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**CRITICAL EVALUATION OF THE ROLE OF HRM TO
ACHIEVE CUSTOMER LOYALTY THROUGH EMPLOYEE
ENGAGEMENT**



Master of Science International Business Management, 2023

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Executive Survey

The research has considered the role of the HRM department to understand customer loyalty through employee engagement. It is analysed that 61% of the retail companies are experiencing challenges for maintaining a proper consumer base. 9% of businesses have also reduced the customer base due to intense competition. This has influenced different companies to focus on developing proper consumer engagement and different strategies are required to be incorporated for improving the profit range so that consumer engagement can be increased. It has also been illustrated that various companies belonging from different cultural regions are also experiencing major issues regarding customer engagement. Moreover, various factors influence customer engagement within the organisation. Personalisation, cultural values and providing different loyalty schemes are considered significant aspects that influence consumer engagement. It is the character of the respective department to sustain equality and convey knowledge about various beliefs of cultures of employees so that they are able to manage consumers belonging from different cultural backgrounds. Focusing on different culturally sensitive employees can be valuable for maintaining a Potential environment of working and it is beneficial as it facilitates employees to remain engaged and motivated so that they are able to conduct their work. Moreover, it has been analysed that focusing on appropriate customer support is beneficial for maintaining the base of consumers And it is the feature of the concerned sector to maintain appropriate engagement of employees. This is valuable for maintaining a proper consumer base and skills and capabilities of employees are also improved. This facility is improving the competitive advantage of the organisation which is also a major aspect for developing a financial foundation.

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Chapter 1: Introduction

1.1 Introduction

Citation Needed

Customer loyalty is considered as the emotional relationship that is generated between customer and the organisation. It is also the willingness that is generated within the organisation for engaging customers adequately. Employee engagement is the willingness of employees for conducting their job. This research has conveyed the role of the HRM within the organisation. It has mainly provided knowledge about the loyalty of consumers that can be achieved through the engagement of employees. This is the introduction chapter aiming to describe the problem statement and research aim.

1.2 Background of the study

Customer loyalty mainly highlights the ongoing emotional relationship that is prevalent between organisations and customers. Juanamasta *et al.*, (2019) stated that loyalty is considered a byproduct of consumers' positive experience which influences them to purchase and repurchase products from the same organisation. Wassouf *et al.*, (2020) mentioned that it is also a metric that is mainly applied for tracking customer engagement, and this has provided knowledge about the enhancement of sales volume within the company. Gopi and Samat (2020) mentioned the HRM department of the company mainly considers proper structure of the organisation. This is the paramount of the organisation as it focuses on fulfilling the needs of the employees. Various sources from the literature have been applied in this context for understanding the parameters of the study. It has conveyed knowledge about various aspects that focus on increasing the loyalty of organisations and the impact of employee engagement. It has also conveyed appropriate knowledge about the HRM department and its influence on maintaining proper relationship between employees and organisation. It incorporates different strategies so that the life cycle of employees can be managed effectively. Syafarudin (2021) added that the concerned department focuses on different roles and responsibilities which mainly involves the management of talent within the company. It focuses on illustrating proper compensation and benefits within the organisation. It also considers appropriate training and development that is required for employees. Existing literary sources have also provided knowledge that focusing on cultural beliefs of consumers is important as they belong from different backgrounds in different countries (Shavitt and Cho, 2016). HRM is conventionally

is more responsible to manage the workplace culture than the external or national culture. However, in terms of multinational companies evolved role of HRM as International HRM is also engaged with national culture of every market while managing their practices. Considering this changing role of HRM the present study is aiming to evaluate the role of HRM in customer loyalty development and maintenance among the internationally distributed customer community.

Organisations having an international presence considers the proper products and services by understanding the needs and preferences of customers. They also consider proper values and beliefs so that needs can be fulfilled adequately. This particular factor is important for identifying the role of the HRM department for improving the proper employee engagement so that loyalty of consumers can be generated appropriately. This has also conveyed knowledge about the proper maintenance of values and beliefs that are essential for retaining consumers from different cultures and international market within the organisation through appropriate employee engagement. Keegan and Den Hartog (2019) stated that employee engagement is considered a human resource concept that highlights a level of enthusiasm and dedication that is generated by employees towards the job. Keegan and Den Hartog (2019) highlighted that engaged employees within the organisation are important as it facilitates maintaining proper productivity.

Moreover, Sharma and Kumra (2020) stated that engaged employees are important for an organisation as they focus on maintaining appropriate communication which is responsible for increasing the performance of the organisation. Different strategies are also incorporated so that employees feel valued and respected within the organisation. Maltseva (2020) stated that employers focus on generating employee engagement strategies by considering basic survival and psychological needs. Understanding the needs and preferences of employees is considered a significant step that is mainly incorporated for maintaining the engagement and motivation level of employees within the organisation.

It is illustrated that 61% of retail companies have highlighted that retaining consumers is a major issue. Pavlovskaya (2022) mentioned that different American companies are losing approximately 23 to 30% of consumers each year due to the lack of consumer loyalty. In addition, Pavlovskaya (2022) highlighted that 9% of businesses also reduce their customer base due to the intense competition within the market. It has been evaluated that organisations are now focusing on improving consumer engagement. This is because happy consumers are more likely to renew their purchasing factor by five times more than unhappy consumers. Gillin

(2022) mentioned that as per the report of Bain and Co. Company, it has been evaluated that a positive consumer experience is important for increasing revenue by 4 to 8%. It also helps in improving the profit range by 25 to 95%. Similarly, Gillin (2022) evaluated that Aldi has experienced a major downfall as their grocery store application downloads when not available appropriately.

It is estimated that 9.3% of the population belongs to the Asian ethnic group where 4.0% are black and 2.9% are mixed. 2.1% of the population represents ethnic groups within the UK. In the following context, it is highlighted that consumers belong from different backgrounds in this case (Gov.UK, 2023). Different organisations such as Tesco serve consumers belonging from different backgrounds which creates a major issue while providing products and services appropriately. This is because consumers belonging from different backgrounds have different values and beliefs. Therefore, organisations in the UK experience major dilemmas while providing products according to their needs. Similarly, it is also highlighted that 8.6% of the population represents Scottish in Australia and 3.1% is Indian (Statista, 2023). Therefore, in this particular case it is evaluated that different companies of Australia also serve consumers belonging from different cultural groups. Therefore, they also experience issues while conveying appropriate product to them by considering their values and beliefs. Gillin (2022) added that this in turn created major disengagement among consumers and it has also reduced the customer base of the concerned company. In this case, it is evaluated that focusing on customer engagement is essential as it facilitates maintaining the profit range and financial foundation of the organisation. Therefore, this particular study will shed light on the role of the HRM department in achieving consumer loyalty by considering employee engagement in organisations.

1.3 Significance of the Study

The study has a broad perspective regarding various aspects that are regarded with the loyalty of consumers. It has conveyed information about the engagement of employees within the company. Moreover, the impact of engagement of employees is also illustrated in this case. This is favourable as various factors of employee engagement and consumer loyalty have been evaluated. Moreover, this study has also focused on evaluating the HRM relationship with employee engagement. It has also provided knowledge about The influence of the respective department for maintaining consumer loyalty through employee engagement of organisations.

1.4 Aim

The HR department of the organisation is responsible for providing proper training to employees and they also focus on sustaining engagement of employees within the organisation. Various factors are also responsible for influencing loyalty of consumers. Providing culturally appropriate products to consumers is beneficial for attracting them and sustaining proper growth. The proposed study is aiming to elaborate on the role of the HRM department in achieving customer loyalty through employee engagement. This particular study has highlighted the role of the HRM department for achieving consumer loyalty. In this case the employee engagement has been considered for understanding their contributing factors that are beneficial for sustaining the loyalty of consumers so that growth can be achieved.

1.5 Objectives

- To explore drivers of customer loyalty
- To analyse the impact of the employee engagement
- To evaluate the impact of the HRM relationship between employee engagement and customer loyalty

The above objectives have provided knowledge about various factors that are essential for influencing loyalty of consumers. It has also focused on analysing the impact of employee engagement within the organisation. This can be valuable for understanding the contributing factors that are responsible for maintaining engagement of employees within the organisation so that growth can be achieved. In addition, the relationship of the HRM department for contributing to the engagement of employees has also been considered as a major objective in the study. In this case it has also highlighted the role of the HRM department for influencing the loyalty of consumers which has also conveyed a proper glimpse regarding the role of the employee engagement.

1.6 Research questions

- What are the drivers of customer loyalty?
- What is the impact of employee engagement?
- How does HRM influence the relationship between employee engagement and customer loyalty?



The above research questions have been placed in the introduction section. However, it has been emanated from the literature review section. The knowledge gathered from existing literature sources have influenced in generating research questions. In addition, the gap that is prevalent in the literature review section has also influenced in generating the research question that is present in chapter 1, however, it has been addressed throughout the study. This is beneficial for understanding the relationship between employee engagement and loyalty of consumers. It has also provided knowledge about the engagement of employees that is essential and a salient aspect for the company. Various factors that influence loyalty of consumers have also been elaborated effectively. This is important for understanding the proper aspect of the research. Effective knowledge between engagement of employees and consumers. Loyalty has also been approached in this study. This is also beneficial for understanding the role of employee engagement.

1.7 Conclusion

Therefore, it can be concluded that consumer loyalty depends on various factors. Understanding needs of consumers and providing them personalised experience or considered major factors that influence loyalty of consumers. The HR department of the organisation also plays a significant role in providing proper training to employees. It is also responsible for this department to maintain appropriate communication among employees. It has observed the engagement of employees that is prevalent within the company. It has also focused on intensifying the impact of employee engagement and relationship with the loyalty of consumers.

