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**Research Article**

# The Importance Of HR Policies On Employee Performance, Employee Engagement And Employee Motivation In Various Organizations.

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**ABSTRACT**

Usually, the organizations use a range of methods to inspire its workers. This includes offering fringe benefits, perks, paying compensation to workers who go above and beyond, instilling a sense of duty, encouraging regularly hardworking employees, and treating all employees fairly. The present study was designed to investigate the role of HR policies on employee's motivation and employee performance. According to the paper, the company employs a variety of approaches to motivate its employees. It was also discovered that the company would not provide instruction to its staff. It was found that flexible and employee friendly HR polices impact the employees in a positive way, thus reflected in employee engagement and performance as well.

The aim of the research was to determine the impact of positive HR policies on motivation, engagement and performance of the employees. The research looked at motivation, job efficiency, and the connection between engagement, motivation and employee performance. The research included a detailed survey of workers. Three hypotheses were formulated and purposive sampling technique was used to collect data. Mean, SD and Product moment correlation were used to interpret the data obtained by systematic questionnaires.

According to the findings, motivation is the most important thing that influences employee success. It also showed a direct connection between HR policy and Employee engagement. Furthermore, the results showed that employee motivation causes them to do extra tasks in order to improve their performance, and that there is a clear, solid, and positive association between HR policies, employee motivation, employee engagement and employee performance.

**Keywords:** HR policy, employee engagement, employee motivation, employee performance.

## INTRODUCTION

In today's competitive business landscape, organizations of all sizes and industries are striving to gain an edge, improve performance, and achieve productivity and effectiveness. Clear objectives and effective utilization of resources, especially human resources, are crucial for success. Employees, with their competencies and knowledge, play a vital role in supporting companies in reaching their goals. The impact of HR policies on motivation within organizations has been widely acknowledged as a means to enhance efficiency and performance (Calder, 2000).

Motivating employees is a primary concern for companies aiming for high performance (Armstrong, 2007). Hence, understanding the factors that drive individuals and effectively employing these factors is essential. It is also important to comprehend various HR policies and theories that explain the significance of responsible human resource management in achieving desired organizational outcomes and performance.

HR policies encompass a set of rules and guidelines that cover various employment aspects such as hiring, promotion, work processes, leave, termination, work environments, compensation, and performance appraisal. These policies serve as a reference for supervisors and managers to effectively manage their staff. They not only ensure compliance with employment laws but also promote fair treatment, transparency, and a safe working environment.

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The purpose of human resource policies extends beyond legal compliance. They also foster a culture of trust, fairness, and inclusion within organizations. Clear and comprehensive HR policies provide several benefits, including legal protection, transparent communication of employment conditions, setting employee expectations regarding career growth, addressing grievances and disputes, expediting decision-making processes, ensuring equal and fair treatment, and creating a safe and healthy work environment.

Motivation, originated from the Latin word "movere" which means to move, is the primary force behind most of the human actions and plays an important role in all organizational. It encompasses emotional, social, biological, and cognitive forces that regulate behavior. Employee motivation is crucial as it generates action and effort towards work-related functions, reflecting an individual's willingness to impart energy and achieve regular rewards or goals (Moran, 2012).

Motivation can be analyzed through three major components: intensity, direction, and persistence (Jones & George, 2008). Direction refers to the goal that compels an individual to act, influenced by internal and external factors. Intensity reflects the level of dedication and perseverance exerted by an individual to achieve the goal. Persistence refers to an individual's ability to maintain motivation despite many obstacles.

Motivation which is categorized into two types: intrinsic and extrinsic motivation. The 1st type of motivation arises from internal factors and the satisfaction derived from personal needs and interests. It is driven by a desire to learn, gain knowledge, explore personal values, and develop competencies. The 2nd type of motivation stems from external factors controlled by others, such as financial rewards or praise. While extrinsic motivation is prevalent, intrinsic motivation is associated with personal fulfillment and self-development (Ryan, 2000).

Several motivational theories give insights into understanding and enhancing employee motivation. Abraham Maslow's theory on Hierarchy of Needs suggests that different levels of needs must be fulfilled to effectively motivate employees. HR policies aligned with Maslow's theory include meeting physiological needs, ensuring job security and a safe work environment, promoting teamwork and social interactions, recognizing achievements, and providing growth opportunities.

