

Sustainable HRM Practices-Organisation and Individual Impact

Abhyudaya Marya, Riya Gupta, Adarsh Makholia, Abhishek Dubey

Abstract— The objective of this research project is to investigate the relationship among sustainable HRM Practices, perceived sustainable organizational support, job engagement, trust in management, knowledge sharing and employee agility by reaching out to employees in the service industry. The industries were diverse, in their domain and in the impact of the pandemic. We had participants from airlines, IT, banking, micro-finance, education and many more.

In the broader sense, the strong correlation between the trust an employee keeps in the management and their job engagement and agility was commensurate with reality. A perception of strong organisational support also bolstered the trust factor among employees. An unexpected insight was good HR practices being an impetus to robust knowledge sharing,

Through this research, we conclude the importance of sustainable HRM practices and promoting employee participation for a healthy organisational culture and job engagement and satisfaction which would further reap high productivity. It must be noted however, the sample size of the survey was quite less and primarily in a collectivist national culture, hence, the findings cannot be directly extrapolated in all contexts.

Index Terms—Bayesian Network, Correlation Tables, Greedy Thick Thinning Algorithm, Job Engagement, Knowledge Sharing, Perceived Organisational Support (POS), Sustainable HRM Practices, Trust in Management

1 INTRODUCTION

The following project was an attempt to gain insights into the milieu of an individual in the organizational context and how it influences her engagement, agility and perception of it. The entire exercise was in its essence propounding the myriad theories on Organisation Behaviour that have arisen from the annals of documented research into a variety of companies and their culture. While the business environment has long been volatile and complex, the paradigm shift that the new normal has brought with it has further made it imperative to revisit the prevalent wisdom and seek inspiration to tackle the vicissitudes that the current scenario brings with it. The emphasis on employees and workforce satisfaction has become an attribute of sustainable and competitive organisations simultaneously. The following factors were chosen with the justification: **Sustainable HRM practices** are the need of the hour and the learnings from organisations currently engaging in such could be especially customized for the new normal. As is the essence of any organisation, robust management of the human capital (the most indispensable resource) is the greatest driver of organisational success. **Perceived Organizational Support (POS)** is the degree to which employees believe that their organization values their contributions and cares about their well-being. It is a perception created dynamically based on how the organisation reciprocates to the efforts of its employees. **Job Engagement** is the investment of an employee's physical, cognitive and emotional energy into job performance (Organisational Theory and Behaviour, Niharika Vohra). It is directly linked to the individual's productivity and a consequence of the aforementioned factors. **Trust in the Management** is the key driver of participative knowledge sharing and job enrichment. It is a catalyst to aligning the individual aspirations with the organisational goals and ensuring growth at all three levels viz. the

individual, group and organisation. It also ensures minimal politicking and turnover and greater intrinsic motivation. **Knowledge Sharing** is the differentiator between success and failure of organisations in a data driven business environment. It is estimated, well over 80% of the knowledge is tacit in nature and undocumented, the employee being the storehouse. Not tapping into this resource would be counterproductive to industry success. The response to the stimuli, in the organizational context, the stimuli being the data, information, knowledge or wisdom garnered over the experiences, is what makes up the Employee's Agility. Unless, there is a structure that nurtures critical and expedient thinking, losing out on this dimension could be perilous to growth. As seen, creating a cordial working space that fosters productivity without compromising on the employee's well being is the goal of every organisation to ensure greater margins and minimal turnovers. The metrics have been identified and studying the relationships between them is imperative to identify the lacunae and the strategies to revamp.

2 THE METRICS-A LITERATURE REVIEW

A modern day organisation comprises individuals from different backgrounds, skill sets, culture and varying competencies. Human resource management Practises help us in understanding the nuances about how to discover our own style of management and to contextualize the knowledge we have in overcoming challenges. With this there arises a demand to understand the correlation or the existing relationship between various attributes that determine the organisation behaviour.

In this section we have tried to explain about all of such important parameters that have been analysed as per the re-

quirement of our objective. We begin our discussion with the most innovative and economic practise that is sustainability in HRM moving forward introducing the concept of Perceived organisational support by employee and thereby discussing knowledge sharing in a highly engaging and agile organisation. All of these concepts are highly important in understanding the organisational structure and behaviour. This shall further help in designing the best policies for an organisation thereby improving the efficiency and effectiveness

2.1 Sustainable Human Resource Management

The concept of sustainability has touched almost all functions of management, in simple terms it refers to application of the best practises in an industrial environment in order to have proactive approach in achieving higher efficiency without compromising on the future necessities. S-HRM has gained a significant amount of attention from industry practitioners and academicians due to the increase of adverse impact of existing HRM approaches on employees, society and the environment.

