

Employee Engagement through HRD Practices on Employee Satisfaction and Employee Loyalty: An Empirical evidence from Indian IT industry

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Abstract— *The current study is intended to work on the various human resource development practices which generates the effective employee engagement. To study the employee engagement is much essential to the service based industries like IT sector due to the effective workforce of the organization only can survive and sustain. Hence, the researcher aimed to understand deeply about the various HRD practices which generates the employee engagement and further tested the concerned variables impact over the employee satisfaction and the employee loyalty in the Indian IT sector. Researcher applied stratified random sampling to collect the samples for this study and applied SLRA technique to analyse the data. The concerned findings and suggestions are provided in this paper.*

Index terms: *Employee Engagement; HRD Practices; Employee Satisfaction; Employee Loyalty; Indian IT Sector.*

I. INTRODUCTION

Employee engagement has been defined in the HRD field as the cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes (Shuck & Wollard, 2010). HRD practices are believed to increase an employee's level of reported engagement and consequently affect performance to some degree. Notwithstanding, while the connection between HRD and engagement may seem intuitive, little research has actually explored this connection empirically. Presently, the connection between HRD practices and employee engagement remains decidedly unclear despite casual and relational claims (see, for example, Czarnowsky, 2008). The Indian industry has been focusing continuously to enhance the satisfaction among the workforce of the respective organizations. Indian IT industry is also not exempted for this as its focus is on enhancing the satisfaction among their employees to enhance the loyalty among their employees.

II. REVIEW OF LITERATURE

Prevailing global Human Resource Development (HRD) literature to examine training as well as development of employee's host-country inhabitants working in that such as B.P.O's manufacturing firms, information technologies etc Associations are also perceived among the company's

orientation for strategic human resource and the levels and types in HRD action. Future readings of training practices, employee mix (third country, host country, parent country), management and, the fit of local culture and organizational would be suitable variables (Aswathy et al., (2004); Appelbau E. (2002); Cooper et al., (1994) and Guest D.(2002). By means of worldwide competition, free-trade agreements and technological advances carry on to enlarge international business, the developments in host-country HR remain an imperative part for further future research. Research scholars would address host country by the role of multinational companies (Barnardin H.J (2007). Chughtai (2013) and Eunmi Chang (2005) mentioned that HRD is centered on people's development as well as rational planning were it is deep-rooted in consistent services and products, compelled by competencies, demarcated by professional organizations and concentrated on predictability plus also consistency. HRD would have to become accustomed to new and developing organizational forms. The conventional outline of HRD is a substantial organization educational module. Be that as it may, multiplication HRD needs to position itself inside assorted organizational structures, most strikingly in connection to the development of small and medium-sized companies. It is also assumed that HRD should adjust to new and emerging organizational forms (Jain et al., (2007) and Edwina Pio (2007).

III. RESEARCH GAP

Abundant research is available on the HRD practices and the individual HRD practices such as HR policies, trust, communication, performance management, training and development and motivation Jones, G. and J. George (2008) and Richman, A. (2006). The concerned studies revealed the importance of such variables in various aspects of the human resource management Richman, A. (2006). Some other authors emphasized on to determine the association among the HRD practices and the employee satisfaction Richman, A. (2006). Furthermore, the other studies revealed about the impact of HRD Practices over the employee performance V. Harahan (2008). But there are no studies which reveal the de rating impact of employee satisfaction over the HRD Practices on employee performance.

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Employee Engagement through HRD Practices on Employee Satisfaction and Employee Loyalty: An Empirical evidence from Indian IT industry

IV. OBJECTIVES OF THE STUDY

The main objective this study is to provide the comprehensive understanding of the employee engagement through HRD Practices such as HR policies, trust, and performance management over the employee satisfaction and employee performance in the Indian IT sector. The following are considered to be the objectives of this research paper.

