Review

A review on human resource management practices as driver for employee engagement

Sania Khan[1],*, George Thomas[2], Chanchal Dey[3]

[1] Department of Human Resource Management, College of Business Administration, Prince Sattam Bin Abdulaziz University, Al Kharj 11942, Saudi Arabia

[2] Department of Marketing, College of Business Administration, Prince Sultan University, Riyadh 11586, Saudi Arabia

[3] Department of Business Administration, Vidyasagar University, Midnapore 721102, India

* Corresponding author: Sania Khan, sa.khan@psau.edu.sa, saniakhan05@gmail.com

Abstract: There is a growing emphasis on employee engagement in organizations and academia. It is reflected through an increasing number of academic publications that explores the link between human resource management practices and employee engagement. The present study investigates this relationship using bibliometric analysis. It is crucial to understand how human resource management practices influence employee engagement for creating a more productive and engaged workforce. The publications that focused on "human resource management" and "employee engagement" between 1996 and 2023 were analysed using the Biblioshiny package in R from the Web of Science (WoS) database. The analysis examined the existing research trends and also included comparative analysis across different geographic regions. It identified the emerging trends in human resource management research and the interconnectedness of various sub-disciplines within human resource management. This study offers a comprehensive analysis of the relationship between human resource management practices and employee engagement that revealed new avenues for future research and collaboration within the human resource management field. In other words, it will certainly provide valuable insights for future research agendas.

Keywords: human resource management; employee engagement; bibliometric analysis; Biblioshiny; R-analysis

1. Introduction

Drucker (1954) was the first to use the term "human resources" to describe employees who considered them to be the most significant resource and managers should treat them with dignity in a company. Employees are unique because they have the power to choose whether or not they want to work, and that managers need to motivate them to put in their best effort (Kryscynski et al., 2021). According to Guest (1987), human resource management is a strategic and systematic methodology aimed at effectively overseeing an organization's workforce to attain its objectives and foster success. It underscores the significance of regarding employees as invaluable assets and advocates for their management in alignment with the organization's aims and targets. human resource management encompasses various practices, including performance appraisal, benefits administration, training initiatives, and career development opportunities (Meyer and Smith, 2000). The effective use of human resource management practices fosters employee engagement. Employee engagement encompasses three distinct aspects, which are: psychological, behavioural, and trait engagement (Macey and Schneider, 2008). Pradhan et al. (2019) suggested the

presence of sound human resource management practices result in greater employee engagement as employees perceive fair treatment, support and concern from their organisations that goes beyond economic exchange. Organizations leverage human resource management practices to ensure their workforce possesses the necessary skills and qualifications to achieve strategic goals (Schuler and Jackson, 1987). The psychological factors of meaningfulness, safety, and availability play pivotal roles in driving employee engagement at work, which consequently influences organizational performance (Kahn, 1992). Harter et al. (2002) found a direct link between employee engagement and favorable business characteristics like consumer satisfaction and productivity. Employee engagement is mainly enhanced due to the efforts made by the organisation related to career development, training programs, job security, job clarity and involvement in shaping decisions (Pradhan et al., 2019). Jose and Mampilly (2014) opined that employee engagement is generally higher in those organisations where superiors listen to their subordinates and participative decision making is practised. Moreover, Saad et al. (2021) found human resource management practices comprising compensation, recruitment, rewards and job design also have considerable effect on employee engagement. Sahni (2021) conducted research on millennial workforce engagement, stating that Saudi youth show a decent level of engagement at work. The study highlighted a strong positive correlation between job features, satisfaction, and commitment to the organization. It also identified employee engagement as a notable mediator between job attributes, satisfaction, and commitment. However, the study didn't find significant results concerning turnover intentions. Similarly, Sahni (2019) explored the role of quality of work life in determining employee engagement and organizational commitment and found the connection between quality of work life and organizational commitment is notably strong, but the relationship between quality of work life and employee engagement is relatively weak. Nazir and Islam (2020), studied the impact of CSR activities on work engagement and employees' innovative work behaviour. In this study, a theoretical framework was introduced and confirmed through a questionnaire survey involving 585 employees from different luxury hotels in India. The results of this study contribute to and broaden existing research in the expanding field of Corporate Social Responsibility (CSR) and its impacts. Theoretically, by establishing new connections, this study enhances understanding in the realm of micro-CSR, an area where research remains relatively disjointed. Abdullahi et al. (2022) examined how talent management practices influence employee performance, with employee engagement playing a mediating role. Their study identified several subcomponents of talent management practices, such as talent recruitment, training and development, and compensation, which significantly impact employee performance. However, employee engagement only partially mediates the relationship among these variables.

Despite extensive research on human resource management and employee engagement, the findings have largely been fragmented. Previous studies have highlighted the importance of different human resource management practices on employee engagement, but a cohesive understanding of how these practices interact and contribute is lacking. This paper's bibliometric approach aims to synthesize these fragmented results to offer a clearer picture. Prior research has predominantly employed either qualitative or case study methods (e.g., Sahni (2019); Sahni (2021)).

There is a noticeable gap in comprehensive quantitative analyses that can generalize findings across different contexts and industries. The current study fills this gap by using bibliometric methods to analyse a large dataset of publications that provide robust statistical insights. Different studies define and measure employee engagement differently, leading to inconsistencies (Kahn, 1992; Macey and Schneider, 2008). There is a need for standardization in how engagement is conceptualized and quantified. This study aims to identify and harmonize these definitions through a comprehensive bibliometric analysis. While several studies have explored factors affecting employee engagement, fewer have examined the mediating variables that influence this relationship (Abdullahi et al., 2022; Nazir and Islam, 2020). The understanding of the mediating factors like job satisfaction, job clarity, and organizational commitment can provide deeper insights into how human resource management practices affect engagement. This paper aims to explore these mediating variables through its analysis. Previous research, such as that by Jose and Mampilly (2014) and Sahni (2021), often focuses on specific demographics or sectors, limiting the generalizability of their findings. This study's broader approach seeks to overcome this limitation by analysing a wide range of publications across various contexts.

This paper has examined 500 publications in the human resource management domain. The study has implemented a bibliometric approach to analyse the interaction among the "employee engagement" and "human resource management". This approach is suitable to the current research landscape due to an abundance of empirical studies with extensive but scattered results. The study also employed quantitative variables to improve the understanding of job satisfaction through key bibliometric statistics. Bibliometrics helps in identifying the primary quantitative factors in a specific research area (Junquera and Mitre, 2007). The objectives for conducting this bibliometric analysis are as follows:

a) To generate the bibliometric information from the Web of Science (WoS) data extracted;
b) To identify the leading studies in the domain and their research network;
c) To analyse the research productivity through analysing citations, and the collaboration map.

