



# Engage To Excel: The Lived Experience Of Human Resources Managers In Promoting Employees' Engagement

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**Abstract:** **Introduction:** Employee engagement plays a vital role in the success of any organization. Within this context, human resources managers are crucial in designing strategies to promote employee engagement. **Methodology:** This study employs a qualitative phenomenological research design to explore the lived experiences of human resources managers in promoting employee engagement within their organizations. The study involves conducting in-depth interviews with ten human resources managers across various industries. The central question guiding this research is: "What strategies do Human Resource Managers use to promote a culture of engagement within their organizations?" Data was gathered through twenty-five semi-structured interviews and analyzed using an inductive approach to develop themes. **Results:** This study identified three emerging themes: Performance Management, Talent Management, and Team Management. The findings reveal that Performance Management involves using surveillance methods to provide feedback during and after appraisals. Talent Management includes implementing motivational factors to boost team morale, recognizing and appreciating employees, and providing professional education for employee growth. Team Management involves fostering teamwork, where individuals share ideas and skills to achieve shared objectives, thus promoting communication and cooperation within the workplace. **Discussion:** The three themes are crucial for human resource managers in promoting employee engagement because they collectively contribute to fostering a positive work environment, enhancing employee satisfaction, and ultimately improving organizational performance. **Recommendations:** This research paper contributes to the existing literature on employee engagement and therefore recommends that future researchers conduct related studies of employee engagement exploring other variables such as productivity, employee well-being, and satisfaction. The human resource managers can also use this paper to effectively promote employee engagement and foster a culture of open communication and collaboration to manage talent and performance within their team.

**Keywords:** Collaborating, Communication, Employee Engagement, Monitoring, Feedback, Recognition, Organization, Performance

## I. INTRODUCTION

In an organization, employee engagement plays a vital role in the mutual relationships of the company and its employees. One factor that has recently affected employee motivation is the COVID-19 pandemic and the introduction of strict safety measures, causing anxiety and frustration (Mao et al., 2020). Therefore, increased risk-taking behavior at the workplace during the pandemic is expected to decrease job motivation and job satisfaction (Bajrami et al., 2021). The primary objective of the human resource team is to improve the workplace and culture so that employees feel more connected and dedicated to the company's goals and

values. As a result, they are more attractive to potential recruits, allowing them to attract and retain talent. Developing employee skills and motivation will increase productivity, creativity, and discretionary effort that will, in turn, result in improved performance, profit, and growth (Albrecht et al., 2015).

Human resources managers are important in informing employees about the organization's goals, values, and priorities. Communication within an organization has a significant impact on employee engagement. Human resource managers communicate regularly with employees, share feedback, and create a transparent work environment. Internal communication efforts aim to establish and maintain relationships between an organization, its supervisors, and its employees. Communication fulfills and nurtures a work-related state of mind. Through communication, employee engagement can be improved resulting to increased productivity, decreased attrition, improvement of an organization's image and reputation, and increased financial returns (Karanges et al., 2015).

Employee behavior is influenced by organizational behavior and human resource management. An organization needs to derive benefits from employees by telling them why and how they can achieve organizational tasks. Employee engagement is tough to manage because employees want appreciation and encouragement to stay motivated. Human resource managers focus on creating programs to recognize and reward employees for their hard work and contributions. Organizations can engage employees with the help of rewards and recognition, which are essential components of employee engagement. Rewards and recognition significantly impact employee performance and motivation (Hussain et al., 2020). The reward strategy has played a vital role in motivating and retaining an exceptional workforce. Rewards, benefits, gifts, and incentives are essential for achieving organizational goals and satisfying employees.

Businesses exist to attain high productivity in their working styles and produce a competitive edge in the global economy. A firm must have talented and engaged employees to achieve this efficiency and competitive advantage. The role of human resource management has become even more critical than ever in this competitive era. Career development aims to align the employee's aspirations with the firm's challenges, leading to organizational effectiveness (Ali et al., 2019). Organizations that want to attract, motivate, and retain employees must demonstrate concern for employee career development. Human resource managers focus on helping employees grow and advance in their careers by providing training and development opportunities, mentoring, coaching, and other resources.