1. To examine the impact of HR Policies on Employee Satisfaction Employee Loyalty.
2. To test the impact of trust over the employee satisfaction and employee loyalty.
3. To evaluate the impact of Performance management over the employee satisfaction and employee loyalty.

V. FORMULATION OF HYPOTHESES

It is required to frame the hypotheses of this study in the form of null. Hence, the researcher framed the hypotheses in full form as mentioned below:

- H1₀:** HR Policies will not have significant effect on Employee Satisfaction.
- H2₀:** Trust will not have significant effect on Employee Satisfaction.
- H3₀:** Performance Management will not have significant effect on Employee Satisfaction.
- H4₀:** Employee Satisfaction will not have significant effect on Employee Loyalty

VI. SAMPLING

The universe for the current research work is selected IT companies located in South Indian States on the country i.e. Andhra Pradesh (Vijayawada), Telangana (Hyderabad), Chennai, Karnataka (Bangalore), Kerala (Trivendrum). The entire workforce of the selected organizations in the concerned study is 11,000. To researcher collected ten percent of the total population i.e the study is equipped with the samples of 1096. The collected data comprises of different cadres of employees. The data has been collected from 367 operational level employees, 700 tactical level and 29 strategic level employees. The researcher deployed stratified random method to collect the required samples.

VII. DATA ANALYSIS AND RESULTS

Demographic Profile of the Respondents:

The required data for this study is collected from various IT companies located in South India. The data is collected from the different southern states such as Telangana, Andhra Pradesh, Tamil Nadu, Karnataka and Kerala. Totally, 1096 responses are collected from the different cadres of employees of the organization. The results of respondent's demographic, socio-economic and geographic variables are summarized in Table - 1.

Table - 1 Respondent's Demographic Profiles

Demographic Description	Frequency	Percentage	
Gender	Male	639	58.30
	Female	457	41.70
Marital Status	Married	651	59.40
	Unmarried	445	40.60

Level of Job	Operational	367	33.49
	Tactical	700	63.87
	Strategic	29	2.65
Education	SSC/Diploma	119	10.86
	Degree	599	54.65
	Post-Graduation	246	22.45
	Others	132	12.04
Size of the family	1-2	128	11.68
	2-3	160	14.60
	3-4	603	55.02
	4-5	130	11.86
	>5	75	6.84
Experience	0-2 Years	119	10.86
	2-5 Years	354	32.30
	5-10 Years	497	45.35
	>10 Years	126	11.50

Source: Primary Data

Cross-Tabulation Analysis on HR Policies of the Organization:

The cross-tabulation analysis between Employee perception on 'HR Policies in the organization' and gender of the respondents revealed that out of 639 male respondents i.e. 39.44 percent of the employees revealed that they are likely, 37.40 percent of the respondents opined that they are most likely, 0.08 percent of the respondents expressed that they are unlikely, 9.39 percent of the respondents disclosed that they are most unlikely and about 5.32 percent of the employees expressed a neutral feeling to the posed question. Out of 457 female respondents i.e. 32.82 percent of the employees revealed that they are likely, 34.35 percent of the respondents opined that they are most likely, 9.92 percent of the respondents expressed neutral feeling, only about 10.94 percent of the respondents disclosed that they are most unlikely and there are no respondents with unlikely feeling towards the HR policies adopted by their organization.

The cross-tabulation analysis between 'HR Policies in the organization' and Employee marital status of the respondents revealed that out of 651 respondents who were married, 36.87 percent of respondents opined that they are likely, 38.56 percent of the respondents revealed that they are most likely, 6.91 percent of the respondents expressed most unlikely feeling, 9.22 percent respondents expressed neutral feeling and 0.08 percent of respondents opined that they are unlikely with HR Policies in the organization. Out of 445 respondents who were unmarried, 33.71 percent respondents opined that they are likely, 32.58 percent of the respondents stated that they are most likely, 12.36 percent respondents expressed a neutral feeling, 0.12 percent of respondents reported that they are unlikely and only about 9.44 percent of the employees said that they are most unlikely towards the HR policies adopted by their organization.

