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"Roles and Responsibilities of an HR Manager in Developing Employee Engagement"

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Abstract

Introduction- The purpose of the study is to explore the roles and accountabilities of an HR manager in evolving employee engagement.

Literature Review- Employee engagement has developed into a central concern for organisations in the current dynamic workplace. An engaged workforce has more potential to exhibit faith, confidence, and high performance. HR managers are at the front line of initiatives sought to improve engagement.

Methodology- The "primary quantitative" data collection technique has been chosen in this study. Hence, responses were assembled from 55 individuals, utilising a questionnaire composed of 13 questions.

Findings and Analysis- The findings suggest that HR managers have played an important role in designing the work environment and impacting employee engagement. Effective strategies in hiring, training, communication, as well as rewards are key to driving engagement.

Discussion- HR managers encounter different challenges in their efforts to create and support employee engagement. These comprise managing the diverse necessities of a multi-generational workforce, adapting to new work circumstances, and controlling employee burnout.

Conclusion- HR managers have a key role in sweetening employee engagement. By concentrating on hiring, training, communication, and rewards, they lead to a motivated and devoted workforce. As establishments acknowledge the value of active employees, HR managers' roles are becoming more important than ever.

Keywords- Employee engagement, communication, HR manager, recruitment, work-life balance, corporate success

INTRODUCTION

Employee engagement is a vital and sophisticated concept within the domain of human resources (HR) and corporate management. As per the view of Mazzetti et al. (2023), it reflects the emotional responsibility and commitment that workers have towards their job, their coworkers, as well as their organisation. Active employees are not just satisfied with their jobs; they are excited and motivated, energetically contributing to the victory of the company. This boosted level of employment has been indicated to contribute to improved productivity, greater job delight, decreased turnover rates, as well as a more positive organisational culture. As per the statement of Adisa, Ogbonnaya & Adekoya (2023), active workers have more potential to remain with their organisations, contributing to cost savings in recruitment and training. They are also more creative, delivering fresh concepts and problem-solving skills that can cause growth and expansion of a company. Moreover, active workers cultivate to be more consumer-focused, resulting in enhanced consumer satisfaction and adherence.
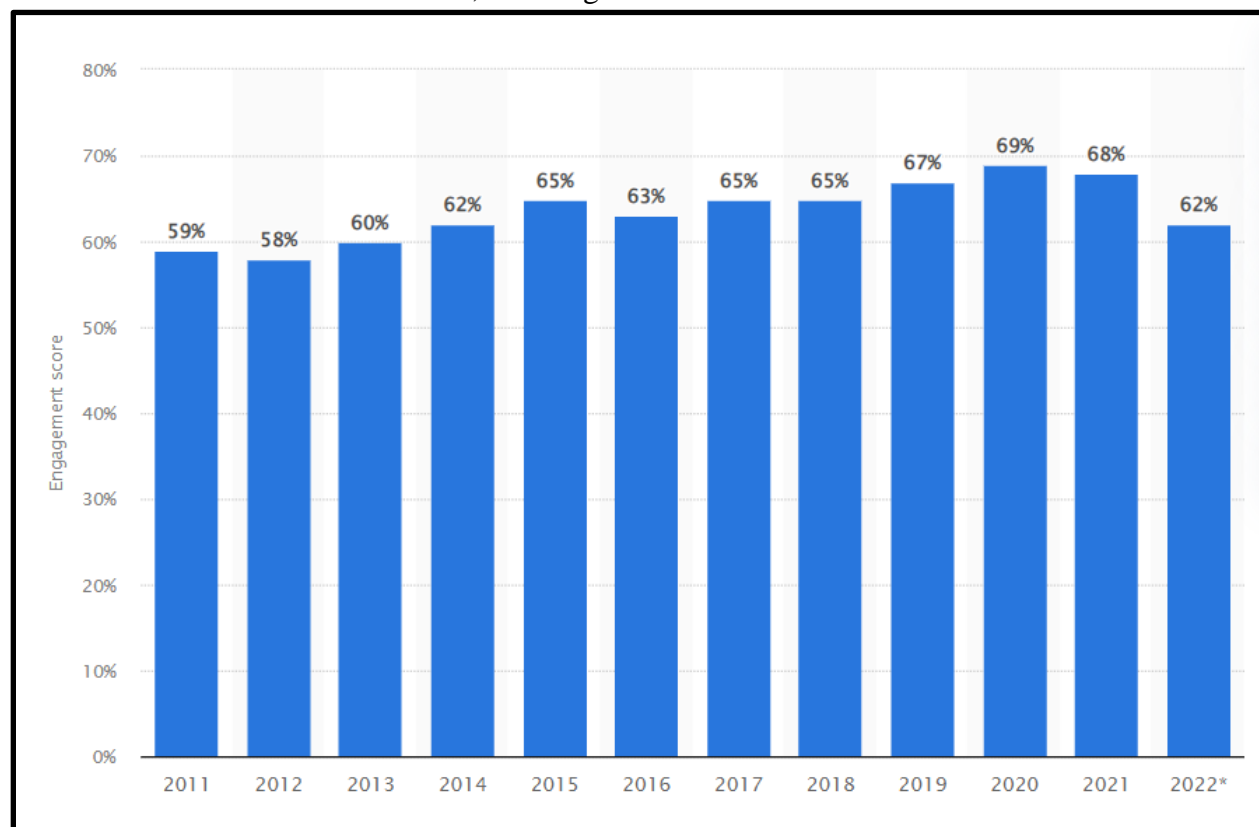
Figure 1: Global trend in employee engagement from 2011 to 2022
(Source: Statista, 2023)