In Human resource management, sustainability is used to refer to human resources that helps in creating a conducive working environment and positive human and social outcomes. It is being desired by all because of its notable implications for both the employees and the organisations. The harmful impact of high-performance work systems and their existing HRM practices on the well-being of employees and their families has made it pertinent for the management to identify mechanisms to reduce employee harm and increase human resource sustainability for organisational growth and well-being [5]

2.2 Perceived Organisational Support

POS refers to the perception of the employees regarding the extent of the organizational support they receive along with the management's contribution in their welfare. It is positively related to a lot of positive attitudes and behaviours at work such as employees' affective commitment, work engagement and job performance.[7] PSOS is also found to be positively related to several indicators of employees' well-being such as job satisfaction and general health. Interestingly, even if prior studies have thus clearly demonstrated that perceived organisational support creates a positive environment for employees, its influence on workplace conflict has been ignored [10] and thus through this study we are also trying to reveal the importance of this key attribute.

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2.3 Employee Engagement

The term employee engagement refers to the level of an employee's commitment and connection to an organization and the job which he/she is entitled to. It has emerged as a critical driver of success in today's competitive marketplace. High levels of engagement promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value.[5][10]

2.4 Trust in Management

The employee-management relationship is one of the most important components to a strong organizational structure. Employees rely heavily on their managers for career development and guidance on how to improve their skills. One of the elements of a successful employee-manager relationship is trust. When the sense of trust is strong between an employee and manager, it adds efficiency to other elements of workplace productivity. The management has a key responsibility in motivating the employee and thus the efficiency and effectiveness of an employee lies in hands on the management.[10]

2.5 Employee Agility

An agile individual has to be proactive, and need to show decisive leadership. It can be inferred that with agility an individual can gain some kind of competitive advantage over others. Being part of the ever-changing competitive world an employee is expected to be proactive and develop skills that resonate with the upcoming demand.[4]

Agility can go beyond the perspective of the business world it stretches to:

1. **Technology:** It is important for an individual to gain knowledge about the surrounding especially in a technical dimension. With ever changing technology it is evident that for survival an individual needs to be updated as per the new technological trend.
2. **Culture:** Employees need to have an agile mind-set and be amenable to rapid change. This means that there is a need of developing a culture of support and inclusion – one that builds camaraderie and enables productivity.
3. **Problem-solving:** Agility in the workplace demands identifying the right problem and quickly solving them. It is important for an employee to identify the root cause of a particular problem and explore the most important dimensions of problem solving. As part of an organisation a manager or any other employee is expected to make use of the cognitive ability and thereby produce solutions which are quick and efficient.[10]

3 RESEARCH OBJECTIVES

The primary objective of this project is to gain insights regarding the present-day human resource practises being adopted by the organisation and thereby identifying the most important attributes that shall help in increasing the effectiveness and efficiency of the human capital.

Human resource management practises are being followed by various organisations however there is still some lacunae that has been created due to the increasing complexity of tasks, communication barriers etc which result in poor employee satisfaction, reduced job enrichment and thereby increase in the overall stress level at interpersonal and organisational level, through this research we are carrying out an analysis over the employees of such organisations which have invested a lot in HRM policies however the employee satisfaction and productivity does not give a clear evidence of the rate of success.

Another important aspect of this research is to generate specific amount of evidences that explain the interrelationships between various components or concepts related to an organisational behaviour and structure, discussed above.

Job engagement, in a modern-day organisation depends upon several factors that could be the nature of job, personal attitude, technology etc. however there is one most important factor which is organisational support. We define OS to be the ultimate source of external motivation and therefore we are also trying to understand the correlation between these two important factors that affect the organisational productivity.

It is highly evident that in the present scenario each organisation comprises various sets of knowledge teams, information being the 21st century oil it is important to have a free flow of information that results in effective communication. Trust is one such component which is highly important. There has to be a mutual trust in the relationship shared by higher management and the employees, through this research we have tried to study through our survey regarding the importance of trust and the extent to which our respondents have a belief in their respective management. Data Analytics is the reason behind the revolutionary changes in various organisations and therefore the most important aspect of our research project was to ascertain the best analytics process and thereby utilizing it to draw meaningful inferences regarding the response we collected through our survey. This would then help us in understanding and predicting the changes that may be in the organisation in near future and also predicting the skills and positions which are needed to improve the business.

4 RESEARCH METHODOLOGY

4.1 Data Collection and Preparation

Google forms consisting of questions to employees working in the corporate sector were floated to the target audience through personal referrals and social media. The questionnaire consisted of questions on various factors i.e., Q1-Q8 for demographic information, Q9-Q17 are for Job engagement, Q18-21

for trust in management, Q22-Q33 for employee agility, Q34-Q36 for perceived sustainable organizational support, Q 37-Q41 for knowledge sharing, and Q42 onwards belong to sustainable HRM practices. There were 35 responses overall in which each member contributed to gather data of 7 employees. Since, the sample size was less, the cleaning process was generic. In a couple instances, the demographic variables followed a different format and was rectified. The unit of measurement of time for work hours and tenure also varied and was corrected.