The cross tabulation analysis towards employee



response on 'HR Policies in the organization' and level of job which they belong revealed that out of 367 respondents who are in the operational level category in the organization, about 27.25 percent responded that they are likely, 43.60 percent opinioned that they are most likely, about 5.45 percent expressed a neutral feeling, and there are 11.17 percent of respondents opted for most unlikely and the few about 0.13 of employees are unlikely to the posed question. Out of 700 respondents who are in tactical level cadre, about 37.86 percent responded that they are likely, 33.57 percent opinioned that they are most likely, about 7.86 percent expressed a neutral feeling and 10 percent revealed that they are most unlikely to the posed question and the rest in few 0.11 percent of employees are unlikely to the posed question. Out of 29 respondents who are in the strategic level cadre in the organization, about 31.03 percent responded that they are likely, 34.48 percent opinioned that they are most likely, 0.10 percent are said that they are unlikely and the remaining 24.14 percent of employees with most unlikely feeling towards the HR policies adopted by their organization.

Cross-Tabulation Analysis on Trustworthy Practices of the Organization

The cross-tabulation analysis between Employee perception on 'Trustworthy atmosphere in the organization' and gender of the respondents revealed that out of 639 male respondents i.e. 42.57 percent of the employees revealed that they are likely, 38.97 percent of the respondents opinioned that they are most likely, 6.89 percent of the respondents expressed that they are unlikely, 6.26 percent of the respondents disclosed that they are most unlikely and few about 5.32 percent of the employees expressed a neutral feeling to the posed question. Out of 457 female respondents i.e. 32.82 percent of the employees revealed that they are likely, 34.35 percent of the respondents opinioned that they are most likely, 13.13 percent of the respondents expressed neutral feeling, 10.94 percent of the respondents disclosed that they are most unlikely and there are 8.75 percent of respondents with unlikely feeling to the posed question.

The outcome of the cross-tabulation analysis between 'Trustworthy atmosphere in the organization' and Employee marital status of the respondents revealed that out of 651 respondents who were married, 35.33 percent of respondents opinioned that they are likely, 40.09 percent of the respondents revealed that they are most likely, 7.68 percent of the respondents expressed most unlikely feeling, 7.68 percent respondents expressed neutral feeling and the rest about 7.68 percent of respondents opinioned that they are most unlikely with Trustworthy atmosphere in the organization. Out of 445 respondents who were unmarried, 29.21 percent respondents opinioned that they are likely, 37.08 percent of the respondents stated that they are most likely, 13.48 percent respondents expressed a unlikely feeling, 11.24 percent of respondents reported that they have neutral feeling and the remaining in little only 8.99 percent of the employees said that they are most unlikely towards Trustworthy atmosphere in the organization.

The analysis towards employee response on 'Trustworthy atmosphere in the organization' and level of job which they belong revealed that out of 367 respondents who are in the operational level category in the organization,

about 27.25 percent responded that they are likely, 43.60 percent opinioned that they are most likely, about 5.45 percent expressed a neutral feeling, and there are 11.17 percent of respondents opted for most unlikely and the few about 0.13 of employees are unlikely to the posed question. Out of 700 respondents who are in tactical level cadre, about 37.86 percent responded that they are likely, 33.57 percent opinioned that they are most likely, about 7.86 percent expressed a neutral feeling and 10 percent revealed that they are most unlikely to the posed question and the rest in few 0.11 percent of employees are unlikely to the posed question. Out of 29 respondents who are in the strategic level cadre in the organization, about 31.03 percent responded that they are likely, 34.48 percent opinioned that they are most likely, about 6.90 percent expressed a neutral feeling and 10.34 percent are said that they are unlikely and 17.24 percent of employees with most unlikely feeling to the posed question.

