

HUMAN RESOURCE MANAGEMENT AND EMPLOYEE MOTIVATION

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Chapter 1: Introduction

1.1 Background

Human resource management plays a vital role in motivating the employees within a business. Today, employee motivation is the most major factor that every multinational company is concentrating on (Ahmed *et al.*, 2021). To keep employees motivated, each manager continuously tries to develop the best possible strategies to support and retain the employees. Multinational corporations need help with employee engagement and proper training and development factors. Currently, employee motivation has been the biggest concern for every human resource manager after the pandemic. There are many successful companies where managers adopted proper training and development and employee engagement programs to create a positive work environment. On the other hand, it boosts the employees' motivation, which helps improve the company's performance (Ali and Anwar, 2021).

1.2 Aim

The main aim of the research is to understand the role of HR in motivating employees. The study will tend to highlight the impact of human resource managers on compelling motivation and understanding of the employees. HR managers face many barriers in an organisation, so this will also be evaluated through this study. The main goal of this research is to understand the strategies that HR used in an organisation.

1.3 Objectives

Some of the objectives are stated below:

- To understand the main issues human resource managers, face while motivating the employees. To evaluate the impact of these issues upon the employees.
- To evaluate the role of HRM in motivating employees. This will help to understand the influence of HRM in a business organisation.
- To understand the various strategies the managers have adopted to motivate the employees. To evaluate the effective strategies used by the HR managers for the employees.

- To investigate the employee's perceptions of the value. It will focus on the effectiveness of the recognition program in motivating them to perform at a higher level at work.
- To investigate the role of leadership in employee motivation and engagement

1.4 Hypothesis

H1: Modern organizations that implement effective HRM policies tend to experience more positive outcomes.

H2: The use of a comprehensive employee recognition program leads to a major improvement in overall job satisfaction.

H3: The use of a comprehensive role of HRM in ensuring major improvement in motivation levels

H4: Organisational HRM strategies for work-life balance initiatives is positively associated with the employee motivation.

Chapter 2: Literature Review

2.1 Definition of key terms

- **HRM:** HRM is considered to reflect on human resource managing prospects within the organization which involve training development recruitment selection employee relations and performance evaluation (Kim *et al.*, 2021).
- **Employee motivation:** Employee motivation is an essential external and internal factor that helps to drive individual behaviour and sustainable actions within the workplace (Maslach and Leiter, 2022).
- **Employee recognition program:** The employee recognition program is the foundation system within business employee rewards that potentially acknowledge their performance and work achievement (Hancock, 2024).
- **Job satisfaction:** Job satisfaction is defined as be individual employee's perception attitude about the job which reflects on the interior workplace environment compensation growth opportunities and job security (Kim *et al.*, 2021).

- **Motivation level:** Motivation level is associated with the degree of individual employee motivation towards business operational goals which can be influenced by job characteristics personal value and rewards (Maslach and Leiter, 2022).
- **Work life balance:** Kirchmeyer (2000) defined work life balance as achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains (Thomas Kallinath , 2008).
- **Employee Commitment:** Steers (1977) defined employee(organizational)commitment as the relative strength of the individual's identification with, and involvement in, a particular organisation (Jung won kim,2008).

2.2 Modern HRM Policies and Managerial Practices

It may be defined that HRM mainly stands for the human resource management which is a “Distinctive approach for managing human capital in a business to achieve competitive advantage through strategic deployment of highly committed and capable workforce, using a range of cultural, structural and personnel techniques”(storey,1995).HRM encompasses the process, policies and practices mainly related to the recruitment and overall well-being of the employees (Cheng and Hackett, 2021). By following a qualitative approach, the paper stated that HRM, in recent periods, has confronted many difficulties while persuading representatives. One of the critical difficulties is understanding assorted persuasive variables in light of old enough, character, culture and occupation job (Kim *et al.*, 2021). Managers face issues while handling diverse teams, especially for multinational corporations where employees come from various backgrounds. The graph below explains the percentage of employees who field bond out at work very often. The graph shows that before and after the pandemic situation, there has been a massive difference in the perception of the US employees. It has been found that the employees working from home were born 27% before the pandemic (Basalamah and As'ad, 2021).