This paper makes a unique contribution by employing a bibliometric approach to analyse the relationship between employee engagement and human resource management practices. The authors have examined 500 publications in the human resource management domain. This study goes beyond traditional literature reviews to unveil hidden patterns and trends in the existing research landscape. The utilization of quantitative variables derived from bibliometric statistics allows for a more objective and measurable understanding of how various human resource management practices influence employee engagement. This data-driven approach complements qualitative research and offers a fresh perspective on this crucial relationship.

2. Methodology

Bibliometric analysis leverages statistical and mathematical tools to delve into the quantitative aspects of scholarly literature to establish key measures of scientific activity and research impact (Zupic and Čater, 2015). It helps to measure and analyse

the relationships between publications, authors, and research areas (Liang and Liu, 2018). In other words, bibliometric analysis uses citation data, network analysis, and frequency analysis techniques to identify research clusters, track current research interests, and reveal trends for emerging topics (Rawat and Sood, 2021). There are established guidelines for conducting bibliometric studies (Donthu et al., 2021). Bibliometric analyses draw upon data from various sources, such as WoS for its curated citations, Scopus for its broad coverage, and Google Scholar for its diverse content, offering a richer understanding of research landscapes (Tang and Zhang, 2023). WoS database is referred to in the present study as it is more appropriate for studies that require researchers to synthesize information from multiple disciplines, making it unlikely that any important papers will be missed (Merediz-Solà and Bariviera, 2019). Although bibliometric analysis is a powerful tool, it has limitations. The data from citation databases like Web of Science, might not capture all relevant research, particularly in fields that heavily utilize books, monographs, or non-English language publications. It can also struggle to assess research quality at times. Citation counts don't necessarily reflect ground-breaking work, and its interpreting metrics requires caution. Highly cited papers might be due to recent trends. Bibliometrics should be used alongside critical analysis and other research methodologies for a well-rounded understanding.

2.1. Sampling

A comprehensive search was conducted in the Web of Science (WoS) database using the keywords "employee engagement" and "human resource management." These keywords were chosen to capture a broad range of relevant research. The search focused on journal articles published in English between 1996 and 2023 that ensured the inclusion of a wide timeframe and the most relevant publications. A total of 500 journal articles meeting the criteria are identified. This step resulted in a manageable yet comprehensive sample size for detailed analysis. These 500 articles were thoroughly examined to ensure their relevance to the research objectives, and selected for further analysis.

2.2. Application of bibliometric analysis

The authors employed bibliometric analysis to study the selected journal articles using several methodological steps. A '.bib' file was generated from the WoS database, which includes metadata of the selected articles. The statistical language tool R, specifically the 'Bibliometrix' R package and its web interface 'Biblioshiny,' was used for data analysis and visualization. The citation data was used to measure the impact and influence of individual articles and authors. This technique helped in understanding the relationships between publications, authors, and research areas. The frequency of keywords, topics, and authors were identified to track current research interests and emerging trends.

2.3. Measurement scaling and estimation techniques

The citation counts were used to measure and estimate how often a publication is cited that indicates its impact and influence. The co-authorship networks had a crucial

role in the measurement of collaboration patterns and the structure of research networks. Also, the identification of most common keywords to understand research trends.

2.4. Validity and reliability

The study ensured high-quality and relevant data by using the Web of Science (WoS) database which is known for its rigorous selection and curation processes. It ensured that the chosen keywords encompass a wide range of relevant research areas and selecting a significant sample size (500 articles) contributed to the comprehensiveness of the study. The use of multiple bibliometric indicators (citation counts, co-authorship networks, etc.) to cross-validate findings ensures robustness. Also, 'Bibliometrix' R package and 'Biblioshiny' ensured systematic and replicable data analysis.

3. Results

3.1. Descriptives

The study analysis included 500 publications retrieved from the Web of Science database, published between 1996 and 2023. These publications originated from 208 sources, primarily scientific journals. An analysis of keyword frequency within titles revealed 986 unique keywords, nearly double the number of publications. **Table 1** provides the information of the collected source under various description.

Table 1. Main information.

Description	Results
Timespan	1996:2023
Sources (Journals, books, etc.)	208
Documents	500
Annual growth rate %	3.19
Average citations per doc	37.56
Keywords plus (ID)	986
Author's keywords (DE)	1230
Authors	1223
Single-authored docs	90
Co-authors per doc	2.72
International co-authorships %	28.2

The analysis identified a growing trend in scholarly publications on this topic (**Figure 1**) over a 27-year period. It is noted that the number of publications has increased significantly in the last decade. While examining authorship patterns, we found an average of 2.72 authors per article. International collaboration is on the rise, with 28.2% of publications having involved international co-authors.
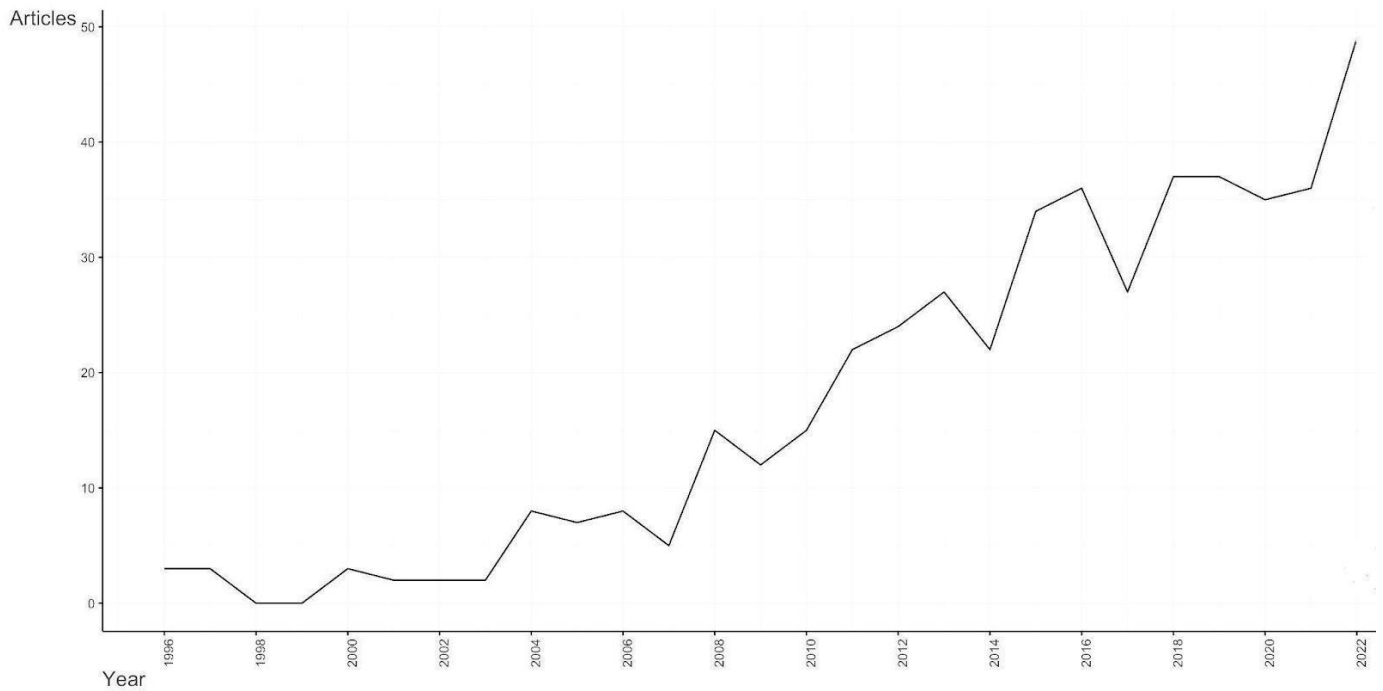
Figure 1. Annual scientific production.