## II. METHODOLOGY

This study is qualitative in nature, specifically employing a phenomenological research design, as it aims to understand the lived experiences of human resource managers. Qualitative research is essential for comprehending individuals based on their beliefs, attitudes, behaviors, interactions, and experiences. This research method focused on understanding the research question through an idealistic or humanistic approach (Pathak et al., 2013). Phenomenological research uncovers, analyzes, and understands the lived experiences and the meaning attached to them by asking how people perceive their experiences of an event and how they assign correlated meanings to said experiences (Ziakas and Boukas, 2014).

This study aims to interview human resource managers concerning employee engagement, centered around the question: **"What are the strategies that human resource managers use to promote a culture of engagement within their organizations?"** This inquiry will be followed: "How can human resource managers promote a work environment that fosters employee engagement?" These questions focus on communication, career development, work-life balance, and company culture- areas that human resource managers have experienced throughout their careers. To elicit more detailed answers, these questions focus on the main topic. The responses will be analyzed to identify recurring themes that will be presented in the simulacrum. The primary objective of this study is to investigate and comprehend participants' viewpoints on how they address the problem.

## Research Locus and Sample

This research was administered in Doha, Qatar. A total of 10 human resources managers were selected as participants for this study. The researchers utilized a purposeful sampling strategy to choose the participants. This strategy involved incorporating specific criteria that participants had to meet at the time of selection (Padilla-Diaz, 2015). The criteria for selecting participants in this research included: (1) human resources managers with two or more years of experience, and (2) individuals who have worked or are currently working in Qatar. These criteria were carefully chosen to ensure genuine views and perspectives that reflect the participants' experiences and ambitions as workers in Qatar.

## Data Collection and Ethical Consideration

The data collection process started with constructing the interview questions based on the central and specific research questions. These questions were validated by the selected teachers with relevant professional backgrounds. After validation, consent forms were e-mailed to the chosen participants as invitations to participate in the study. Interview times and locations were scheduled according to the participants' availability. The interviews were conducted through face-to-face meetings and Zoom conferences.

The robotfoto and interview guide were used to interview the participants. Orientation was also provided to the participants to explain the interview process. As for the recordings of the interviews, to which the participants consented, the researchers used the Zoom recording feature. The researcher asked for permission to record the meeting for transcription purposes. The recordings were necessary for the transcribing the shared experiences of the participants.

In addition to transcribing the oral responses, data interpretation and analysis were thoroughly conducted in the qualitative research process. During the transcription, the confidentiality of the participants was maintained; therefore, their names were not disclosed. Instead, they were referred to as P1, P2, P3, etc.

## Data Analysis

This study used data collected directly from the participants' perspectives and feelings. The research flow was observed through the following steps in data analysis, based on their responses gathered during the designed interviews: (1) Emic data transcription; (2) Emic to Etic transcription; (3) Cool to Warm Analysis; (4) identifying and analyzing themes using the dendrogram tool; and (5) integrating these themes into the simulacrum of this research. This study gained a thorough and deep understanding of the topic through this systematic procedure by analyzing the experiences of the human resource managers through thematization.

The first level of data analysis involved making sense of the collected information, starting with direct transcriptions followed by data cleaning. Data treatment then followed, involving cool-warm analysis to cluster and reflected data into a dendrogram, from which themes and the sub-themes were extracted. The study's conceptual framework is embodied in the research's simulacrum, illustrating the interconnectedness of its parts.

Next, second level of data analysis reinforces the themes and subthemes through the lenses of related literature and studies.

### III. RESULTS



**Figure 1.** Simulacrum in Promoting Employee Engagement in the Human Resources Managers

The simulacrum depicted in Figure 1 illustrates various themes and thought units derived from the etic responses obtained from the participants. It portrays the experiences of human resources managers in promoting employee engagement, focusing on three main themes: Performance Management, Talent Management, and Team Management. Within the "Performance Management" theme, sub-themes such as monitoring, feed-backing, and evaluating were identified. In the "Talent Management" category, motivation, recognition, and professional education were highlighted. Lastly, "Team Management" encompassed aspects of communication, cooperation, and collaboration.

