employees at different job levels (entry-level vs. senior management) may value compensation or training differently. Similarly, age, experience, and education may moderate these relationships—older employees might prioritize stability and recognition, while younger employees may respond more to growth and learning opportunities. Moreover, comparative studies across sectors (e.g., banking vs. academia) could reveal context-specific variations in HRM effectiveness.

Future studies should incorporate moderating variables like job level, age, and experience to develop a more nuanced understanding of how HRM practices can be tailored to meet the diverse needs of employees across organizational hierarchies and industries.

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HRM Practices Survey Questionnaire

Section A: Demographic Information

(Helps analyze patterns across groups)

1. Age:

☐ Below 25

☐ 25–34

☐ 35–44

☐ 45–54

☐ 55 and above

2. Gender:
 - ☐ Male
 - ☐ Female
 - ☐ Other / Prefer not to say
3. Educational Qualification:
 - ☐ High School/Diploma
 - ☐ Bachelor's Degree
 - ☐ Master's Degree
 - ☐ PhD
 - ☐ Other
4. Job Level:
 - ☐ Entry level
 - ☐ Mid-level
 - ☐ Senior-level/Manager
 - ☐ Executive/Director
5. Years of Experience in Current Organization:
 - ☐ Less than 1 year
 - ☐ 1–3 years
 - ☐ 4–6 years
 - ☐ 7–10 years
 - ☐ More than 10 years

Section B: Human Resource Planning

1. My organization has clear workforce planning aligned with its strategic goals.
2. Job roles and responsibilities are clearly defined.
3. Succession planning is practiced for critical positions.
(Scale: 1 = Strongly Disagree → 5 = Strongly Agree)

Section C: Recruitment & Selection

1. Recruitment methods are transparent and fair.
2. The selection process ensures the best candidate is chosen.
3. Job advertisements reach a wide and diverse pool of candidates.
4. Internal promotion opportunities are provided fairly.

Section D: Training & Development

1. My organization provides sufficient opportunities for skill development.
2. Training programs are relevant to my job role.
3. I am encouraged to participate in professional development activities.
4. E-learning/digital tools are used effectively for training.

Section E: Performance Appraisal

1. Performance appraisal is conducted fairly and objectively.
2. I receive constructive feedback that helps me improve.
3. My performance evaluation is linked to promotions and career growth.
4. The appraisal system motivates me to perform better.

Section F: Compensation & Rewards

1. Salary and benefits are competitive compared to the industry.
2. Compensation is linked to performance.
3. Recognition and rewards are fairly distributed.
4. Career growth opportunities are transparent.

Section G: Employee Engagement & Satisfaction

1. I feel valued as an employee in this organization.
2. HR policies contribute to my motivation and job satisfaction.
3. Communication between employees and management is effective.
4. I am satisfied with the overall HR practices of my organization.