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1 Chapter 2: Literature Review

2.1 Introduction

The HRM is mainly the paramount of the organisation. It is observed as the strategic approach that is applied for providing proper support to employees. This focuses on ensuring a workplace which has a positive vibe. It also considers different functions that are prevalent in business and industries. It also focuses on recruitment and compensation so that proper benefit can be provided. With the help of appropriate training Skills and capabilities of employees are improved. It also focuses on sustaining appropriate employee relationships so that the effective vision and mission of the organisation are fulfilled. With the help of appropriate HRM activities, planning and controlling are sustained. This in turn is also beneficial for maintaining proper learning and development and sustaining information systems. The research will convey immense information about various factors that influence the loyalty of consumers. It will also convey knowledge about the HRM role within the company. In this case, drivers of customer loyalty will convey information about various factors that are responsible for influencing fulfilling needs and preferences of customers. Along with that, the role of HRM department will also be valuable for analysing their responsibilities present in this department. This will also help in addressing the situation of the study.

2.2 Drivers of customer loyalty

Various factors are responsible for influencing customer loyalty within the organisation. Al-Hawary and Obiadat (2021) stated that putting trust in the brand is considered one of the significant steps that focus on sustaining customer loyalty. This is because consumers want to be safe and secure and also focus on maintaining consistent and proportionate information. They also need to feel Proper trust which in turn is also one of the prime aspects that are associated with the consumers. In the following case, Aburayya *et al.*, (2020) evaluated that developing trust with the brand is one of the significant factors that influence customer loyalty to the organisation. Pervez *et al.*, (2022) stated that providing different loyalty schemes is also beneficial. With the help of loyalty skills, consumers can generate loyalty solutions that are mainly utilised by organisations. Shamsudin *et al.* (2019) stated that organisations can revert consumers which in turn can also be beneficial for attracting them and maintaining a proper scheme that is essential. Andriana *et al.*, (2019) stated that providing high customer services in

terms of generating differentiated products and multiple products for the consumers. At the same time is considered a major factor that facilitates sustaining consumer loyalty. In the following case, Kethan and Basha (2022) evaluated that differentiation in products is beneficial as it facilitates reducing competition and also creates a substantial influence on the mindset of consumers. Apart from that, Gonçalves *et al.*, (2020) stated that providing multiple products for the consumer increases the relationship with them and it also facilitates maintaining appropriate consumer loyalty. Hichri and Ltifi (2021) stated that it also facilitates creating personal factors in terms of personalising products and services. This is also one of the important factors that facilitates in providing a proper personal experience and appropriate programmes are also generated by organisations for affecting the purchasing decision of consumers. In the following case, Hichri and Ltifi (2021) highlighted that providing a personalised experience to consumers is important as it facilitates organisations to gain relevant information about their needs and preferences. This facility adequately deals with consumers and it also helps in increasing the bond with consumers. This is also a significant step for increasing the consumer's loyalty and it facilitates gaining a potential competitive advantage. Moreover, Kanyama *et al.*, (2022) mentioned that technology is also a significant factor that plays a vital role in customer loyalty. This is because providing technologically sound products that are beneficial to the modern generation is important as it helps in streamlining different processes of consumers. Similarly, in this context, Mohammad (2020) evaluated that providing proper consumer services is also a significant factor that influences consumer loyalty positively. This is because a proper experience for consumers while shopping conveys appropriate information about the culture and aspects of an organisation. In this case, Mohammad (2020) mentioned that consumers feel valued and respected while shopping and it influences shopping experiences. In this particular context, it is highlighted that proper consumer service helps in increasing the customer satisfaction level which in turn is responsible for enhancing customer loyalty.

Understanding the customer journey is also a significant factor that helps in maintaining the loyalty of consumers. This is because traditional businesses have considered success in terms of sales. However, Alshurideh (2019) mentioned that as per the understanding, customer experience is one of the sophisticated aspects which provides information about the customer journey. In this case, Mansouri *et al.*, (2022) evaluated that understanding the customer journey influences the loyalty of consumers and it also facilitates organisations to evaluate various reviews of consumers. This particular factor is beneficial for maintaining loyalty which is also

a significant aspect of improving the base of consumers. Sadeghi *et al.*, (2019) stated that the human resource department is also a major factor that influences consumer loyalty. This is because organisational HRM plays a vital role in segmenting the market and providing proper information to employees about the segmentation of the market. This in turn creates an important factor in increasing the capability of the organisation. In this case, Ali *et al.*, (2021) stated that various steps for maintaining different cultures of consumers and providing products and services accordingly is also a significant step that enhances the base of consumers and maintains loyalty. Ajina *et al.*, (2019) stated that focusing on a long-term strategy is also a significant aspect that helps in maintaining a proper customer base. This is because incorporating a potential customer retention strategy is important as it helps in improving the experience of consumers for every segment which is also valuable for sustaining a proper base of consumers.

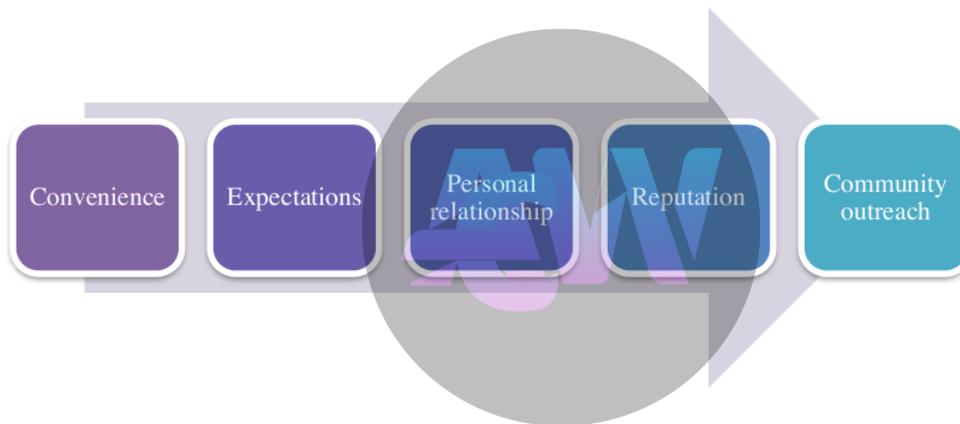


Figure 2.1: Drivers of customer loyalty

(Source: Created by learner)

Conveying effective employee experience to employees is beneficial. This is because they remain motivated while performing their work. Priyo *et al.*, (2019) mentioned that providing appropriate employee experience is beneficial as it facilitates maintaining a proper company culture that values the different beliefs of consumers. This in turn also generates a positive treatment towards consumers and a proper balance is also created. This is valuable for sustaining customer loyalty and it also boosts the retention of consumers. Khajeheian, and Ebrahimi (2021) stated that the expectancy theory of motivation focuses on highlighting the tendency of individuals to perform in a particular manner. It also provides information about the extra performance that is recognised and rewarded. In addition, this highlights the needs

and preferences of individuals which influence behaviour in a specific way. In the following case, Sulemana *et al.* (2023) Developed an opinion that the incorporation of various components of this framework can be a paramount in this case. It will provide information about different aspects that are essential to be incorporated. This in turn is also valuable for sustaining the loyalty of consumers. It will also focus on improving the positive vibes of the company. This is because understanding the needs and preferences of consumers is beneficial for motivating them for generating proper trust for a particular brand. In this particular context, Sánchez-Sánchez *et al.*, (2021) evaluated that evaluating needs and preferences is beneficial as it facilitates understanding behaviour of consumers. Bahri-Ammari and Bilgihan (2019) stated that recognising the behaviour of consumers can facilitate organisations to generate an essential long-term strategy It can develop a personal impact for generating effective strategies. It is required for maintaining a competitive advantage. This is also a major aspect that needs to be incorporated for developing a proper base of consumers. This has a paramount impact for developing an effective foundation financially. Moreover, Hermawan (2019) highlighted that providing appropriate consumer support is also essential as it facilitates providing a proper consumer base. Satti *et al.*, (2020) mentioned that conveying proper consumer support is beneficial as consumers feel valued and this is also responsible for generating consumer loyalty within the modern business.

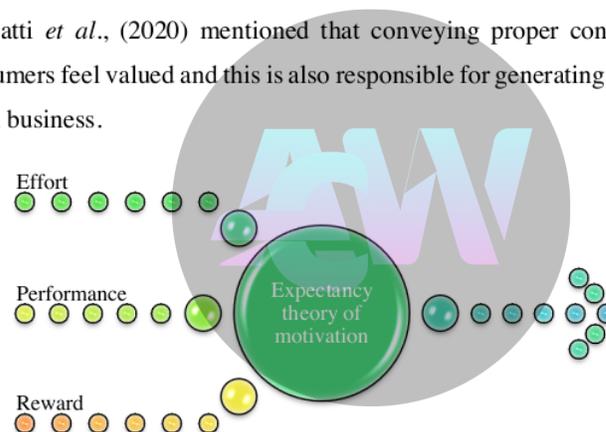


Figure 2.2: Aspects of expectancy theory of motivation

(Source: Created by learner)

Therefore, it is illustrated that consumer loyalty mainly depends on different factors that influence the organisational aspect. Focusing on appropriate organisational culture and understanding the beliefs and values of consumers are considered important factors that increase consumer loyalty. In addition to that, providing proper consumer support and understanding needs and preferences is a major aspect that influences the retention of

consumers within the organisation in a positive manner. This in turn is also beneficial as it facilitates boosting the motivation level of consumers and it also facilitates Maintaining a proper base of consumers which is valuable for developing a proper competitive advantage. It also creates a significant foundation within the market.