#### Performance Management

Employers implement performance management to monitor, provide feedback, and evaluate employees' performance. They monitor staff, aiming to boost output and safeguard company assets. Monitoring in the workplace involves observing employees to assess how they perform their jobs, which can include direct observation or the use of tools like cameras or computer tracking:

*"As mentioned before, we will compare those who attend and participate in development programs with those who do not." (P2)*

*"We regularly monitor employee engagement through monthly programs, such as sports events. We encourage participation and track progress towards engagement goals. If participation is low, we address individual concerns to ensure everyone is involved. We aim to meet our engagement targets by addressing any barriers to participation." (P9)*

Specific, actionable feedback fosters trust and promotes growth within a team. Performance reviews that include specific goals and constructive criticism encourage continuous improvement. Employee feedback is essential for recognizing organizational strengths and identifying areas for improvement. Additionally, providing feedback enhances employee engagement, leading to a more dynamic work environment, as detailed in these responses:

*"We rely on their feedback to adapt to the team's needs." (P2)*

*"We provide specific, constructive, and actionable feedback, highlighting strengths, areas for improvement, and tailored growth suggestions. This fosters trust and cultivates a growth mindset among our team." (P3)*

*"Performance reviews offer regular, specific feedback, clear objectives and constructive criticism. We prioritize ongoing communication, recognize strengths, offer growth opportunities, and acknowledge progress. This approach cultivates a developmental environment, boosting employee engagement and fostering continuous improvement." (P5)*

That concludes the responses elaborating on feedback. Moving to the third sub-unit, evaluation in the workplace involves assessing the performance, progress, or quality of work of employees or processes. As a coach, watching your team playing and then evaluating their performances and achievements is essential to help them improve and succeed, as further discussed in these responses:

*Performance appraisal is a tool used by HR managers to objectively evaluate employees. It involves standard criteria and competencies to assess achievements, skills growth, and areas for development, benefiting both the appraiser and the appraisee. (P4)*

*We assess both the employee and the environment, prioritizing the team's weaknesses for improvement to ensure overall success for both the team and individual members. (P10)*

Overall, human resources managers create an environment that promotes not only risk reduction but also continuous development, employee well-being, and a strong corporate culture through comprehensive monitoring, strategic planning, and project recognition. Within monitoring, aspects such as performance evaluation and conflict resolution underscore the role of HR managers in promoting employee engagement. This involves not only tracking employee performance but also resolving conflicts.

## **Talent Management**

Motivation plays a vital role in promoting employee engagement as it inspires people to apply their skills and efforts toward achieving both personal and organizational goals, fostering a sense of purpose, fulfillment, and dedication. Additionally, creating a supportive work environment that values work-life balance and promotes a sense of belonging can enhance motivation by boosting overall job satisfaction and well-being, ultimately leading to long-term employee engagement. Participants expressed that:

*"To motivate your team, it's essential to leave personal problems at home and maintain a positive attitude in the office. Greet your team with a good morning and engage in friendly conversation. Conflict is inevitable, but open communication is key to resolving issues. Don't hesitate to ask for help when needed, and listen to feedback from others. Follow the golden rule: treat others as you want to be treated. Working together is crucial because it creates a positive atmosphere that benefits everyone. Be open-minded and accepting of constructive criticism, even from superiors. Everyone has a different perspective, so acceptance is key to fostering a harmonious work environment." (P9)*

*Encouraging them with positive reinforcement boosts motivation and effort. Knowing someone is there to help and guide them encourages employees to strive for excellence and develop their skills further. (P10)*

*"We motivate our employees by providing direction, resources, tools, and training for effective job performance. Additionally, we foster a positive environment, as I believe a positive atmosphere enhances motivation." (P3)*

Fostering a great work environment, maintaining open communication, and providing assistance and resources are all essential for developing motivation and increasing employee engagement, which eventually contribute to organizational success.

