MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Dr. Bhavna Raina[1], Dr. Anjali Kalse[2], Dr. Disha Shah[3]

Abstract

The study is looking at Work Engagement at workplace and the effect Human Resource Practices has on Work Engagement, using social exchange theory (SET). It has tested empirically the mediation of the perceived organizational support in the relationship between Human Resource Practices and Work Engagement. The data was collected from the 418 respondents in hospitality sector in Mumbai (India) and their perception regarding Human Resource Practices, Perceived Organizational Support and Work Engagement was captured through a structured questionnaire based on previous research. The relationships and hypotheses were tested by the structural equation modelling (SEM) model using AMOS.

This research has taken various human resource practices and analysed effect of each practice on work engagement and found the mediation of Perceived organizational support in the relationship. The findings suggested that Human Resource Practices have effect on Work Engagement and Perceived Organizational Support mediates the relationship between Human Resource Practices and Work Engagement. This would help the organizations to view engagement at a more strategic level and develop and implement supportive human resource practices that would increase employee engagement. This research has specially contributed to the hospitality industry as such research has not been conducted earlier in the industry.

* The study is limited to the Indian context and so cannot be generalized to other cultures taking into consideration the culture-specific factors. The study has focused on empirically testing the conceptual model by using the quantitative method, but future studies can use a more in-depth qualitative approach.*

[1]Assistant Professor, Vivekanand Education Society's Institute of Management and Research,

Mumbai, India, bhavna.raina@ves.ac.in

[2]Director & Professor, Bharti Vidyapeeth's Institute of Management and Research

Mumbai, India, director@bvimsr.com

[3]Associate Professor, Vivekanand Education Society's Institute of Management and Research,

Mumbai, India, disha.shah@ves.ac.in

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3533

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

INTRODUCTION

In today's volatile environment to remain sustainable it has become critical for organizations to be efficient in resource utilization (Ulrich, 2007). With human capital being the source of competitive advantage, it therefore is imperative that employees are engaged to be able to drive organizational strategy into organizational performance (Bakker & Schaufeli, 2008). There is no single acceptable definition of employee engagement so different organizations understand it in different ways and use an approach that fits into their firm. Given the aggressive business environment today, HR plays an immense role in achieving the organisation's bottom line but what is critical for Hr to know is the best mechanisms that can be used to achieve it. By investing in people firm's increase their value, a mechanism that makes the firm more "intelligent" – quicker to react, more flexible, more decisive and can exploit new opportunities. Any organisation that needs to implement its strategy to achieve its goal must have HR practices aligned with its strategy and it is here that HR becomes a business partner in an organisation. Employee engagement is one of the variables which affect organizational performance. Therefore, HR can create practices which lead to employee engagement and hence achieve organizational objectives. Perceived organizational support is defined as "employees' beliefs concerning the extent to which organization values their contributions and cares about their well-being." Eisenberger et al. (1986). POS, not only takes in the form of immediate supervisors but also the characteristics, policies and norms of the organisation. Thus, understanding the process of HR practices which assist in employee engagement and role of perceived organisational support becomes important both for HR practitioner as well as for researchers.

According to Social Exchange Theory (SET) an employee becomes obliged to repay in kind when the employee gets resources from the organization (Cropanzano and Mitchell, 2005). Also, an important part of the theory suggests that if parties agree to certain rules of the relationship there is mutual commitment, loyalty and trust over time. When employees receive resources and benefits from the organization that are helpful to them, they reciprocate by being engaged with the organization. Within SET both socioemotional and economic exchanges are considered as resources (Saks,2006). Thus, when Human Resources practices are perceived positively by employees which provide support both socioemotional as well as economic will lead to engaged workforce.

The hospitality industry and in particular hotels requires large number of people to give exceptional service. Thus, the competitive advantage and productivity in this industry is highly dependent on its employees. Zohar (1994) found that jobs in hospitality industry are highly stressful as compared to many other industries. The sustainability in this business is dependent on element of direct and indirect contact with the customer and it is this element of quality which gives it a competitive advantage (Sachdev et al., 2004). As human resources cannot be easily imitated by the competitors, it is this quality of service that engaged employees provide which leads to its competitive advantage. (Hitt et al., 2001).

Maxwell and Quail (2002) found that one of the main reasons for low levels of commitment of employees in hospitality industry is that the managers don't value their employees even when they know that HR issues are critical issues in the industry. Chand (2010) studying hotels in India found that hotel performance, quality and customer satisfaction were impacted by the HR practices. It was suggested that human resource practices increases

Eur. Chem. Bull. 2023,12(Special Issue 1, Part-B), 3533-3550

3534

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

effectiveness in service which leads to increase performance of the hotel.

LITERATURE REVIEW

2.1 Employee Engagement

There is no single accepted definition of employee engagement. Kahn (1990) conceptualized employee engagement as a combination of cognitive, behavioral and emotional features. Britt (1999) talked about two parts in engagement namely self-engagement and full engagement, where self-engagement the commitment felt by employee due to internal reasons of the employee. Coffman et al. (2002) explained engagement as employee's positive feeling towards the organization. Schaufeli et al. (2002) conceptualized engagement as a positive, fulfilling state of mind related to work described by vigour, dedication, and absorption. Tritch (2003) explained engagement as an employees' high level of work involvement and enthusiasm. Towers Perrin (2003) explain Employee Engagement as belief and trust employees have towards their organisation, management and conditions of work. Robinson et al. (2004) looks at engagement as connection between employee with the strategy and customers of the organization. According to Wellins et al. (2005) positive feelings towards five issues at workplace such as Job value, Job satisfaction, Job ownership, Job involvement and Job enthusiasm resulted in Employee Engagement. Saks (2006) Considered four constructs for engagement- job involvement, employee satisfaction, organisational citizenship behaviour and organisational commitment. Robertson et al. (2010) in his study concluded that to understand enagagement it is important to understand psychological wellbeing of the employee. For Shuck et al. (2010) Employee engagement is a cognitive, emotional and behavioural state of an employee directed towards desired organisational outcomes. Mishra et al. (2016) discussed about characteristics of

engaged employees: they don't leave company easily ; recommend company to others , feel inspired to do their best, speak positively about the company and feel motivated to go beyond the call of duty.

