LARGE-SCALE INDIAN BUSINESSES FACE CRITICAL HR CHALLENGES TO INCREASE EMPLOYEE ENGAGEMENT

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ABSTRACT

HRM systems, or Workforce asset management is one of the crucial Human Resource functions that has come to light as a critical and essential part of a globally competitive organization. This is done so that employee experience and employee satisfaction in large-scale Indian companies can be enhanced. This is because modern businesses are increasingly relying on HR managers to manage, engage, and keep talented employees. In order to increase employee engagement, the purpose of the current study is to recognize and determine the critical challenges faced by the Human Resource team in large Indian businesses. From this perspective, the study evaluated the obstacles to employee engagement using a systematic review approach. Employee career growth, engaging a diverse workforce, multigenerational workforce, and motivational issues are just a few of the major obstacles to employee engagement that have been identified in large-scale businesses. As a result, it was suggested that large Indian businesses' employee engagement poses a number of challenges for critical HR management.

Keywords: Critical Human Resource Management, Employee Engagement, Human Resources, Systematic Review

1. INTRODUCTION

During the Covid-19 pandemic, the multidisciplinary Human Resource Management (HRM) function underwent a significant and extraordinary transformation. HRM tries to bring employee workforce in work from home atmosphere into line according to the company's goals. In the pandemic period, it was crucial to the smooth operation of the organization. However, the HR department had to overcome a number of obstacles to increase employee engagement in light of recent shifts in organizational structure and operations. The goal of human resource management team of large business firms is to maximize the effectiveness and competitiveness of employee's skills, knowledge and work experience. (Nasir, S.Z.,2017) explains that the integrating internal and external changes within an organization is a crucial responsibility of the human resources department. During the remote working atmosphere, the team's impotence to meet and gather with their immediate supervisor/team leader, team members and the fellow colleagues results in creating the feeling of shortfall of belonging to their company and its vision, employee engagement was difficult in Covid-19 (Capgemini Research Institute, 2021). In addition to the difficulty of large-scale organizations' employee engagement, work-life balance issues are also present. All these issues regarding the restructuring of the organisational setting in light of working remotely presented difficult obstacles for the Human resources department in managing the employee because having found and retaining the most talented employees on the job, in addition to encouraging them for production efficiency, are considered to constitute the vital roles of Human Resource

Managers (Jose, D. La, 2021). Due to this, the purpose of this research is to ascertain the HR obstacles that hinder employee engagement at large Indian businesses. Additionally, this research intents in comprehending employee involvement and its significance in these kinds of businesses.

2. REVIEW OF THE LITERATURE:
a) Relevance of Employee Engagement and its role in Large Enterprises –
Extensive companies do regulate a protocol of management practices and work cultures, and their economic systems are founded upon these cultures' strong key benefits (Belsare, R. D,2015). Considering the diversity and size of employeeworkforce, it is essential to tap into the pool of talents to maintain the company's efficiency and achieve desired business outcomes. According to Vance, R. J. (2006) Zawadzka, Brzozowski, and Szabowska-Walaszczyk, 2013; Sangeeta and Chanana, 2020), employee engagement paves the way for the company to achieve its business objectives. Bernard, Anandan, & Ravikumar (2019), states that the businesses with a stable workforce typically accomplish to companies with less job satisfaction and significant disengagement.

Companies can also control the enormous costs associated with hiring and training new employees as a result of employee engagement (Robertson-Smith and Markwick, 2009; (Siddiqui and Ashraf, 2020). According to Arasu and Nagarajan (2014), It is a pragmatic approach where employees' leadership responsibilities and career growth are seen as crucial for good productivity. Consequently, senior management looks after employees' skills and performance in order to guarantee workforce retention. It fosters a progressive work environment in which the organization, the community, and its employees collaborate for continuous improvement.

b) The reason why large-scale businesses struggle with employee engagement
- Loyalty and dedication of the employees became more difficult to be seen in the filed of extensive businesses due to assortment in the workforce. Cultural diversity and employees' perceptions of religious discrimination make it difficult for them to be engaged when they work together to improve the company's productivity and profitability (Balaji, 2014). According to Panicker (2019), the importance of workforce diversity in determining employees' level of commitment and engagement in large-scale businesses cannot be overstated. Based on businesses in Gulf countries, the study found strategies in encouragement seems to be essential in order to overcome assortment in workforce and help organizations achieve their goals.

According to Tamunomiebi and John-Eke (2020), the multigenerational workforce also clearly demonstrates the disparity in motivation to go above and beyond for rewards and recognition. In large-scale businesses, where employees with extensive experience accompany the young workforce, employee engagement is also hampered by this variation and dynamics among experienced and young workers.