Recognizing employees' strengths and successes promotes a culture of appreciation, boosts morale, and fosters a sense of value and belonging. This recognition not only enhances employee engagement but also encourages sustained focus and commitment to achieving personal and company objectives, as stated in these responses:

*"As an HR Manager, I provide direction and guidance by setting clear expectations, offering support, and recognizing achievements. This helps motivate employees to stay engaged and focused on their goals." (P5)*

*"Express gratitude to your staff members by honoring and thanking them for their accomplishments, contributions, and value. They deserve recognition and rewards, including public acknowledgment, letters of gratitude, bonuses, incentives, and career advancement opportunities." (P6)*

*"In guiding your team, it's crucial to recognize and accommodate their characteristics, much like a parent with different children. Each team member has unique needs, so you must be open-minded and avoid favoritism. Spend equal time listening to each team member, understanding their weaknesses, and working to improve them. By acknowledging and addressing individual differences, you can effectively design your approach to guide and support your team." (P9)*

Encouraging an appreciation culture through recognizing employees' skills and achievements enhances morale and engagement while reinforcing a sense of worth and belonging, resulting in a motivated and engaged staff.

Professional education increases employee engagement by offering opportunities for skill development and growth. Organizations that prioritize continuous learning and professional development demonstrate their commitment to their employees' success, fostering a sense of worth and loyalty, as revealed by these respondents:

*"Regarding promotions, I believe in giving individuals a chance to grow internally before looking outside for candidates. By providing a probation period, we can assess their suitability for the role based on performance. Development programs, like the one I attended for HR certification (CIPD), are essential but dependent on the organization's budget. Mentorship programs involve shadowing senior employees or guiding individuals with potential. Career development opportunities should be seized when a potential is recognized, whether or not there's a formal budget for it. (P9)*

*"As I mentioned earlier, we have annual strategic planning sessions to ensure alignment with our vision and mission. As HR managers, we always support the goals, vision, and mission of the institution. Our role is crucial in aligning these objectives and ensuring service excellence for both employees and clients. This includes providing training, educational assistance, competitive salaries, benefits, and perks like year-end bonuses. These considerations are included in budget preparation during strategic planning sessions to ensure their continuity, even during challenging times such as the pandemic." (P7)*

*"I ensure employee development through personalized training, mentoring programs, and fostering a supportive culture that promotes continuous learning and skill enhancement. Regular feedback and performance assessments guide the effectiveness of these initiatives." (P5)*

Engaging in professional education and development enhances employees' skills and talents while demonstrating the organization's commitment to their growth and success, fostering a culture of continuous learning and loyalty."

In summary, motivation plays a crucial role in inspiring individuals to achieve personal and organizational objectives, fostering a sense of purpose and dedication. Furthermore, fostering a supportive work environment and providing opportunities for professional education and recognition boosts motivation, leading to long-term employee engagement and organizational success.

## Team Management

Employee engagement refers to employees and employers working together to achieve common goals. This involves encouraging cooperation, communication, and respect, creating a supportive work environment, recognizing accomplishments, offering opportunities for advancement, and promoting work-life balance. This communication leads to more satisfied, motivated, and productive employees, as articulated by the respondents:

*"It's crucial to be transparent in our HR role, informing employees of what's expected and being open to adjustments. Additionally, providing employees with time to voice their concerns fosters a culture where everyone feels heard and valued. Encouraging open communication makes employees more likely to speak up about issues or concerns without fear. This approach promotes employee engagement, especially when involving capable employees in leadership roles during activities, further enhancing their engagement." (P7)*

*"An HR manager can promote open communication by creating a safe space for employees to share thoughts, ideas, and concerns. Encouraging active listening and taking appropriate action helps everyone feel heard and valued, fostering a sense of inclusion and participation in the conversation." (P8)*

Effective team management necessitates evaluation, collaboration, and communication. Employing assessment tools like questionnaires and feedback sessions enables leaders to adapt their approach.