The analysis of 500 peer-reviewed scientific articles revealed no significant concentration in the distribution of publications across various journals. However, a thematic focus emerged within the articles themselves, with a concentration on "employee engagement" and "human resource management" (**Table 2**). As the table shows, the "International Journal of Human Resource Management" published the highest number of articles included in this study.

Table 2. Top sources.

Sources	Articles
International Journal of Human Resource Management	47
Sustainability	20
Personnel Review	18
International Journal of Psychology	14
Human Resource Management	11
International Journal of Manpower	11
Employee Relations	10
Industrial And Organisational Psychology-Perspectives on Science and Practice	9
Sage Open	8
Australian Journal of Psychology	6

Figure 2 illustrates the significant growth in publications on this topic between 2008 and 2023. It also highlights journals that are particularly relevant to the subject and related areas.
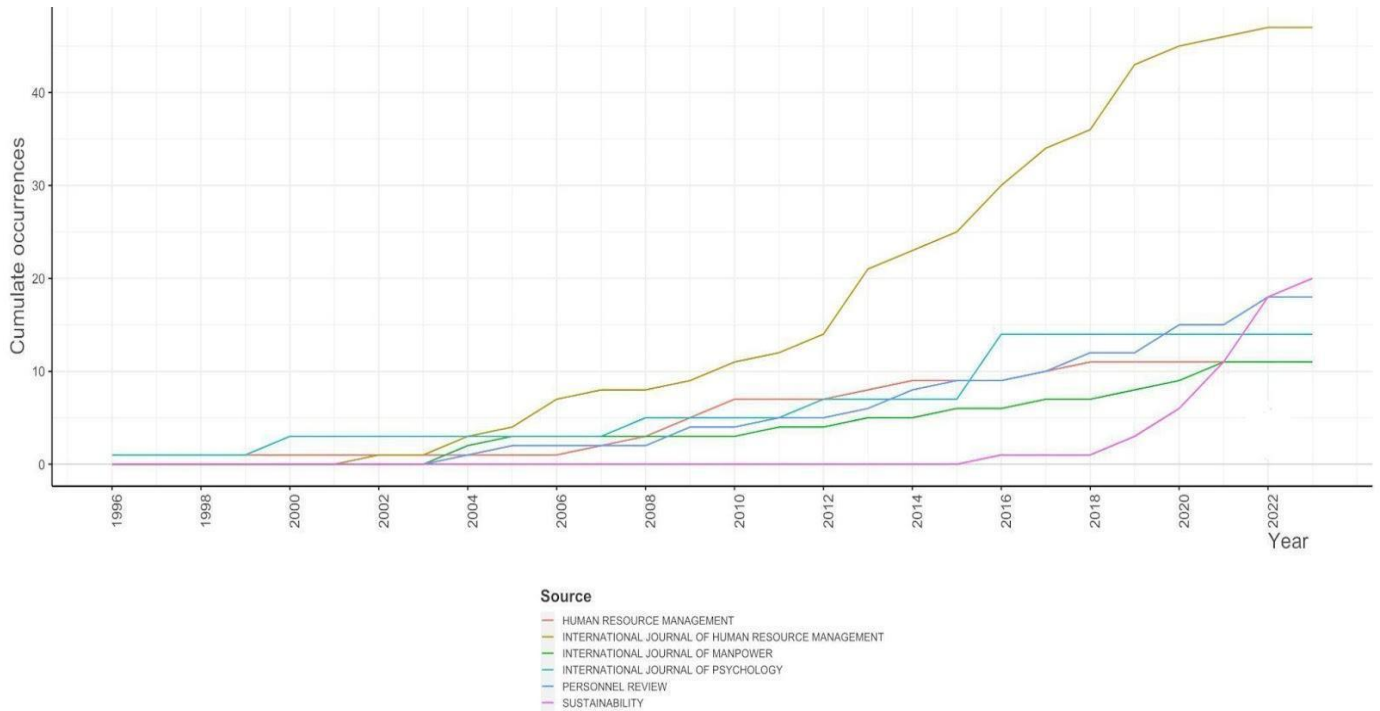
Figure 2. Source growth.

3.2. Authors

This section highlights researchers who have made significant contributions to the field of employee engagement and human resource management. **Table 3** presents these authors and their publication output within these areas. As the table reveals, Shuck stands out with the most publications (9), followed by Saks (7) and Bjorkman (5). The impressive publication volume of these authors suggests their deep expertise and likely updated knowledge in these domains.

Table 3. Authors' productivity.