The above figure displays the changes in employee engagement over the years. The upward revolution from the year 2011 to 2021 indicates that trade establishments have increasingly acknowledged the value of employee engagement and executed effective HR practices in hiring, training, communication, as well as rewards. The slight decline in employee engagement in the year 2022 emphasises the involved nature of this notion. This may be an arrow that external factors, such as the effect of the global pandemic, can impact engagement levels. On the other hand, the peaks in employee engagement in the year 2020 at 69 per cent may indicate that certain strategies executed during that year were extremely successful.

The key aim of the study is to explore the roles and accountabilities of an HR manager in evolving employee engagement.

The main objectives of this current study are underpinned below.
- To analyse the roles of HR managers in developing employee engagement
- To critically evaluate the key factors that affect employee engagement
- To explore the challenges faced by HR managers due to developing employee engagement
- To emphasise the strategies for improving employee engagement

The questions which are developed on the basis of the objectives are as follows.
- What are the roles of HR managers in developing employee engagement?
- What are the key factors that affect employee engagement?
- What are the challenges faced by HR managers due to developing employee engagement?
- What are the strategies for improving employee engagement?

The developed hypotheses as per the objectives and questions of the study are highlighted below.
- H1: The efficacy of the recruitment process positively influences employee engagement
- H2: There is a significant correlation between the extent of training and development programmes and employee engagement
- H3: Effectual communication strategies significantly impact employee engagement levels
- H4: There is a positive relationship between the enactment of reward and compensation benefits and employee engagement

One notable problem statement in the realm of employee engagement is the possibility of a deficiency of alignment between employee engagement initiatives and the core values, vision, and culture of the establishment. When these initiatives are not profoundly embedded in the identity and values of the establishment, they can become token efforts that fail to yield significant refinements in engagement. As per the consideration of Lee, Rocco & Shuck (2020), the misalignment between engagement measures and corporate values can outcome in a lack of realism. When workers perceive that engagement programs are unfastened from the company's true culture and values, they may become suspicious. This suspicion can deteriorate trust in the establishment, possibly leading to disengagement. On the other hand, as stated by Meijerink, Bos-Nehles & de Leede (2020), misaligned engagement initiatives may not resound with the various requirements and priorities of the workforce. What employs one group of workers may not be efficacious for another. This issue can occur when engagement strategies are universal and fail to assess the distinctive features, expectations, and motivations of various employee segments. Therefore, some workers may feel that their distinct necessities are not being managed, resulting in reduced engagement.