2.3 Role of HRM

2.3.1 Roles and Responsibilities of HRM

Farndale *et al.*, (2020) stated that one of the prime roles of the concerned department is to analyse different issues that are experienced by individuals and incorporate various strategies that are essential for maintaining the proper growth of the organisation. Gooderham *et al.*, (2019) added that recruitment and hiring is one of the significant roles associated with the concerned department. It is one of the significant aspects that analyse the Capabilities of employees before recruiting them. Gooderham *et al.*, (2019) mentioned that different recruitment methods are also considered by the concerned department in terms of advertising on social networking sites, advertisement in print media and working with outsourcing equipment services for recruiting employees within the organisation. Fanelli *et al.*, (2020) evaluated that selecting proper employees within the organisation is important as it facilitates attracting proper growth. Lee *et al.*, (2021) mentioned that providing training to employees is also a significant role that is associated with the concerned department. This is because understanding the needs of employees and conveying proper training is one of the significant aspects that facilitate improving the skills and capabilities of employees. It also helps in committing and motivating them to performance of The job appropriately (Gilch and Sieweke, 2021). This is not only beneficial for the company But it also facilitates improving the self-development of the employees.

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Figure 2.3: Roles of HR department of organisation

(Source: Created by learner)

The proper role of the concerned department is to understand the needs of employees and provide quality training that facilitates retaining employees within the organisation. Pertiwi *et al.* (2021) mentioned that it is also beneficial as it facilitates retaining them and boosting their motivation level which influences in maintaining proper engagement within the company. Al-Hawary and Al-Rasheedy (2021) stated that organisational development is also a significant aspect that influences the proper growth of the organisation. It is the role of the concerned department to understand the needs of the organisation and implement different strategies accordingly. It is also beneficial as it facilitates strengthening the existing workforce and increasing its effectiveness. Lumi (2020) mentioned that proper promotion of workplace conditions is also generated with the help of appropriate organisational development. Islam *et al.*, (2020) mentioned that The HRM department of the organisation is responsible for maintaining proper communication in the workplace environment. They place a critical role in managing the workplace environment and different work-related issues that are prevalent. In the following context Lertxundi *et al.*, (2019) evaluated that considering proper work-related issues and implementing strategies accordingly is beneficial as it facilitates managing the workplace environment. It also facilitates the proper flow of information as it helps in achieving the objectives of the company. This is also a significant factor in achieving the growth of the organisation and sustaining a competitive advantage. It also promotes better communication among individuals within the organisation. Heikkinen *et al.*, (2021) mentioned that the standard causal model of HRM focuses on understanding the overall function of the organisation and it

also creates major steps for reviewing the internal and external factors. In this particular case, it is evaluated that recognising the influence of internal and external factors is important as it influences the concerned department to develop proper strategies for maintaining long-term growth. Alnajem *et al.*, (2019) Attached that it is a salient aspect for improving the needs of employees. This is also a paramount factor for improving the motivation within the company. This is beneficial for developing a proper advantage within the organisation. It sustains effective growth and financial aspects of the company.

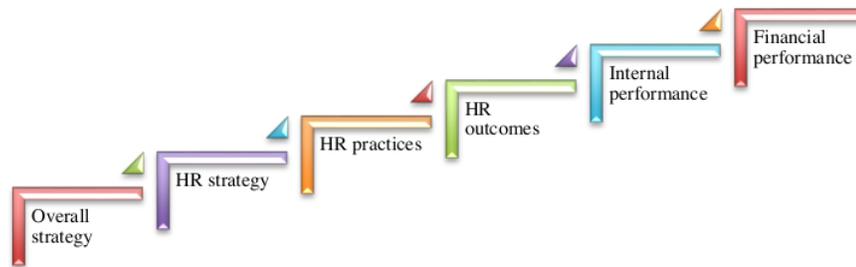


Figure 2.4: Standard causal model of HRM

(Source: Created by learner)

2.3.2 HRM and international HRM (IHRM)

IHRM is a suggestive factor that provides knowledge about practices of HR. It focuses on including and managing the workforce globally. In this case, Yusliza *et al.*, (2019) stated that the IHRM of professionals focuses on analysing talent management including recruitment and also it evaluates the proper maintenance of the organisational culture. It focuses on analysing the laws of labour and different cultural practices that represent the organisation. This is paramount for the company. Waheed *et al.*, (2020) stated that focusing on understanding the values and beliefs of employees belonging to different cultures is important as it facilitates the respective department to develop strategies accordingly. It also influences them to incorporate policies according to the culture and beliefs of employees which in turn is beneficial for engaging them while conducting their work. DOAN (2021) stated that it is also important as it facilitates them to settle down in the organisation and it also helps in providing organisational growth. The concerned department is also responsible for aligning the business strategy with the objectives of the organisation. In this case, the focus is on sustaining appropriate policies

that are essential for maintaining the growth of the company. In the following context, Mwita (2020) evaluated that consideration of appropriate communication strategy for international organisations is important. This in turn is beneficial as it provides the proper flow of knowledge and focusing on proper communication strategy facilitates understanding the needs and preferences of employees and it also influences the concerned department to develop strategies accordingly. Apart from that Surahman *et al.* (2020) highlighted that the recruitment and onboarding process is also a significant aspect in this case. Wang *et al.*, (2022) mentioned that reviewing and interviewing candidates and negotiating salaries and benefits internationally is also important. This in turn is beneficial for developing a potential team of employees that can focus on raising the profile of the company which is beneficial for achieving profitability. It also facilitates achieving efficiency in the organisation. With the help of appropriate legal compliance, employees remain motivated to conduct their work. In the following context, it is evaluated that Adiguzel *et al.*, (2020) mentioned that IHRM is responsible for analysing different legal factors that are present within the organisation. This in turn is beneficial for merging the practices provided by the federal government and the local government where they consider the working hours of employees and wages. This in turn is also valuable as it ensures the existence of the organisation (Adiguzel *et al.*, 2020). The consideration of this particular task is a complex factor as it creates major issues such as discrimination and improper wages.

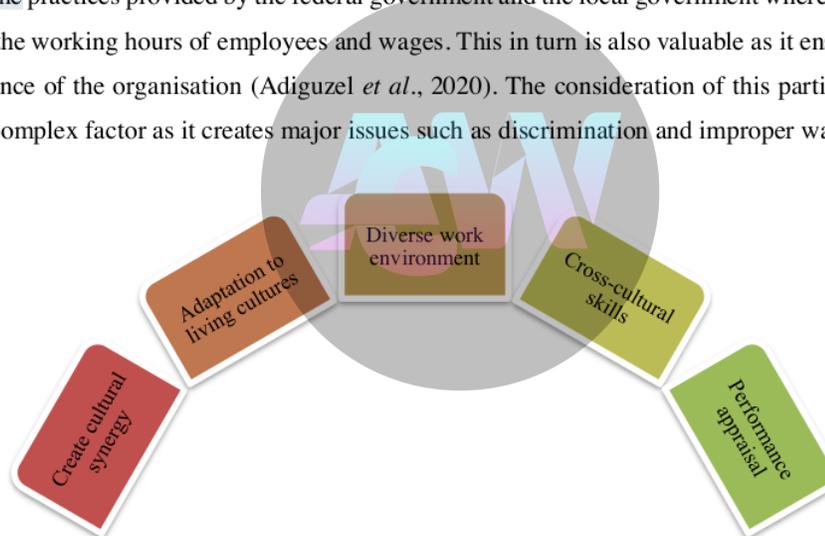


Figure 2.5: Aspects of international HRM

(Source: Created by learner)

Performance management is one of the comprehensive terms that highlight different processes that evaluate the performance of individuals against different parameters. Arslan *et al.*, (2022) stated that this is mainly considered for improving the goals of the organisation and it also

influences the organisation to achieve it appropriately. Shaban (2019) stated that evaluation of appropriate employee performance is required as it highlights the contribution of employees to achieve organisational goals. It also facilitates administrative decisions that are associated with compensation and promotion. It is the role of the concerned department to maintain proper performance management for understanding the contribution of employees. Arslan *et al.*, (2022) mentioned that the determination of different evaluation criteria and reducing culturally sensitive Feedback is contemplated significant aspects that are regarded with this sector. This in turn can be valuable for maintaining a proper cultural environment within the workplace and it can also facilitate employees to remain culturally active and motivated in conducting their work. Iqbal *et al.*, (2019) stated that social conflict theory provides information about the competition and distribution of prevalent resources within the organisation. It also provides knowledge about the inequality that is prevalent. It is the role of IHRM to consider inequality so that the environment of the organisation can be improved. It is a paramount strategy for the company. Renkema *et al.*, (2020) mentioned that this particular theory can be beneficial for understanding the discrimination that can take place due to culturally different employees. In the following context, focusing on implementing different strategies for maintaining equality and distributing resources appropriately are mainly contemplated potential features that are required to be incorporated for sustaining the future of the organisation. Shamsudin *et al.* (2019) expressed that the consideration of different aspects of the social conflict theory can be important. This is important for the associated department for evaluating the needs of employees. It can influence them to generate policies as per the needs of employees. It can also help the company to sustain the growth effectively. This can be a potential aspect for maintaining a proper competitive advantage.

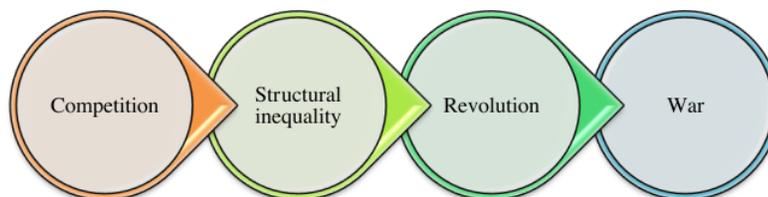


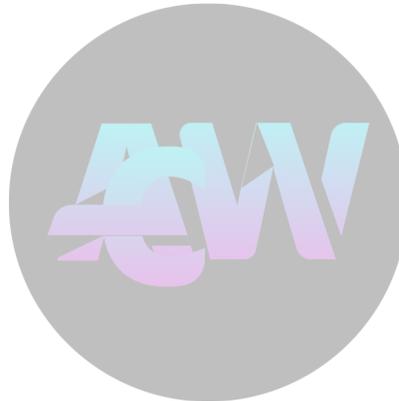
Figure 2.6: Assumptions of social conflict theory

(Source: Created by learner)

Thus, it is highlighted that understanding the role of the HRM department is important. IHRM mainly focuses on understanding the culturally different factors that are prevalent within the organisation due to employees belonging to different backgrounds. It is also beneficial to develop policies accordingly so that employees remain motivated to conduct their work.