Author	No. of articles
Shuck, B.	9
Saks, A. M.	7
Bjorkman, I.	5
Albrecht, S. L.	4
Alfes, K.	4
Brewster, C.	4
Meyer, J. P.	4
Budhwar, P.	3
Burgess, J.	3
Deshpande, S. P.	3

Figure 3 visualizes the distribution of scientific productivity in this study that reflects a pattern consistent with Lotka (1926)'s Law. The *x*-axis represents the number of articles published by an author, while the y-axis shows the percentage of authors in each publication category. The dashed line indicated the expected

distribution based on Lotka's Law. The majority (over 75%) of authors have published one article and only a smaller group is responsible for a considerably larger proportion of the total publications. This aligns with Lotka's Law, which predicts a skewed distribution in scientific authorship, where a few authors contribute a substantial amount of research. In the specific context of "employee engagement" and "human resource management," the distribution of articles and authors closely follows this pattern. This suggests that a significant portion of the research comes from authors who have published just a single article.
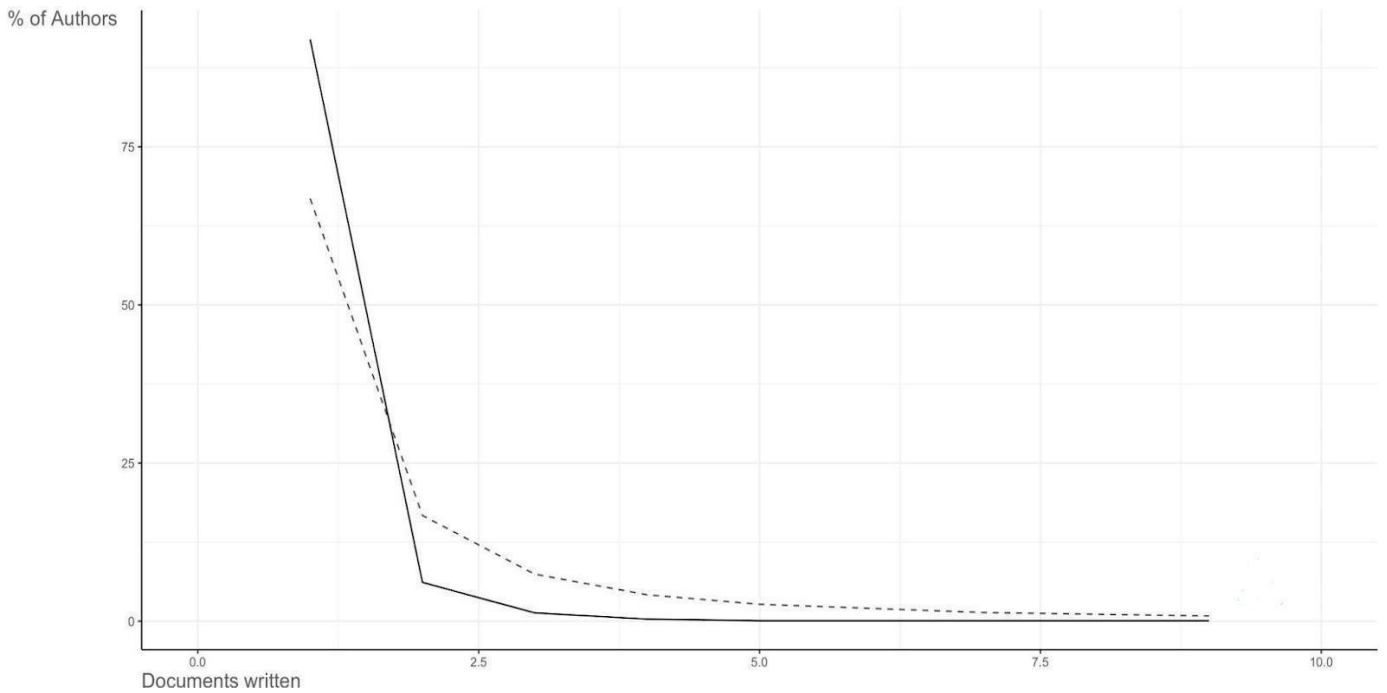

Figure 3. Frequency distribution of scientific productivity.

3.3. Keywords used by authors

The details regarding the keywords "employee engagement" and "human resource management" are highlighted here. The researchers have utilized a diverse set of keywords to improve the visibility of their articles. The study assesses the present research landscape, identifies deficiencies in the domains of "employee engagement" and "human resource management". It also aims to suggest prospective areas for further exploration. **Table 4** presents the total frequencies of the keywords. The top 3 keywords were human resource management, performance, and work engagement.

Table 4. Occurrences of keywords used by authors.

Words	Occurrences
Human resource management	130
Performance	130
Work engagement	103
Impact	90
Psychological conditions	52

Table 4. (*Continued*).

Words	Occurrences
Antecedents	47
Mediating role	47
Satisfaction	47
Burnout	46
Model	44

The TreeMap shows the keyword combinations that were used. By referring to **Figure 4**, it can be deciphered that "work engagement" and "human resource management" have emerged as a prominent area of study.
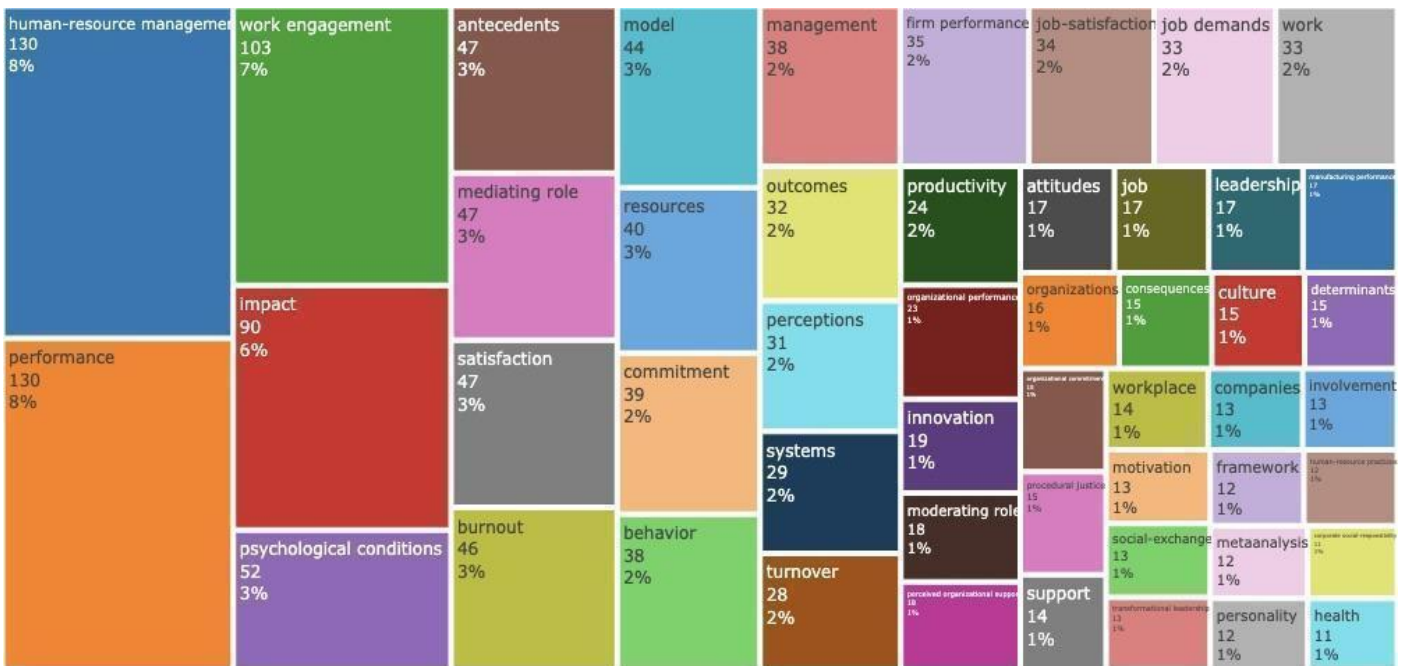

Figure 4. Word TreeMap.