Kahn (1990) has suggested that task characteristics, role characteristics and work interactions ,interpersonal relationships, group and intergroup dynamics, management style and processes, and organizational norms ,physical energy, emotional energy, individual security and outside lives the employees possess all effect engagement. According to Saks (2006) the engagement of employees is reliant on the resources received from the organization and engagement becomes a form of restitution to the organization. Koyuncu et. al (2006) while studying work engagement among women workers in Turkish banks found that experiences in the organisation are a major contributor to work engagement and work engagement resulted in positive work and individual wellbeing. Vance (2006) has shown the link between employee engagement is with employer practices. Salanova et al. (2008) in their research have shown that supervisor support, job security, job control, job feedback, rewards, employee participation all have an effect of work engagement. Xanthopoulou et al. (2009) found that job resources are important antecedent to work engagement. Farndale (2015) while studying employee engagement in Mexico, Netherlands and the United States found that financial resources, team environment, employee participation in decision making all have a positive effect on employee engagement. Desta (2022) found that employee engagement partially mediated the relationship between human capital management and job performance.

2.2 HR Practices

As per Fisher et. al. (2006) an organization requires many resources to get competitive such as financial, physical, human and

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3535

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

marketing capability. So human resource and its organisation is an important factor that will lead to organizational competitive advantage. They further on went to specify that it is just not how human resources is organised as even that can be replicated but it's how company's strategize to attract, motivate and retain employees that cannot be copied. Milkovich and Boudreau (1997) define Human Resource Management as a "series of integrated decisions that form employment relationship", and it is the quality of these practices that ensures that an organisation is able to meet its objectives or not. Armstrong (2007) define human resource management as "strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives".

In the resource-based view (RBV) it states that tacit knowledge that gives competitive advantage to an organization is through HR practices created specifically to the need of the organization which in turn develops enabling competencies and crafting effective relationships in the organization. Becker and Gerhart (1996) have called the human resources of a company as the "invisible asset" as it able to generate value when it is part of processes that help increase organisation's capabilities, moreover it is difficult to copy the methods and processes through which HR is able to create value. There have been many studies which have consistently shown association between the organisation's performance and its HR practices. A significant relationship between firm's performance, productivity, market value with HR practices was seen in research of around 290 publicly held firms (Huselid et al., 1997). Burud and Tumolo (2004) in their analysis have shown positive association between human resource practices which emphasized on engagement of employees and the financial achievement of the firm. Youndt

et al. (1996) found that the operational performance of the in the different industries was associated with HR practices of the companies which were intent on human capital development. esearch by Huselid (1995) suggests that HR practices by influencing attitudes and behaviour is able to effect organisational results. Armstrong (2011) talks about human resource management being concerned about achieving objectives in areas of organizational effectiveness, human capital, knowledge management, reward management, employee relations and meeting diverse needs. According to Wright, McMahan, and Mac Williams (1994) the employee attitudes, perceptions and behaviors are formed by the HR practices of an organization. Wollard and Shuck (2011) have stated that though HRM practices are suggested to be antecedent to employee engagement, enough studies have not been conducted on the role of HRM practices as an antecedent to employee engagement. As per Bakker and Demerouti (2007) employees are intrinsically motivated when they are able to get right feedback from colleagues. Also, they feel motivated to achieve their goals when they are able to augment their abilities through development and coaching. As per Bakker and Demerouti (2007) employees are intrinsically motivated when they can get right feedback from colleagues. Also they feel motivated to achieve their goals when they are able to augment their abilities through development and coaching.

It has been suggested by Schaufeli and Salanova (2007) that when supervisors deliver emotional support, coaches them and gives them regular feedback, the self-efficacy of employees and their self-confidence increases which thereby increases their engagement. As per Srivastava and Bhatnagar (2008) when employees are able to attain their personal meaning, get motivation and get positive feedback from their superiors; this leads to employee being engaged.

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3536

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Xanthopoulou et al. (2009) has talked about the relationship between employees being engaged and employees getting resources like autonomy, supervisory coaching, professional development and social support. This happens due to increase of employees' self-esteem, self-efficacy and optimism. Choo et al. (2013) found that employee engagement was largely predicted by employee development and then rewards & recognition. Mario (2017) stated that enjoyment, reciprocal benefit, and recognition has led to employee engagement as well as performance expectancy. Srivastava & Bansal (2016) in the study found that employee engagement was dependent on employee relations, work-life balance, scope of advancement, monetary benefits. Mone & Eisinger (2011) while studying employee engagement found that conducting appraisal at mid-term and year end, specifying performance goals, giving consistent feedback, creating a culture of trust & empowerment led to employee engagement. Mone and London (2009) through path analysis found company communication, job resources, autonomy, career progression & promotion, compensation & benefits, performance management & feedback and managerial trust predicting employee engagement.

MacLeod and Clarke (2009) argue that clear and good quality internal communication increases employee engagement. Wright and Nishii (2010) found that organizational performance can be predicted more by perceived HR practices rather than intended HR practices as intended HR practices for employees are distinct from perceived HR practices. Bowen and Ostroff (2004) have talked about distinctiveness, consistency and consensus of human resource management system which influence the perception of employee towards human resource management.

H 1: Human Resource Practices have positive relationship with Work Engagement

H1a: Staffing & Selection has a positive relationship with Work Engagement.

H1b: Employee Training opportunities has a positive relationship with Work Engagement

H1c: Employee Developmental opportunities has a positive relationship with Work Engagement.