Utilizing coordination methods ensures effective information exchange. These practices promote success and assist teams in achieving their goals, as noted in these responses:

*Coordinating with employees requires effective communication, teamwork facilitation, and aligning individual efforts with organizational goals. Clear expectations, support provision, and promoting collaboration are key to achieving shared objectives. (P5)*

*Maintaining confidentiality is crucial in the investigation process, as well as ensuring all information is gathered beforehand. Avoiding bias during questioning is essential, with the ultimate goal of resolving the issue and disciplining inappropriate behavior. (P4)*

*"To ensure equal opportunities for all employees, I prioritize fair hiring practices, unbiased promotions, and comprehensive diversity and inclusion initiatives. I regularly review and update policies to remove barriers and cultivate an inclusive workplace culture that values diversity." (P5)*

Collaborative goal-setting promotes alignment, whereas effective communication builds trust, as revealed by the responses below:

*"Whenever we have underperforming employees, we hold meetings to discuss the issue, clarify job expectations, and develop improvement strategies. Employees who follow through with these plans receive recognition." (P1)*

*"Collaborate with the team through discussions and goal-setting sessions. Engage in group meetings to collectively establish objectives and determine the optimal path forward." (P8)*

*Effective communication is paramount in collaborating with employees. Successful managers blend authority with empathy, firmness with encouragement, and discipline with forgiveness in their communication style, akin to performance coaching. Coordination methods include email correspondence and face-to-face meetings. (P6)*

Open communication and collaboration are essential for effective decision-making. Our diverse workforce contributes to decision-making through prioritizing open dialogue and feedback. Creating an environment where employees feel valued for their ideas promotes innovation and motivation. Actively listening and offering assistance fosters trust and engagement, resulting in a positive workplace dynamic and organizational success, as mentioned in these responses:

*To ensure decisions made with employees are effective, we foster open communication, conduct collaborative meetings, and implement feedback mechanisms. This inclusive approach ensures that decisions align with the collective input of our diverse workforce." (P5)*

*We prioritize creating an open environment where employees feel comfortable suggesting ideas that benefit the company. Additionally, we ensure that hardworking individuals receive recognition through a valid appraisal or reward system, considering the impact of their contributions, work time, and sacrifices made for the company. (P10)*

*As I mentioned earlier, listening to employees during one-on-one meetings and welcoming their thoughts, opinions, and ideas without criticism is crucial. Maintaining an open-door policy fosters an environment where employees feel comfortable expressing themselves, leading to greater creativity. When employees share their problems, ensure to offer assistance and follow up with solutions or options for resolving the issue. This approach builds trust and encourages employees to seek your help in the future, fostering a positive working relationship." (P9)*

In its entirety, inclusive decision-making procedures, open communication, and attentive listening are all key to fostering successful employee engagement. Organizations can enhance cooperation, productivity, and employee happiness by fostering a supportive environment where workers feel valued and free to express their thoughts, concerns, and ideas. Acknowledging successes, offering chances for progress, and encouraging a work-life balance all contribute to creating a motivated and committed workforce. Ultimately, prioritizing open communication and collaborative methods to promote employee engagement—such as frequent feedback meetings and collective group goal-setting—establishes an environment of mutual respect, trust, and understanding that drives success in the modern workplace.

#### IV. DISCUSSION

Performance Management, Talent Management, and Team Management are crucial aspects for human resources managers in promoting employee engagement because they contribute to fostering a positive work environment, enhancing employee satisfaction, and ultimately improving organizational performance. Performance management involves monitoring employees' job performance, behavior, and engagement levels. This helps HR professionals identify and address employees' problems or difficulties, like a supportive mentor looking out for their team's well-being.

Talent Management involves motivating, recognizing, rewarding, and providing professional education for employees' contributions and achievements. This can take various forms, including financial rewards, public recognition, opportunities for advancement, or simply expressing appreciation for their hard work.

Team Management encourages teamwork, communication, and cooperation among employees. When employees collaborate effectively, they can leverage each other's strengths and skills to achieve common goals.

#### Performance Management

As part of human resource management, performance management is a strategic approach to ensuring that employees contribute effectively to business goals. It involves creating a work environment where people can perform to the best of their abilities. Performance management includes goal setting, monitoring, feedback, and evaluation. Performance management is defined as continuous communication and feedback between a manager and employee toward achieving organizational objectives (Lalwani,



2024). Performance management helps organizations ensure that employees understand their roles, receive constructive feedback, and have the support they need to achieve their goals and business objectives (Vulpen, 2024).