2.4 Gap in literature

The HRM department is responsible to provide proper training to employees for improving their skills and capabilities. Existing literary sources conveyed knowledge about the different training that is required to be provided to employees so that they remain engaged while conducting their work. Along with that literary sources also provided various factors that are essential for improving the loyalty of consumers. Arslan *et al.*, (2020) stated that it is the role of the HR department to maintain the proper values of consumers by providing proper training to employees so that they understand the beliefs of consumers appropriately. However, limited knowledge about the proper role of HRM in achieving consumer loyalty. This particular study has focused on evaluating the situation for addressing the research objective of identifying the role of HRM in customer loyalty.



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2.5 Conceptual framework

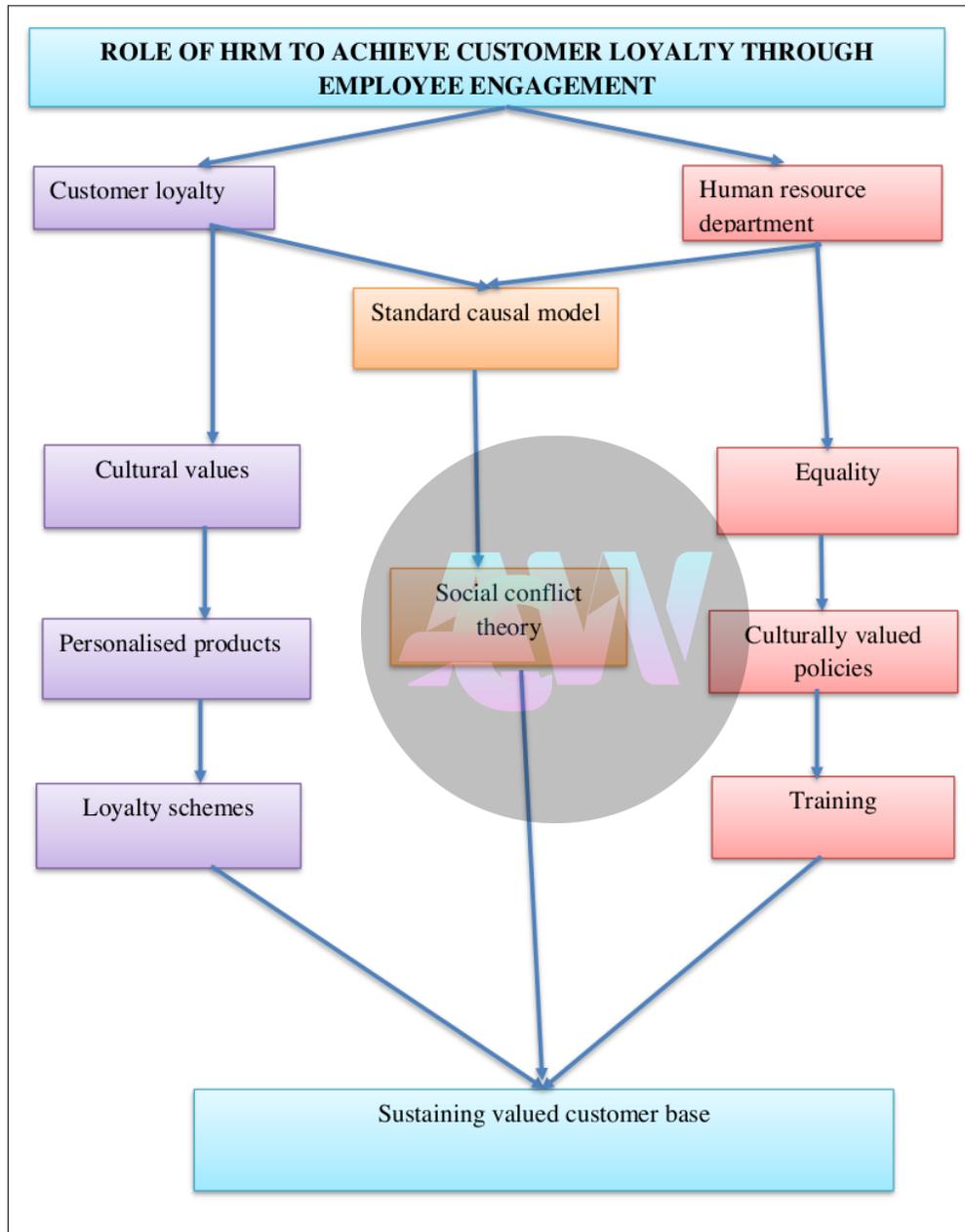


Figure 2.7: Conceptual framework

(Source: Created by learner)



The above diagram has provided knowledge about the HRM and the customer relationship. Two theoretical frameworks such as standard causal model and social conflict theory have been incorporated. This have illustrated the maintenance of cultural values and equality. Iqbal *et al.* (2019) enacted that it is the role of HRM to convey training about equality. This in turn is also valuable for conveying information for handling culturally valued customers.

2.6 Summary

Therefore, it can be concluded that focusing on different aspects of consumers is important as it facilitates maintaining the loyalty of consumers. It is also beneficial for organisations to understand, the needs and preferences of consumers, especially cultural preferences before providing products and services. This in turn is beneficial for maintaining consumer value and retaining them within the organisation. Along with that, the HRM department is also responsible for conveying proper training to employees for treating consumers appropriately. This also facilitates maintaining a proper workplace environment and culturally sensitive feedback is also reduced. This aspect is at the helm of understanding the proper work environment. It focuses on understanding the steps that are essential for maintaining the growth of the company. This facilitates employees to remain motivated to perform their work.

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Chapter 3: Research Methodology

3.1 Introduction

Methodology is a systematic approach that is implemented by researchers. It is mainly implemented for evaluating information. It is also regarded as a scientific method that is applied for performing the research. Important feature that is regarded with this particular methodology is that it conveys information. It focuses on illustrating appropriate knowledge that is useful. In addition to that, it also conveys the information associated with the detailed plan so that proper tracking and development of the research can be generated. This particular study has considered appropriate knowledge associated with the philosophy and the research design. It has also focused on analysing the method that has been generated for evaluating the problem appropriately.

3.2 Philosophy

Research philosophy is mainly the set of values and beliefs that are prevalent. It is also considered as the presence of different philosophies that facilitates highlighting the understanding of the research. Van der Walt (2020) Addressing that philosophy is essential as it illustrates the thought process of researchers. It is a salient feature for elaborating the attribution of findings that is prevalent within the research. Mainly the researcher here has considered the maintenance of proper approach that is beneficial for representing thoughts and findings appropriately. Interpretivism research philosophy is mainly incorporated in this particular study. In the following context, Van der Walt (2020) stated that philosophy is considered a Proper set of beliefs and values that needs to be incorporated for conducting the research. Here the application of the respective philosophy has been valuable. It is important and this philosophy has a salient factor as it considers proper belief that focuses on guiding the researcher. It understands proper perspectives of individuals. It is also important as it facilitates understanding various scientific research which in turn is beneficial for Evaluating the perspectives. This research philosophy has been valuable as it has conveyed information associated with the social aspect. It is also beneficial as a proper causal relationship is also generated. Similarly, the consideration of this philosophy has been valuable for evaluating employee engagement and customer loyalty. It is also valuable as it facilitates shaping the social perspectives associated with the study.

3.3 Approach

In this context, this approach illustrates that it is important for performing the study. Ikram and Kenayathulla (2022) stated that the approach mainly highlights the plans and the process that is incorporated within the study. It also provides information about the application of different steps so that assumptions can be generated. It also focuses on providing proper methods that are regarded with the collection of data. It has considered appropriate analysis and interpretation in an effective way. Strategic and systematic manner has been applied for evaluating the problem that has been generated for the situation. This has been beneficial for understanding the situation and the impact between parameters has also been developed. It has been a salient aspect for performing the research effectively. In the following context, this research has incorporated an inductive research approach. The research approach is important as it focuses on analysing detailed methods that are associated with the accumulation of information. This in turn is beneficial as it highlights various factors that are essential to be applied and interpreted for evaluating information appropriately. It is also valuable as it provides different existing theories and principles that are beneficial for analysing the situation. Ikram and Kenayathulla (2022) added that it is also valuable as it facilitates understanding of, the aims and objectives of the study. It has also provided information about significant observations that are associated with the loyalty of customers and employee engagement. This particular factor is beneficial as it has facilitated understanding of different situations of the scenario which in turn is valuable for addressing aim and objectives appropriately.

3.4 Design

Design mainly integrates the presence of an overall strategy that facilitates the collaboration of different components that are prevalent within the research. Alharahsheh and Pius (2020) Addressed that it pivots on generating knowledge. The contemplation of this design is beneficial as it has focused on constituting the blueprint for gaining and measuring the information. It has also facilitated addressing the information effectively. The situation has been valuable for understanding the process of research and it has helped in incorporating it adequately. In addition to that, it also conveys a proper plan that is required to be applied within the study for conducting accurate assessment. A descriptive research design is incorporated into the study. The incorporation of this design has been essential as it has provided knowledge about the strategy. This is appropriate for the study. It has conveyed information about the

situation in a described way which has been valuable for understanding the inter-relationship that is present between para metres. It has been valuable as this research design conveys information about the current situation. This in turn has been valuable for understanding the information regarding this aspect which is a major strategy for this study. It also facilitated analysing the role of the HRM department and its impact on employee engagement.