4.2 Data Visualization

A dashboard was prepared to visualize the demographic data effectively and prepare a story incorporating the six domains of study. [Fig-4.1]

4.3 Data Analysis

For each dimension of analysis (Job Engagement, Trust in Management, POS, Employee Agility, Knowledge Sharing and HRM practices), a standardized method to quantify each was used. The method is inspired by the relative importance index of the Likert scale, wherein the weightage of each subset was calculated and the average calculated to get an expected overall response of the individual.

$$\sum_{i=1}^k (F_{ik}) * \text{average}(F_i) / \sum \text{average}(F_i) \quad (1)$$

F-Factor/Question, i=number of questions, k=number of responses

In layman's terms, the proportion of each response was taken and importance index calculated. This importance index was then standardized to a scale of (0,1) and the sum-product of individual responses and the standardized index taken to arrive at a derived variable, an aggregate of all responses to the dimension. [Fig-4.2]

The correlation between the various dimensions were then observed using a correlation table. [Fig-4.3]

The correlation among the variables viz. the questions asked, within individual dimensions were also calculated. [Fig-4.4].

We then analyzed the correlation between the six factors using the greedy thick thinning algorithm, via Genie software. Reason for choosing this algorithm is because here questions aren't independent, they come within categories for six different factors and moreover we don't have much information on how they are related. We further analyzed the accuracy of the model chosen by accuracy and confusion matrix kappa test. However, this would work only for learning for relation with job engagement due to a lower sample size [9]. As mentioned in challenges, this is a fair approach but not recommended unless there is a larger dataset. [Fig-4.5]

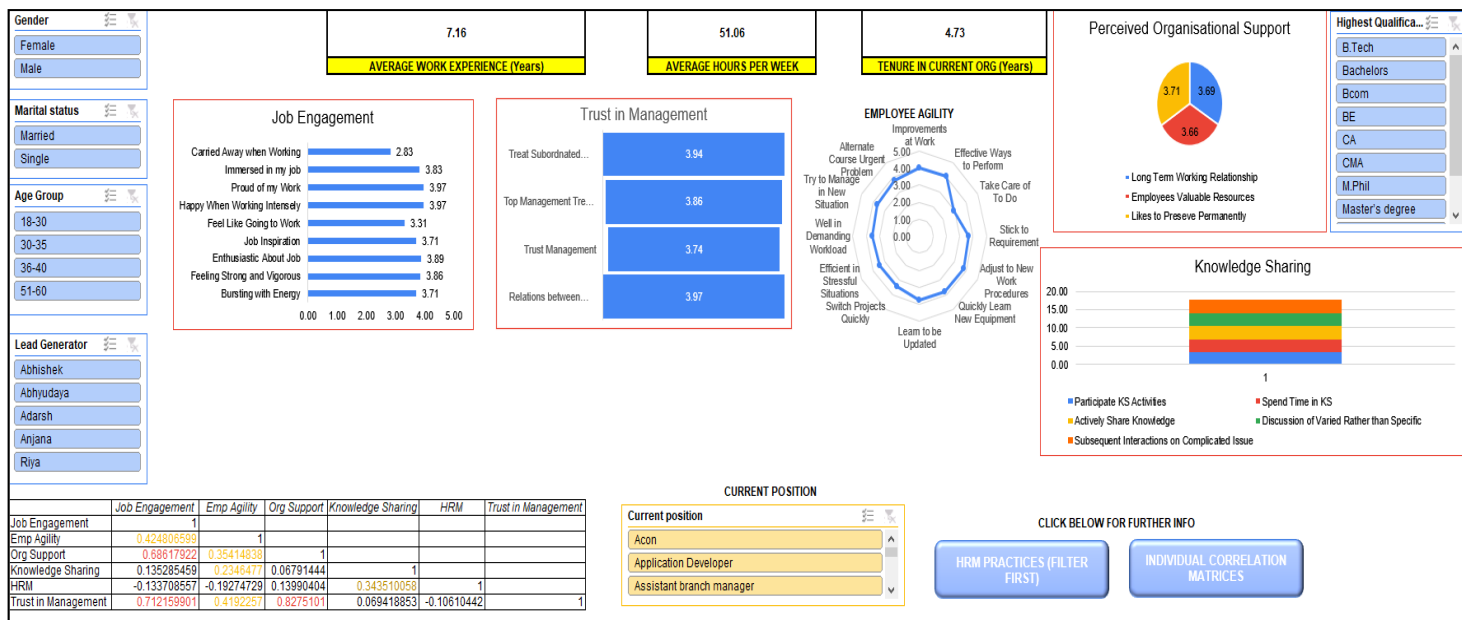


Fig-4.1- Dashboard for demographic factors, appropriate filtering may be done to analyse the subject of interest, HRM practices dashboard generated on clicking the button “HRM PRACTICES (FILTER FIRST)”