## Monitoring

HR monitors employees to help them navigate their roles effectively, providing feedback and support. Managers must monitor the employees' performance on the goal based on (Lalwani, 2024). This is where continuous performance management comes into the picture. With the right performance management software, you can track your team's performance in real-time and modify and correct courses whenever required. HR analysts are therefore dedicated to addressing more complex issues (Abdeldayem & Aldulaimi, 2020). Human resources management can also closely monitor staff morale through regular, near-instant analysis. Here, the human resources department employs various methods to ensure individual commitment by establishing effective incentive policies.

## Feed-backing

Feedback is indeed one of the most effective ways of monitoring employees in a workplace. Research suggests that performance feedback can improve individual performance by helping employees clearly understand the performance goals they need to accomplish (Park & Choi, 2018). Higher levels of autonomy may further enhance the positive relationship between a clear understanding of performance goals and individual performance. Positive effects of performance feedback on organizational effectiveness are well-documented in business management studies, which highlight its benefits for both individual and organizational performance.

Performance feedback is also expected to enhance employees' performance in public organizations (Park & Choi, 2018). Through an analysis of data collected from public employees in local governments in Korea, researchers examined whether the positive relationship between performance feedback and employees' performance is also found in public organizations. Structural equation modeling was adopted to estimate the hypothesized relationship between performance feedback and individual performance. Verbal face-to-face feedback in the health professions may result in moderate to large improvements in workplace task performance, compared to receiving no feedback (Johnson et al., 2020).

## Evaluating

Evaluations serve as an effective tool for supervising employee performance, providing feedback, setting goals, identifying areas for improvement, and making informed decisions that contribute to organizational success. Performance appraisal purposes are considered in the first instance because they help determine appraisal mechanisms, such as timing, evaluators, frequency and procedures, which guide the conduct of accurate and fair appraisals (Akbar et al., 2019). Many organizations view performance appraisal as an important tool for measuring and evaluating employees' performance. Performance appraisal can be used as an effective tool to maintain the capabilities and effectiveness of the workforce (Al-Jedaia et al., 2020). In general, performance appraisal can be a crucial tool for motivating employees and enhancing their job performance, thus providing a competitive advantage over rivals. The main findings of (Cruzi et al., 2019) show that performance appraisal focused on employees' achieved results and newly developed competencies boost innovative behavior more than traditional forms of evaluation based solely on time spent at the workplace, assigned tasks, and working hours.

## Talent Management

Talent management in human resource management involves discovering, developing, and retaining competent personnel within a business. Talent management improves employee engagement by aligning individuals' skills with company goals and providing opportunities for advancement. This includes recognizing and rewarding employees' achievements, fostering a sense of value and belonging, and ultimately driving corporate success with a motivated and engaged staff. According to Goestjahjanti, et al.(2020), talent management practices such as outstanding performance motivation, training and development, and job enrichment significantly impacts job satisfaction and employee retention,

demonstrating a moderate relationship between talent management and job satisfaction. Claus (2019) mentioned that the talent management challenge lies in a commitment to truly make a difference in the lives of organizations and their talent—whether they are employees or part of the larger contingent workforce.

## Motivation

Motivation is essential for employee engagement because it creates a positive work environment, boosts productivity, and promotes employees with a sense of loyalty and devotion. It catalyzes innovation and creativity, inspiring staff members to go above and beyond the expectations in their roles. Ultimately, motivated employees contribute to a business's overall success and growth. According to Goel, et al, (2023) motivation is the driving force that compels individuals to act in pursuit of a goal. This inspiration is what fuels engagement in tasks or work. Motivation is also an influencing factor for effective employee engagement in any work sectors, as noted in the research by Chinyamurindi and Tsvangirai (2019), who mentioned that motivation moderates the relationship between workplace surveillance and employee engagement. LLC Consulting Publishing Company (2021) asserts that motivation has a positive and significant effect on employee performance. Direct involvement of workers alone may not directly impact employee performance, but mediating through motivation and job satisfaction can significantly influence employee performance. Another author, Ozkeser (2019), emphasizes that motivation stems from human resources management functions and underscores the importance of training activities in increasing personnel motivation.