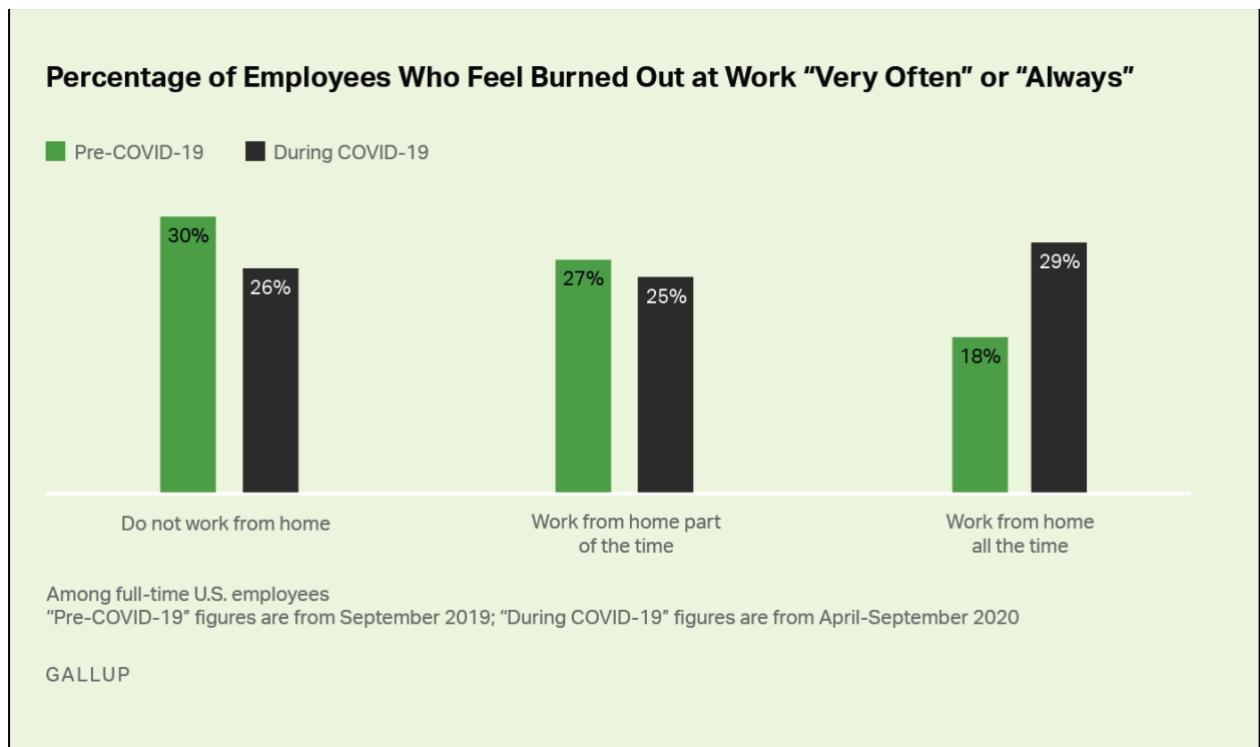


Figure 1: Employees who feel burned out in pandemic

(Source: El-Kassar *et al.*, 2022)

2.3 Employee Recognition Programs and Enhanced Job Satisfaction.

It may be defined that limited resources and resistance to change due to other factors have been constantly affecting each of the managers' motivation of the employee. After the pandemic, each manager finds it challenging to engage the employees as most employees are frustrated due to the long working hours, poor leadership, and work overload. After following a qualitative approach, the paper stated that limited resources are a constraint, including budget, time and workforce, while using the motivational initiative (Siyal *et al.*, 2021). The strategies include employee recognition programs, career development performance incentives, and work-life balance initiatives. HRM assumes a focal part in establishing a better workplace where representatives feel esteemed, regarded and upheld and are engaged with advancing open correspondence, which encourages social inclusivity and variety while resolving issues such as struggle and work environment stress. On the other hand, HRM is also vital as it arranges for recognition and reward programs to acknowledge the employee's contribution and achievements (Omar, 2021). It is common to think of rewards and recognition as synonymous. However, they are not the same. The term "recognition" typically refers to non-cash methods