Gender	Age Group	Marital status	Work Ex (Years)	Highest Qualification	Hours a Week	Tensure in current (Years)	Current position	Job Engagement	Emp Agility	Org Support	Knowledge Sharing	HRM	Trust in Management
Male	30-35	Single	2	CA	60	2	Acon	2.787564767	3.323587	3	2.373786	2.886641	2.504604
Female	30-35	Single	1.5	CA	55	1.5	Associate Consultant	3.51208981	3.305393	4.666667	4.229773	4.185419	3.766114
Female	30-35	Single	3	B.Tech	10	0.33	Application Developer	2.531951641	3.435997	4	3.409385	2.931311	4.254144
Female	30-35	Single	1.5	PGDM	60	1.5	Associate consultant	4.317789292	3.510721	4	3.411003	3.470291	3
Male	30-35	Single	1	MBA	12	2	Intern	1.942141623	2.547109	1	5	3.456384	1.751381
Female	18-30	Single	1.5	CA	75	1.5	Associate Consultant	3.341968912	3.461988	5	3.47411	3.930468	5
Female	18-30	Single	1.5	CA	50	1.5	officer	4.116580311	4	4	4	3.406658	4
Female	18-30	Single	2	Bachelors	48	0.83	Executive	3.639896373	4.00065	4.002584	3.21521	2.680995	4.26151
Female	18-30	Single	4	B.Tech	9.15	4	SSE	4.062176166	3.928525	4.002584	4.789644	2.635061	4.246777
Male	18-30	Single	4	B.Tech	42.5	0.25	Search Engineer	4.562176166	4.05653	4.333333	3.237864	2.967552	4.758748
Male	18-30	Single	2	B.Tech	55	2	Software Engineer (senior)	2.139896373	3.539961	2.341085	3.63754	2.820902	2
Female	30-35	Married	9	MBA	55	3	Manager	3.81433506	3.101365	4	2	3.02992	3.758748
Male	30-35	Married	9	B.Tech	55	4	senior search engineer	3.336787565	3.525016	3.330749	4.022654	3.459756	3.502762
Male	30-35	Married	7	BE	40	7	Search Engineer	3.585492228	3.358025	3.664083	3.590615	3.484619	4
Male	18-30	Single	4.5	PGDM	60	4.5	Senior Manager	3.730569948	3.77258	4	3.229773	3.393595	3.510129
Female	18-30	Single	4.5	MBA	60	4.5	AVP	3.162348877	4.206628	4.333333	3.789644	2.694058	4.758748
Male	30-35	Married	7	PGDM	54	4	AVP	3.81433506	4.197531	3	3.619741	2.875685	3.758748
Male	30-35	Married	7	PGDM	85	7	AVP	4.317789292	5	5	3.36246	2.882849	5
Male	18-30	Married	4	PGDM	64	2	Manager	3.465457686	3.677063	3.664083	3.619741	3.43405	4
Male	30-35	Single	8	MBA	45	6	AVP	3.473229706	3.269006	2.666667	3.029126	2.554572	3.254144
Male	30-35	Married	13	MBA	60	2.5	VP	4	3.853151	4	4	3.835651	4.502762
Male	36-40	Married	15	MBA	55	6	General Manager	4.112262522	3.081871	3.664083	2.590615	2.596292	4
Male	18-30	Single	4	B.Tech	50	1	Search engineer	2.438687392	2.746589	2.335917	2	2.471976	2.744015
Male	30-35	Married	13	MBA	55	13	Senior branch manager	4.658031088	4.382716	4.333333	4.402913	2.917826	4.243094
Male	30-35	Single	8	MBA	60	4	Assistant branch manager	4.829015544	3.620533	4	4.205502	2.697008	4.248619
Male	36-40	Married	16	Bcom	55	6	Branch manager	4.743523316	3.374919	5	5	3.435314	4.489871
Female	18-30	Single	4	MBA	50	4	Deputy Manager	4.743523316	4.25666	4	4	2.815424	5

Fig-4.2-Revised database with the derived value of each dimension

	Job Engagement	Emp Agility	Org Support	Knowledge Sharing	HRM	Trust in Management
Job Engagement	1					
Emp Agility	0.424806599	1				
Org Support	0.68617922	0.35414838	1			
Knowledge Sharing	0.135285459	0.2346477	0.06791444	1		
HRM	-0.133708557	-0.19274729	0.13990404	0.343510058	1	
Trust in Management	0.712159901	0.4192257	0.8275101	0.069418853	-0.10610442	1