LITERATURE REVIEW
Analysis of the roles of HR managers in developing employee engagement

The roles of HR managers in evolving employee engagement are key to building a motivated and determined workforce. HR managers have played sophisticated roles that affect strategising, implementing, as well as continually monitoring engagement initiatives within a business establishment.

HR managers are accountable for the hiring and onboarding technique, assuring that they are organised to match workers with suitable functions and create favourable first impressions. As per the view of Wood et al. (2020), efficacious recruitment practices recognise candidates whose values and

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aspirations align with the mission of the organisation. Smooth onboarding experiences encourage early integration, making workers feel included and part of the team. A well-matched position and a positive start are essential in stimulating worker engagement. On the other hand, according to Heslina & Syahruni (2021), HR managers are involved in planning and implementing training and development programs. These initiatives equip employees with possibilities for personal and professional development. When workers see that their establishment invests in their growth, it promotes a sense of commitment and engagement. Continuous learning possibilities, skill-building programs, as well as career advancement paths are essential elements that HR managers manage, ensuring that workers feel valued, inspired, and aligned with the goals of the organisation.
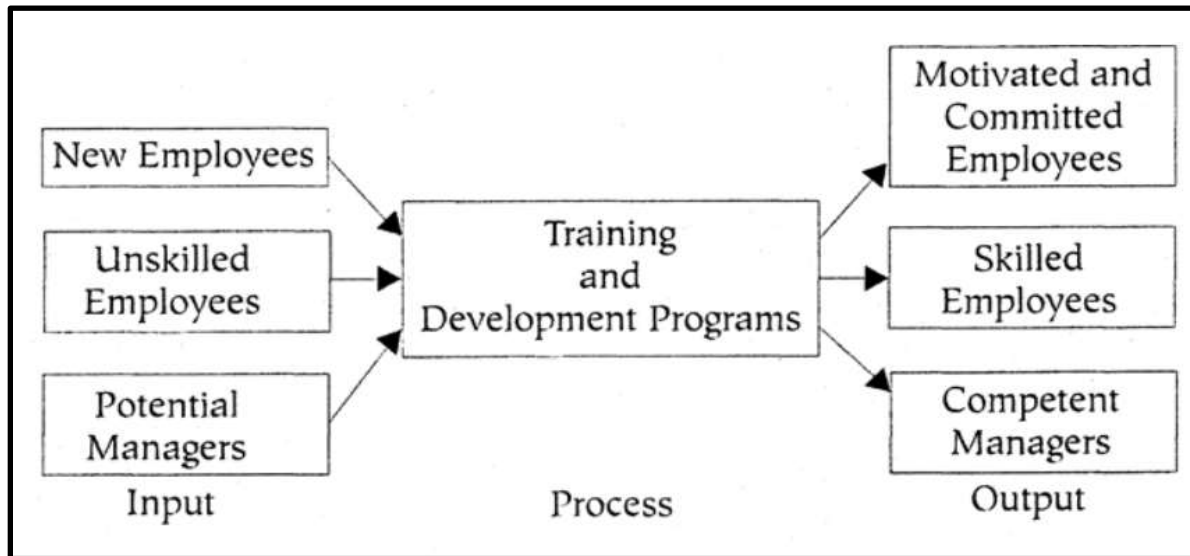
Figure 2: Training and development programme
(Source: Influenced by Rahmadani et al. 2019)

The above figure articulates the training and development programme, which has been discussed above. In addition, HR managers are paramount to promoting open communication and positive employee concerns. Building an environment where workers can articulate their ideas, receive feedback, as well as have their problems addressed is fundamental for creating trust and engagement. HR managers specify channels for resolving conflicts, and constructive feedback, and facilitate a culture of translucency and inclusivity. Effectual communication strategies are essential in keeping a workplace where workers feel listened to and valued, which, improves engagement.