Figure 5 charts the evolution of research themes in employee engagement and human resource management over time. A shift in focus is evident between 2010 and 2020, where "performance" and "satisfaction" became central themes. Interestingly, since 2017, the role of mediation in this relationship has gained increasing attention. Notably, "turnover" dominated research interests from 2010 to 2018. Furthermore, starting in 2011, new themes like "systems," "impact," "perceptions," and "outcomes" began to be explored alongside the established focus on "job demands" and "resources."
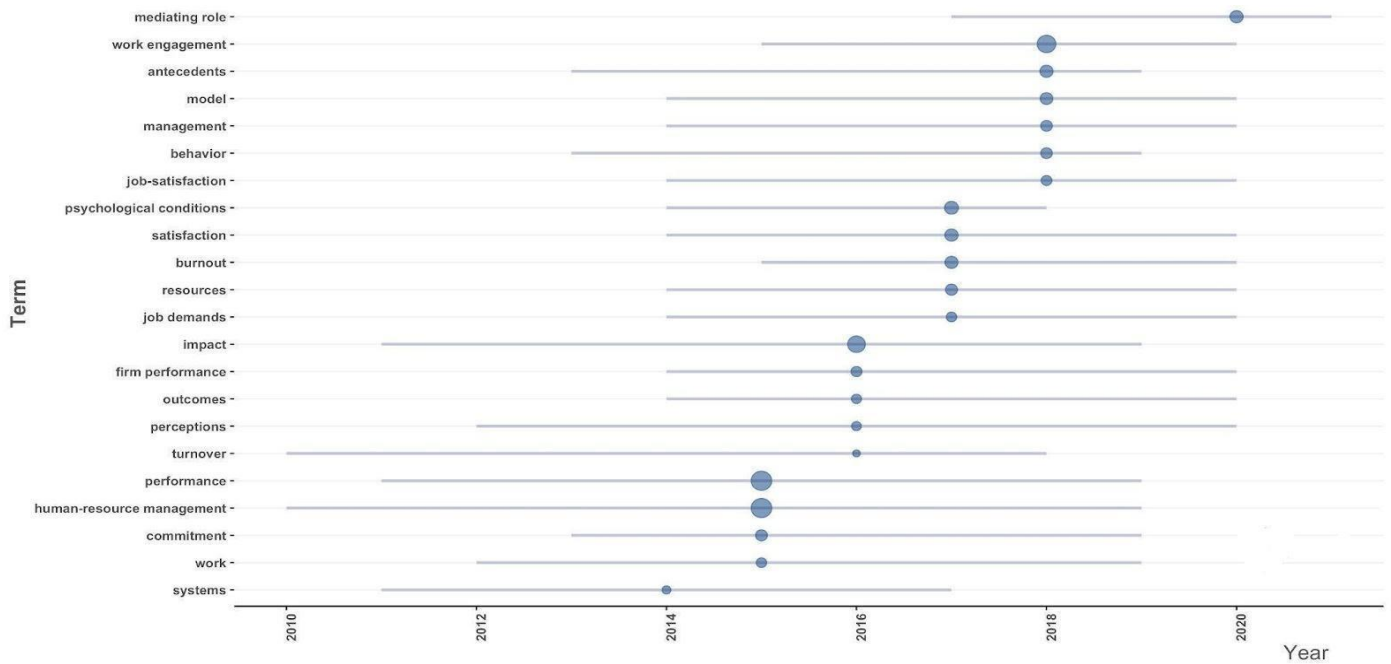
Figure 5. Trend topics.

3.4. Total citations

Table 5 presents the citation counts for the twenty most impactful papers in the field. The analysis shows that some highly cited articles received the bulk of their citations within specific years. This suggests a dynamic research landscape where new findings can quickly gain traction. The research also highlights the importance of examining "employee engagement" within various human resource management contexts. Authors who effectively connect these concepts, particularly in relation to factors like "job satisfaction," "performance," and "leadership," tend to see their work garner more citations. This emphasizes the value of research that bridges these two areas. The article by Harter et al. (2002), boasting an impressive 1885 citations to date, is leading the pack. Macey and Schneider (2008) with 1266 citations is following closely behind.

Table 5. Articles with citations.

Article	Author	Journal	Total citations (TC)	TC per year
Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis.	(Harter et al., 2002)	Journal of Applied Psychology	1885	85.68
The meaning of employee engagement	(Macey and Schneider, 2008)	Industrial and Organizational Psychology	1266	79.13
Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement	(Dollard and Bakker, 2010)	Journal of Occupational and Organizational Psychology	419	29.93
The meaning, antecedents and outcomes of employee engagement: A narrative synthesis	(Bailey et al., 2017)	International Journal of Management Reviews	319	45.57
Performance management and employee engagement	(Gruman and Saks, 2011)	Human Resource Management Review	312	24

Table 5. (*Continued*).

Article	Author	Journal	Total citations (TC)	TC per year
HRM practices and organizational commitment: Test of a mediation model	(Meyer and Smith, 2000)	Canadian Journal of Administrative Sciences	301	12.54
What do we really know about employee engagement?	(Saks and Gruman, 2014)	Human Resource Development Quarterly	260	26
Daily transactional and transformational leadership and daily employee engagement	(Breevaart et al., 2014)	Journal of Occupational and Organizational Psychology	253	25.3
HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis	(Snape and Redman, 2010)	Journal of Management Studies	243	17.36
Country-of-origin, localization, or dominance effect? An empirical investigation of HRM practices in foreign subsidiaries	(Pudelko and Harzing, 2007)	Human Resource Management	233	13.71
Job burnout and employee engagement: A meta-analytic examination of construct proliferation	(Cole et al., 2012)	Journal of Management	220	18.33
Knowledge as a mediator between HRM practices and innovative activity	(Lopez-Cabrales et al., 2009)	Human Resource Management	213	14.2
Employee-organization exchange relationships, HRM Practices, and quit rates of good and poor performers	(Shaw et al., 2009)	Academy of Management Journal	210	14
Institutional theory and MNC subsidiary HRM practices: Evidence from a three-country study	(Björkman et al., 2007)	Journal of International Business Studies	208	12.24
Organizational citizenship behaviour as a critical link between HRM practices and service quality	(Morrison, 1996)	Human Resource Management	198	7.07
Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with co-workers, and employee engagement.	(Avery et al., 2007)	Journal of Applied Psychology	189	11.12
The relationship between line manager behaviour, perceived HRM practices, and individual performance: examining the mediating role of engagement	(Alfes et al., 2013)	Human Resource Management	183	16.64
Translating stakeholder pressures into environmental performance—The mediating role of green HRM practices	(Guerci et al., 2016)	The International Journal of Human Resource Management	169	21.13
The relationship between trust, HRM practices and firm performance	(Tzafrir, 2005)	The International Journal of Human Resource Management	162	8.53
Professional HRM practices in family owned-managed enterprises	(De Kok et al., 2006)	Journal of Small Business Management	156	8.67