The analysis towards employee perception on 'Trustworthy atmosphere in the organization' and there education qualification revealed that out of 119 respondents who were SSC qualified, 24.37 percent of the employees reported that they are likely, 50.42 percent of the respondents opinioned that they are most likely and 10.08 respondents opinioned most unlikely and 6.72 percent were likely and 8.40 percent had neutral feeling for Trustworthy atmosphere in the organization they percept. Out of 599 respondents who were under graduates, 28.21 percent of the employees reported that they are likely, 42.57 percent of the respondents opinioned that they most likely and about 5.84 percent of respondents expressed a neutral feeling to the Trustworthy atmosphere in the organization them percept. Out of 246 respondents who possess post-graduation degree, 48.78 percent of the employees reported that they are most likely, 32.52 percent of the respondents opinioned that they are likely and about 2.44 percent of respondents expressed a neutral feeling and there 8.13 percent of respondents opted that they are unlikely and 8.13 percent employees felt most unlikely towards the Trustworthy atmosphere in the organization they percept and about 132 employees with other qualification in the organization, 42.42 percent of employees stated that they are likely, 33.33 percent of employees felt most likely feeling and about 5.30 percent of respondents opinioned that they are unlikely and 11.36 percent of respondents are most unlikely and 7.58 percent had neutral feeling with respect to Trustworthy atmosphere in the organization.

The cross tabulation analysis towards employee perception on Trustworthy atmosphere in the organization and family size of the employees revealed that, out of 128 respondents whose family size is 1-2, about 31.25 percent of employees opinioned that they are likely, 46.88 percent of the respondents replied that they are most likely, 7.81 percent of the respondents reported a neutral feeling, 7.81 percent of the respondents revealed that they are most unlikely to the posed question and there are 6.25 percent of

Employee Engagement through HRD Practices on Employee Satisfaction and Employee Loyalty: An Empirical evidence from Indian IT industry

Respondents replied with unlikely feeling towards the posed question. Out of 160 respondents who are with 2-3 family members, about 37.50 percent of employees opined that they are likely, 43.75 percent of the respondents replied that they are most likely, 3.13 percent of the respondents reported neutral feeling and 8.13 percent of respondents revealed that they are unlikely and 7.50 percent are most unlikely towards the posed question. Out of 603 respondents 3-4 family members, about 36.48 percent of employees opined that they are likely, 46.43 percent of the respondents said that they are most likely, 5.47 percent of the respondents reported a neutral feeling, and there are merely 5.80 percent respondents with revealed unlikely and the remaining 5.80 respondents with most unlikely towards the posed question. Out of 130 respondents with 4-5 family members, about 38.46 percent of employees opined that they are likely, 38.46 percent of the respondents said that they are most likely, 6.15 percent of the respondents reported a neutral feeling, and there are merely 7.69 percent respondents with revealed unlikely and the remaining 9.23 respondents with most unlikely towards the posed question. Out of 75 respondents with above 5 family members, about 49.33 percent of employees opined that they are most likely, 26.67 percent of the respondents stated that they are likely, 4 percent of the respondents expressed a unlikely feeling and 10.67 percent of respondents are most unlikely towards Trustworthy atmosphere in the organization.

Cross-Tabulation Analysis on Performance Management Practices in the Organization

The cross-tabulation analysis between Employee perception on 'Performance management system in the organization' and gender of the respondents revealed that out of 639 male respondents i.e. 31.30 percent of the employees revealed that they are likely, 50.86 percent of the respondents opined that they are most likely, 8.45 percent of the respondents expressed that they are unlikely, 7.82 percent of the respondents disclosed that they are most unlikely and about 6.26 percent of the employees expressed a neutral feeling to the posed question. Out of 457 female respondents i.e. 33.92 percent of the employees revealed that they are likely, 40.92 percent of the respondents opined that they are most likely, 6.56 percent of the respondents expressed neutral feeling, 7.66 percent of the respondents disclosed that they are most unlikely and there are 10.94 percent of respondents with unlikely feeling to the posed question.