of expressing gratitude, such as thank-you note, pins, plaques, award ceremonies, merchandise from the firm, gift cards, employee photos in the newsletter, or placement on "the wall of fame." On the other side, rewards could have a monetary component. (Usha, 2018). The managers must find a cost-effective way to motivate the employees and manage the priorities effectively. Employees often resist motivational strategy changes and find them unnecessary or disruptive (Maslach and Leiter, 2022). Concerning performance management, it has been found that HRM sets explicit assumptions, gives ordinary criticism and perceives more worker commitment by lining up with the singular objectives and authoritative goals to assist the representatives with remaining spurred and playing out their best (Basalamah and As'ad, 2021). Job satisfaction, in the context of business Human Resource Management (HRM), aligns to the level of contentment or satisfaction an employee experiences in their workplace. It is an emotional evaluation of the general good or pessimistic sentiments an individual has about their work and different viewpoints connected with it. In business HRM, job satisfaction is a major idea as it directly impacts employee motivation, engagement, and performance. At the point when employees are happy with their positions, they are bound to be useful, dedicated, and able to add to the association's objectives. Then again, low job satisfaction can lead to decreased productivity, increased turnover rates, and higher costs for recruitment and training. In this case, managers find it challenging to communicate with the employees by providing them with the rationale behind motivational initiatives, thus not addressing employee concerns or resistance.

2.4 Exploring the Effectiveness of HRM Motivation Strategies for Employees.

It may be defined that employee motivations refers to the level of commitment, innovation and energy level of employees during the work and it is related to the best of the abilities of employees in their job role (Kalogiannidis, 2021). The motivation level of employees refers alludes to their inside drive and willingness to exert effort, perform well, and accomplish organizational goals. Motivated employees are more likely to be productive, engaged and committed. With regards to business HRM, understanding and encouraging employee motivation is pivotal for establishing a positive workplace and accomplishing wanted results. After following a qualitative approach, the paper stated that HR supervisors play a positive part in representative inspiration, which is important in cultivating a valuable and positive workplace. In many organisations, such as Tesco Sainsbury, the HRM designs motivational strategies that tailor organisational culture, workforce dynamics and values (Lu *et al.*, 2022).

HR facilities proper training and development programmes to enhance employees' skills, performance, and knowledge. This highlights the increment of professional growth of every employee. Therefore, this kind of system is crucial and positive process for any business. Overall, it could be stated that an HR role in employee motivation is essential, which creates a conducive work environment where most employees feel empowered, motivated and engaged. By using various strategies and initiatives, other professionals have majorly fostered a culture of motivation and excellence within every company.

2.5 HRM Strategies for Better Work-Life Balance and Employee Engagement

It may be defined that strategies are used to enhance employee engagement within organisations. Moreover, employee engagement refers to the dedication level from the end of employees during the job in the workplace (Baran and Sypniewska, 2020). They are mainly communication and transparency channels, which are mainly used to undertake regular updates from the leadership feedback mechanism and town hall meetings. HRM has used proper employee wellbeing program to acknowledge the employee's achievements and contributions. This program can include employees' monthly award bonuses and peer-to-peer recognition for the performance matrix. The work life balance level of employees refers alludes to their inside drive and willingness to exert effort, perform well, and accomplish organizational goals. Motivated employees are more likely to be productive, engaged and committed. With regards to business HRM, understanding and encouraging employee motivation is pivotal for establishing a positive workplace and accomplishing wanted results.

In some organisations, HRM also develops career development and work life balance programs, which include various training sessions, mentorship programs, and workshops for supporting the employees' India professional group. Performance management systems are another way HR is designed to provide regular feedback, recognise achievements, and set clear goals (Ahmed *et al.*, 2021). After following a qualitative approach, the paper stated that this has helped many HRM understand the employees' expectations, track their progress, and receive adequate support and improvement when needed. In much research, it has been found that HRM undertakes work life balance activities and diversity and inclusive activities to promote collaboration and communication among employees. It mainly tends to strengthen the relationship, create a positive work environment and foster teamwork effectively.

2.6 Literature gap

HRM ensures effective communication channels that allow employees voice their concerns and share feedback related to organisational matters. However, in recent periods, many multinational companies have faced issues related to employee retention. To emphasise this, this research has been developed to understand the positive role played by each manager in motivating the employees. The main intention of the research is to answer the issues in an effective manner.