H1d: Performance Management and Pay for performance has positive relationship with Work Engagement.

H1e: Promotional Opportunities has positive relationship with Work Engagement.

H1f: Employee Decision making, and participation has a positive relationship with Work Engagement.

H1g: Employee Benefits has a positive relationship with Work Engagement.

H1h: Communication and Coordination by HR has a positive relationship with Work Engagement.

2.3 Perceived Organizational Support

Perceived organizational support is defined as "employees' global beliefs concerning the extent to which organization values their contributions and cares about their wellbeing" (Eisenberger et al.,1986). Organizational Support Theory suggests a perspective to understand of the impact of HR practices on various outcomes. In an analysis of 70 studies conducted on POS, Rhoades and Eisenberger (2002) found three main groups of beneficial treatment which were associated with and led to the improvement of Perceived Organizational

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3537

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Support: organizational rewards and working conditions, support received from supervisors and justice. Bhanthumnavin (2003) has distributed organizational support into categories such as emotional support e.g., concern, value and acceptance, material support e.g., work-related resources and informational support e.g., work-related skills and knowledge etc. According to Rhoades and Eisenberger (2002), as organization is personified and thus due to its legal, financial, and moral responsibility are responsible for action of its representatives. These actions are guided by the policy, norms, and culture of the organization. The employees' perception of favorable or unfavorable conduct towards them is not directly through their managers but based on policies, norms and culture of the organization. Anand et al. (2010) have shown that where employees perceive consistent support from their organization, they are more likely to engage in organizational citizenship behaviors. Ahmed et al. (2015) in a meta-analysis of available literature on perceived organizational support and its outcomes found that there is a strong relationship of POS with employee engagement, job satisfaction and organizational commitment. Chass et al. (2018) studied furniture industry in India and found that there exists a strong correlation between Perceived Organizational Support and employee engagement. In study done by Plessis (2015) in a study done on generation Y employees have shown a significant correlation between talent management practices (human resource practices) and perceived organisational support. Smit et al. (2015) in their cross-sectional study of 303 employees in south African organisations have shown that there is a positive and a significant relationship between total rewards and perceived organisational support.

Walters & Raybould (2007) while studying front line hospitality employees

have said that to increase the level of perceived organisation support in a hospitality setting that training and staff development programs, rewarding for performance programs should be in place. When organization stresses on HR practices it shows that it cares for its employees. Also, particularly when organisations have policies which invest in employees and recognize their participation, it shows that organization supports its employees (Eisenberger et al.,1986) and the organization has an exchange relationship with its employees. Walters and Raybould (2007) in their study of front line hospitality staff found that managers in hospitality industry need to reassure and praise employees and also ensure they reward performance as this will ensure employees have high level of POS. It was found that managers in hospitality industry need also to make sure that they are amicable, empathetic and can solve any issues that the front-line employees may have. Chand (2010) studying hotels in India found that hotel performance, quality and customer satisfaction were impacted by the HR practices. It was suggested that human resource practices increases effectiveness in service which leads to increase performance of the hotel. Due to the huge changes in the environment and VUCA world today has created lot of challenges for the Indian hotel industry. And because of spike in competition many hotels today must look for methods to retain present customers and gain competitor's customers. It is the HR practices which will help to hotels to gain better quality of service, increase customer satisfaction and performance and thus be competitive.

H2: Human Resource Practices have a positive relationship with POS.

H2a: Staffing & Selection has a positive relationship with POS.

H2b: Employee Training opportunities has a positive relationship with POS.

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3538

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

H2c: Employee Developmental opportunities has a positive relationship with POS.

H2d: Performance Management and Pay for performance has a positive relationship with POS.

H2e: Promotional Opportunities has a positive relationship with POS.

H2f: Employee decision making, and participation has a positive relationship with POS.

H2g: Employee Benefits has a positive relationship with POS.

*H2h: Communication and Coordination by HR has a positive relationship with POS.*

H3: POS has positive relationship with 3 components of work

engagement i.e. Vigour, Absorption and Dedication.

H4: POS mediates the relationship between HR practices and Work Engagement.

3. Research Model

The aim of the study is to understand the perception of employees towards the Human Resource Practices prevalent in their organization and how each practice effects work engagement in terms of vigor, dedication, and absorption in Hospitality Industry. Also find the mediating effect of perceived organizational support between Human Resource Practices and Work Engagement.
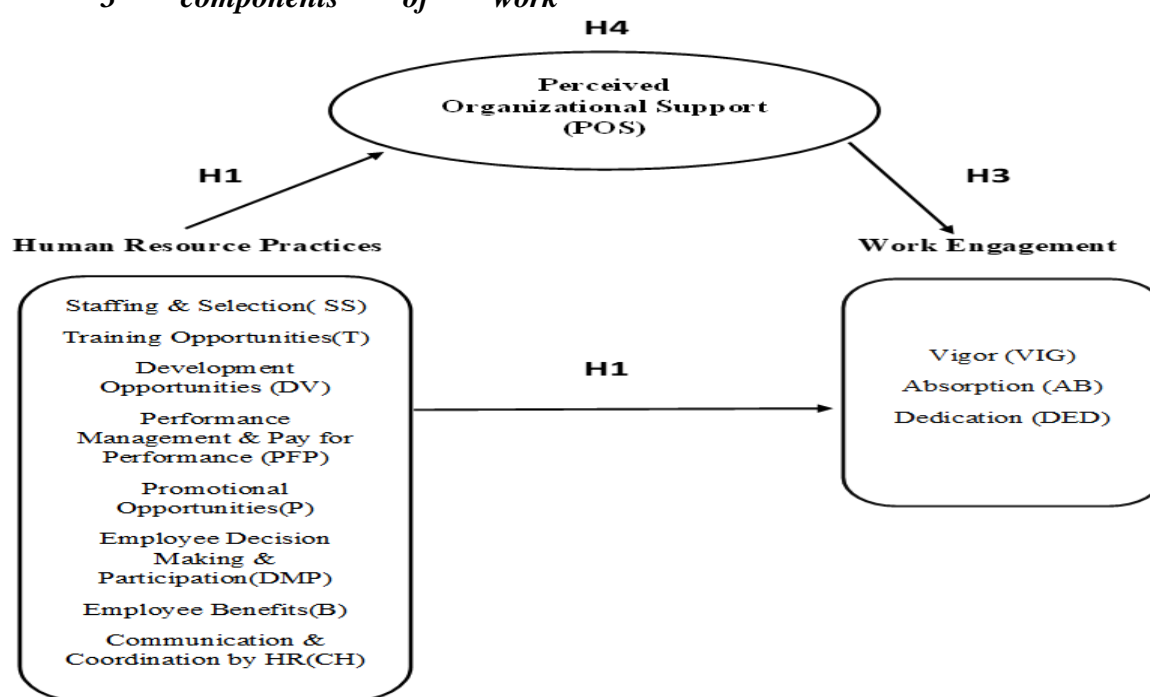
Fig 1: Research Model – HR practices, Work Engagement and Perceived Organizational Support

