# Human Resources Management Practices Inflencing Workforce Engagement In Security Services Industry.

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*Abstract:* This paper explores various Human Resource Management (HRM) practices that influence workforce engagement employee's effectiveness and productivity depend mostly on workforce engagement. Employee's commitment towards their organization is very enthusiastic and maximum productivity to their organization. It is evident that employees with continuous commitment understand the cost of leaving the job and need of holding the present job and turnover is less. Employee retention in the security services sector has become a critical challenge due to high turnover rates and job dissatisfaction. The research carried out in a descriptive research design. Primary data for this study as collected using both online and offline methods. An online questionnaire as created using Google Forms and shared with respondents digitally, while physical(manual) forms were also distributed to collect responses in person. A total respondent is 450, the sample size for the study is 310. Tools which used through SPSS software. The results provide suggestions for improving satisfaction with work in the security industry while recognizing best practices.

*Key Words* - leadership style on workforce engagement, human resources management, high employee retention, increasing employee engagement, workplace culture, organization, job satisfaction.

## I. INTRODUCTION

The security service industry Organizations recognize that retaining engaged workers is essential to gaining a competitive edge and long-term success in the fast-paced for business. This paper study about both security guards and corporate service staff about Employees' emotional dedication, zeal, and interest in their work and company objectives are referred to as workforce engagement. Because their actions have an impact on motivation, work satisfaction, and performance, methods for human resources management (HRM) Recruitment and selection, development and training, management of

performance, compensation, and employee relations are all examples of HRM techniques which improve employee engagement in the working environment. Employees are more likely to be dedicated, effective, and in line with the organization's mission when they believe they are being treated fairly, have opportunities for improvement, and have supportive leadership. The security services industry provides essential protective services across public and private sectors. Despite its critical role, workforce engagement in this industry remains low, often due to minimal job recognition and limited poor opportunities. Human Resources Management (HRM) can serve as a transformative function to address these issues. This paper investigates which HRM practices have the most significant impact on employee engagement and ow they can be optimized to improve performance and reduce turnover.

## II.      NEED FOR THE STUDY

This study is essential because HRM practices have a direct effect on employee engagement, which in turn affects job satisfaction, productivity, and retention. Workers that are engaged do better, stay with the organization longer, and help it succeed. Productive HR tactics enhance motivation, reduced attrition, and promote a positive environment. Understanding these procedures enables organizations to connect policies regarding human resources with employee needs. In addition, it helps organizations adapt to new work dynamics like remote employment. By highlighting important HRM tactics, this study encourages the development of a motivated and productive workforce.

## III.      OBJECTIVES

➢      To identify influence of organizational communication and leadership style on workforce engagement.

➢      To find out the relationship between engagement on employee retention and organizational performance

➢      To study the influence of onboarding on employee engagement in the organization

➢      To know the impact of fair and transparent compensation practices on employee satisfaction and engagement

## IV.      REVIEW OF LITERATURE

•       Patil and Thite (2016) found that many private security firms in India suffer from high attrition due to poor hiring practices. When job roles are communicated clearly during recruitment, employees are more likely to feel confident and stay engaged. Effective recruitment and realistic job previews play a major role in aligning job expectations with actual work conditions in the security sector.

•       Kular et al. (2008) emphasize that giving employees a voice in decision-making increases their psychological ownership of their work. In the security industry, where workers are often excluded from strategic discussions, promoting participation through feedback systems and team meetings can strengthen engagement and job satisfaction.

•       Bakker and Demerouti (2007) job resources such as clear responsibilities, support from supervisors, and manageable workloads promote engagement, particularly in routine or stressful occupations like security services.

•       Schaufeli et al. (2009) highlight that employee well-being is a major factor in sustaining engagement. In sectors like security services, where stress levels can be high, interventions such as shift

scheduling, rest breaks, and mental health support are essential to maintaining energy and focus.

- Breevaart et al. (2014) showed that transformational leadership—where supervisors support, inspire, and empower their subordinates—has a direct positive effect on employee engagement. In the security services industry, where monotony and low autonomy are common, leadership that promotes involvement and recognition can significantly enhance engagement levels.

## V. RESEARCH METHODOLOGY:

This study employs a descriptive and analytical research design to investigate the influence of human resource management (HRM) practices on workforce engagement within the security services sector. A **mixed-method** approach was employed: quantitative data was gathered through structured questionnaires. Data were collected through a structured data. Primary data were collected through a structured questionnaire and Secondary data is collected by journal, reports, books, websites, magazines etc…. The sampling design chosen for the study is **probability sampling, specifically a simple random sampling** technique as employed to select the sample technicians, ensuring that everyone in the population had an equal chance of being chosen. The sample size consisted of 310 respondents. Data were analysed using appropriate statistical tools

**TOOLS USED:** In this study, the primary tool used for data collection as a structured questionnaire. The questionnaire was designed to gather relevant information from the respondents. The questionnaire consisted of bot closed-ended and open-ended questions to ensure quantitative data were obtained. The data were analysed using SPSS to ensure accurate and systematic interpretation. Correlation, T-test, U-test, H-test, chi-square, K-S test are all these analytical tools used in this study were executed through SPPS software.