To enhance employee motivation, organizations employ various methods. Money is often considered a significant motivator, as it provides security and wealth, which are important to individuals (Arnulf, 2014). Employee empowerment is another impactful HR policy that increases motivation by providing autonomy, performance recognition, and a sense of accomplishment. Achievement motivation focuses on the desire for accomplishment and perfection. Growth motivation, on the other hand, encompasses career advancement, skill development, and new challenges. Meaningful and engaging work, as well as recognition of employee contributions, are also effective in motivating employees.

Employee engagement is a widely used term in the field of Human Resource Management. It usually refers to the qualitative and quantitative relationship and psychological relationship as well shared by the employee with his/her organization. Employee engagement in the field of Human Resource Management implies the extent to which employee feels dedicated and passionate about their jobs, also they are mentally committed to the organization, and put enormous effort into their work. It is also a workplace approach resulting in some desirable conditions for all the employees of an organization to support them to come up with their best each day. It allows the employees to commit to their organization's goals and values, be motivated to add value and contribute in a meaningful way to organizational success, also with an enhanced sense of their own well-being.

The very first definition of employee engagement was proposed by William Kahn 1990. His definition says "the harnessing of organization members' to their work roles; in engagement, people work, connect and express themselves many ways, being it cognitively, physically, or emotionally during role performances." In this definition, the physical component refers to the employees' physical efforts they put everyday to accomplish their everyday goals and roles. The cognitive aspect means the insight and image the employees form about their working conditions and organization as a whole. The emotional aspect is that part which refers to the employees' psychological contract with the organization. It means their attitude and feelings towards organization and its various stakeholders. For this study, as a core Strategy, employee engagement was explained through Gallup Consultancy. It stated that employee engagement directly effects business results. It helps to categorize employees in disengaged and engaged categories and highlights that engaged employees tend to have creative minds. They are the employees with high level of commitment having clear idea about organization goals. These employees know about the expectation from them and they are usually the high performers. Thiagarajan & Renugadevi's study on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries" emphasizes on the factors of employee engagement in BPO industries in India. 126 interviews were conducted and data were collected through qualitative method. This research article connects all the factors between employee engagement, employee performance and career development. It concluded from the study that there is a need to educate our future leaders on employee engagement. It has a huge impact on employee performance and satisfaction.

One of the important aims of this present study is to reflect the impact of green behaviour and how it can be linked by the Sustainable developmental goals. The SDG which is particularly relevant for this study is SDG 8. Sustainable Development Goal 8 (SDG 8 or Global Goal 8) talks about "decent work and economic growth". This is one of the 17 Sustainable Development Goals, established by the United Nations General Assembly in

2015. The objective is to increase sustained, inclusive and economic growth, productive employment, opportunity and decent work culture for all.
The present study focuses on SDG 8 with an objective to measure the impact of good HR policies (part of decent work and culture) on employee engagement, performance and motivation. The overall impact with the variables would reflect how much it can be linked with ADG 8 and accordingly the future researches can be mapped from the findings. The positive relation between the variables reflects the good organizational culture and decent work culture is being practiced in the present scenario.
The nature and the process of work plays a very vital role to build and bridge the connection between the employee and the organization. The same is being reflected between the labor movement and society as well. The ability of employees to improve their careers is closely linked to decent work, which is also difficult yet important for organizations to maintain. It includes maintaining a competitive culture, in a positive way with the rivals and for society as a whole to progress in terms of it's performance (Haiming & Yan, 2020) to secure essential morals and values at workplace. Using social interaction among the employees in the workplace, participating in the decision-making processes, practice of decent work can be induced in the organization. The concept "decent work" refers to meaningful employment and inculcating ethics. Decent work is the minimum and basic standard of working conditions that creates a good quality of work life (Kroon, 2018) at workplaces. These working conditions eventually create a feeling of well-being in the minds of workers from all aspects- physically, mentally and socially (WHOQOL group, 1995) .
When the workers can have the support of full and productive employment, they get the chance to exercise their rights at work. They get protected by society and can participate in various social events like debate etc. These working scenarios are considered to be decent (International Labour Organization, 2013, cited in Kerti, 2020). in this context, on the one hand, starting from economic conditions including materialistic possessions to safety, security getting respect and proper working condition are enlisted in the concept itself. These employees are more keen to have higher aspirations in the workplace and usually able to focus more on the work.
On the other hand, from the organization's perspective, businesses are also dedicated in building a strong employer brand which practices more employee friendly HR rules and policies. The aim is to hire and retain more extraordinary workers and enhance their sustainable competitive advantages to promote more employee-centered economy (Haiming & Yan, 2020).
As the matter of fact, in today's context, decent work has become quite an important factor for all it's stakeholders. It is also assumed that decent work can increase employee engagement and creativity (Qing et al., 2016). And of course, the concept of decent work is also important for the enhancement of employee motivation at work. This present study aims to find out the same relation as mentioned above. It's objectives is to find out the relation between good HR policy with employee engagement, performance and motivation.
According to Ferraro et al. (2016), there are seven criteria of working conditions in the organizations which defines decent work. These are:

**(a)** ***Fundamental principles and values at work:*** trust, participation, being treated with dignity, fair decision-making, and being able to exercise freedom of expression at the work.
**(b)** ***Adequate working time and workload:*** the appropriateness of the number of working hours each day and the employee's ability to maintain a healthy work-life balance.
**(c)** ***Social protection:*** various HR benefits like unemployment benefits, retirement plans, insurance security, social security etc.
**(d)** ***Meaningful remuneration:*** offering a reasonable salary for living.
**(e)** ***Opportunities:*** good opportunities e.g. developing new skills, promotion chances, develop professionally etc.
**(f)** ***Fulfilling and productive work:*** creating value for others through work, and personal fulfillment.
**(g)** ***Health and safety:*** safe work place, good physical health, and adequate healthy environmental conditions at the workplace.

Another crucial and important factor at work is employee motivation, which affects how well the department will function in line with the business goals. Employee motivation in this study, to some extent is is inspired by self-determination theory (SDT) (Deci and Ryan, 1985). It describes the process of engaging in meaningful and self-regulated activities that are both intrinsically and extrinsically motivating. SDT proposes a factors with six types of employee motivation (Gagné & Deci, 2005; Gagné et al., 2015):
**(a)** ***Amotivation:*** where the motivation is absent for a task.
**(b)** ***Extrinsic material motivation:*** performing an activity in return of earning money or other incentives.
**(c)** ***Extrinsic social motivation:*** performing the task in exchange for the desire to be praised and the avoidance of social punishment.
***(d) Introjected motivation:*** control over behaviour caused by internal pressures like ego-involvement, guilt and shame.

(**e**) ***Identified motivation:*** doing something because of one's believes and value systems in accordance with the society and identifies it's significance.
**(f)** ***Intrinsic motivation:*** doing something because its fascinating and someone loves to do it and also it gives fun and pleasure in return.

Gagné et al. (2015) rightly argue that every type of work motivation can exist within a worker with variable degrees of intensity, and the professional setting can help to support (or inhibit) various work motivations. Accordingly, it is possible to maintain employee motivation by giving employees chances to feel and grow their competence, autonomy, and interpersonal relationships (Deci & Ryan, 2014; Gagné & Deci, 2005, 2014). Instead, when their efforts are unsuccessful, they display more externally controlled forms of motivation or turn amotivated or demotivated (Deci & Ryan, 2014). Many researchers (e.g., Ferraro et al., 2017; Qing Tao et al., 2016; Ferraro et al., 2018; Deci, Olafsen, & Ryan, 2017) agree that decent work influences employee motivation at the workplace.
It is crucial to note that employee appreciation as a motivator varies among individuals. Understanding how employees respond to recognition and tailoring the approach accordingly is important. By utilizing these methods and aligning them with appropriate HR policies, organizations can effectively enhance employee motivation and, in turn, improve workplace efficiency and success.
In conclusion, a combination of HR policies, such as employee empowerment and recognition, along with motivational methods like achievement motivation and growth motivation, can significantly enhance employee motivation. These approaches, supported by appropriate HR practices, foster a positive work culture, drive performance, and contribute to organizational productivity and effectiveness.

## METHODOLOGY

The study was distributed into three different sections: (1) background of the study, (2) purposes and objectives of the study, and (3) the findings of the study. The first segment aids in gaining a general understanding of the topic. The aims and goals are clarified in the next section, which is accompanied by a brief overview of the study's findings in the last section.

### Objectives of the study and research questions:

However, this study, will focus only on the basic elements and with the focus on employee motivation. It is notable that there exists a strong relationship between employees' motivation and HR policies in the organizations. It was observed that Employees with high motivation are considered to have better work performance, which overall resulting in a better and a more productive and effective company performance (Abbah 2014). In this study the importance of employees' motivation in everyday work is acknowledged and the research is carried out with the questions aim to:

a) Find out how HR policies are linked with employee motivation.
b) Find out the factors motivating employees the most
c) Find out how HR policy can affect employee engagement.
d) Provide suggestions for both the companies and the managers in order to increase employees'motivation.