The cross-tabulation analysis between 'Performance management system in the organization' and Employee marital status of the respondents revealed that out of 651 respondents who were married, 30.72 percent of respondents opined that they are likely, 50.84 percent of the respondents revealed that they are most likely, 6.91 percent of the respondents expressed most unlikely feeling, 6.14 percent respondents expressed neutral feeling and 8.45 percent of respondents opined that they are most unlikely with Performance management system in the organization. Out of 445 respondents who were unmarried, 42.7 percent respondents opined that they are likely, 37.75 percent of the respondents stated that they are most likely, 6.74 percent respondents expressed a unlikely feeling, 3.37 percent of

respondents reported that they are neutral and the remaining 9.44 percent of the employees said that they are most unlikely towards Performance management system in the organization.

The analysis towards employee response on 'Performance management system in the organization' and level of job which they belong revealed that out of 367 respondents who are in the operational level category in the organization, about 35.42 percent responded that they are likely, 50.95 percent opined that they are most likely, about 2.72 percent expressed a neutral feeling, and there are 2.72 percent of respondents opted for unlikely and the few about 8.45 of employees are most unlikely to the posed question. Out of 700 respondents who are in tactical level cadre, about 40.71 percent responded that they are likely, 36.43 percent opined that they are most likely, about 7.86 percent expressed a neutral feeling and 7.14 percent revealed that they are most unlikely to the posed question and the rest in few 7.86 percent of employees are unlikely to the posed question. Out of 29 respondents who are in the strategic level cadre in the organization, about 34.48 percent responded that they are likely, 41.38 percent opined that they are most likely, about 3.45 percent expressed a neutral feeling and 13.79 percent revealed that they are most unlikely to the posed question and the rest in few 6.90 percent of employees are unlikely towards Performance management system in the organization.

H1₀: HR Polices will not affect the Employee Satisfaction

The connection concerning the HR policies and the employee satisfaction is measured in this section. To perform this action, the researcher considered the HR policies as the independent variable and the employee satisfaction is the dependent variable. The mean scores of HR policies is regressed over the mean scores of employee satisfaction. Simple linear regression analysis technique is adopted by the researcher to observe the association among the concerned aspects. The derived results are discussed in the below paragraphs.

Table – 2 : Model summary table of the analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.416 ^a	0.173	0.172	0.95919
a. Predictors: (Constant), HR Policies				

With reference to the above table - 2, the statistic results revealed that the R-Square value is found to be 17.3. The adjusted R-Square is denoted as 17.2. The standard error of the model is 0.95919. With these results we may conclude that the predictor variable i.e HR policies have moderate impact over the employee satisfaction.

Table – 3 : ANOVA table



of the model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.300	1	210.300	228.574	0.000 ^b
	Residual	1006.536	109	0.920	--	--
	Total	1216.836	109	--	--	--
a. Dependent Variable: Employee Satisfaction						
b. Predictors: (Constant), HR Policies						

The analysis of variance (ANOVA) table - 3 elicited that the F-value of the model is 228.574 and the p-value is found to be 0.000. This phenomenon indicates that the relationship between the HR policies and the employee satisfaction is found to be highly significant.

Table –4: Coefficients of the model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.566	0.200	--	12.810	0.000
	HR Policies	0.512	0.034	0.416	15.119	0.000
a. Dependent Variable: Employee Satisfaction						

The coefficient of the regression model is presented in table - 4 . The results disclosed that the constant i.e β_0 is found to be 2.566 and β_1 of the model is estimated as 0.512. Further the results of the analysis elicited that the standard error of the model is 0.034; t – value of the model is 15.119 and the p-value of the model is 0.000. Based on these results the researcher concluded that the relationship between the HR policies and the employee satisfaction is strongly significant. The regression of the concerned model can be presented as mentioned below:

$$\text{Employee Satisfaction (Y)} = 2.556 + 0.512 (\text{HR Policies})$$

H2₀: Trust will not affect the Employee Satisfaction

The relationship between the trust and the employee satisfaction is measured in this section. To perform this action, the researcher considered the trust as the independent variable and the employee satisfaction is the dependent variable. The mean scores of trust is regressed over the mean scores of employee satisfaction. Simple linear regression analysis technique is adopted by the researcher to observe the association among the concerned aspects. The derived results are discussed in the below paragraphs.