4. THEORITICAL FRAMEWORK

Theory that helps us to understand engagement, HR practices and Perceived Organizational Support is Social Exchange Theory (Blau,1960). Levinson (1965) talked about how the relationship between organization and employee is that of

reciprocity in which behest for return will be beneficial for both even if one gets special treatment. Masterson et al. (2000) in the research have suggested one party after providing services to the other party expects some return in future. Also, the party that is able to get something valuable

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3539

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

from the other party will feel a sense of responsibility to return to the other party. Eisenberger et al. (1986) have stated that when employees perceive high support from the organizations they repay their organization with required attitude and behavior. Saks (2006) suggested when people get different degrees of resources form the organization, they decompensate the organization by being engaged accordingly.

5. METHODOLOGY

A quantitative study was done through a self-administered questionnaire. The Questionnaire has three sections. The Section 1 deals with Employee Work Engagement The questionnaire used UWES (Schaufeli et al.2002), is the most accepted instrument in the literature to date. The Section 2 deals with Perceived Organisational Support. Perceived Organisational Support was measured using 8 items Survey of Perceived Organisational Support (SPOS) developed by Eisenberger (1986). The Section 3 deals with the employees' perception of Human Resource Practices in their organisation and in this case the hotel. This section was further divided into eight sub sections dealing with Selection and Staffing, Employee Training Opportunities, Employee Development Opportunities, Performance Management and Pay for performance, Promotion Opportunity, Employee Decision Making and Participation, Employee Benefits, Communication & Coordination by HR. Data was collected from employees working in different hotels in Mumbai 425 responses were obtained. After data cleaning, 418 useful samples were used for data analysis purpose.

6. DATA ANALYSIS & RESULTS

In the present study, maximum likelihood is used in the SEM analysis. The maximum likelihood method maximizes

the probability that the observed co-variances are drawn from a population that has its variance and the process implied by the model (Golob, 2003) generates covariance. According to the literature, SEM is particularly appropriate for the study of multiple dependence relationships such as those investigated it the present research, SEM was used in this research to determine if the estimated population covariance matrix of the proposed model was consistent with the observed covariance matrix. The software package utilized for SEM in this research is the Amos 7.0 statistical package due to its user friendliness. Amos can link directly to SPSS and provides a graphical user interface that allows the researcher to configure path diagrams, calculate model fit and estimate parameters.

A chi square ($X2$) statistic is used to investigate whether distributions of categorical variables differ from one another. The chi-square statistic values are noted. As per Joreskog & Sorbom (1993), the chi-square statistic value should be between 0 and 3, with smaller values indicating better fit. However, problem with this measure of fit is that it generally tends to come up with conservative estimates for fit when many variables are analyzed and its sensitive to sample sizes. Thus, the chi-square CFI is also reported. This is a measure of fit that is not adversely affected by the same size and projects a good fit when it is close to 0.95 (Hu & Bentler, 1999). The other fit indices reported are: GFI, AGFI and TLI. All these scores including that of CFI should be 0.9 which is satisfactory. These scores if closer to 1.0 indicate better fit with a value of 1.0 indicating perfect fit (Bentler, 1990; Bentler & Bonnet, 1980). The next set of fit statistics focus on RMSEA. The RMSEA that measures discrepancy per degree of freedom is considered for values of 0.08 or lower (Browne & Cudeck, 1993)

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3540

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

6.1 RELIABILITY AND VALIDITY OF THE SCALES

All the constructs for Work Engagement such as Vigour, Dedication and Absorption, Perceived Organizational Support and HR practices, were subjected to measurement model analysis, Table 1, to check Validity and Reliability. As all constructs had path estimates more than 0.50, all items were retained and there was no requirement for path modification. The value CMIN/DF was less than 5 for all constructs and thus was accepted. Variance Extracted (VE), Path estimates and Reliability test were used to test convergent validity. Path estimates of all constructs were more than 0.5 thus shows convergent validity. Construct reliability (CR) was above 0.7. So, taking into account these measures the constructs have shown convergent validity.