3.5. Country wise publications

Table 6 and **Figure 6** gives the country wise account of the publications that were made with keywords "human resource management" and "employee engagement". The United States of America (USA) led the list with 290 publications followed by the United Kingdom (UK) and China with 119 and 114 articles, respectively.

Table 7 and **Figure 7** showcase the international distribution of research on "employee engagement" and "human resource management." The data encompasses countries with both high and low publication volumes, aiming to identify potential collaborations between researchers across borders. **Table 7** delves deeper, revealing the average number of citations per country. The United States and the United

Kingdom emerge as leaders in this domain, while Canada, Australia, and China also exhibit a strong presence based on their citation counts.

Table 6. Country wise publications.

Country	Frequency
United States of America (USA)	290
United Kingdom (UK)	119
China	114
Australia	78
Canada	46
Pakistan	38
Netherlands	36
India	32
France	27
Spain	24
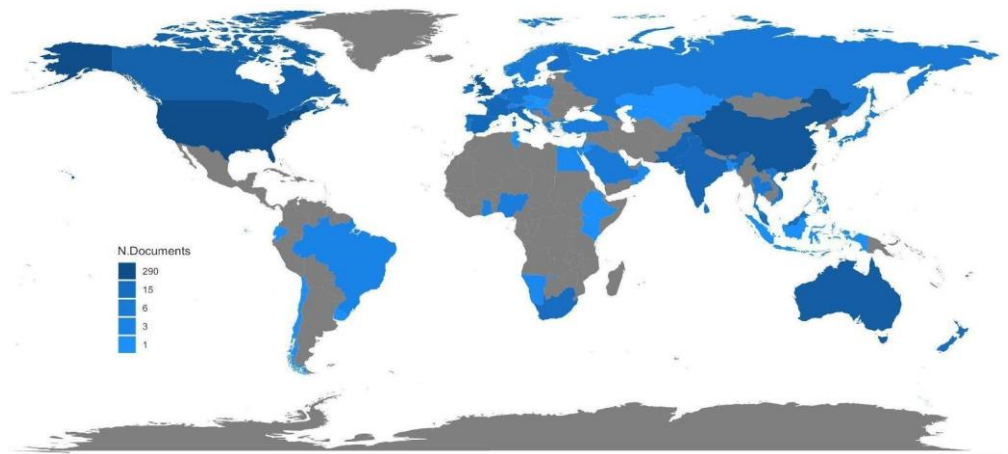
Figure 6. Country wise publications.

Table 7. Citations by country.

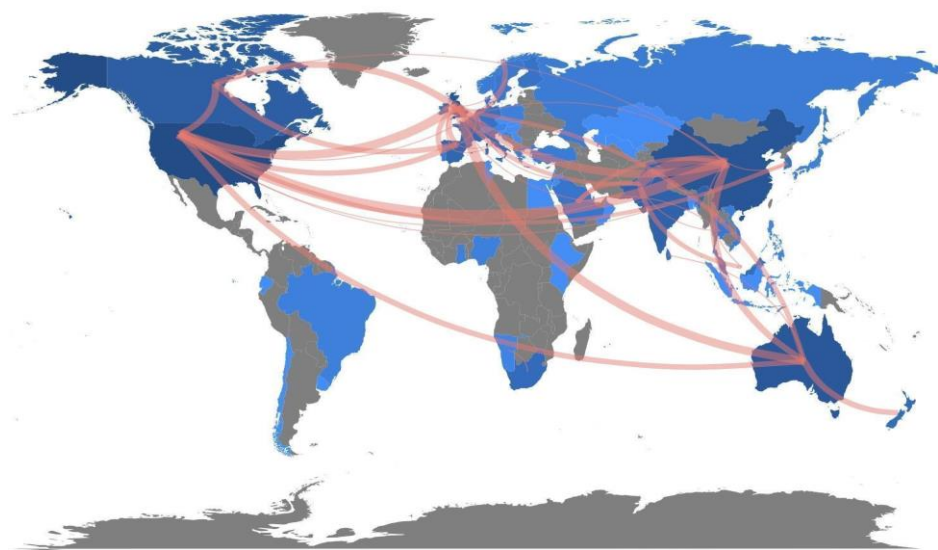| Country	Total citations	Average article citations
United States of America (USA)	7025	57.1
United Kingdom (UK)	2447	51
Canada	1603	72.9
Australia	1341	38.3
China	1159	23.7
Netherlands	792	88
Spain	548	45.7
India	413	22.9
France	399	44.3
Finland	397	56.7

Figure 7. Collaboration map between countries.

The global connectivity of research on "employee engagement" and "human resource management" is shown in **Figure 7**. The nations engaged in international collaborative networks shaded in blue. The map shows substantial scholarly exchange and mutual assistance among the high-output nations. This enables the collective production of scientifically valuable research. The analysis revealed that the United States, the United Kingdom, Australia, and China had the most collaborative research networks across international borders.