Table – 5 : Model summary table of the analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.433 ^a	0.187	0.186	0.95082
a. Predictors: (Constant), Trust				

With reference to the above table - 5, the statistic results revealed that the R-Square value is found to be 18.7. The adjusted R-Square is denoted as 18.6. The standard error of the model is 0.95082. With these results we may conclude that the predictor variable i.e trust have moderate impact over the employee satisfaction?

Table – 6: ANOVA table of the model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227.795	1	227.795	251.969	0.000 ^b
	Residual	989.041	109	0.904		
	Total	1216.836	109			
a. Dependent Variable: Employee Satisfaction						
b. Predictors: (Constant), Trust						

The analysis of variance (ANOVA) table - 6 elicited that the F-value of the model is 251.969 and the p-value is found to be 0.000. This phenomenon indicates that the relationship between the trust and the employee satisfaction is found to be highly significant.

Table –7: Coefficients of the model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.513	0.194	--	12.934	0.000
	Trust	0.517	0.033	0.433	15.874	0.000
a. Dependent Variable: Employee Satisfaction						

The coefficient of the regression model is presented in table - 7 . The results disclosed that the constant i.e β_0 is found to be 2.513 and β_1 of the model is estimated as 0.517. Further the results of the analysis elicited that the standard error of the model is 0.033; t – value of the model is 15.874 and the p-value of the model is 0.000. Based on these results the researcher concluded that the relationship between the trust and the employee satisfaction is strongly significant.



Employee Engagement through HRD Practices on Employee Satisfaction and Employee Loyalty: An Empirical evidence from Indian IT industry

The regression of the concerned model can be presented as mentioned below:

$$\text{Employee Satisfaction (Y)} = 2.513 + 0.517 (\text{Trust})$$

H3₀: Performance Management will not affect the Employee Satisfaction

The association among the performance management and the employee satisfaction is measured in this section. To perform this action, the researcher considered the performance management as the independent variable and the employee satisfaction is the dependent variable. The mean scores of performance management is regressed over the mean scores of employee satisfaction. Simple linear regression analysis technique is adopted by the researcher to inspect the association between the concerned aspects. The derived results are discussed in the below paragraphs.

Table – 8: Model summary table of the analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.371 ^a	0.138	0.137	0.97933
a. Predictors: (Constant), Communication				

With reference to the above table - 8, the statistic results revealed that the R-Square value is found to be 13.8. The adjusted R-Square is denoted as 13.7. The standard error of the model is 0.97933. With these results we may conclude that the predictor variable i.e performance management have moderate impact over the employee satisfaction.

Table – 9: ANOVA table of the model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	167.594	1	167.594	174.743	0.000 ^b
	Residual	1049.243	1094	0.959		
	Total	1216.836	1095			
a. Dependent Variable: MSat						
b. Predictors: (Constant), Communication						

The analysis of variance (ANOVA) table – 9 elicited that the F-value of the model is 174.743 and the p-value is found to be 0.000. This phenomenon indicates that the relationship between the performance management and the employee satisfaction is found to be highly significant.