Table 1: Model Fit Indices

| Construct	Indices	VE	CR	CMIN/DF	GFI	CFI	RMSEA
Work Engagement	**Vig**	0.81	0.92	3.76	0.95	0.95	0.06
	Ded	0.58	0.85	4.14	0.94	0.94	0.07
	Ab	0.62	0.91	3.69	0.94	0.94	0.07
POS		0.51	0.93	4.91	0.1	0.91	0.09
HR Practices	**SS**	0.64	0.81	4.08	0.92	0.92	0.08
	T	0.83	0.95	2.18	0.97	0.97	0.04
	DV	0.66	0.79	4.25	0.92	0.92	0.09
	PFP	0.9	0.96	2.17	0.96	0.96	0.04
	P	0.62	0.71	*	*	*	*
	DMP	0.68	0.85	3.41	0.92	0.92	0.08
	B	0.51	0.85	4.22	0.93	0.93	0.09
	CH	0.53	0.81	4.78	0.91	0.91	0.1

A Confirmatory Factor Analysis was conducted for construct on Work Engagement. The model has 3 factors Vigor, Absorption and Dedication. The value of standardized regression weights was near to 0.5 thus showing high level of convergent validity. Based on test results the data fits the model of work engagement ($\chi2=0.0$, CMIN/DF=3.24, RMSEA=0.08, CFI= 0.93, NFI=0.93, RFI=0.92, IFI=0.92, PCFI=0.71, PNFI=0.71). The table 2 below shows the Estimates, Standard Error, Critical Ratio and its associated P value. It can be noted that all estimates are positive. Hence it indicates positive relationship among Vigour, Dedication, Absorption and Work engagement. The highest co-efficient is for absorption indicating absorption is contributing more as compared to vigour and dedication. All three relationships are significant.

*Eur. Chem. Bull. **2023**,12(Special Issue 1, Part-B), 3533-3550*

3541

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Table 2: Regression Weights (Work Engagement)

			Estimate	S.E.	C.R.	P
Vig	<---	WE	0.543	0.093	5.848	***
Ded	<---	WE	0.802	0.095	8.476	***
Ab	<---	WE	0.91	0.117	7.752	***

6.2 MULTI-LEVEL ANALYSIS
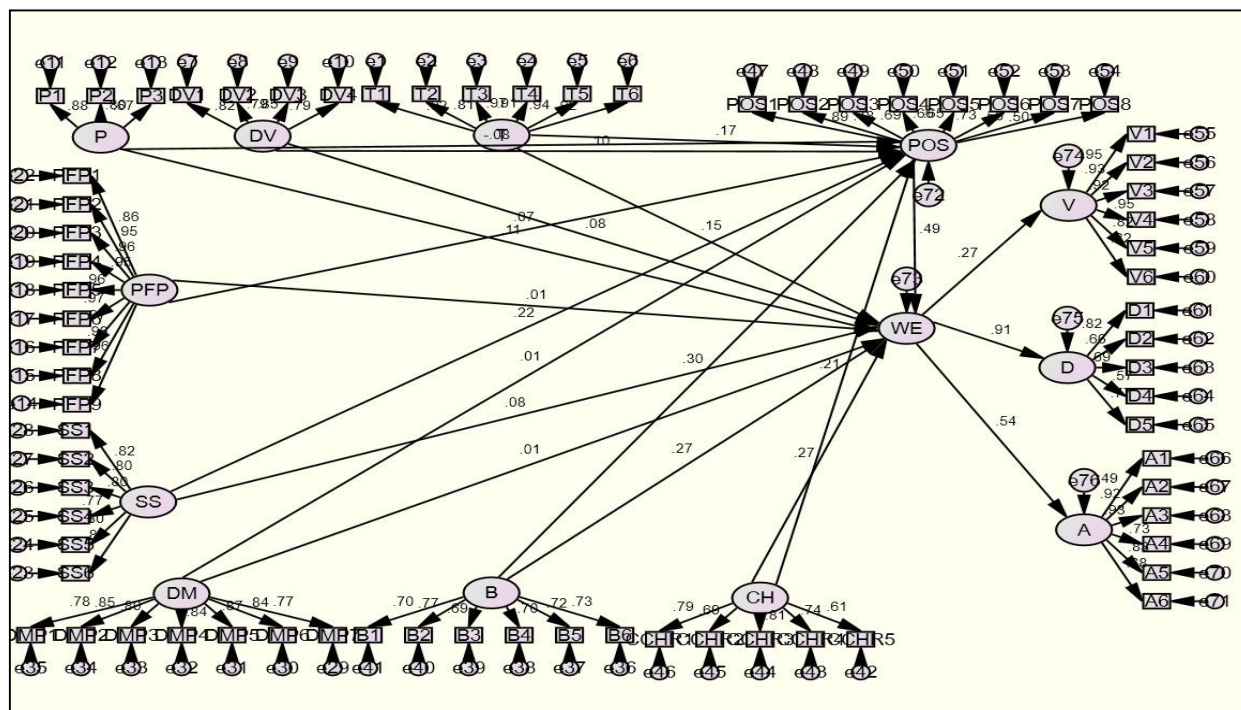
Fig 2: SEM of the research model HR Practices, Work Engagement and Perceived Organizational Support

The standardized regression weights are near to 0.5 suggesting high convergent validity. Therefore, it proves that all variables do contribute to explain variance in the factors. Hence model of HR Practices and Work Engagement is considered as Valid. The table below shows the Model Fit. It can be concluded that all the values are above the standard cut off values. ($\chi2$=0.0, CMIN/DF=2.98, RMSEA=0.08, CFI= 0.92, NFI=0.91, RFI=0.91, IFI=0.91, PCFI=0.73, PNFI=0.72). Values are as recommended by Hair et al. (2000), CMIN/DF <5 as suggested by Ulman (1996).