Fig-4.3-Overall Correlation Table

JOB ENGAGEMENT									
	JE1	JE2	JE3	JE4	JE5	JE6	JE7	JE8	JE9
JE1	1								
JE2	0.61118	1							
JE3	0.33342	0.59079	1						
JE4	0.31461	0.62297	0.85994285	1					
JE5	0.17257	0.61022	0.83661997	0.79756	1				
JE6	0.11957	0.3824	0.70965142	0.66366	0.61646	1			
JE7	0.26654	0.66321	0.77569449	0.81821	0.67449	0.54338	1		
JE8	0.42867	0.6295	0.76503358	0.722	0.62099	0.39665	0.83714	1	
JE9	-0.0159	-0.0223	-0.07294901	0.0715	-0.022	-0.3499	-0.0041	0.05791	1

JE-1 At my work, I feel bursting with energy
 JE-2 At my job, I feel strong and vigorous
 JE-3 I am enthusiastic about my job
 JE-4 My job inspires me
 JE-5 When I get up in the morning, I feel like going to work
 JE-6 I feel happy when I am working intensely
 JE-7 I am proud of the work that I do
 JE-8 I am immersed in my job
 JE-9 I get carried away when I am working

EMPLOYEE AGILITY												
	EA-1	EA-2	EA-3	EA-4	EA-5	EA-6	EA-7	EA-8	EA-9	EA-10	EA-11	EA-12
EA-1	1											
EA-2	0.68829	1										
EA-3	-0.1631	0.09127	1									
EA-4	-0.0885	0.1469	0.33736781	1								
EA-5	0.56215	0.39094	-0.02934535	0.05969	1							
EA-6	0.59588	0.3661	-0.19996826	-0.0452	0.8167	1						
EA-7	0.70641	0.38978	-0.15110844	-0.1156	0.79143	0.80389	1					
EA-8	0.52658	0.22945	-0.15053336	0.02219	0.71044	0.71721	0.7421	1				
EA-9	0.51837	0.1594	-0.04272549	0.05139	0.62374	0.64046	0.67153	0.78066	1			
EA-10	0.62624	0.14954	-0.17591006	-0.1858	0.33796	0.41937	0.60049	0.64069	0.67774	1		
EA-11	0.36813	0.21281	-0.08922142	-0.1727	0.11037	0.2298	0.3728	0.34872	0.31229	0.46156	1	
EA-12	-0.1819	-0.1474	0.23063904	0.26102	-0.0886	-0.1007	-0.2648	-0.3056	-0.2798	-0.2908	-0.3625	1

EA-1 I look for the opportunities to make improvements at work.
 EA-2 I am trying to find out more effective ways to perform my job.
 EA-3 I let time take care of things that I have to do.
 EA-4 At work, I stick to what I am told or required to do.
 EA-5 At work, I can adjust to new work procedures.
 EA-6 At work, I can quickly learn to use new equipment.
 EA-7 At work, I can quickly learn to keep up-to-date.
 EA-8 At work, I can quickly switch from one project to another.
 EA-9 I am able to perform my job efficiently in difficult or stressful situations.
 EA-10 I am able to work well when faced with a demanding workload or schedule.
 EA-11 When a different situation occurs, I react by trying to manage the problem.
 EA-12 I drop everything and take an alternate course of action to deal with an urgent problem.

PERCEIVED ORGANISATIONAL SUPPORT			
	OS-1	OS-2	OS-3
OS-1	1		
OS-2	0.77116	1	
OS-3	0.64386	0.71826	1

OS-1 My organization is interested in a long-term working relationship with its employees
 OS-2 My organization views its employees as valuable resources
 OS-3 My organization would like to preserve the productivity of its staff permanently

TRUST IN MANAGEMENT				
	TM-1	TM-2	TM-3	TM-4
TM-1	1			
TM-2	0.8341	1		
TM-3	0.72997	0.79894	1	
TM-4	0.60888	0.57207	0.62763845	1

KNOWLEDGE SHARING					
	KS-1	KS-2	KS-3	KS-4	KS-5
KS-1	1				
KS-2	0.72995	1			
KS-3	0.585	0.37255	1		
KS-4	0.16506	0.23801	0.35872	1	
KS-5	0.16232	0.0888	0.36219	0.42273	1

KS-1 I frequently participate in knowledge sharing activities in this organization.
 KS-2 I usually spend a lot of time conducting knowledge sharing activities in this organization.
 KS-3 When participating in this organization, I usually actively share my knowledge with others.
 KS-4 When discussing a complicated issue, I am usually involved in the subsequent interactions.
 KS-5 I usually involve myself in discussions of various topics rather than specific topics.

