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The Role of HR Practices in Improving Employee Engagement and Job Satisfaction

SONALI SINGH, DEPARTMENT OF SCHOOL OF MANAGEMENT, SHRIDHAR UNIVERSITY, PILANI (RAJASTHAN)

Abstract

Human Resource (HR) practices play a vital role in creating a positive work environment and strengthening employees' connection with their organization. In an increasingly competitive business environment, employee engagement and job satisfaction have become important determinants of productivity, organizational commitment, retention, and overall performance. This study examines the role of HR practices in improving employee engagement and job satisfaction by focusing on key human resource functions such as recruitment and selection, training and development, performance appraisal, compensation and rewards, career development, employee recognition, communication, and employee welfare. Effective recruitment practices help organizations place employees in suitable roles, while training and development opportunities enhance competencies and provide employees with opportunities for professional growth. Fair compensation, recognition, and transparent performance appraisal systems can further improve motivation and perceptions of organizational justice. The study also examines the importance of supportive leadership, employee participation, effective communication, and work-life balance in developing a positive employee experience. Ineffective HR practices, lack of recognition, limited career opportunities, excessive workload, and perceived unfairness may negatively affect both engagement and job satisfaction. The study argues that HR practices should be strategically aligned with employee needs and organizational objectives rather than being treated as purely administrative functions. Organizations that adopt employee-centred and transparent HR practices are more likely to develop a motivated, committed, and productive workforce. The study concludes that an integrated HR approach combining development opportunities, fair rewards, recognition, supportive workplace practices, and meaningful employee participation can significantly enhance employee engagement and job satisfaction, ultimately contributing to improved organizational effectiveness and long-term sustainability.

Keywords: Human Resource Practices, Employee Engagement, Job Satisfaction, Employee Motivation, Performance Management, Training and Development, Compensation, Employee Recognition, Work-Life Balance, Organizational Commitment.