3.5 Method

The research method is considered strategies and processes that are incorporated within the research for accumulating information. It also focuses on uncovering new information for creating a better understanding of the topic. In addition, the research method focuses on utilising various tools for data collection. Bevir and Hall (2020) mentioned that it also focuses on highlighting information that is beneficial for the study. In the following context, a consideration of this research method has been valuable as it provides information about different situations. This research method has conveyed knowledge about the contemplation of this situation. This has focused on illustrating the prime introduction of the respective sector and the consumer and loyalty. It has also been beneficial for understanding the question of the study. This is beneficial for the situation.

3.6 Inclusion and exclusion criteria

3.6.1 Boolean table

<u>Citations</u>	<u>Keywords</u>	<u>AND/OR</u>	<u>Keywords</u>
Helme-Guizon and Magnoni (2019)	Emotional factor	AND	Customer loyalty
Rather and Camilleri (2019)	Personalised experience	AND	Customer loyalty
Paparoidamis <i>et al.</i> , (2019)	Customer journey	AND	Loyalty of customers
Arasanmi and Krishna (2019)	HRM	AND	Employee growth
Servera-Francés and Piqueras-Tomás (2019)	Recruitment	AND	HRM department

Monferrer <i>et al.</i> , (2019)	Skills and capabilities	AND	HRM department
Saputra and Mahaputra (2022)	Training	AND	Employee engagement
Auh <i>et al.</i> , (2019)	Workplace management	AND	Loyalty of customers
Dwidienawati <i>et al.</i> , (2022)	Cultural practice	AND	Customer loyalty
Aburayya <i>et al.</i> , (2020)	Communication strategy	AND	HRM
Kurdi <i>et al.</i> , (2020)	Performance management	AND	Employee engagement
Khan <i>et al.</i> , (2020)	Equality	AND	Employee motivation
Islam <i>et al.</i> , (2020)	Employee wages	AND	HRM department
Abror <i>et al.</i> , (2020)	Administrative decision	AND	Employee engagement
Mahmood Aziz <i>et al.</i> , (2021)	Internal and external factors	AND	Customer loyalty
Li <i>et al.</i> , (2020)	Organisational culture	AND	Loyalty of customers
Mahatama and Wardana (2021)	Customer support	AND	Customer loyalty
Zia <i>et al.</i> , (2021)	Employee engagement	AND	Long-term strategy
Islam <i>et al.</i> , (2021)	Employee experience	AND	Employee motivation

Kwan Soo Shin <i>et al.</i> , (2019)	HRM department	AND	Workplace culture
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Table 3.1: Boolean table

(Source: Created by learner)

3.6.2 Coding table

<u>Citations</u>	<u>Keywords</u>	<u>Themes</u>
Helme-Guizon and Magnoni (2019)	Emotional factor	Theme 1: Conveying personalised experience and considering customer journey are responsible for influencing the loyalty of customers
Rather and Camilleri (2019)	Personalised experience	
Paparoidamis <i>et al.</i> , (2019)	Customer journey	
Arasanmi and Krishna (2019)	HRM	Theme 2: HRM department is responsible for recruiting and improving skills and capabilities
Servera-Francés and Piqueras-Tomás (2019)	Recruitment	
Monferrer <i>et al.</i> , (2019)	Skills and capabilities	
Saputra and Mahaputra (2022)	Training	Theme 3: It is essential to focus on proper cultural practice for IHRM
Auh <i>et al.</i> , (2019)	Workplace management	
Dwidienawati <i>et al.</i> , (2022)	Cultural practice	
Aburayya <i>et al.</i> , (2020)	Communication strategy	
Kurdi <i>et al.</i> , (2020)	Performance management	Theme 4: Performance management and equality help in sustaining employee engagement
Khan <i>et al.</i> , (2020)	Equality	
Islam <i>et al.</i> , (2020)	Employee wages	

Abror <i>et al.</i> , (2020)	Administrative decision	
Mahmood Aziz <i>et al.</i> , (2021)	Internal and external factors	Theme 5: Conveying customer support is beneficial for sustaining customer base
Li <i>et al.</i> , (2020)	Organisational culture	
Mahatama and Wardana (2021)	Customer support	
Zia <i>et al.</i> , (2021)	Employee engagement	Theme 6: It is the role of the HRM department for sustaining employee engagement
Islam <i>et al.</i> , (2021)	Employee experience	
Kwan Soo Shin <i>et al.</i> , (2019)	HRM department	

Table 3.2: Coding table
(Source: Created by learner)

3.7 Data collection technique

Qualitative data analysis is incorporated in this research. Salient feature of this analysis is that it provides knowledge about the previous papers which is valuable for sustaining the credibility. Preceding papers have focused on maintaining a proper analysis of data that is concerned with the situation. Thematic analysis of data has been incorporated for understanding the situation effectively Melnyk (2022) Addressed that the incorporation of this technique is effective for understanding different themes and codes. This aspect is also essential as it has illustrated various patterns that are required to be incorporated within the research. This particular context is also advantageous as it conveys information about the interrelationship that is prevalent among schedules. In the following case various journal articles highlighting information about employee engagement and its role in analysing customer loyalty through the HRM department. Consideration of these factors is also evaluated as this in turn has conveyed information about the repeated patterns that are present within the study. It has also highlighted information associated with the situation so that research questions can be addressed.

3.8 Sampling

The purposive sampling technique is incorporated in this particular study. Friedner Parrat (2023) Elaborated that sampling is mainly the selection of the population that is essential from the largest subset. With the respective technique, appropriate groups are selected. 20 journals have been considered in this case, which in turn has been beneficial for analysing the impact on the situation. Along with that, websites and other newspaper articles have also been considered in this case. This in turn has helped in appropriately evaluating the scenario. Moreover, official reports of the government have also been considered in this case. This in turn is also beneficial as the selection of existing journal articles is valuable for maintaining trustworthiness.

3.9 Ethical consideration

This research has considered the incorporation of various assisted restrictions that have been provided by the university. This is valuable for reducing the risk associated with breaching. It has also focused on gaining information that is paramount for academic purposes. It has no commercial purpose for this study. Moreover, information has also been protected with the help of passwords.

3.10 Timeline

[Refer to Appendix 1]

3.11 Summary

Consequently, it can be illustrated that the implementation of this methodology is a paramount as it conveys appropriate guidance for performing the study. It is also beneficial as it has pivoted on illustrating different aspects of this study. It has considered the implementation of different steps that are essential for directing the question of the research. It is also assisted that this research has considered proper philosophy. It has also focused on analysing design and approach. This is a paramount for the study. It has also focused on illustrating potential knowledge about the situation of the study. Various parameters have also been addressed appropriately. This has helped in answering the question of the research.

Chapter 4: Findings and analysis

4.1 Introduction

Loyalty of consumers focuses on the emotional relationship that is present between the company and the consumers. It provides the presence of ongoing relationships emotionally within the organisation. It highlights the proper aspect that is considered by the organisation for engaging consumers appropriately. It is also beneficial for maintaining appropriate competitive advantage. Loyalty is considered as a byproduct of positive experience of consumers. The HRM department of the company pivots on sustaining various roles and responsibilities of the organisation. It highlights different definitions that are present. This is important for sustaining consistency. It also creates a major impact for the management of performance within the company. This study will provide information about various secondary sources that have been considered for analysing the relationship between the role of the HRM departments for achieving customer loyalty through proper employee engagement.

4.2 Findings

Theme 1: Conveying personalised experience and considering customer journey are responsible for influencing the loyalty of customers

Personalised experience is considered a significant strategy that has been considered by organisations for improving the consumer needs and preferences. Helme-Guizon and Magnoni (2019) evaluated that organisations are now focusing on personalised service for providing customer experience that fulfils the needs and preferences of individuals. Rather and Camilleri (2019) stated that personalisation is also important as it makes consumers feel more valued which also inspires greater brand loyalty. Helme-Guizon and Magnoni (2019) added that companies are focusing on personalised services by documenting data of consumers as well as the interaction process. This in turn is also valuable for leveraging the information to cater to consumers. Rather and Camilleri (2019) added that it is also an important service as it facilitates analysing the needs and preferences of consumers and organisations and now considering appropriate communication processes through proper preferred channels. This in turn is also beneficial for accessing consumers data and it is also valuable for providing relevant recommendations associated with products and services. In addition to that Paparoidamis *et*

al., (2019) mentioned that organisations are also considering customer journeys. The reason for creating the customer journey map is to understand the part and channels that can be incorporated by consumers for accessing products. It is also considered a valuable tool that can be utilised to forecast the path of future consumers. Apart from that Paparoidamis *et al.*, (2019) mentioned that focusing on proper customer journey, map is also beneficial as it provides insightful information to all departments who require the needs of consumers data for maintaining customer engagement. It has focused on maintaining a valuable approach as consumers experience and loyalty needs to be incorporated within the company.

Theme 2: HRM department is responsible for recruiting and improving skills and capabilities

Arasanmi and Krishna (2019) stated that the HRM department of the company conveys knowledge for highlighting the expectations of the employees. It focuses on conveying knowledge about different roles that are prevalent within the company. This is a Sallians aspect as employees are able to accumulate proper knowledge. This is beneficial for making it easier to understand different steps. It highlights the incorporation of proper aspects so that objectives can be fulfilled effectively. Arasanmi and Krishna (2019) mentioned that employee development focuses on training and different opportunities for employees to gain new skills and competencies. It is the responsibility of the respective department to consider different training and opportunities that are beneficial for employees. Servera-Francés and Piqueras-Tomás (2019) added that designing appropriate training by gaining relevant knowledge from employees is essential. This in turn is also beneficial as employees' skills and competencies can be Improved. Servera-Francés and Piqueras-Tomás (2019) assisted that training and proper opportunities for development is important. This increases the chance of employees retaining within the company. It is also a salient aspect as it helps in enhancing skills and capabilities. A potential advantage to the organisation is also generated. It improves the image of the company. Monferrer *et al.*, (2019) mentioned that one of the significant roles associated with the concerned department is to improve the organisational skills for employees so that they are able to manage various tasks and deadlines. It is also important as it facilitates improving the communication skills so that employees are able to maintain a clear and effective interaction process. This in turn is also valuable for improving the confidence skills for handling sensitive information and adaptability, skill for managing change and unpredictable situations. Along with that Monferrer *et al.*, (2019) mentioned that it also implements a performance

management system so that training needs and potential development opportunities can be recognised. This in turn is valuable for improving various areas so that productivity of employees can be improved.