STANDARD HR PRACTICES																							
	HRM-1	HRM-2	HRM-3	HRM-4	HRM-5	HRM-6	HRM-7	HRM-8	HRM-9	HRM-10	HRM-11	HRM-12	HRM-13	HRM-14	HRM-15	HRM-16	HRM-17	HRM-18	HRM-19	HRM-20	HRM-21	HRM-22	HRM-23
HRM-1	1																						
HRM-2	0.80729	1																					
HRM-3	0.53746	0.58141	1																				
HRM-4	0.63316	0.77375	0.82614	1																			
HRM-5	0.75966	0.78089	0.65152	0.72906	1																		
HRM-6	0.74951	0.77485	0.76435	0.85436	0.80124	1																	
HRM-7	0.38473	0.38398	0.13244	0.38554	0.39328	0.45185	1																
HRM-8	0.6275	0.66415	0.59247	0.66958	0.62795	0.66114	0.69186	1															
HRM-9	0.46286	0.45545	0.45942	0.43356	0.61161	0.48678	0.62243	0.71234	1														
HRM-10	0.25908	0.21317	0.28336	0.36843	0.4389	0.30142	0.59889	0.55875	0.66032	1													
HRM-11	0.44869	0.41157	0.51778	0.49107	0.56882	0.69003	0.29843	0.39923	0.52243	0.29289	1												
HRM-12	0.38482	0.27021	0.4628	0.4226	0.46647	0.55042	0.30178	0.37266	0.30239	0.36919	0.70127	1											
HRM-13	0.24635	0.25099	0.30135	0.32475	0.30455	0.45688	0.39987	0.37039	0.39054	0.30399	0.60349	0.75497	1										
HRM-14	0.54213	0.50519	0.42524	0.52586	0.66929	0.61662	0.43885	0.51554	0.50131	0.39903	0.69679	0.55774	0.57217	1									
HRM-15	-0.4086	-0.2285	-0.3121	-0.2789	-0.2055	-0.3535	-0.2277	-0.3459	-0.2967	-0.0248	-0.3955	-0.1585	-0.1701	-0.5136	1								
HRM-16	-0.2282	-0.0825	-0.2007	-0.1619	-0.0885	-0.3379	-0.1484	-0.1833	-0.2248	-0.038	-0.3719	-0.2686	-0.3787	-0.2427	0.56418	1							
HRM-17	-0.5605	-0.3227	-0.2755	-0.3283	-0.2859	-0.3916	-0.172	-0.3115	-0.2993	-0.1071	-0.388	-0.1975	-0.2589	-0.4709	0.56901	0.50572	1						
HRM-18	-0.1489	-0.0269	-0.0698	-0.0938	0.04398	-0.0979	-0.0794	-0.1629	-0.0249	0.00649	-0.1293	-0.0695	-0.0899	-0.3073	0.51446	0.38259	0.84679	1					
HRM-19	-0.3247	-0.1361	-0.3929	-0.3344	-0.1619	-0.3322	-0.0898	-0.2402	-0.109	-0.0911	-0.357	-0.4678	-0.297	-0.3672	0.31826	0.38136	0.65948	0.47483	1				
HRM-20	-0.3179	-0.2278	-0.3618	-0.2437	-0.2268	-0.4146	-0.2126	-0.352	-0.2159	-0.1022	-0.5	-0.3792	-0.3001	-0.5006	0.85662	0.48664	0.70527	0.61658	0.72567	1			
HRM-21	-0.2626	-0.1547	-0.2727	-0.1469	-0.2816	-0.113	-0.2562	-0.125	-0.0217	-0.336	-0.2668	-0.1935	-0.4271	0.62562	0.35582	0.66399	0.57461	0.64815	0.91382	0.73815	1		
HRM-22	-0.5285	-0.435	-0.4489	-0.4846	-0.3952	-0.5498	-0.3716	-0.5599	-0.3586	-0.1109	-0.5113	-0.447	-0.4871	-0.5942	0.67939	0.5216	0.72956	0.55645	0.65421	0.84243	0.73815	1	
HRM-23	-0.4097	-0.3282	-0.2746	-0.3869	-0.4573	-0.4711	-0.4827	-0.4929	-0.373	-0.3716	-0.4668	-0.4011	-0.4492	-0.6768	0.55596	0.25017	0.50457	0.3942	0.34638	0.6939	0.67009	0.73321	1