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3542

6.3 HYPOTHESIS TESTING

Table 4: H1(a-h)- Hypothesis Testing for HR Practices and Work Engagement

	Hypothesis 1			Estimate	S.E.	C.R.	P
H1a	WE	<---	SS	0.105	0.047	2.123	0.045
H1b	WE	<---	T	0.147	0.047	3.046	0.002
H1c	WE	<---	DV	0.104	0.064	1.584	0.114
H1d	WE	<---	PFP	0.006	0.044	0.188	0.852
H1e	WE	<---	P	0.124	0.057	2.146	0.032
H1f	WE	<---	DM	0.01	0.062	0.166	0.867
H1g	WE	<---	B	0.404	0.091	4.425	***
H1h	WE	<---	CH	0.507	0.113	4.485	***

Table 5: H2(a-h)- Hypothesis Testing for HR Practices and Perceived Organizational Support

	Hypothesis 2			Estimate	S.E.	C.R.	P
H2a	POS	<---	SS	0.169	0.038	4.496	***
H2b	POS	<---	T	0.112	0.03	3.675	***
H2c	POS	<---	DV	0.084	0.042	1.991	0.046
H2d	POS	<---	PFP	0.041	0.029	1.419	0.156
H2e	POS	<---	P	-0.062	0.036	-1.69	0.091
H2f	POS	<---	DM	0.009	0.041	0.217	0.828
H2g	POS	<---	B	0.288	0.05	5.753	***
H2h	POS	<---	CH	0.242	0.061	3.964	***

Table 6: H3 - Hypothesis Testing WE and POS

Hypothesis 3			Estimate	S.E.	C.R.	P
WE	<---	POS	0.784	0.124	6.317	***

Table 7: H4 - POS mediates the relationship between HR practices and Work Engagement.

Hypothesis 4	Direct without Mediator	Direct with Mediator
HRP-POS-WE	**R Square = 0.45**	**R Square =0.52**
		Mediation is Present

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3543

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

7. DISCUSSION

From Table 4 it is seen in the study that human resource practices such as selection & staffing (SS), training(T), promotion opportunities(P), benefits(B) given to employees and communication and coordination (CH) by HR all have significant relationship with employee engagement at 5% significant level.. As seen in the study Development Opportunity (DV), Performance Mgt. and Pay for performance (PFP), Decision making, and participation (DM) do not have significant relationship with work engagement.

Table 5 shows us that the relationship between HR practices and perceived organizational support (POS) it was found that there was a significant relationship with selection and staffing (SS), training(T), development (DV), promotional opportunity(P), benefits(B) and communication and coordination (CH) at 5% sig. level. But did not have significant relationship with performance management and pay for performance (PFP) and decision making (DM).

As can be seen in Table 6 there is a significant positive association between Perceived Organisational support (POS) and Work Engagement (WE) at 5% sig. level. As can be seen in Table 7 there is a partial mediating effect of Perceived Organisational support (POS) between HR practices and Work Engagement.

8. MANAGERIAL IMPLICATIONS

As discussed earlier Organization's practices have significant impact on Work Engagement (WE) of employees (Choo et al., 2013). HR practices such as selection & staffing (SS), training(T), promotion opportunities(P), benefits(B) given to employees and communication and coordination (CH) by HR all impact Work engagement. Also seen is that selection and staffing (SS), training(T), development (DV), promotional

opportunity(P), benefits(B) and communication and coordination (CH) have effect on Perceived Organisational Support (POS). It also has been noted that Perceived Organisational Support has a mediating effect between HR practices and Work Engagement. It thus becomes important that managers realize that the HR practices and policies that are implemented in the organisation are perceived as supportive by the employees. As seen in Social Exchange Theory when employees receive resources and benefits from the organization that are helpful to them, they reciprocate by being engaged with the organization. So supportive HR practices will lead to engagement. It is also essential that policies are clearly and transparent in word as well as action. The employees need to clearly communicated the performance measures and how these measures lead to performance based compensation. As a part of reward system managers need to not only look at monetary rewards but make non-monetary rewards as a part of total rewards system

9. CONCLUSION & FUTURE SCOPE:

In a world that's fast changing, dynamic, formidable, organisations today need to perform not only with challenging external environment but a very fluid internal environment. Businesses today must satisfy all its stakeholders and thus need to excel in all its areas. Organisations are challenged with a diverse workforce who have equally diverse needs and aspirations. The HR needs to create practices which satisfies its beneficiaries. These beneficiaries form the core of the organizational success. This calls for a total engagement of its people at all levels in an organisation to collaborate, to align themselves with the strategy of the organization and ensuring they also provide value to the customer. This calls for consistent practices which lead to engagement at work. These practices need not only be consistent but should be

*Eur. Chem. Bull. **2023**,12(Special Issue 1, Part-B), 3533-3550*

3544

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO
WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

perceived as proving support to its organizational members. The research has shown that HR practices which fulfill and support the needs of the employees lead to engagement. Also seen is that the practices that are implemented should be clear in process and intent , communicated effectively with respect to the context. Managers will need to be creative and agile to have innovative practices so that they are effective in the specific organization and not just implement generic practices that are new trends in the market.

This study also suggests that for managers while creating policies it would be advisable to keep in mind the demographics of their hotel and based on that create such policies which would result in feeling of support and engagement within the employees. This study has shown that for employees to be engaged they need to feel quality support from the organisation and the HR practices will lead to higher engagement if they are perceived as a support mechanism. Therefore, it becomes imperative for hotel organisations to have innovative systems and practices with HR practices not in silos but in bundles of practices to maintain an engaged workforce which will lead to high service orientation and a productive work environment.

Since the research has only been done in Mumbai, it would be interesting to see the results in other parts of India, as there is a huge difference in demographics, culture etc. in different parts of the country. In the study perceived organizational support was used as a outcome of Human Resource Practices and a mediator between Human Resource Practices and Work Engagement. It would be fruitful to know what other mediators effect this relationship so that such practices are created which results in total work engagement. As we only looked at engagement at a micro level, it would be interesting to also look at engagement at

macro level specially in human resource development context, to see how we can develop and engage individuals for society or globalized context.

REFERENCES:

Ahmed and Nawaz (2015). Antecedents and outcomes of perceived organizational support: a literature survey approach, *Journal of Management Development*, Vol. 34 No. 7, pp. 867-880

Allen D., Shore L. &Griffeth R (2003). "The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process", *Journal of Management*, 29(1), 99-118.