3. METHODOLOGY OF THE STUDY
Relevant data on employee engagement in India's large corporations were gathered through a systematic review. Using systematic review and content analysis, accountability of team HR and Human Resource managers in managing and Establishing a responsive (and regular) feedback loop for extensive businesses were investigated in light of the numerous issues surrounding employee engagement during Covid-19. Using this method, we were able to get important information about issues and concerns related to employee engagement.

a) The systematic analysis was carried out with the help of the preferred reporting items for systematic review search strategy (PRISMA) application. The findings of a number of studies upon human resources management policies in the course of Covid-19 pandemic period along with its challenges to employee experience and employee satisfaction were identified, thereby presented in this research work. In addition, various databases like the PsycINFO, E-Book Collection and Social World Abstract, was utilized for the purpose of the search strategy, and the appropriate material was found in the database that was already in existence. Additionally, Google Scholar database also was utilized

in studying of research works and comprehension of Human resources difficulties. The study did not include thesis or dissertations that had already been published.

b) Inclusion criteria:

• Studies with full access to all data and information.

• Only studies conducted in English were taken into consideration.

• We included studies with relevant keywords.

• Research carried out by authors from other countries.

c) Exclusion criteria

The following criteria were not included in the study because they were irrelevant:

• Studies that only look at the abstract section in detail.

• Studies with insufficient or out-of-date data.

• Studies that were published outside of English.

• Studies that did not take into account the difficulties in employee experience and employee satisfaction.

d) Review process - 980 research works were analyzed, and 290 supplementary of the same kind with repeated content and insignificant were eliminated. 680 studies were judged to be pertinent after the initial assessment. Additionally, 202 studies were omitted and 468 others were interpreted as a product of abstract screening. 390 of these 468 studies were eliminated because of poor representation and arbitrary access restrictions. 9 out of the 68 that were included after the replete screening really adhered to the criteria of inclusion.

4. FINDINGS & DISCUSSION

A career growth opportunity was identified as one of the most important critical HR challenges by the study (Vance, R. J.,2006). The study revealed, based on employee opinions and feedback, that employees switch jobs in search of better opportunities and greater recognition. During the transition, employees' job satisfaction and performance decrease. Employees are more likely to shift when they are offered higher pay and a more challenging job, which has an impact on the organization's work flow and business outcomes.

In terms of employee engagement, the human resources department also faces hurdles in headhunting as well as managing a diverse workforce in large Indian businesses. Woodka, M. (2014) identifies a number of attitudes and behaviors that hinder employee engagement. The diversity of the workforce is one of them. Employees felt less connected to their leaders and managers when the employee base of an organization was diverse and heterogeneous, peculiarly in work from home atmosphere in the course of Covid-19 pandemic. As a result, there was less employee engagement at work. Unity and dedication were lacking among employees who understood the objectives of their company and the team.

According to the research conducted during Covid-19 pandemic period by Baran, M. and Sypniewska, B. (2020), another significant obstacle faced by the HR department was employees' inability to strike a work-life balance. According to the study, female workers are more likely than male workers to give up their jobs for Covid-19 and remote work. The need to care for household during lockdown were a major and positive cause of lack of organizational engagement of staff and as a result, employees' motivation for their employers waned. Additionally, the online work culture led to a lack of effective leadership and connectivity in the recruitments that took place during the remote working era.

Another obstacle to adjusting that helped the worker perform better at work was the multigenerational workforce problem. In the course of pandemic period of COVID-19, working remotely led to shortfall in collaboration in addition to deficiency in openness within employees, impacting their mental fitness and physical wellbeing to perform their job responsibilities. Additionally, organizations using outdated offline models were forced to immediately establish an integrated network of online

working, which had a negative impact on interpersonal relationships and communication. Nazim, J. and Taylor, J. (2019) identified this as a significant obstacle.

According to D. Juevesa and P. Castino (2020), Although there is no clear beginning and end to generational separation, multigenerational phenomenon affects employee engagement because young workers lack recognition for their work. In addition, the researcher mentions that teams with employees of varying ages face difficulties in achieving a fair reward for equal work. Employee commitment and contentment are impacted by engagement issues.

During the Covid period, a lack of enthusiasm for work was another significant factor that had an impact on the level of job engagement. (Jose, 2021) demonstrates that remote working and Lockdowns have created a challenging environment, especially for HR departments, to manage and productively deploy the workforce to sustain business performance. The employee had little contact with their team leader, Human Resources manager and other colleagues due to the rapid changes in the social environment and global welfare. As a result, the workforce's enthusiasm for their jobs diminished over time, resulting in engagement issues.