## Recognition

Recognition in human resource management refers to recognizing and praising employees' efforts and accomplishments within a company. Positive feedback, awards, and bonuses inspire and reinforce desired behaviors among employees. Recognition programs may vary from verbal praise to formal awards and incentives, promoting a culture of gratitude while increasing employee morale and participation. Effective recognition campaigns recognize individual successes and reaffirm the organization's values and goals, resulting in enhanced productivity and retention.

A journal article published by Baqir et al. (2020) stated that organizations can engage employees through rewards and recognition. Rewards are an important aspect of employee engagement and have a significant impact on employee performance and motivation. Implementing a reward system can increase job satisfaction. Lartey (2021) also emphasized that recognition involves offering rewards for performance, such as completing a task, project, or achieving a goal. Another study by Montani et al.(2020) found that manager recognition directly and indirectly promotes behavioral involvement through the intervening role of meaningfulness, and coworker recognition strengthens the benefits of manager recognition on meaningfulness and subsequent behavioral involvement. Additionally, Hancock (2024) suggested that recognition should ideally focus on acknowledging individual merit and accomplishments based on employee exceptionalism

## Professional Education

Professional Education or Professional Growth includes assisting employees in exploring their interests and passions, developing professional competencies, and advancing on the career path suited for them. If done correctly, their future success will immediately benefit the organization. Their expertise drives the company's goals while benefiting them personally for years. An article published by Khalifa et al. (2022) stated that long-term and short-term growth should be considered one of the essential parts of human resource crisis management initiatives.

Mahapatro (2021) also stated that organizations are concerned not with employees' productivity but also with nurturing their capabilities for maximum utilization and growth. He mentioned that individuals tend to stay longer in organizations where they experience personal and professional growth. Hassan (2022) highlighted that career growth opportunities, advancement, and salary significantly influence employee retention, demonstrating the importance of both motivators and hygiene factors in retaining employees. These findings enable managers to make informed organizational and HRM policy decisions

aimed at improving and enhancing employee retention. Widyana (2021) asserted that growth depends on how human assets can adapt to changes in the business environment, generate new ideas, innovate, and develop products, ultimately leading to the company's competitive advantage.

## Team Management

Employee engagement involves the collaborative effort of employees and employers toward shared objectives. This includes fostering cooperation, communication, and mutual respect, establishing a nurturing work atmosphere, acknowledging achievements, providing avenues for career growth, and advocating for a healthy work-life balance. When organizations implement strategic decisions, innovations, and change projects, similar issues arise in implementing HRM initiatives (Khan, 2024). According to Calitatea (2018), in human resources management, team leader evaluations and individual team members' self-assessments can be applied.

## Communication

The foundation of employee engagement is effective communication, which acts as the link between individuals and their work and the larger organizational objectives. It fosters openness, encourages trust, and empowers workers to contribute significantly, ultimately boosting productivity and creating a positive work environment.

In an article published by Awang et al.(2019), effective communication at individual level among employers helps create a positive work environment and therefore, enhances the productivity of each employee in the long run. Additionally, encouraging open communication and attentiveness to employees' concerns and feedback can significantly contribute to building trust and fostering a sense of belonging within the organization. Salvation (2019) also emphasized that effective communication is critical to the success of teamwork, as the ability to work together without issues is determined by conveying the correct information at the right time.

Moreover, transparent and timely communication within teams minimizes miscommunication, fosters team synergy, and helps coordinate tasks effectively—all of which ultimately contribute to team accomplishments and organizational objectives. Kalogiannidis (2019) also emphasized that, effective organizational communication is among the essential factors influencing employee performance and productivity levels. Moreover, organizations that place a high priority on communication effectively foster a transparent and accountable culture. This culture raises employee morale and fosters a sense of unity among employees, leading to increased engagement and better performance overall. Lastly, Itang (2019) stated that effective communication is necessary for management to develop and sustain a competitive advantage for workplace efficiency and improvement.