Anand, S., Vidyarthi, P., Liden, R. and Rousseau, D. (2010), "Good citizens in poor-quality relationships: idiosyncratic deals as a substitute for relationship quality", *Academy of Management Journal,* Vol. 53 No. 5, pp. 970-988

Armstrong M. (2011). Armstrong's Book Of Strategic Human Resource Management, (5th Edition), Kogan Page.

Armstrong, M., & Murlis, H. (2007). *Reward management: A handbook of remuneration strategy and practice*. Kogan Page Publishers.

Bakker A., Demerouti E. (2007). The Job Demands-Resources model: state of the art, *Journal of Managerial Psychology*, Vol. 22 Issue: 3, pp.309-328

Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational*

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3545

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Psychology and Behavior, *29*(2), 147-154.

Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, *43*(1), 83-104.

Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of vocational behavior*, *62*(2), 341-356.

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of management journal*, *39*(4), 779-801.

Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological bulletin*, *107*(2), 238.

Bhanthumnavin, D. (2003). Perceived social support from supervisor and group members' psychological and situational characteristics as predictors of subordinate performance in Thai work units. *Human Resource Development Quarterly*, *14*(1), 79-97.

Blau, P. M., & Scott, W. R. (2003). *Formal organizations: A comparative approach*. Stanford University Press.

Boon, C., Boselie, P., Paauwe, J., & den Hartog, D. (2007, August). Measuring Strategic And Internal Fit In Hrm: An Alternative Approach. In *Academy of Management Proceedings* (Vol. 2007, No. 1, pp. 1-6). Briarcliff Manor, NY 10510: Academy of Management.

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the "strength" of the HRM system. *Academy of management review*, *29*(2), 203-221.

Britt, T. W. (1999). Engaging the self in the field: Testing the triangle model of responsibility. *Personality and Social Psychology Bulletin*, *25*(6), 698-708.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), Testing structural equation models (pp. 136-162). Newbury Park, CA: Sage.

Burud, S., & Tumolo, M. (2004). Leveraging the new human capital: Adaptive strategies, results achieved, and stories of transformation. *People*, *1*, 3.

Chand (2010). The impact of HRM practices on service quality, customer satisfaction and performance in the Indian hotel industry, The International Journal of Human Resource Management, Vol. 21, No. 4,551–566.

Chass M. &Balu.L(2018) . "Impact of Perceived Organisational Support on Engagement at TasImpex Private Limited, Hyderabad", *International Journal of Engineering Technology Science and Research*, 5 (3).

Choo, L. S., Mat, N., & Al-Omari, M. (2013). Organizational practices and employee engagement: A case of Malaysia electronics manufacturing firms. *Business Strategy Series*.

Coffman, C., Gonzalez-Molina, G., & Gopal, A. (2002). Follow this path: How the world's greatest organizations drive growth by unleashing human potential. *Business Plus*

Desta, A. G., Tadesse, W. M., & Mulusew, W. B. (2022). Aspects of Human

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3546

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Capital Management and Employee Job Performance: The Mediation Role of Employee Engagement. *International Journal of Business Science & Applied Management*, *17*(3).

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, *86*(1), 42.

Eisenberger,R.,Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.

Farndale,E. and Murrer, I. (2015). Job resources and employee engagement: a cross-national study. *Journal of Managerial Psychology*, 30 (5), 610-626. https://doi.org/10.1108/JMP-09-2013-0318.

Fisher, C.D., Schoenfeldt, L.F., & Shaw, J.B. (2006). *Advanced human resource management.* Boston, MA: *Houghton Mifflin Customer Publishing.*

Gulyani, G., & Sharma, T. (2018). Total rewards components and work happiness in new ventures: The mediating role of work engagement. In *Evidence-based HRM: a Global Forum for Empirical Scholarship* ,6(3), 255-271. Emerald Publishing Limited.

Hitt, M., Bierman, L., Shimizu, K., &Kochar, R. (2001). "Direct and Moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective", *Academy ofManagement Journal*, 44(1), 13–28.

Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.

Huselid Mark A. (1995). "The impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial performance", *Academy of Management Journal*, 38(3),635-672

Huselid, M.A, Jackson, S.E., & Schuler, R.S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance,*Academy of Management Journal*, 40, 171-188.

Jöreskog, K. G., & Sörbom, D. (1993). *LISREL 8: Structural equation modeling with the SIMPLIS command language*. Scientific software international.

Kahn, W. A. (1990), Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

Koyuncu, M., Burke, R. J. and Fiksenbaum, L. (2006). Work engagement among women managers and professionals in a Turkish Bank: potential antecedents and consequences. *Equal Opportunities International*, 25, 299-310.

Levinson, H. (1965). Reciprocation: The Relationship between Man and Organization. *Administrative Science Quarterly*, 9(4), 370-390.doi:10.2307/2391032

MacLeod, D. and Clarke, N. (2009), The MacLeod Review – Engaging for Success: Enhancing Performance though Employee Engagement, Department for Business Innovation and Skills, London, Crown Copyright

Mario S. & Andrea B (2017). "Impact of Gamification on User's Knowledge-Sharing Practices: Relationships between Work Motivation, Performance Expectancy and Work Engagement", Proceedings of the 50th Hawaii International Conference on System Sciences ,2017. URI: http://hdl.handle.net/10125/41309

*Eur. Chem. Bull. **2023**,12(Special Issue 1, Part-B), 3533-3550*

3547

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationship. *Academy of management journal*, 43 (4), 738-748. https://doi.org/10.2307/1556364

Maxwell, G.& Quail, S. (2002). Human resource strategy and development for quality service in the international hotel sector. In D'Annunzio-Green, N., Maxwell, G. and Watson, S. (Eds.), Human Resource Management: International perspectives in hospitality and tourism (pp.90–103). London: Continuum.