Theme 3: It is essential to focus on proper cultural practice for IHRM

The HRM department of the organisation focuses on employee management for achieving the goal of the organisation. Saputra and Mahaputra (2022) stated that it focuses on strategic development of a highly committed job and capable workforce so that cultural, structure and personal aspects within the organisation can be maintained. The prime role of this particular department is to maintain the workforce diversity belonging to different cultures. Saputra and Mahaputra (2022) mentioned that cultural factors within the organisation highlight the ways that are required to be incorporated for performing activities and making a proper sense of themselves for becoming a particular part within the organisation. It is also evaluated that understanding different aspects of employees is essential as this in turn can facilitate the respective department to understand cultural factors. Auh *et al.*, (2019) added that effective communication processes are also considered as significant strategic steps that are required to be incorporated for understanding the cultural differences. Dwidienawati *et al.*, (2022) mentioned that the presence of differences in culture within the organisation creates a major impact on various HR practices. Dwidienawati *et al.*, (2022) stated that it also facilitates understanding beliefs and values of employees through proper communication processes which can facilitate developing policies accordingly.

Theme 4: Performance management and equality help in sustaining employee engagement

Performance management focuses on the ongoing communication process, clarifying job responsibilities, priorities and performance expectations. In addition, Kurdi *et al.*, (2020) stated that it is the responsibility of the HRM department to consider and manage employee performance. In this case Kurdi *et al.*, (2020) Assisted that the incorporation of effective planning and the maintenance of proper concept of training is important. This facilitates improving motivation which is a salient feature of the organisation. It focuses on improving the capabilities of employees. It is paramount as it boosts the growth of the profession. Khan *et al.*, (2020) Assisted that the incorporation of effective planning and the maintenance of proper concept of training is important. This facilitates improving motivation which is a salient

feature of the organisation. It focuses on improving the capabilities of employees. It is paramount as it boosts the growth of the profession. Khan *et al.*, (2020) Elaborated that it is the role of the respective Company to consider constructive and continuous model. This focuses on sustaining the management of performance within the organisation. Khan *et al.*, (2020) Assisted that focusing on proper information to employees is important. It provides knowledge about strengths and weaknesses to employees. Providing constructive feedback on their performance is also valuable. It focuses on appropriate support. This is the salient feature as it considers the maintaining of proper skills and capabilities. Islam *et al.*, (2020) highlighted that it is the role of the HRM department to focus on proper equality. This in turn can also be considered a significant approach that can facilitate retaining employees within the organisation. Abror *et al.*, (2020) added that focusing on equality and diversity is important as it facilitates maintaining the ongoing comment. The HRM departments of the organisation are required to maintain appropriate communication for providing equality and diversity.

Theme 5: Conveying customer support is beneficial for sustaining customer base

Providing customer support is not about just retaining consumers. It is considered a significant factor for increasing sales. In the following context, Mahatama and Wardana (2021) evaluated that providing appropriate consumer support is important within the organisation as it facilitates retaining consumers. It is also considered a significant aspect as it helps in improving a direct connection between consumers and the business. In this particular case Li *et al.*, (2020) also evaluated that customer service is important as it provides appropriate knowledge about needs and preferences of consumers. Li *et al.*, (2020) stated that providing proper consumer service helps in retaining consumers by providing appropriate Services and products as per the requirement of employees. It is a salient aspect for sustaining appropriate acquisition and cost within the organisation. It is illustrated that customer retention is also cheaper than the customer acquisition. Along with that Mahmood Aziz *et al.*, (2021) evaluated that consumers pay more to the company as a proper consumer base facility is increasing the sales of the organisation as well as it also helps in improving competitive advantage. Along with that, Mahmood Aziz *et al.*, (2021) stated that it is beneficial for providing a proper value. Customer service increases the customer lifetime value. This is because customer lifetime value is increased as Consumers shop frequently from one particular brand which helps in improving the recognition.

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Theme 6: It is the role of the HRM department for sustaining employee engagement

It is embellished that the The respective department has a major role for maintaining the proper motivation and engagement among individuals. Zia *et al.*, (2021) Assisted that employee engagement is the salient aspect that is required to be incorporated for maintaining a proper competitive advantage. Zia *et al.*, (2021) Elaborated that the concerned department mainly understands the needs and preferences of employees. This has generated different policies by considering the requirements of individuals. It is also essential for enhancing the engagement and the level of motivation. It is also beneficial for conveying relevant knowledge and feedback that is a major and salient aspect. This is because Conveying constructive feedback facilitates employees to understand different areas that are required to improve which in turn is responsible for improving skills and capabilities. Along with that Kwan Soo Shin *et al.*, (2019) added that with the help of proper employee engagement, productivity of employees is improved. Conveying an appropriate performance management system is also important for providing proper opportunities to employees.

4.3 Analysis

Drivers of customer loyalty

Wang *et al.*, (2022) stated that maintaining trust is one of the significant aspects that influences loyalty among consumers. This is because consumers consider a safe and secure transaction process as well as focus on sustaining consistent. Along with that Mwita (2020) highlighted that with the help of loyalty skills, consumers can generate loyalty solutions which are mainly utilised by organisations. This is because Proper loyalty within the organisation is one of the major aspects of retail consumers. Adiguzel *et al.*, (2020) stated that loyal consumers are considered one of the significant aspects of the business. This is because it facilitates maintaining the financial foundation as well as competitive advantage is also sustained. In this particular case, Howarth (2023) highlighted that 72% of the global consumers feel loyal towards at least one brand of the company. Howarth (2023) stated that 88% of consumers analysed that it takes three or more purchases to develop a proper brand loyalty. Islam *et al.*, (2020) highlighted that consideration of the emotional aspect of consumers is also an important factor that is required to be implemented for sustaining a proper consumer base. Mahmood Aziz *et al.*, (2021) evaluated that consideration of potential emotional aspects of consumers is

beneficial for understanding Needs and preferences of consumers. This facilitates customers to develop products and services accordingly. In addition to that it is also highlighted that conveying a personalised experience is also a significant aspect for maintaining a loyal consumer base. Monferrer *et al.*, (2019) stated that understanding needs and preferences and providing personalised experience to consumers is beneficial for retaining consumers. Servera-Francés and Piqueras-Tomás (2019) stated that personalisation is also significant as it facilitates consumers to feel more valued, and it also maintains brand loyalty.

Helme-Guizon and Magnoni (2019) mentioned that technology is a significant factor that plays a major role in maintaining the loyalty of consumers. Along with that Shaban (2019) mentioned that different online platforms are also facilitating organisations to maintain appropriate interaction with consumers. It is a paramount factor as it focuses on understanding preferences of consumers. Providing proper services to consumers is beneficial for sustaining the loyalty scheme. It is also a major aspect as consumers are able to gain proper knowledge and shopping experience about the brand. This is beneficial for developing the effective name of the brand. Shamsudin *et al.*, (2019) mentioned that understanding the journey of consumers is also a significant factor as it facilitates maintaining the loyalty of consumers. In the following context, Howarth (2023) highlighted that 57% of gen Z people were less loyal to brands now than before Covid 19 situation. Along with that Howarth (2023) highlighted that approximately 62% of consumers globally considers price as one of the significant factors for keeping consumers loyal to their favourite brands. However, Howarth (2023) evaluated that 27% of global consumers consider personalisation and promotion as appropriate factors for maintaining loyalty. In this context, it is highlighted that Price is also a major aspect that influences the loyalty of consumers. This in turn helps marketers to understand the price range that needs to be considered for attracting consumers. It also influences them to develop the price range of various products accordingly. Apart from that Howarth (2023) stated that 55% of global consumers highlight that customer service is also very important in brand choice and loyalty. In this particular case, Renkema *et al.*, (2020) evaluated that the consideration potential customer service is beneficial for maintaining the loyal consumer base. Papparoidamis *et al.*, (2019) mentioned that understanding the customer journey is also valuable as it highlights appropriate information regarding consumers. This in turn is also valuable as marketers are able to provide services as well as products Accordingly. Moreover, Saputra and Mahaputra (2022) evaluated that the HRM in departments of the organisation also plays a significant role

for segmenting the market and providing appropriate training to employees regarding the customer handling process. This is because customers belong from different cultures globally and therefore the respective department provides different knowledge to employees for treating individuals belonging from different cultures. Auh *et al.*, (2019) mentioned that this in turn is also valuable for employees as they work in multicultural backgrounds which facilitates them to handle customers adequately.

Impact of the employee engagement

In the following case Mia Mäkipää (2023) highlighted that approximately 71% of global executives highlight that employee engagement is critical to the success of the company. In this context, Surahman *et al.*, (2020) evaluated that sustaining appropriate employee engagement is important as it helps in improving the brand name as well as it also facilitates maintaining the efficiency of the organisation. In this case Arslan *et al.*, (2022) Elaborated that the contemplation of proper performance management is essential. Equality is also a silent feature that needs to be incorporated within the company for effective engagement of employees. It is a significant aspect as it helps retain a proper quality of employees. This is the major requirement of the organisation. It also fulfils proper needs and priorities of the company. Iqbal *et al.*, (2019) mentioned that appreciation is also a significant aspect that is required within the organisation for maintaining employee engagement. In this particular context, Mia Mäkipää (2023) estimated that 69% of employees highlight that working harder can be conducted if they are better appreciated. This in turn is also valuable for developing a proper workplace environment so that employing also focuses on achieving the goal of organisation. Zia *et al.*, (2021) stated that employee engagement is mainly considered the emotional commitment of employees within the organisation. Moreover, it is also highlighted that the employee engagement in the world increased from 2011 to 2021 (Statista, 2022). It has been highlighted that in 2011, the employee engagement rate reached a global level of 60% which increased to 70% in the year 2021 (Statista, 2022). In this case it is illustrated that consideration of appropriate factors and focusing on preferences of employees are beneficial for improving the employee engagement rate and it also helps in maintaining retention.