Chapter 3: Research Methodology

3.1 Research Philosophy

According to the examination onion, the principal layer is research reasoning, which will generally underscore the legitimate significance of the exploration study and comprehend the point of view of the people engaged with this review. For this examination, **positivism research philosophy** will explore the meaning and interpretation of various individuals that describe their interactions, behaviours and experiences. On the other hand, Interpretivism research philosophy mainly focuses on a constructive ontology that suggests the social subject and even constructed reality as it helps to understand and focus on subjective meanings and interpretations (Kanuka and Anderson, 2007). With the help of this research philosophy, this study will emphasise the process of quantifiable observation. Moreover, it is quite suitable because Positivism is independent of considering biased interests as it generally outlines the deductive reasoning for empirical observations.

3.2 Research Approach

An examination approach predominantly alludes to the general structure or philosophy continually used to conduct the study (Saunders, Lewis and Thornhill, 2003). This study will use a **deductive research approach** to understand HR managers' role in motivating employees. Considering the research relationship with theory, it is quite evident that progress can be made with deductive and inductive approaches. Here, in this context, the suitability of the deductive approach is high as the study is opting for positivist research philosophy. In terms of the deductive research approach, specific knowledge association in terms of the research's central

topic will be obtained from general consideration. Corresponding to the deductive research approach, generalised investigation based on theoretical integration has been approached, followed by data analysis and hypothesis testing to effectively develop specific research focus points. On the other hand, the inductive approach represents the investigation of patterns for developing a new theory instead of relying upon an existing one, which is not a suitable option for this study.

3.3 Research Strategy

Research strategy is one of the most effective layers focusing on the proper research method for developing the research.” For this examination , Exploratory research will be focused. Exploratory research doesn't offer solid proof; instead, it's utilised to investigate a novel field or aspect of occurrences. Its goals include becoming more familiar with a phenomenon, coming up with fresh concepts, or heightening the researcher's awareness of a certain issue"(Cooper and Schindler,2019). According to Saunders et al. (2007), exploratory research is carried out when there is a lack of sufficient knowledge regarding a phenomenon or a problem that is not well characterised. (Boru, 2018) This research strategy will effectively understand the patterns or strategies the HR manager uses for employee motivation.

3.4 Research Choice

Research decision is one more major layer of examination onion, so the multi-technique has been utilised in this exploration. This **quantitative method** will be utilised as it will help effectively focus on the journals and articles related to the HR managers and get the direct human interests about the research. According to Aliaga and Gunderson (2000), quantitative research involves gathering numerical data and employing statistical methods for analysis in order to understand a phenomenon (Boru, 2018). This method involves the use of inquiry techniques like surveys and experiments by the researcher, who then gathers data using preset equipment to provide statistical data (Creswell, 2003). The main advantage of quantitative research is that its techniques yield accurate, measurable data that may be used to a broad population.

3.5 Time Horizon

For this examination, a longitudinal and cross-sectional exploration time skyline will be utilised as it is a kind of study that gathers information from similar subjects over an extensive period (Cameron and Price, 2009). In this research, longitudinal time horizons will be used as secondary data to understand the change in HR strategies over some time, which will examine the development casualties and pattern of changes. Longitudinal research will also provide insights into HR strategies over time, which will help identify the causal relationships related to employee engagement and HR tactics. In addition, with the help of a cross-sectional study, primary data will be collected to investigate HR managers and their strategies effectively within a bounded time scale.

3.6 Data collection

Both primary and secondary data collection methods will be used for this research, where all the data related to HR management and motivation factors will be gathered from past literature and journals and along with that from the survey process. Articles and research papers from previous years will be evaluated to analyse the main HR strategies used for employee engagement in the business. For primary data collection, an online survey with the help of Google Forms will be conducted for a sample population of 30 to investigate participants' points of view on HR strategies used for employee engagement in the business.