According to Autiello and Horgan (2021), the current pandemic made Human Resource Management professionals difficult in labelling the issues of workforce management, employee experience and job satisfaction affairs taking note of unrivalled circumstance because organizations were facing financial challenges and the market was declining, making the psychological needs of employees a lower priority. As a result, development of mental health and physical wellbeing of workforce employees and employee workforce engagement on profession were abdicated as a result of the shifting environment of the workplace, the shifting structure of compensation as a result of the firms' losses, and precariousness of indelible alliance among ventures.

Overburdening employees with unfinished assignments which caused due to truancy throughout the pandemic period that caused quarantine or isolation period for the disease was one of the major factors in employee engagement issues. This resulted in a number of remarkable events that had a negative impact not only on employee motivation and engagement but also on gross revenue rate of extensive businesses Lippens, L. *et al.* (2021). This research also found out that Human Resource Managers and the team played their significant role thereby ensuring employees' job satisfaction and continued employment during this time period. Work effectiveness was made possible in large part thanks to a variety of programs that helped employees feel more engaged and motivated, as well as improve their mental health.

Additionally, technical issues, particularly when working remotely, play a crucial role in increasing employee engagement in India's large corporations. For the smooth operation of their operations, organizations build a pool of networks. However, when employees work remotely, they are hampered and delayed by technical issues, such as a lack of technical infrastructure (Deloitte, 2020). Working from home can be associated with a variety of spectrums. Employees who work in India's big or metro cities tend to be more motivated and engaged in their work than those who work in India's remote areas where connectivity issues are more prevalent. When the distance between home and work is reduced, one worker's experience may be vastly different from another's.

Researcher/ Authors	Samples of study	Aim of Research	Result	Limitations
Vance, R. J. (2006)	Investigation into MNC workers in the services sector	To determine issues with employee engagement.	Employees choose to switch organisations in search of better professional possibilities.	For data collection, the study used a comprehensive questionnaire; open-ended interviews were avoided.

Woodka, M. 2014	Article of research focused on businesses in America (Washington, District of Columbia)	In determining mindset as well as actions of employee workforce that promote employee experience	Employees' sense of belonging to their managers and leaders is impacted by the workforce's heterogeneity.	Geographic and racial diversity were the only factors that the study looked at.
Baran and Sypniewska, 2020	Research on how HR procedures affect employee motivation.	To comprehend the difficulty of balancing work and personal life for employees during a unforeseen pandemic situation	Due to the difficulties of working remotely, female employees are more likely to leave their jobs.	The study was based primarily on information gathered from quantitative research conducted on a single company.
Nazim and Taylor, 2019	A study of the difficulties of working with different generations.	To assess the difficulties brought on by various generational dynamics at work.	Interpersonal relations and communication are impacted.	An analysis of correlational data did not consider how multigenerational dynamics can affect employee engagement.
D. Juevesa and P. Castino, 2020	Research on the impact of generational differences upon employee experience.	In order to comprehend difficulties with rewards and recognition in a workplace with multiple generations.	The difficulty of fair compensation for equivalent effort often arises in teams with members of various age groups.	The lack of a generalized and random participant selection reduced the validity of the study.
Jose, 2021	Study built on a thorough analysis of scholarly literature and journal articles.	To comprehend the health of the workforce during Covid.	Level of excitement for the job decreased as a result of reduced interaction with team members and supervisors.	There were few papers reviewed.
Autiello and Horgan, 2021	Study based on quantitative analysis of questionnaire data gathering.	To comprehend employees' psychological needs as part of HR practice	The HR department had trouble ensuring the workforce's mental health during the epidemic because to funding constraints.	Since participants were not chosen randomly for the study, it resulted in the sampling bias.

Lippens *et al.*, 2021	The study was based on a 150 person sample size from a global corporation.	To comprehend the problems and difficulties the HR department has had in getting the staff to participate in remote working.	Employee disengagement was caused by employees being overworked due to significant absenteeism during the quarantine or isolation phase for the disease.	Because half of the sample size was made up of employees with less than two years of experience, the test's validity was restricted.