## Coordination

In the workplace, coordination is essential to productive teamwork and success. Coordination involves linking separate units of an organization to achieve a shared objective (Quero, 2020). Human Resources Managers must coordinate work among unit or department members to integrate their efforts and accomplishments. Effective coordination guarantees that tasks are completed cohesively and everyone is working towards the same goals, whether within teams, departments, or the entire organization. Coordination is crucial for maximizing performance and achieving success in today's fast-paced workplace, as promotes collaboration, communication, and a positive work atmosphere. Coordination facilitates the alignment of various organizational functions and activities towards achieving success. It is also important to employees as it influences their work environment, job satisfaction, and overall well-being. Transformational leaders possess qualities and skills that enable them to select the right people, known as "workers" for the right jobs, determining their abilities and providing adequate motivation (Gordana, 2020).

Another article published by Gorgi (2020) highlighted that companies can create internal coordination between the human resource subsystems, ensuring integration and coherence. Additionally, companies can

establish external (vertical) integration and coordination between the human resources strategy and overall company strategy.

## Collaboration

Collaboration in the workplace is critical for organizational success in today's fast-paced business environment. HR managers play an important role in promoting collaboration by helping employees work together, communicate effectively, and innovate. In this introduction, we will explore the value of workplace collaboration and the critical role that HR managers play in promoting it (Set, 2019).

According to Set (2019), employees are more likely to engage in effective collaboration if they perceive it as rewarding. HR managers shape the perception of collaboration as rewarding by developing reward systems and facilitating effective teamwork. They foster a culture of collaboration by recognizing and supporting one another. HR managers inspire employees to collaborate effectively by aligning organizational goals with individual motivations, resulting in increased innovation and productivity for the organization's benefit.

In an article published by Spizler (2019), it was mentioned that effective collaboration in the workplace is an important tool for leveraging the skills, abilities, abilities, and knowledge of colleagues in the workplace. Relationships and experiences among colleagues influence their preferences for collaboration styles.

Effective workplace collaboration is a crucial tool for leveraging colleagues' diverse skills, abilities, and knowledge. Relationships and experiences influence collaboration preferences. Understanding these dynamics is the key to fostering successful collaboration. By creating an environment of open communication, trust, and inclusivity, organizations can harness the collective intelligence of their workforce, driving innovation and success.

## V. CONCLUSION AND RECOMMENDATIONS

The findings of this research paper underscore the methods and techniques used by human resources managers to promote employee engagement. In-depth interviews explored the lived experiences of the ten HR managers, resulting in the emergence of three main themes: performance management, team management, and talent management.

Performance management is vital for promoting employee engagement. Human resource managers regularly monitor employee performance through daily activities and monthly programs. By using monitoring, human resource managers encourage employee participation and track employees' progress toward engagement goals.

Feedback is crucial for highlighting organizational strengths and identifying areas for improvement, cultivating a developmental environment, and boosting employee engagement. Evaluating performance is also important in performance management as it assesses employees' skills, growth, and areas for improvement, contributing to effective employee engagement.

Talent management plays a significant role in promoting employee engagement by motivating employees, recognizing accomplishments, and providing training and professional development opportunities. It is a commitment of human resource managers to make a difference in the lives of the organization and its employees.

Team Management promotes employee engagement through proper communication, constant coordination, and effective collaboration. HR managers foster open communication by creating a safe environment for employees to share thoughts, ideas, and concerns. Effective communication is essential for coordinating with employees and build trust, motivating employees to seek help and fostering positive working relationships.

In conclusion, effective human resource management relies on performance, talent, and team management to ensure employees are well-coordinated and contribute effectively to the organization's objectives. By implementing these integrated approaches, human resource managers can promote successful employee engagement.

Based on the results of this study, this research paper is recommended for the following purposes:

First, to the future researchers who can utilize this paper as a guide for conducting further studies on employee engagement, exploring other variables such as productivity, employee well-being, and employee satisfaction.

Second, to the human resource managers who can use this paper to effectively promote employee engagement and foster a culture of open communication and collaboration to manage talent and performance within their team.

Third, organizational leaders can use this paper to assist them in leading and strategizing for company success, empowering human resources managers with the necessary support, authority, and resources to promote effective employee engagement.

Lastly, employees aspiring to become human resource managers can benefit from this paper as they aim to excel in their future roles.

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