Abror *et al.*, (2020) stated that employee engagement is mainly the emotional commitment that is possessed by employees to the organisation and its goals. In the following context, Southern (2023) highlighted that 85% of employees are not engaged in their work. Southern (2023) stated that this in turn highlights that only 15% of employees remain actively engaged in their

work. This particular factor suggests that the majority of the workforce globally are weaving the workplace negatively and bare minimum responsibilities with no emotional attachment. This in turn highlights that engagement in the workplace is not just about completing the work, but it is also about having passion for completing the work. In the following case, Khan *et al.*, (2020) evaluated that focusing on proper cultural factors of employees is also important as it provides information about beliefs and values. It is also a significant factor as it focuses on generating policies according to the situation. This is beneficial for sustaining effective engagement of employees. Moreover, Arslan *et al.*, (2022) stated that consideration of different cultural factors by the HRM department is also important. On the other hand, Mia Mäkipää (2023) evaluated that globally the percentage of actively disengaged employees has been reduced from 26% in the year 2010 to 17% in the year 2022.

Relationship between HRM, employee engagement and customer loyalty

The HRM department of the organisation focuses on providing appropriate training to employees. Sharma and Kumra (2020) mentioned that with the help of effective training, employee skills and capabilities are improved. In the following case, Keegan and Den Hartog (2019) evaluated that the consideration of appropriate training is important for providing relevant information about cultural practice within the organisation. Employee engagement is one of the silent features within the company that needs to be incorporated. Syafarudin (2021) mentioned that conveying training associated with cultural factors can also influence employees to manage customers. This is because in the online age employees are focused on maintaining global consumers. Global customers have different cultural values and beliefs. In this particular case, This can also facilitate them to retain consumers and maintain their customer loyalty. Wassouf *et al.*, (2020) stated that it can also facilitate maintaining Proper workplace environment. Similarly, the consideration of appropriate workplace environments is also beneficial for maintaining a healthy workplace and it also creates a positive psychological impact on employees. The consideration of this particular fact is also beneficial as it influences employees to complete their work appropriately and provide proper customer service.

The concerned departments of the company paramount and assist for recruiting and enhancing skills and capabilities of employees. In the following context, Shavitt and Cho (2016) evaluated that the consideration of appropriate recruitment factors in terms of understanding



psychological factors of employees is beneficial. This is because this can facilitate the organisation to improve and influence the psychological aspect of employees which in turn can motivate them to remain engaged in their work. In the following context, Southern (2023) highlighted that highly engaged employees resulted in a 23% enhancement in profitability. In the following case it is also a significant factor for the HRM department to provide proper training to employees of the organisation. Maltseva (2020) stated that with the help of proper training individuals will be able to remain motivated and engaged in their work. This can influence them to provide appropriate customer services and a loyal customer base can be generated. Moreover, Gillin (2022) highlighted that considering different cultural values and beliefs are also required and, in this case, it is the responsibility of the respective department to convey information about these aspects. This in turn can be beneficial for employees to understand various tactics that are required to be incorporated for managing consumers belonging from different cultures. This will also help them in providing appropriate products and services According to the needs and preferences of consumers.

4.4 Conclusion

Consequently, it is imminent from the discussion that the respective department of the company mainly assist in recruitment and selecting employees. It is the paramount for the organisation as it focuses on sustaining a proper workplace. It conveys positive vibes within the company. Improvement of skills and competencies is a paramount for organisation. This strategy and approach is efficient as it considers the enhancement of skills and capabilities. This is also responsible for improving their effectiveness. Loyalty of consumers within the company is a salient aspect as it focuses on generating a potential foundation financially. A potential brand name is also generated within the market. It is the role of the concerned sector of the company to convene knowledge and skills through training. This influences employees to manage different aspects appropriately. It also facilitates managing consumers adequately.

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Chapter 5: Conclusion

5.1 Conclusion

Customer loyalty is mainly the emotional relationship that is a salient feature within the organisation. It is the paramount of the organisation as it focuses on sustaining the growth of the organisation by considering the development of a loyal consumer base. The concerned sector has a significant role for understanding preferences and needs of individuals. The contemplation of the needs and preferences of employees or major aspects as it focuses on understanding the Strategies that are essential to be incorporated for fulfilling needs and preferences. This strategy is a salient factor that is required to be considered for the engagement of employees. It helps in understanding the employee engagement so that they are able to recognise beliefs of consumers. It is also a major factor for serving consumers appropriately. Similarly, international organisations have also focused on providing products and services as per the needs of consumers. This facilitates understanding values and beliefs of consumers which is also a major aspect associated with the development of the consumer base. Consideration of values and beliefs of employees within the organisation is also associated with the recognition of values and beliefs of consumers. This influences employees to generate different strategies so that they are able to manage consumers belonging from different cultures. This is one of the prime importance for engaging employees within the company. This is important for sustaining a potential performance within the organisation. It is assisted by the respective department to convert training to employees. With the help of training they are able to recognise different cultural values and beliefs. It is the proper rule to sustain appropriate knowledge according to the engagement of employees. This is an important aspect associated with it. Approximately 61% of the retail companies have highlighted knowledge that they are experiencing major issues while maintaining a proper consumer base. This creates a systematic lack of consumer loyalty and the development of customer base. It is essential to improve the consumer engagement within the organisation so that the profit range of the company can also be improved. Different factors are associated with the development of consumer loyalty within the market. developing a proper trust in the brand and providing products by considering their values and beliefs and major factors that influences consumer loyalty within the organisation. The contemplation of emotional factors of consumers and considering their personalisation of products is a salient aspect. This focuses on maintaining a competitive advantage. It is required



to be incorporated by companies for enhancing the loyalty scheme for consumers. It is the major character of the concerned department to recognise various features of loyalty of consumers. This is beneficial for this department to convey training to employees as per the situation. It facilitates managing consumers effectively. The respective departments also focus on providing proper experience to consumers which is paramount for the organisation. It is the role of this department to generate a comprehensive approach so that the workforce can be managed. This is a major strategy that is valuable for enhancing skills and capabilities. It is for employees as it can help them to embrace various challenges. This is valuable for implementing new strategies so that organisations remain competitive and a proper image is maintained. The role of this department is to analyse the needs of employees and convey appropriate quality training so that they are able to retain proper talent management. This helps in enhancing the competitive advantage of the company. It influences employees to understand the requirements of the consumers and the company. It is also a salient feature as it influences the development of appropriate communication processes. It is prevalent between consumers and the organisation and it conveys appropriate information about needs and preferences. It is also a major Aspect as it helps in developing effective advantages for the company. International HRM considers the legal factors and they also incorporate different parameters that are valuable for sustaining the customer base globally. Different feedback and training are also provided by this department to employees so that they can remain culturally activated and motivated for performing their work. It also facilitates understanding various steps that are essential to be incorporated for sustaining a proper customer base. This is paramount for the organisation as this department focuses on recognising culturally different aspects that are valuable within the company so that they are able to retain proper talent management within the organisation. This also assists employees belonging from different cultural groups to remain within the company so that they are able to develop a diverse working culture and understand different values and beliefs of consumers.

5.2 Recommendation

Recommendation 1: (short-term)

Specific	To consider various resource management approach so that customers retention can be sustained
Measurable	This can be effective by understanding the increase in the base of consumers

	within the organisation
Attainable	Providing free benefits to users can focus on developing a proper resource management that is valuable for the organisation
Realistic	Conveying free benefits to consumers is the paramount for the organisation as it focuses on attracting new consumers. It provides the taste of the organisation where consumers feel valued and it focuses on incorporating different industry regulations so that a loyal consumer base can be generated.
Time	3 months

Table 5.1: Recommendation 1

(Source: Created by learner)

Recommendation 2: (mid-term)

Specific	To associate with effective collaboration between buyer and seller within the organisation
Measurable	The increase in the base of consumers can be considered a major factor within the organisation through which it can be measured
Attainable	Collaborating to a mutually agree on a plan in terms of developing a mutual action plan can be valuable for understanding needs of consumers
Realistic	Focusing on the mutual action plan helps recognising the resources and other factors that are essential to fulfil the needs of consumers. This facilitates providing the actual products and services that are required for consumers which helps in retaining them within the organisation.
Time	6 months

Table 5.2: Recommendation 2

(Source: Created by learner)

Recommendation 3: (long-term)

Specific	To pivot on generating a strategy of social listening among customers
Measurable	The enhancement of revenue and profit range within the organisation can be analysed while incorporating this strategy
Attainable	Developing a customer-centric approach can be beneficial as it illustrates the perspectives of individuals and ensures appropriate engagement
Realistic	A customer-centric approach is valuable as the sales and marketing is improved. It focuses on understanding the perspectives of consumers so that proper products and services can be provided. Appropriate communication is also sustained which helps developing a social listening approach so that feedbacks of consumers can be incorporated and products and services can be modified accordingly
Time	1 year

Table 5.3: Recommendation 3

(Source: Created by learner)

5.3 Future scope

Primary study regarding the parameters of the research can be conducted. This study has focused on applying a secondary research method. However, the primary research method can be incorporated where a qualitative method can be applied for understanding perspectives of the HRM department regarding the role in assisting with the development of consumer loyalty.