Critically evaluation of the key factors that affect employee engagement

Employee engagement is impacted by an assortment of key factors that collectively design the work experience and worker perceptions within an establishment. Comprehending these factors is fundamental for HR managers and leaders to design efficacious strategies that improve employee engagement.
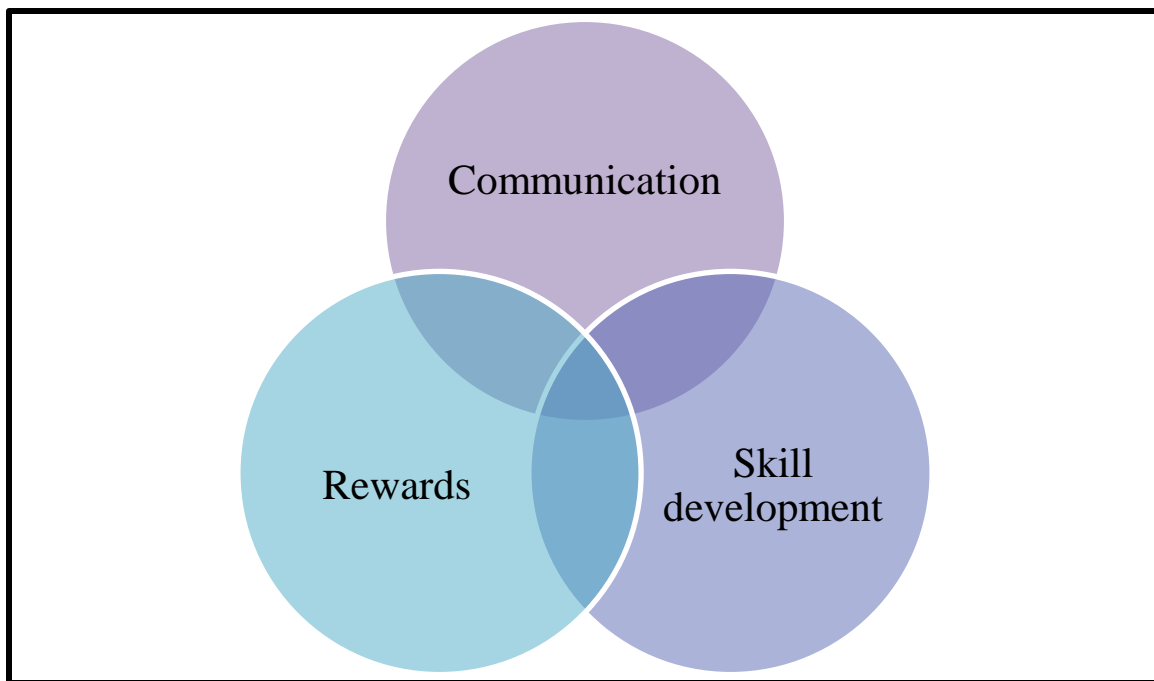
Figure 3: Factors affecting employee engagement
(Source: Influenced by Monje-Amor, Vázquez & Faíña, 2020)

The above figure articulates the factors affecting employee engagement, which has been discussed below.

Communication- Open and translucent communication from management and leadership promotes a sense of faith and belonging among workers. As per the consideration of Monje-Amor, Vázquez & Faíña (2020), when workers are informed about corporate goals, transitions, and decisions, they feel esteemed and associated with the larger mission. Effective communication also delivers prospects for employees to communicate their opinions and situations, allowing them to actively partake in decision-making procedures. Insufficient as well as one-way communication can outcome in disengagement, as workers may feel separated or uninformed about their positions and the establishment's direction.

Skill development- Prospects for skill growth and career development are important factors in employee engagement. As per the conception of Ababneh (2021), workers who witness a clear direction for their professional growth and feel supported in obtaining new skills cultivate more activity. Trade establishments that instil training and development programs signal their commitment to employees' development and success, enabling them to support more in their work. Without these options, workers may feel inactive or undervalued, contributing to reduced engagement.

Rewards- Credit and rewards have played a critical role in employee engagement. As per the comment of Rahmadani et al. (2019), feeling respected and admitted for their assistance encourages workers to excel and stay committed. Credit can be formal, such as awards and bonuses, or informal, such as regular appreciation from colleagues and supervisors. Trade establishments that lack a structured reward and recognition system cause demotivating workers, contributing to disengagement.