Table – 10: Coefficients of the model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.933	0.201	--	14.585	0.000
	Communication	0.440	0.033	0.371	13.219	0.000
a. Dependent Variable: Employee Satisfaction						

The coefficient of the regression model is presented in table - 10. The results disclosed that the constant i.e β_0 is found to be 2.933 and β_1 of the model is estimated as 0.440. Further the results of the analysis elicited that the standard

error of the model is 0.033; t – value of the model is 13.219 and the p-value of the model is 0.000. Based on these results the researcher concluded that the relationship between the performance management and the employee satisfaction is strongly significant. The regression of the concerned model can be presented as mentioned below:

$$\text{Employee Satisfaction (Y)} = 2.933 + 0.440 (\text{Performance management})$$

H4₀: Employee Satisfaction will not have significant effect on Employee Loyalty

In the above-mentioned hypothesis, the relationship between the independent variable i.e employee satisfaction and the independent variable i.e employee loyalty is tested by using simple linear regression analysis (SLRA). The results revealed that the predictor variables underwriteominously and had moderate impact on the dependent variable of employee loyalty. The percentage of variance in dependent variable (Employee Loyalty) that is together explained by the independent variable (Employee Satisfaction) in the model $R^2 = 0.285$. The corresponding ANOVA value ($F = 340.439$, $p = 0.000$) for the regression models had indicated the validation with employee loyalty.

Table – 11: Regression Model Summaries for the Employee Satisfaction on Employee Loyalty

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.533 ^a	0.285	0.284	0.71618
a. Predictors: (Constant), Trust				

The coefficient summary shown in Table - 11 disclosed that the β coefficient is 0.482; t-static value is 18.451 and $p = 0.000$ which indicates that trust was significant predictor of employee motivation. The outcomes are implicated that predictor variable is related with dependent variable. Hence, null hypothesis is disproved and alternate hypothesis (H4a) is accepted as their p-values were less than 0.05.

Here the following simple linear regression model

$$\text{Employee Loyalty (Y)} = 3.029 + 0.482 (\text{Employee Satisfaction}) X$$

Table - 12: Predictor effects and Beta Estimates (Unstandardized) for Employee motivation associated with the Trust

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.029	0.150	--	20.243	0.000
	Employee Satisfaction	0.432	0.026	0.533	18.451	0.000

a. Dependent Variable: Employee Loyalty

Likewise the organization should empower their employees and improve their performance positively.

VIII. IMPLICATIONS OF THE STUDY:

The research findings of this research work in general revealed that proposed determinant employee engagement elements of HRD practices such as HR Policies, Trust, and Performance Management which are tenable with the dependent variables of Employee satisfaction and the employee loyalty.

This empirical study provides more complete understanding of the constructs by which the HRD Practices which may be effective employee engagement caused for the employee satisfaction and the employee loyalty in the Indian IT industry. The findings of this study generate a number of implications for both academia and HR industry.

1. The findings of this study has contributed to the literature by providing a distinctive and a comprehensive frame work for measuring the HRD Practices which creates the effective employee engagement and it's impact over the Employee Satisfaction and the Employee Loyalty.
2. This study highlighted some of the empirical considerations for the employees' perception towards the employee engagement thorough HRD Programmes towards Employee satisfaction and employee loyalty.
3. Better understanding of the employees' perception will give the clear idea for the HR managers to maintain the long term relationship with the employees.
 4. In addition, the study has expanded the body of knowledge by exploring and examining the impact of Employee Engagement Practices through Employee Satisfaction over the Employee Loyalty.

IX. SUGGESTIONS

The findings of this study hold specific suggestions and are summarized below.

1. The extent to which employees trust their managers and will treat them honestly and fairly may influence the employees to engage in opportunistic behavior.
2. A comprehensive performance management system can play a significant role in attracting and retaining key employees. Therefore, improving employee performance through performance management is a way to improve organizational performance.
3. Training and Development will give benefits for employees such as better position and career. It means skilled employee's performance will always be good.

X. CONCLUSION

The persistence of this research work is to reconnoiter the impact of Employee Engagement Practices on employee satisfaction in the Indian IT sector. The findings of current research study exemplify that the HRD Practices (HR Policies, trust and performance management) are positively related to employee satisfaction and employee loyalty. Employees are one of the critical assets for any organization.

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