Fig-4.4-Individual Correlation Tables

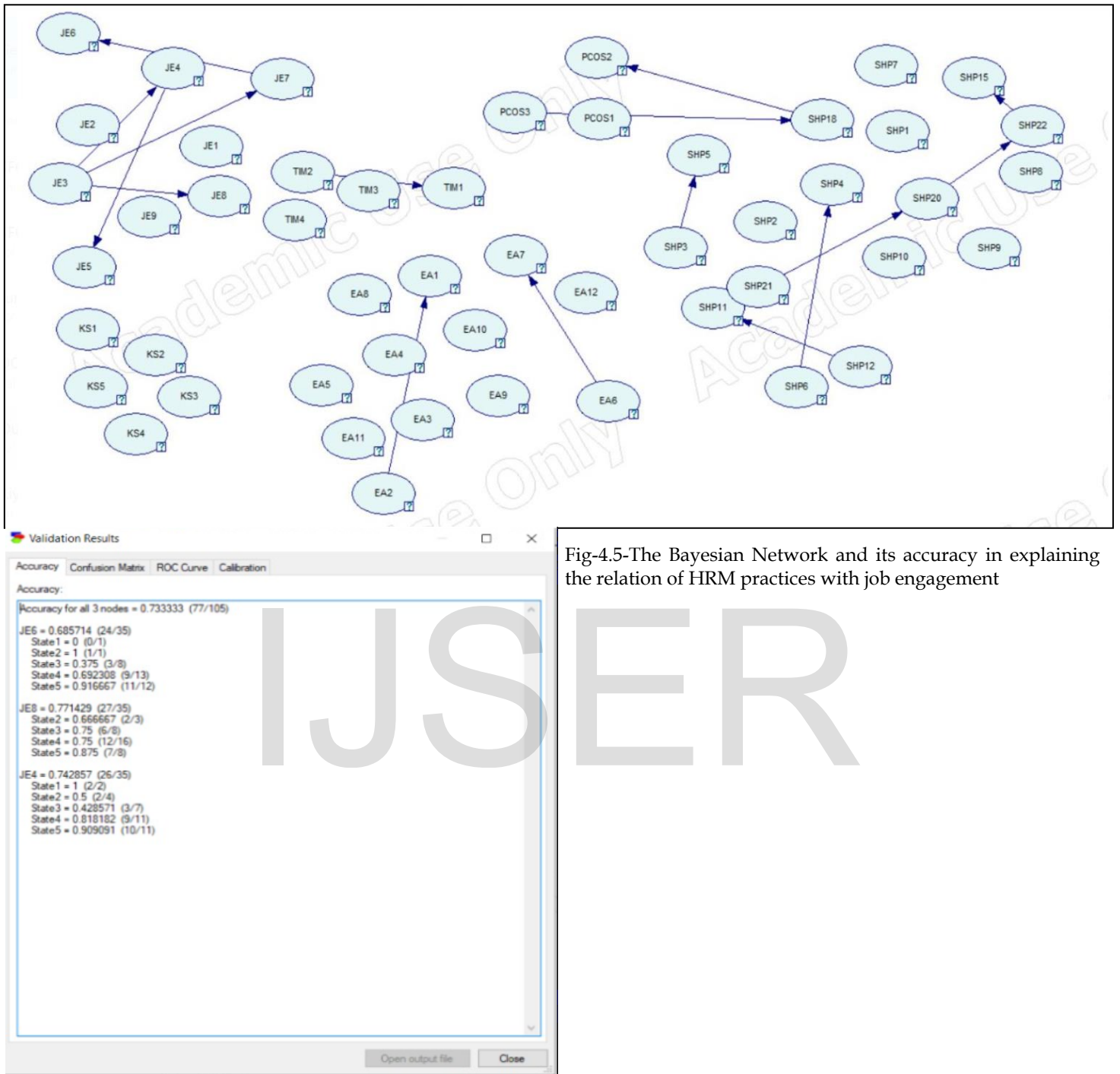


Fig-4.5-The Bayesian Network and its accuracy in explaining the relation of HRM practices with job engagement

5 RESEARCH OBSERVATIONS

5.1 Demographics

Experienced employees (at least 9 years) rate their personalities and their organisations on all six metrics. There is a significantly greater satisfaction of males compared to females across all age groups. Hence, there is a need to design the organisation structure to be more female friendly

A masters qualification or above seems to be positively correlated with higher scores on metrics and lower scores on negative HRM responses (with higher on sustainable HRM practices in organisation). This was an interesting insight and subject to greater research.

The ratings by married respondents was higher than single. However, this could also be attributed to the greater years of experience on an average of the former.

The greater the position of power and authority, the greater the engagement, POS, KS and agility. However, it also meant lesser working hours.

The lower the age bracket, the greater the working hours per week. Can be attributed to the experience aspect too.

5.2 Overall Correlation Table

As is evident, Job engagement is highly correlated with POS which is commensurate with what organisational theories would propound. Hence, it is the imperative for organisations to reciprocate to the employees' efforts. Recognition events, awards, bonuses and intrinsic motivation through mapping of projects according to skillsets is important.