Exploration of the challenges faced by HR managers due to developing employee engagement

HR managers have encountered several notable challenges when it comes to planning and supporting employee engagement. These challenges are complicated and sophisticated, usually needing careful navigation and strategic resolutions.

One key challenge is managing the diverse requirements and anticipations of a modern, multi-generational workforce. According to Riyanto, Endri & Herlisha (2021), distinct age groups may have variable choices, values, and motivators. HR managers must create engagement strategies that feed into these distinctions. This challenge contains designing adaptable policies and advantages that demand a broad spectrum of employees. As per the illustration of Malik & Garg (2020), older workers might prioritise job strength and retirement plans, while younger ones may esteem work-life balance and career development opportunities. Offsetting these diverse requirements while keeping a cohesive employment strategy is a tough challenge.

On the other hand, the evolving nature of work is a critical challenge, which has been dramatically affected by trends such as remote work, hybrid work models, and the gig economy. HR managers must adapt engagement strategies to fit these new work circumstances while assuring that workers remain united and dedicated to the organisation. As per the illustration of Qadri et al. (2022), remote work can contribute to feelings of separateness and disengagement whenever not operated effectively. HR managers ought to execute strategies that support and improve engagement in these non-traditional environments.

Lastly, employee burnout is an influential challenge that HR managers must manage to keep engagement levels. As per the statement of Otoo (2019), in the exploration to foster engagement, HR initiatives can periodically inadvertently improve workload and stress, contributing to worker burnout. Strategies to manage this issue include offsetting workloads, delivering adequate support, and delivering wellness programs. Recognising and diminishing the possibility of burnout is important for preserving long-term worker engagement.

Emphasis on the strategies for improving employee engagement

Enhancing employee engagement is critical for promoting a motivated and determined workforce. HR managers and corporate leaders can execute different strategies to improve engagement levels.

Figure 4: Strategies for improving employee engagement
(Source: Influenced by Nisar et al. 2021)

Effective communication- Open and translucent communication is the basis of engagement. As per the comment of Nisar et al. (2021), HR managers and leaders should specify channels for workers to speak their thoughts, concerns, and feedback. Regular discussions, surveys, as well as suggestion boxes can support to promote a culture of communication. Timely and genuine updates on organisational transformations and performance also have played a critical role in keeping workers

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informed and engaged. Transparent communication builds a sense of faith and belonging, allowing workers to be more vigorously concerned in decision-making strategies and enabling a more dynamic and determined workforce (Kravariti & Johnston, 2020).

Training and development- Supporting training and development is a strong strategy to improve employee engagement. As per the view of Islam et al. (2023), HR managers should prioritise skill growth and career growth prospects. By delivering training programs and transparent pathways for refinement, workers have more potential to feel valued and inspired to lead to their organisation's success. When workers perceive responsibility for their professional development, they have more potential to be committed, motivated, and reliable. Skill growth not only helps workers but also allows the organisation to improve productivity, inventiveness, and overall performance.

Work-life balance- Work-life balance is a crucial factor in worker well-being and engagement. As stated by Ibrahim (2021), HR managers can facilitate this proportion by delivering adaptable work arrangements, such as remote work choices and helpful schedules. Boosting workers to endure regular breaks and vacations is necessary to stop burnout and support high levels of engagement. When workers have the flexibility to organise their work and personal lives, they experience decreased stress, improved job satisfaction, and improved adherence to their roles. HR leaders should prioritise work-life balance as it leads to a fitter, more active workforce, contributing to enhanced productivity and overall corporate success.

METHODOLOGY

The ***"primary quantitative"*** data collection technique has been chosen to explore the roles and accountabilities of an HR manager in designing employee engagement. Hence, responses were collected from 55 individuals, using a questionnaire composed of 13 questions. These questions were developed to explore different aspects related to the topic, including 10 questions directly linked to employee engagement and 3 demographic questions that sought to grasp the factors of the surveyed individuals. By gathering data from 55 individuals, the study has sought to achieve a representative sample that could deliver worthwhile perspicuity in the form of worker engagement within the target population. As per the view of Aburumman et al. (2020), the quantitative nature of this data-gathering method permits for statistical analysis, allowing the determination of trends, correlations, as well as patterns within the dataset. These findings can then be operated to make informed decisions and execute strategies that improve employee engagement within establishments.