5. Conceptual framework model

Using the literature from the aforementioned review as a basis, the conceptual framework for the current research can be summarized as below.
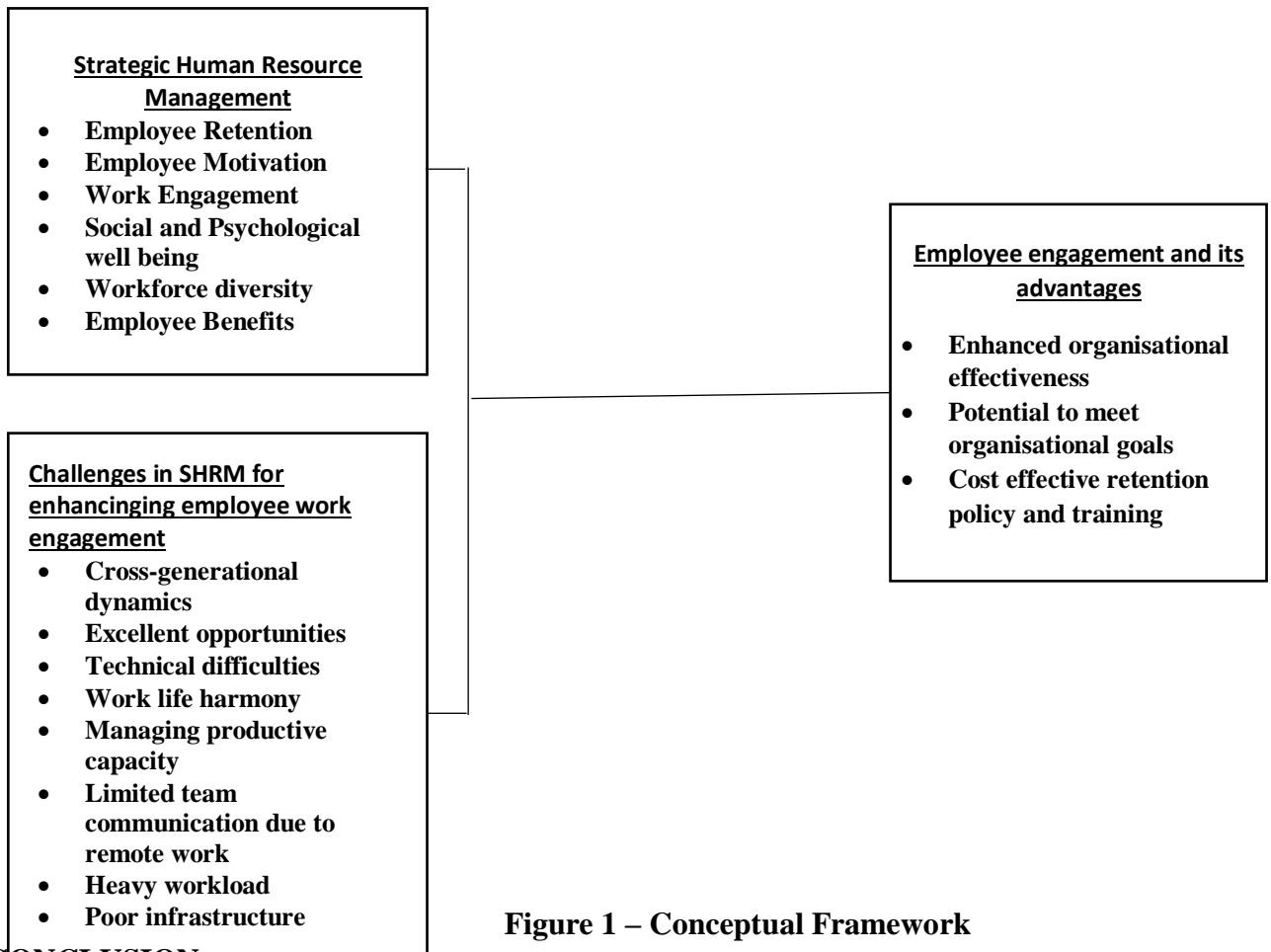

Strategic Human Resource Management
- Employee Retention
- Employee Motivation
- Work Engagement
- Social and Psychological well being
- Workforce diversity
- Employee Benefits

Employee engagement and its advantages
- Enhanced organisational effectiveness
- Potential to meet organisational goals
- Cost effective retention policy and training

Challenges in SHRM for enhancinging employee work engagement
- Cross-generational dynamics
- Excellent opportunities
- Technical difficulties
- Work life harmony
- Managing productive capacity
- Limited team communication due to remote work
- Heavy workload
- Poor infrastructure

Figure 1 – Conceptual Framework

6. CONCLUSION

According to the systematic review, the crucial Human resources department encountered considerable barriers to employee involvement during COVID-19. The studies also emphasized the critical part HR managers perform in balancing employees' mental health with workplace satisfaction and motivation. The research that underwent a thorough assessment used a variety of techniques to comprehend and emphasize the difficulties of engagement during the epidemic. However, organizations need to better integrate HR processes with remote work in order to close the research gaps and address the cognitive concerns if they want to improve outcomes.

During COVID-19, academics can delve deeper into the more general aspects of Strategic Human Resource Management practices in global corporations. Further research must focus on the workforce management issues raised by remote working. An empirical study using survey respondents is needed to examine the internal and external barriers to work engagement in large scale firms of India.

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