Trust in the management has a direct relation with Job Engagement and Organisational Support and to some extent it also fosters employee agility (which was a surprising insight). Hence, transparency and effective communication is the need of the hour for every manager. According to Mintzberg's theory, this emanates the importance of the mentor and the leadership role.

Employee agility has a weak albeit some correlation with knowledge sharing. The expectation would have been a higher correlation (and may have been observed with a greater sample size as prior literature would suggest). The notion makes sense since a robust tacit knowledge networks breeds greater critical thinking. (Fig-5.1)

Sustainable HRM practices are the need of the hour. They encourage Knowledge Transfer. Surprisingly, there was a negative correlation with Job Engagement and Employee Agility of HRM if we went with the entire questionnaire, which may be a result of sampling bias and the difference in the framing of questions. Limiting, the correlation with only HRM practices (HRM-15 to HRM-23) rather than the response to it as a stimulus (HRM-1 to HRM-14), a very strong correlation with Job Engagement, Organisational Support and Trust in Management is seen and a significant correlation with other factors too. This signifies the need for sustainable HRM practices for a satisfied, motivated, participative, retained employee.

5.3 Individual Correlation Tables

There may be many on dwelling too deep into the numbers, but a few significant insights are:

Getting carried away at work is negatively correlated with the motivation, inspiration and satisfaction of an employee.

Neither conformism nor maverickism is productive to an employee's agility. This is evident from the strong correlations being between the propensity to learn to new equipment, being updated and adjusting to new work procedures.

All three aspects of POS have strong correlation with each other, hence a holistic view must be maintained by organisations viz. relationship building, viewing employees as valuable resources and striving to improve productivity of its staff.

The strongest drivers of a knowledge sharing organisation are employee participation in knowledge sharing activities. Hence, the modern organisations could perhaps, look into tapping these knowledge centres through well channelized breakout times.

Sustainable HR practices as expected were negatively correlated with all the negative reactions of the employees. Good practices will avoid the employee feeling in the dumps, being irritable, emotionally drained, lowered self confidence etc, hence the organisations must strive for this.

According to this we can find very strong correlation between events HRM-18 and POS-1 and POS-3 of factors Standard HR practices and perceived sustainable organisational support. This implies that for improving employees' perception over sustainable organisational support, the organisation needs to work upon sustainable HR practices. Further a strong correlation was seen among the events of various factors and not much among the six factors. The possible reason could be a small sample size, or biased data due to lack of seriousness among the respondents while filling the survey. Well the above obtained results were further verified for accuracy of the algorithm used by taking the three elements of the factor Job engagement (JE4, JE6, JE8) as nodes, because they described the output well. The accuracy results for the three nodes was 0.733 which is above 0.5 and hence describes the accuracy of the algorithm used. Moreover, the calculated kappa value from the confusion matrix came above 0.5 which further describes the accuracy of results. We further used another method for discovering correlation among other factors as well via Excel (as used in the points before this).

	Job Engagement	Emp Agility	Org Support	Knowledge Sharing	HRM	Trust in Management	HRM-Sustainable Practices
Job Engagement	1						
Emp Agility	0.424806599	1					
Org Support	0.68617922	0.354148384	1				
Knowledge Sharing	0.135285459	0.234647697	0.067914436	1			
HRM	-0.133708557	-0.192747289	0.139904036	0.343510058	1		
Trust in Management	0.712159901	0.4192257	0.8275101	0.069418853	-0.106104424	1	
HRM-Sustainable Practices	0.698964526	0.346896013	0.869976589	0.236823593	0.305096525	0.660444045	1

Fig-5.1-Correlation Table with HRM Sustainable Practices

6 LIMITATIONS

The less number of respondents implies this is more of a specific analysis and can't be really extrapolated for the whole population.

The biased or dishonest responses of respondents while filling the questionnaire, reason being use of an online platform, long list of questions and less free time available with the respondent. This will hamper the process of gaining true data and hence the accuracy of the results obtained.

Machine learning techniques would require a much larger dataset, hence the Bayesian network formed had to be limited to three parameters.

Data cleaning was a tedious process but necessary.

7 CONCLUSION

The authors of this paper have shortlisted certain metrics to study the organisational structure and its influence on the individual employee's behaviour. It was inferred that sustainable human resource management practices are the need of the hour to bolster job engagement, perceived organisational support and trust in management and hence what every HR team must strive for. In addition, each of the metrics and their sub categories were studied in detail to gather an understanding into the exact factors to tap. While this was a detailed view, a bird's eye view of the demographic factors and how they influence the job enrichment and knowledge sharing on the whole were observed. The following paper could serve as a potential guide for comprehensive research with a far bigger sample and for inferences that organisations could use to augment their structures and processes.

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