**RESEARCH HYPOTHESIS**:

| Hypothesis item no | Hypothesis | Tools used |
|---|---|---|
| H1 | There is no significant relationship between the frequency of receiving constructive feedback and the factors contributing to high organizational performance | Spearman's rank |
| H2 | There is no significant difference in the mean rank of perceived organizational performance among male and female employees | Mann – whitney (U-test) |
| H3 | Employees satisfaction towards current compensation packages is independent of the year of experience | Chi square test for independence of attributes |
| H4 | There is no significant difference among the various factors influencing workforce engagement in the organization | Chi square test for goodness of fit |
| H5 | There is no significant difference in the mean rank of criteria awareness used in determine rewards and promotion across different age | Kruskal wallis test (H-test) |

| groups | | |
|---|---|---|
| | | |

## VI. ANALYSIS AND INTERPRETATION:

## DEMOGRAPHIC VARIENCE

| Demographic variance | | No.of.Respondents | Percentage |
|---|---|---|---|
| **Age** | <22 | 26 | 17 |
| | 22 to 28 | 61 | 39 |
| | 29 to 38 | 35 | 22 |
| | 39 to 48 | 21 | 14 |
| | 49 to 58 | 8 | 5 |
| | 58 above | 5 | 3 |
| | | | |
| **Gender** | Male | 123 | 79 |
| | Female | 33 | 21 |
| **Educational Qualification** | UG degree | 68 | 44 |
| | PG degree | 77 | 49 |
| | Others | 11 | 7 |
| **Years of Experience** | below one year | 16 | 10 |
| | 1 to 3 years | 69 | 44 |
| | 3 to 5 years | 35 | 22 |
| | Above 5 years | 36 | 24 |
| **Department** | HR | 26 | 16 |
| | Payroll | 19 | 13 |
| | Stores | 8 | 5 |
| | Finance | 27 | 17 |
| | IT | 5 | 3 |
| | Planning&costing | 10 | 6 |
| | Admin | 5 | 3 |
| | | | |
| | Credit control | 4 | 3 |
| | Operations | 48 | 31 |
| | Invoicing | 4 | 3 |

**INTERPRETATION:** The table shows that most respondents are young (22–28 years), male (79%), and postgraduate (49%) with 1–3 years of experience, primarily from Operations.

**Spearman's Rank Correlation**

**Null Hypothesis:** There is no significant relationship between the frequency of receiving constructive feedback and the factors contributing to high organizational performance.

**Alternative Hypothesis:** There is significant relationship between the frequency of receiving constructive feedback and the factor contributing to high organizational performance.

| | | How often do you receive constructive feedback on your performance | Which of the following contributes most to high organizational performance |
|---|---|---|---|
| Spearman's rho How often do you receive constructive feedback on your performance | Correlation Coefficient | 1.000 | .277 |
| | Sig. (2-tailed) | . | .003 |
| | N | 156 | 156 |
| Which of the following contributes most to high organizational performance | Correlation Coefficient | .277 | 1.000 |
| | Sig. (2-tailed) | .003 | |
| | N | 156 | 156 |

**INTERPRETATION:** It is inferred that the correlation analysis shows a we a but statistically significant positive correlation and it found that the significant value for all the variable is less than 0.05. therefore, the null hypothesis is rejected and the variable is highly correlated it each other.

## CHI-SQUARE TEST FOR GOODNESS OF FIT

**Null Hypothesis H0:**. There is no significant difference among the various factors influencing workforce engagement in the organization

**Alternative Hypothesis H1:** There is significant difference among the various factors influencing workforce engagement in the organization.

| | The most significant barrier to workforce engagement in the organization |
|---|---|
| Chi-Square | 11.949[a] |
| df | 4 |
| Asymp. Sig. | .018 |

**INTERPRETATION:** The table is compared with the significance value since the p-value is less than 0.05, we reject H0 and accept H1 that limited career development opportunities is the most significant barrier to workforce engagement in the organization.

## INTERVAL ESTIMATION:

$$\text{Confidence interval} = p \pm Za/2 \; \sqrt{pq} \, / \, N$$

**Calculation showing strong relationship with manager** Where, p = No. of Success = 0.90, q = No. of Failure = 0.10, n = No. of Respondents = 156, Za/2 = Confidence level = 1.96

Confidence interval = 0.90 ± 1.96 √(0.90 × 0.10) / 156 = 0.83± 0.00376 **(0.90376, 0.89624)**

At 95% of confidence interval, the respondents said they feel on-boarding help me to strong relationship with my manger in the range 0.90376 and 0.8964 the population parameter found to be 90% and 89.6%

**Calculation showing opportunities to share opinion and ideas** Where, p = No. of Success = 0.83, q = No. of Failure

= 0.17, n = No. of Respondents = 156, Za/2 = Confidence level = 1.96

Confidence interval = 0.83 ± 1.96 √(0.83 × 0.17) / 156 = 0.83± 0.00471 **(0.83471, 0.82529)**

At 95% of confidence interval, the respondents said they feel satisfied with opportunities to share opinion and ideas in the range 0.83471 and 0.8529 and therefore population parameter found to be 83% and 82%

## VII.     SCOPE OF THE STUDY

This paper analysis of HRM practices which influence satisfaction with work across a range of businesses is the main goal of this study. It focuses at important HR tactics like employment, instruction, performance reviews, and employee welfare. Finding best practices that improve retention, job satisfaction, and motivation is the goal of the study. The influence of engagement on performance and organizational success is investigated as well. It also considers changing workplace trends like digital HR solutions and working remotely

## VIII.     SUGGESTION:

• Hire candidates whose value and personality align with the company culture

• Organization may create clear career development pats by offering still-based certification, internal promotions, and leadership training.

• Implement flexible or schedules, adequate leave policies, and mental health support to foster a healthier work-life balance

• Maintain transparent communication trough regular meetings and updates.

## IX.     CONCLUSION:

From the study it was observed that employees are willing to share their ideas and opinions. And they are generally satisfied with the compensation they receive. However, a significant barrier to workforce engagement was identified. That the limited career development opportunities available to employees.

Furthermore, the study found that work-life balance plays a crucial role in maintaining high level of engagement at work. It concluded that work-life balance is essential and strengthening communication between management and employees can boost workforce engagement

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