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Chapter 6: Reflection

6.1 Kolb's reflective cycle

Concrete experience

I was allocated with the topic of evaluating the role of the HRM department for understanding customer loyalty by maintaining a proper engagement of employees. This facilitated me to understand different factors associated with customer engagement and consumer loyalty. While performing the research project I was able to recognise different drivers of consumer engagement that are prevalent. This has facilitated understanding different aspects of customer loyalty and it has also helped me to recognise various aspects of employee engagement. With the help of this study, I was able to gain relevant knowledge about the insurance department and their role within the organisation. Fergusson *et al.*, (2019) stated that concrete experience provides individuals to learn systematically so that the existing skills and practice of individuals can be improved.

Reflective observation

In this research, I have understood different research skills that are required to be incorporated for understanding the information. I was able to learn proper information regarding different aspects of the research. However, at first, I was not able to understand the steps that I need to incorporate for accumulating information. In addition, I also lacked communication skill which created a major issue for communicating with the professors to gain appropriate knowledge about the parameters. This approach has created a major issue for providing knowledge and understanding the situation. However, lastly, I coped up with the situation where I was able to understand different aspects of the research which has helped me to complete it. Idris *et al.*, (2020) stated that reflective observation highlights the description of the experience and it also illustrates the situation effectively.

Abstract conceptualisation

I have recognised that I need to improve my communication skills and time management skills so that I am able to complete the work within the given deadline. As I was conducting research therefore, I was experiencing the major issue regarding the time management. In addition, I was also experiencing hindrance in communicating with the professors effectively so that I can tell them what my problem is that I am experiencing. Adeani *et al.*, (2020) mentioned that

abstract conceptualisations focus on analysing the strengths and weaknesses of individuals and considers strategies that are beneficial for improving the experience.

Active experimentation

In this context, I have understood that I need to improve my communication skills by focusing on an active listening approach. Morris (2020) stated that active listening approach is important as it facilitates understanding different perspectives of individuals. Similarly, I also need to develop short-term and long-term goals so that I am able to Develop appropriate time management skills. This sector can be beneficial for completing the project within the given timeline.

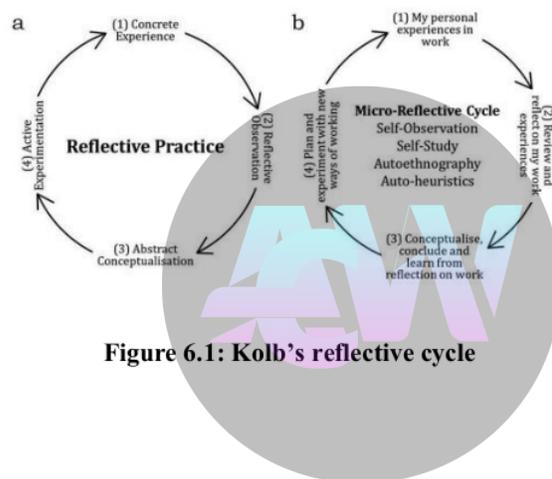


Figure 6.1: Kolb's reflective cycle

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Appendices

Appendix 1: Timeline

<i>Activities</i>	<i>1st to 2. week</i>	<i>3 to 4th weeks</i>	<i>5. to 6th weeks</i>	<i>7. to 8. week</i>	<i>9. to 11. week</i>
Selection of the topic					
Development of research structure					
Literature review					
Formation of research plan					
Identifying the research technique					
Secondary data collection					
Analysis of collection					
Conclusion					

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Appendix 2: Ethics Approval



Staffordshire Business School

ETHICAL APPROVAL FEEDBACK

Researcher name:	Nafisa Jebin
Title of Study:	Critical evaluation of the role of hrm to achieve customer loyalty through employee engagement
Status of approval:	Approved

Thank you for your ethics application. Your research proposal has been approved by the Ethics Panel and you may commence the implementation phase of your study. You should note that any divergence from the approved procedures and research method will invalidate any insurance and liability cover from the University. You should, therefore, notify the Panel of any significant divergence from this approved proposal.

Signed: Bharati Singh

Date: 12/07/2023

Staffordshire Business School Ethics Panel

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Appendix 3: Supervision Log

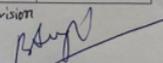
MIBM Dissertation Supervision Progress Log

STAFFORDSHIRE UNIVERSITY

Name: Nafisa Jebin ID: 22025815
 Award: MIBM Intake: September, 2022
 Supervisor: Dharadi Singh Nixon (PhD & SFhea)
 Found on date: 14 AUGUST 2023 by 13:59:00 (2459 notes) on TURNITIN BLACKBOARD

MIBM Dissertation - MUST HAVE INTERNATIONAL FOCUS

1. You must meet with your supervisor 6 times to plan how you will execute your research.
2. Please do so immediately as Academic Staff go on leave during Summer period. It is essential that you manage the 6 Supervisory meetings (via Teams or F2F) from the onset.
3. Please book appointments with your Dissertation Supervisor and prepare well (undertake the reading and research required) for the meetings.
4. At each meeting obtain their signatures and comments on Action Plans you need to undertake following the meeting/s you had with your Dissertation Supervisor. You will need to include this Supervisor Log in your Final Dissertation as an Appendix.
5. Note: You will be required to submit this form if you apply for extenuating circumstances and/or a visa extension.

Date	Topic/s of discussion	Action Plans	MIBM Supervisor Signature
22-6-19/06	Overall dissertation	How to structure the dissertation, guidance for entire dissertation.	
22/06	Introduction	Add Chapter Introduction and summary add international focus	
03/07	Literature Review	Need to improve chapter introduction and more citations on support	
12/07	Methodology	proceed for Next Chapter.	
19/07	Findings	proceed for data analysis.	
26/07	Data Analysis	Need to follow the same themes as discussed previously	
08/08	Review of data analysis	confirm themes as discussed in chapters.	
14/08	Final Feedback	Complete the supervision log.	

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24/08 Reflection Complete final sections 

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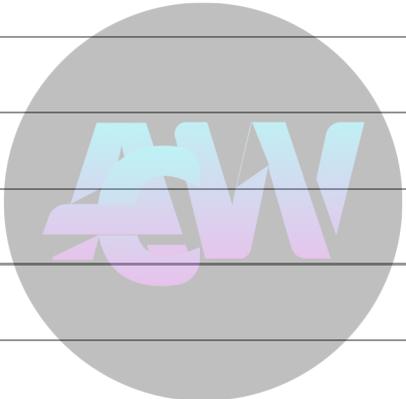
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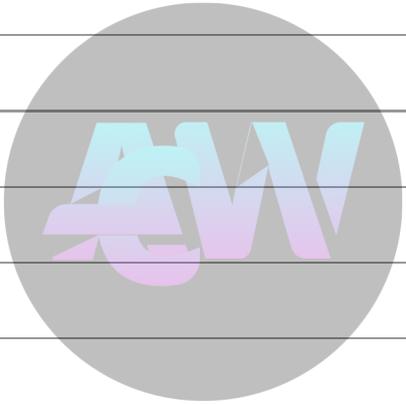
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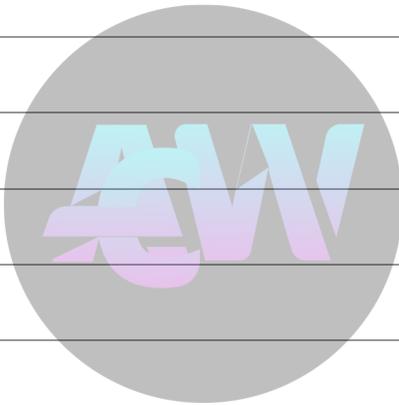
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EXEC SUMMARY & INTRO 10%

Project background. Aims & objectives. Project design & justification

- ✎ ES is satisfactory. Could have confirmed the methodology used for the research. Any information should be cited. Background articulated well including significance of the study. RQs confirmed and source emphasised.

8

LITERATURE REVIEW 20%

Project structure, approach & rigour. Project context & feasibility. Relevant contemporary theory authors. Clear & coherent interpretation.

- ✎ Specific literature search criterion not confirmed. Keywords missing. Nonetheless from the broad structure confirmed in the introduction, it is clear that wider literature search has been conducted and salient points referring to the role of HRM towards employee motivation for enhanced customer service has been covered. The RQs should have been reemphasised with the gap.

14

METHODOLOGY 15%

Work breakdown structure. Methodology for data collection & analysis. Data requirement analysis. Reflection of challenges/risk. Risk mitigation plan.

- ✎ Inductive or deductive? Philosophy appropriate given the chosen methodology. What is the inclusion and exclusion criteria - should have been

9

elaborated upon (3.6). Themes have been confirmed but the process of thematic analysis not explained. Limitations of the method should have been considered. Why 20 journal articles? How is chapter 2 different from chapter 4 given both are literature reviews.

FINDINGS & DISCUSSIONS 20%

Relevance to project objectives. Presentation & completeness of data. Data interpretation & discussion. Application of theory to interpretation.

 Each of the themes from Chapter 3 have been elaborated upon. Literature synthesis has been provided. Each of the questions have been answered. It would have helped to write each question (from chapter 1) with the question number.

15

CONCLUSIONS/RECOMMENDATION 15%

Logical derivation of conclusions. Relevance to project objectives. Recommendations. Generalisability.

 Clear recommendations provided. Objectives should have been addressed. Overall limitations missing. The chapter seems to end abruptly.

8

REFLECTION ON COMPETENCIES 15%

Application within main narrative. Personal development (1,000 words).

 Limited reflection but well written. has used a reflection model and confirmed selection.

10

OTHER CONSIDERATIONS 5%

*Document design. Language proficiency. Effective use of appendices.
Appropriate listing of bibliography.*



Formatting fine. Intext citations ok. Harvard
Referencing fine. Good use of figures.

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