4. Discussion

The analysis of 500 publications from the Web of Science (WoS) database, spanning from 1996 to 2023, revealed significant insights into the evolving landscape of research on employee engagement and human resource management. The study underscores a steady growth in scholarly interest, with a notable increase in publications over the last decade, reflecting the rising importance of these topics in organizational research. The annual growth rate of 3.19% in publications indicates a sustained interest in employee engagement and human resource management. The average of 2.72 authors per document suggested a collaborative approach in this research domain, which is further supported by the 28.2% international co-authorship rate. This international collaboration highlights the global relevance and interdisciplinary nature of the research. The distribution of publications across 208 sources indicates a broad dissemination of research, with no single journal dominating the field. However, the "International Journal of Human Resource Management" stands out, contributing the highest number of articles, indicating its central role in disseminating key findings. Keyword analysis revealed "human resource management," "performance," and "work engagement" as the most frequent terms, indicating core themes in the literature. The diverse keyword usage enhances the visibility and accessibility of research in this area, pointing to a rich, multifaceted exploration of the subject matter. The noteworthy contributions come from authors like Shuck, Saks, and Bjorkman, whose prolific output signified their leadership and expertise in the field. The distribution of author productivity aligns with Lotka's Law,

where a few authors contribute significantly more than the majority, highlighting the specialized expertise driving the research forward. The highly cited articles, such as those by Harter et al. (2002) and Macey and Schneider (2008), indicated seminal works that have profoundly influenced subsequent research. These articles often bridge employee engagement with broader human resource management contexts, emphasizing the importance of integrating these concepts to enhance organizational outcomes. The high citation counts underscore the foundational impact of these studies and their role in shaping ongoing scholarly dialogue.

The geographical analysis revealed the United States as the leading contributor, followed by the United Kingdom and China. This concentration in industrialized countries suggests a link between research output and the presence of robust corporate sectors. The collaboration map indicates strong international research networks, particularly among high-output nations like the United States, United Kingdom, Australia, and China, fostering a globally interconnected research community. The trend analysis of keywords showed an evolution in research focus over time. Initially centered on "performance" and "satisfaction," recent years have seen a shift towards understanding mediating roles and broader systemic impacts. This evolution reflects a deepening understanding of employee engagement, recognizing its complex interplay with various organizational factors. The increasing trend in international collaboration and diverse keyword usage suggested that future research could benefit from interdisciplinary approaches and broader international perspectives. Moreover, the concentration of research in industrialized nations points to an opportunity for expanding studies into emerging economies, where different contextual factors might influence employee engagement and human resource management practices. The growing body of research on employee engagement and human resource management are marked by significant international collaboration. The evolving thematic focus underscored the dynamic and multifaceted nature of this field. The future should continue to explore these trends, leveraging global perspectives and interdisciplinary approaches to address emerging challenges and opportunities in the workplace.

5. Conclusion

5.1. Theoretical implications

This study's bibliometric analysis has significantly contributed to the theoretical understanding of the interplay between employee engagement and human resource management practices. It offers a cohesive framework highlighting how human resource management practices influence employee engagement through various mediating factors such as job satisfaction, clarity, and organizational commitment. The study underscores the need for standardization in defining and measuring employee engagement, which can help harmonize future research and lead to more robust theoretical models.

5.2. Practical implications

For practitioners, the findings emphasize the importance of implementing comprehensive human resource management practices to foster employee

engagement. Organizations can enhance performance, job satisfaction, and overall employee well-being by focusing on strategic human resource management practices like career development, training, job security, and participative decision-making. These practices are not just beneficial for employee morale but are crucial for achieving organizational goals and improving business outcomes. Companies should consider these insights to design human resource management strategies that align with their specific organizational contexts and employee needs.

5.3. Future research

Future research should aim to explore human resource management practices and employee engagement in underrepresented regions to provide a more global perspective. Also, there is a need to investigate the role of emerging themes such as mediation and moderation in the relationship between human resource management practices and employee engagement. Further studies could also focus on the impact of digital transformation on human resource management and engagement, considering the increasing integration of technology in the workplace. Longitudinal studies could provide deeper insights into how these relationships evolve over time.

5.4. Recommendations

Researchers should work towards a standardized definition and measurement of employee engagement to ensure consistency across studies. Future studies should delve into mediating variables like job satisfaction, organizational commitment, and job clarity to understand their role in the human resource management-engagement relationship. Also, expanding research to emerging economies can offer valuable insights into how different cultural and economic contexts influence human resource management practices and employee engagement. The investigation on how digital human resource management practices affect employee engagement can provide relevant insights in today's technology-driven work environments. Longitudinal research can help track changes and long-term effects of human resource management practices on employee engagement and organizational performance.

5.5. Limitations

While this study provides a comprehensive analysis, it is limited by its reliance on data from the Web of Science database alone. This might exclude relevant studies from other databases. The focus on publications in English may also bias the findings towards research conducted in predominantly English-speaking countries. It is to be noted that the bibliometric approach, while robust for identifying trends and patterns, does not delve into the qualitative aspects of human resource management practices and employee engagement, which could have provided deeper insights. Future research could address these limitations by incorporating data from multiple sources and including qualitative analyses to complement the quantitative findings.

In conclusion, this study highlights the critical role of human resource management practices in fostering employee engagement and underscores the importance of continuous research to adapt to the evolving organizational landscapes.

University for its financial and academic support for this publication.

References

Abdullahi, M. S., Adeiza, A., Abdelfattah, F., et al. (2022). Talent management practices on employee performance: a mediating role of employee engagement in institution of higher learning: quantitative analysis. Industrial and Commercial Training, 54(4), 589–612. https://doi.org/10.1108/ict-10-2021-0075

Alfes, K., Truss, C., Soane, E. C., et al. (2013). The Relationship Between Line Manager Behavior, Perceived HRM Practices, and Individual Performance: Examining the Mediating Role of Engagement. Human Resource Management, 52(6), 839–859. https://doi.org/10.1002/hrm.21512

Avery, D. R., McKay, P. F., & Wilson, D. C. (2007). Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement. Journal of Applied Psychology, 92(6), 1542–1556. https://doi.org/10.1037/0021-9010.92.6.1542

Bailey, C., Madden, A., Alfes, K., et al. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. International Journal of Management Reviews, 19(1), 31–53. https://doi.org/10.1111/ijmr.12077

Björkman, I., Fey, C. F., & Park, H. J. (2007). Institutional theory and MNC subsidiary HRM practices: evidence from a three-country study. Journal of International Business Studies, 38(3), 430–446. https://doi.org/10.1057/palgrave.jibs.8400267

Breevaart, K., Bakker, A., Hetland, J., et al. (2014). Daily transactional and transformational leadership and daily employee engagement. Journal of Occupational and Organizational Psychology, 87(1), 138–157. https://doi.org/10.1111/joop.12041

Cole, M. S., Walter, F., Bedeian, A. G., et al. (2012). Job Burnout and Employee Engagement. Journal of Management, 38(5), 1550–1581. https://doi.org/10.1177/0149206311415252

De Kok, J. M. P., Uhlaner, L. M., & Thurik, A. R. (2006). Professional HRM Practices in Family Owned-Managed Enterprises*. Journal of Small Business Management, 44(3), 441–460. https://doi.org/10.1111/j.1540-627x.2006.00181.x

Dollard, M. F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. Journal of Occupational and Organizational Psychology, 83(3), 579–599. https://doi.org/10.1348/096317909x470690

Donthu, N., Kumar, S., Mukherjee, D., et al. (2021). How to conduct a bibliometric analysis: An overview and guidelines. Journal of Business Research, 133, 285–296. https://doi.org/10.1016/j.jbusres.2021.04.070

Drucker, P. F. (1954). The practice of management, 1st ed. Harper & Row.

Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. Human Resource Management Review, 21(2), 123–136. https://doi.org/10.1016/j.hrmr.2010.09.004

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices. The International Journal of Human Resource Management, 27(2), 262–289. https://doi.org/10.1080/09585192.2015.1065431

Guest, D. E. (1987). Human resource management and industrial relations. Journal of Management Studies, 24(5), 503–521. https://doi.org/10.1111/j.1467-6486.1987.tb00460.x

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), 268–279. https://doi.org/10.1037/0021-9010.87.2.268

Jose, G., & Mampilly, S. R. (2014). Psychological Empowerment as a Predictor of Employee Engagement: An Empirical Attestation. Global Business Review, 15(1), 93–104. https://doi.org/10.1177/0972150913515589

Junquera, B., & Mitre, M. (2007). Value of bibliometric analysis for research policy: A case study of Spanish research into innovation and technology management. Scientometrics, 71(3), 443–454. https://doi.org/10.1007/s11192-007-1689-9

Kahn, W. A. (1992). To Be Fully There: Psychological Presence at Work. Human Relations, 45(4), 321–349. https://doi.org/10.1177/001872679204500402

Kryscynski, D., Coff, R., & Campbell, B. (2021). Charting a path between firm-specific incentives and human capital-based competitive advantage. Strategic Management Journal, 42(2), 386–412. https://doi.org/10.1002/smj.3226

Liang, X., & Liu, A. M. M. (2018). The evolution of government sponsored collaboration network and its impact on innovation: A bibliometric analysis in the Chinese solar PV sector. Research Policy, 47(7), 1295–1308.

https://doi.org/10.1016/j.respol.2018.04.012

Lopez-Cabrales, A., Pérez-Luño, A., & Cabrera, R. V. (2009). Knowledge as a mediator between HRM practices and innovative activity. Human Resource Management, 48(4), 485–503. https://doi.org/10.1002/hrm.20295

Lotka, A. J. (1926). The frequency distribution of scientific productivity. Journal of the Washington Academy of Sciences, 16(12), 317–323.

Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. Industrial and Organizational Psychology, 1(1), 3–30. https://doi.org/10.1111/j.1754-9434.2007.0002.x

Merediz-Solà, I., & Bariviera, A. F. (2019). A bibliometric analysis of bitcoin scientific production. Research in International Business and Finance, 50, 294–305. https://doi.org/10.1016/j.ribaf.2019.06.008

Meyer, J. P., & Smith, C. A. (2000). HRM Practices and Organizational Commitment: Test of a Mediation Model. Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'Administration, 17(4), 319–331. https://doi.org/10.1111/j.1936-4490.2000.tb00231.x

Morrison, E. W. (1996). Organizational citizenship behavior as a critical link between HRM practices and service quality. Human Resource Management, 35(4), 493–512. https://doi.org/10.1002/(SICI)1099-050X(199624)35:4<493::AID-HRM4>3.0.CO;2-R

Nazir, O., & Islam, J. U. (2020). Influence of CSR-specific activities on work engagement and employees' innovative work behaviour: An empirical investigation. Current Issues in Tourism, 23(24), 3054–3072. https://doi.org/10.1080/13683500.2019.1678573

Pradhan, R. K., Dash, S., & Jena, L. K. (2019). Do HR Practices Influence Job Satisfaction? Examining the Mediating Role of Employee Engagement in Indian Public Sector Undertakings. Global Business Review, 20(1), 119–132. https://doi.org/10.1177/0972150917713895

Pudelko, M., & Harzing, A. (2007). Country-of-origin, localization, or dominance effect? An empirical investigation of HRM practices in foreign subsidiaries. Human Resource Management, 46(4), 535–559. https://doi.org/10.1002/hrm.20181

Rawat, K. S., & Sood, S. K. (2021). Emerging trends and global scope of big data analytics: A scientometric analysis. Quality & Quantity, 55(4), 1371–1396. https://doi.org/10.1007/s11135-020-01061-y

Saad, M. M., Gaber, H. R., & Labib, A. A. (2021). Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt. SA Journal of Human Resource Management, 19. https://doi.org/10.4102/sajhrm.v19i0.1412

Sahni, J. (2019). Role of quality of work life in determining employee engagement and organizational commitment in telecom industry. International Journal for Quality Research, 13(2), 285.

Sahni, J. (2021). Employee engagement among millennial workforce: Empirical study on selected antecedents and consequences. SAGE Open, 11(1), 21582440211002208. https://doi.org/10.1177/21582440211002208

Saks, A. M., & Gruman, J. A. (2014). What Do We Really Know About Employee Engagement? Human Resource Development Quarterly, 25(2), 155–182. https://doi.org/10.1002/hrdq.21187

Schuler, R. S., & Jackson, S. E. (1987). Linking Competitive Strategies with Human Resource Management Practices. Academy of Management Perspectives, 1(3), 207–219. https://doi.org/10.5465/ame.1987.4275740

Shaw, J. D., Dineen, B. R., Fang, R., et al. (2009). Employee-Organization Exchange Relationships, HRM Practices, and Quit Rates of Good and Poor Performers. Academy of Management Journal, 52(5), 1016–1033. https://doi.org/10.5465/amj.2009.44635525

Shuck, B., & Wollard, K. (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. Human Resource Development Review, 9(1), 89–110. https://doi.org/10.1177/1534484309353560

Snape, E., & Redman, T. (2010). HRM Practices, Organizational Citizenship Behaviour, and Performance: A Multi-Level Analysis. Journal of Management Studies, 47(7), 1219–1247. https://doi.org/10.1111/j.1467-6486.2009.00911.x

Tang, L., & Zhang, C. (2023). Global Research on International Students' Intercultural Adaptation in a Foreign Context: A Visualized Bibliometric Analysis of the Scientific Landscape. SAGE Open, 13(4), 21582440231218849. https://doi.org/10.1177/21582440231218849

Tzafrir, S. S. (2005). The relationship between trust, HRM practices and firm performance. The International Journal of Human Resource Management, 16(9), 1600–1622. https://doi.org/10.1080/09585190500239135

Zupic, I., & Čater, T. (2015). Bibliometric Methods in Management and Organization. Organizational Research Methods, 18(3), 429–472. https://doi.org/10.1177/1094428114562629