"Statistical analysis" for the data gathered from the survey can be proficiently performed by utilising software such as ***SPSS***. As per the conception of Abdul Latif, Saraih & Harada (2019), SPSS delivers a strong platform for data analysis, permitting a complete analysis of the dataset. It permits users to import, use, and interpret data efficiently. It delivers different statistical tools and processes, creating it feasible to derive beneficial perspicuity from raw data. This ability is important for making informed decisions, specifying trends, and attracting significant conclusions from study or business data. On the other hand, as stated by Mazzetti et al. (2023), SPSS is valuable in the research field. Investigators across different disciplines depend on SPSS to explore data from experiments and studies. The comprehensive statistical capabilities of the software support hypothesis testing, regression analysis, as well as the investigation of complicated relationships within datasets. It has played a critical role in increasing knowledge and leading to evidence-based decision-making.

FINDINGS AND ANALYSIS
Demographic Characteristics of the participants
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	20	36.4	36.4	36.4
	Male	25	45.5	45.5	81.8
	Prefer not to say	10	18.2	18.2	100.0
	Total	55	100.0	100.0	

1. What is your gender?

Table 1: Frequency of gender distribution
(Source: SPSS)

Table 1 delivers a snapshot of the frequency of gender distribution within a precise context, with a sample size of 55 respondents. The table shows three categories such as "Female", "Male", and "Prefer not to say". These classifications grasp the gender identification of the participants. As per the table, 20 participants are recognised as female, 25 are identified as male, and 10 have decided to withhold their gender essence, implying "Prefer not to say". This gender distribution can help to recognise generational disparities in employment and modify strategies accordingly.
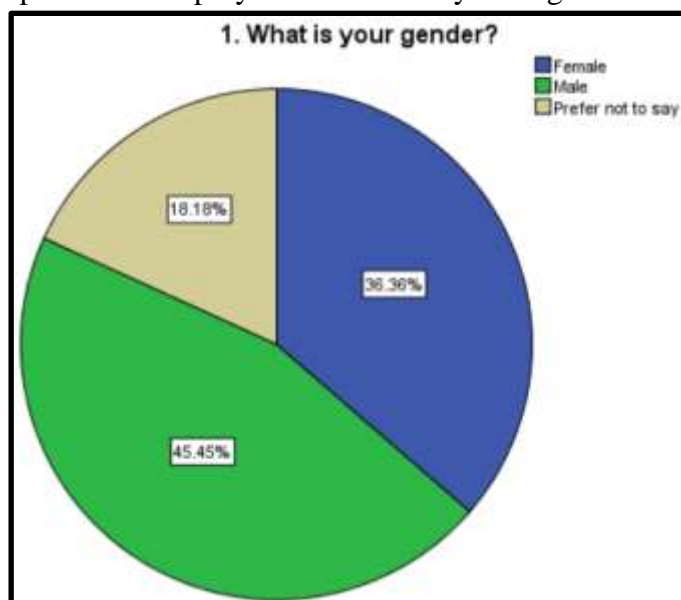

Figure 5: Percentage of gender distribution
(Source: SPSS)

Figure 5, which illustrates the percentage of gender distribution within a sample of 55 respondents, delivers a finer view of the demographic composition. As per the figure, about 36.36% of the respondents recognise them as female, 45.45% as male, and 18.18% have decided not to disclose their gender. This data shows a more detailed view of the sample's demographic design, with the computed percentages supplying invaluable perspicuity for investigators and HR experts to inform their strategies and decisions.