### Hypotheses:

1. HR policy is directly related with employee motivation.
2. HR policy is directly related with employee performance.
3. HR policy is directly related to employee engagement.

### Scales used for the study:

*A general information schedule* was created to maintain the database of the employee's age, experience etc.
**Job Performance:** This scale was designed by John P. Campbell. Here, in this scale, Job Performance assesses whether a person performs a job well or not. This scale is used worldwide and also in India. The reliability value for job performance in this study was 0.82

**Job Motivation:** This scale was designed by Hackman and Oldham. This scale too, is used in India and worldwide. The reliability value for this scale was 0.79

**HR policy:** A scale on Broad job design was used, developed by Delery and Doty (1996). The reliability coefficient was .78.

**Employee engagement:** An employee engagement scale named, *The ISA Engagement scale*, was developed (Soane, 2012) and used for this study. The scale was tested through three academic research studies and found statistically valid and reliable. According to this scale academic research generally suggests that 'engagement' as a positive work-related feeling and state of mind with a number of different components. This scale is based on the view that the factor engagement has an 'intellectual', an 'affective' and a 'social'

dimension. Taken together it will give an overall level of engagement for single person. The reliability of this scale is .82. The scale can also be used as part of a wider employee attitude survey to measure engagement levels. This will determine and see how engagement is related to other factors in the working environment such as HR policy, which can be measured using other questions. The advantage of the ISA scale is that employers can evaluate engagement as a separate factor.

**Sample size:** the final sample size was considered to be 200.

**Data collection:** To gather data for this study only primary data collection technique was used. Data were collected using the technique of purposive sampling. Furthermore, primary data were obtained through the tailor-made questionnaires for motivation and various HR policies. Various questions were used to explore multiple types of motivation and feedback on HR policies. Data were collected from employees working in various organizations. The reliability coefficients were .76, .79, .82 and .82 for questionnaire on HR policy, motivation, engagement and job performance respectively.

**Statistical Tools used:** To find out the impact of HR policies on motivation and performance, product moment correlation method was used. For basic computation, mean and SD were calculated. Finally regression was also computed to find the effect of IV (HR policy) on the three DVs (engagement, motivation and performance).

**Data analysis process:** Data can be
processed using a quantitative method until the data collection process is finished. To aid the researcher's advancement in rendering interpretation and association, as well as concluding in more advice and recommendation, numeric data was collected, analyzed and translatedinto figures, maps, and table diagrams.

## RESULT AND DISCUSSION

The aim of the study is to discover how HR policies help in motivating people the most at work, how they are related to their work success, and how they contribute to organizational effectiveness, which was measured in terms of employee performance.

**Background characteristics of respondents:** Gender of respondents: 52% of the respondents were male whereas 48% of the respondents were female. Age group of the respondents: The age ranges of the respondents were diverse, with the majority being between 25 to 40 years old (81%), followed by 40 to 55 years old (16%) and 55 -65 years old (3%). These figures showed that the majority of respondents were very young, with male answering at a higher rate than females.
Motivation level: The survey continued with the questions to measure motivation levels. One of the questions indicate a person's self-evaluation on their motivation level at work and what they think about its linkage to work performance (95%) and 5% disagreed.