3.7 Data analysis

Data will be analysed with the statistical and inferential approach .Inferential statistics is defined as using the sample descriptive statistics to make an inference (estimation) of the population (Chanoknath & Louangrath, 2015).The sample is the observation; the estimated population is the inferred value without observation . Using the sample data, we aimed to draw a population-level conclusion. We require the sample and the population estimate to be uniform or expressed in a common value in order to complete this operation.Since the research will evaluate both primary and secondary data sources, the estimated data analysis is essential for gathering information and dividing it into small things, which will help to understand the research objectives thoroughly. For primary data analysis, *SPSS analysis method* will be used to analyse the primary data obtained from the survey process. The “Statistical Package for the Social Sciences” (SPSS) is a package of programs for manipulating, analyzing, and presenting data; the package is widely used in the social and behavioral sciences.

3.8 Ethical Considerations

Ethical consideration in mixed research mainly involves analysing the existing data collected by securities, integrity, and undertaking responsibility for using information and survey data. This examination will keep up with the privacy and namelessness of the people from whom the information will be investigated. The legitimate information sources will be utilised to accumulate articles in a legitimate way, which will help to present the data mode accurately and transparently by supporting a particular agenda or viewpoint.

3.9 Timeline

Activities	Start date	End date	Duration
Preparation of proposal and submission of propos	26-02-2024	22-03-2024	26
Introduction	23-03-2024	25-03-2024	3
Literature review	26-03-2024	12-04-2024	18
Research Methodology	13-04-2024	24-04-2024	12
Ethical approval	25-04-2024	26-04-2024	2
Data collection	27-04-2024	17-05-2024	21
Data analysis	18-05-2024	25-05-2024	8
Discussion	26-05-2024	02-06-2024	8
Conclusion	03-06-2024	06-06-2024	4
Final submission	07-06-2024	17-06-2024	11

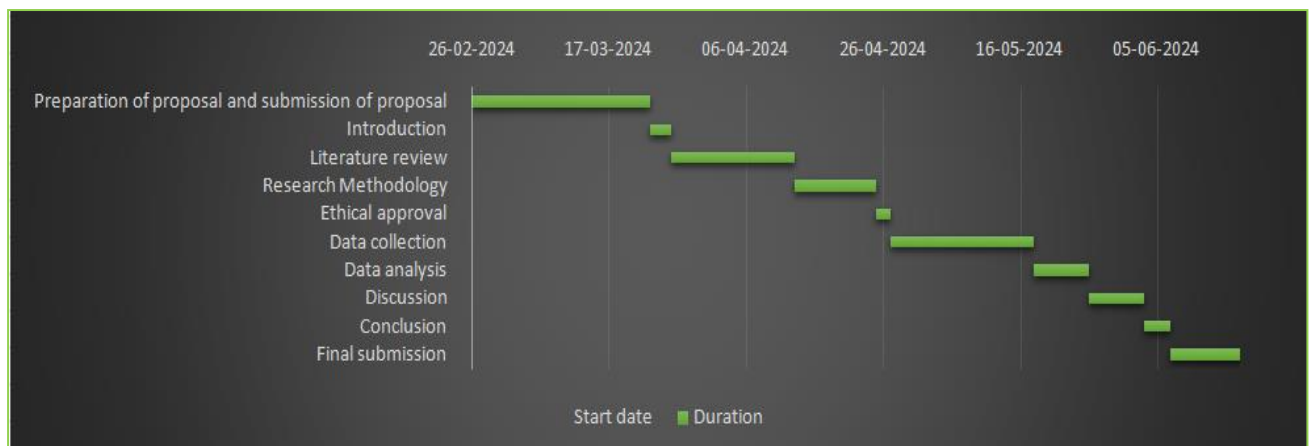


Figure 2: Gantt chart

(Source: the author)

3.10 Outcome

The expected research outcome from this research study is that it will help to understand the positive role of HR in employee motivation. This research will help understand enhanced organisational performance and how employees could be motivated in every business. By understanding the importance of employee well-being, this research will provide future recommended strategies to the HRM of businesses to evaluate how to mitigate employee issues.

Chapter 4: Conclusion

From this research, the main conclusion that will be drawn is related to the importance of each other's manager in employee engagement and motivation. This research will help to understand the two hypotheses generated in the first interaction chapter. The main conclusion that could be drawn from this research is the employee engagement strategies and their execution that each manager can use in future to sustain the business and help the employees engage with the new business effectively.

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