Mayes, B. T., Finney, T. G., Johnson, T. W., Shen, J., & Yi, L. (2017). The effect of human resource practices on perceived organizational support in the People's Republic of China. *The International Journal of Human Resource Management*, 28(9), 1261-1290.

Milkovich George T. and Boudreau Johri W. (1997), Human Resource Management,8th Ed, *Irwin, Chicago*,473-478.

Mishra, S., &Mohanty, J. K. (2016). The Predictors of Employee Engagement: A Study in a Ferro Alloys Company of India. *Global Business Review*, 17(6), 1441–1453.

Mone E., Eisinger E. et al. (2011). Performance Management at the Wheel: Driving Employee Engagement in Organizations, Journal Of Business Psychology,26,205–212

Mone, E. M., & London, M. (2009). Employee engagement through effective performance management: a manager's guide. New York: Routledge

Parkes, L. P., & Langford, P. H. (2008). Work–life balance or work–life alignment? A test of the importance of work-life balance for employee

engagement and intention to stay in organisations. *Journal of management & organization*, *14*(3), 267-284.

Perrin T. (2003). "Working Today: Understanding What Drives Employee Engagement *"The 2003 Towers Perrin Talent Report U.S Report.* [Online] Available: http://www.towersperrin.com/tp/getw ebcachedoc

Plessis L. (2015). The Management Side Of Talent: Causal Implications For The Retention Of Generation Y Employees, *The Journal of Applied Business Research, Volume* 31, Number 5

Rhoades, L. and Eisenberger, R. (2002). *Perceived Organizational Support: A Review of the Literature*, Journal of Applied Psychology, 87, 698-714.

Robertson, I., Cooper, C. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*,31(4), 324-336, https://doi.org/10.1108/014377310110 43348

Robinson D., Perryman S., and Hayday S. (2004). The Drivers of Employee Engagement Report 408, Institute for Employment Studies, UK.

Sachdev S. &Verma H (2004). "Relative Importance of Service Quality Dimensions: A Multisectoral Study", *Journal of Services Research*,4 (1), April-September 2004.

Saks A. (2006). "Antecedents and consequences of Employee Engagement", *Journal of Managerial Psychology*, 21(7), 600-619.

Salanova, M. & Schaufeli, W.B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behavior. *The International Journal of Human*

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3548

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

Resource Management, 19(1), 116-131.

Schaufeli W.&Salanova M. (2007) Efficacy or inefficacy, that's the question: Burnout and work engagement, and their relationships with efficacy beliefs, Anxiety, Stress & Coping, 20:2, 177-196

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.

Shuck, B. and Wollard, K. (2010), "Employee engagement and HRD: a seminal review of the foundations", *Human Resource Development Review*, Vol. 9 No. 1, pp. 89-110.

Smit, W., Stanz, K., &Bussin, M. (2015). Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support,*SA Journal of Human Resource Management*,13(1)

Srivastava, D.K. and Bansal, N. (2016), "Creating Employee Engagement in Organizations in India: Role of Human Resource Processes*"*, *International Journal of Innovative Research and Development*, 5(6), 41-7

Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, 40(5), 253-260.

Teresa Tritch (2003). Engagement Drives Results at New Century, The Gallup Management Journal, http://gmj.gallup.com

Ulrich D., Brockbank W., Johnson D., & Younger J. (2007). Human Resource Competencies: Responding to Increased Expectations, *Employment Relations Today*, Fall 2007.

Vance R.J. (2006). "Effective practice guidelines: Employee Engagement and Commitment", *SHRM Foundation*, USA

Walters G. and Raybould M (2007). Burnout and Perceived Organisational Support Among Front-Line Hospitality Employees, Journal of Hospitality and Tourism Management Volume 14 Number 2 pp. 144–156.

Walters G.and Raybould M (2007). Burnout and Perceived Organisational Support Among Front-Line Hospitality Employees, Journal of Hospitality and Tourism Management Volume 14 Number 2 pp. 144–156.

Wayne, S., Shore, L. and Liden, R. (1997). "Perceived organizational support and leader- member exchange: a social exchange perspective", Academy of Management Journal, Vol. 40 No. 1,pp. 82-111

Wellins, R. S., Smith, A. B., & McGee, L. (2006). *The CEO's guide to talent management: building a global leadership pipeline*. Development Dimensions International.

Wellins, R., & Concelman, J. (2005). Creating a culture for engagement. Workforce Performance Solutions, 4, 1-4.

Wollard, K. K., & Shuck, B. (2011). Antecedents to Employee Engagement: A Structured Review of the Literature. *Advances in Developing Human Resources*, 13(4), 429–446.

Wright, P.M., & Nishii, L.H. (2010). Strategic HRM and organizational behaviour: Integrating multiple levels of analysis in Human resource management and performance: Progress and prospects, Oxford, UK, Blackwell Publishing.

Wright, P.M., McMahan, G.C., & McWilliams, A. (1994). Human resources and sustained competitive

Eur. Chem. Bull. **2023**,*12(Special Issue 1, Part-B), 3533-3550*

3549

MODELLING THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO WORK ENGAGEMENT AND HUMAN RESOURCE PRACTICES IN INDIA

Section A-Research paper

advantage; a resource-based perspective. *International Journal of Human Resource Management*, 5, 301 -326

Xanthopoulou et.al. (2009). "Reciprocal relationships between job resources, personal resources and work engagement", *Journal of Vocational Behavior*,74, 235–244

Youndt, M. A., Snell, S. A., Dean Jr, J. W., & Lepak, D. P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of management Journal*, *39*(4), 836-866.

Zohar, D. (1994). "Analysis of job stress profile in the hotel industry". *International Journal of Hospitality Management, 13*(3), 219

*Eur. Chem. Bull. **2023**,12(Special Issue 1, Part-B), 3533-3550*

3550