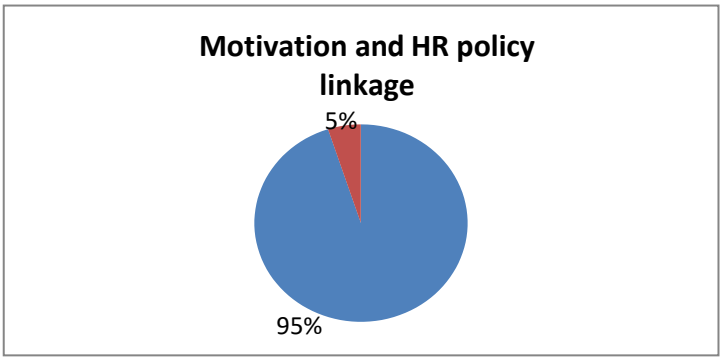


Figure 1: Motivation and HR policy linkage

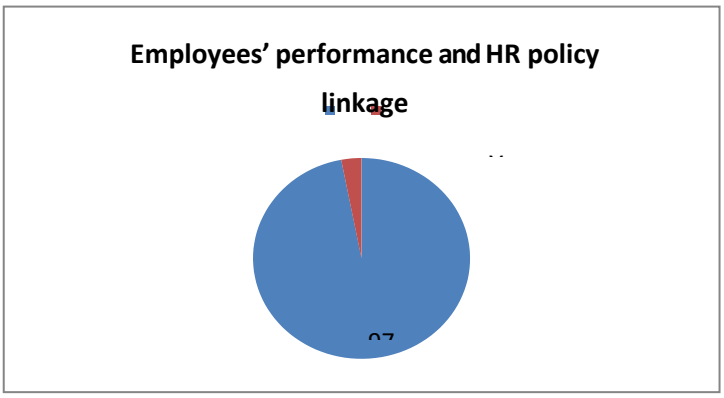


Figure 2- Employees' performance in connection with needs' fulfillment

When asked about if there any connections between HR policies and the work performance exist, the 97% of the respondents confirmed with the statement whereas 3%disagreed.
The mean and SD value for the HR policy is 56.4 and 24.3, mean and SD for employee motivation is 34.5 and 14.6, mean and SD for employee performance is 19.4 and 11.4 and the mean and SD for employee engagement scale is 14.5 and 7.5 respectively.
Hypothesis testing 1: The hypothesis stating that "Fair HR policy is directly related with employee motivation" is accepted for the present study. The correlation value is .328 and significant in .01 level. The findings furthermore show that there is a clear correlation between employee motivation and good HR policy.
Hypothesis testing 2: The hypothesis stating that "Fair HR policy is directly related with employee performance" is also accepted for the present study. The correlation value is .306 and significant in .01 level. The findings furthermore show that there is a clear correlation between HR policy and employee performance.
Hypothesis testing 3: The hypothesis stating that "Fair HR policy is directly related with employee engagement" is also accepted for the present study. The correlation value is .378 and significant in .01 level. The findings furthermore show that there is a clear correlation between HR policy and employee engagement.

## CONCLUSION

The findings of this study indicate that respondents are generally motivated in their work. They are primarily motivated by financial gains, personal development, and work-life balance. They appreciate the versatility, challenging aspects, and supportive interactions in their work environment with managers and peers. They have specific goals, priorities, and targets, and they work diligently to achieve them on a daily basis. Overall, they are satisfied with their jobs and would recommend their company as an excellent place to work. However, there are areas that require improvement to enhance employee motivation. For instance, the respondents reported low levels of empowerment, which may be a result of limited involvement in decision-making, low levels of responsibility, or a lack of freedom in task implementation. Furthermore, there is a need for more promotion opportunities, a clear and unified organizational culture, job rotation, improved management styles, and effective communication within the organization to further increase employee motivation. This study explores that if the organization follow good HR strategy and policy, include goof HR practices, the employee performance, motivation and engagement will grow eventually. It is also proved from the present study that employees connection depends to a large extent on Good HR policy which is an integral part of SDG 8 -Decent work goal.
Recommendations: Employees play a crucial role in the growth and prosperity of a company. Employee motivation can be enhanced through employee empowerment, which involves engaging employees in decision-making processes, fostering a shared relationship between employees and the organization, and granting them autonomy over their work. High employee involvement leads to higher levels of motivation and satisfaction. Providing opportunities for employees to integrate into the organizational community, delegating them more responsibility for their assigned tasks, and allowing them to make choices and decisions about their work are effective ways to engage employees and show that their input is valued. Job rotation is recommended to prevent monotony and keep employees engaged and satisfied. Adequate training programs and feedback processes should be in place to provide employees with the necessary skills and ensure their job satisfaction. Recognition of well-done work, opportunities for advancement and promotion, suitable management styles, and effective coordination at all levels of the organization also contribute to increased employee motivation. In summary, a combination of both tangible rewards and intrinsic motivators is the most effective way to enhance motivation and performance.
Direction for further study: Future studies should consider demographic factors as they influence individual motivations. Different genders, age groups, education levels, occupations, positions, incomes, and even religious beliefs can lead to diverse expectations and motivation factors. The current study had a majority of

respondents in the 25 to 40 age range and a higher representation of males than females. To obtain more generalized conclusions, it is recommended to conduct research on a larger scale and include diverse samples that support similar outcomes.

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