Age Bracket

		Frequency	Percent	Valid Percent	Cumulative Percent
2. What is your age bracket?					
Valid	30-39 Years old	15	27.3	27.3	27.3
	40-49 Years old	10	18.2	18.2	45.5
	50-59 Years old	10	18.2	18.2	63.6
	60 and above	5	9.1	9.1	72.7
	Below 30 Years	15	27.3	27.3	100.0
	Total	55	100.0	100.0	

Table 2: Frequency of participants as per the age bracket
(Source: SPSS)

Table 2 displays a study of the age distribution of the participants within the survey, organised into five distinct age brackets. As per the table, the 30 to 39-year-old age bracket has 15 participants, creating 27.3% of the total valid responses. There are 10 respondents in the category of 40 to 49 years old, accounting for 18.2% of valid responses. Again, there are 10 respondents in the 50 to 59-year-old age bracket, also conveying 18.2% of valid responses. The 60 and above category has 5 participants, creating 9.1% of the total valid responses. The youngest age bracket which is below 30 years, with 15 participants, denotes 27.3% of the valid responses.
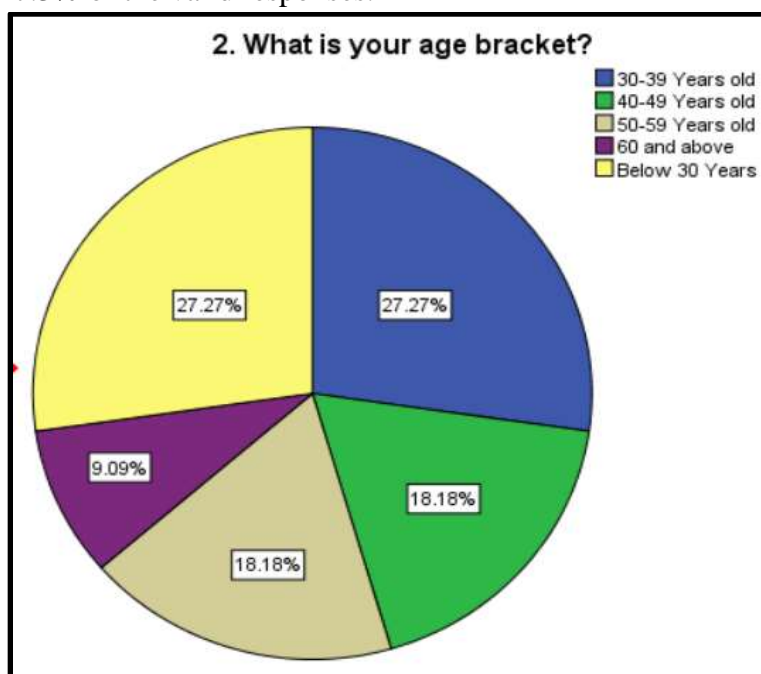

Figure 6: Percentage of participants by age range
(Source: SPSS)

Figure 6 depicts a study of the age distribution of the participants within the survey, organised into five distinct age brackets. As per the table, the 30 to 39-year-old age bracket has 27.3% of participants. There are 18.2% of respondents in the category of 40 to 49 years old. Again, there are

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18.2% of respondents in the 50 to 59-year-old age bracket. The 60 and above category has 9.09% of participants. The youngest age bracket which is below 30 years denotes 27.3% of the valid responses. The table delivers a precise representation of the distribution of respondents across various age groups.

Experience level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	10	18.2	18.2	18.2
	3-5 years	15	27.3	27.3	45.5
	5-10 years	10	18.2	18.2	63.6
	Less than 1 year	15	27.3	27.3	90.9
	More than 10 years	5	9.1	9.1	100.0
	Total	55	100.0	100.0	

(3. How long have you been with the organisation?)

Table 3: Experience Level of the Participants
(Source: SPSS)

Table 3 delivers an overview of the experience levels of respondents within the survey, organising them into distinct brackets on the basis of their terms with the organisation. As per the table, the 1 to 3 years experience bracket includes 10 respondents, denoting 18.2% of the total valid responses. 15 respondents fall into the 3 to 5-year classification, accounting for 27.3% of valid responses. Besides that, there are 10 respondents in the 5 to 10 years experience bracket, also driving 18.2% of valid responses. The less than 1 year category contains 15 participants, comprising 27.3% of valid responses. The more than 10 years experience bracket with the most comprehensive term consists of 5 respondents, conveying 9.1% of the valid responses.
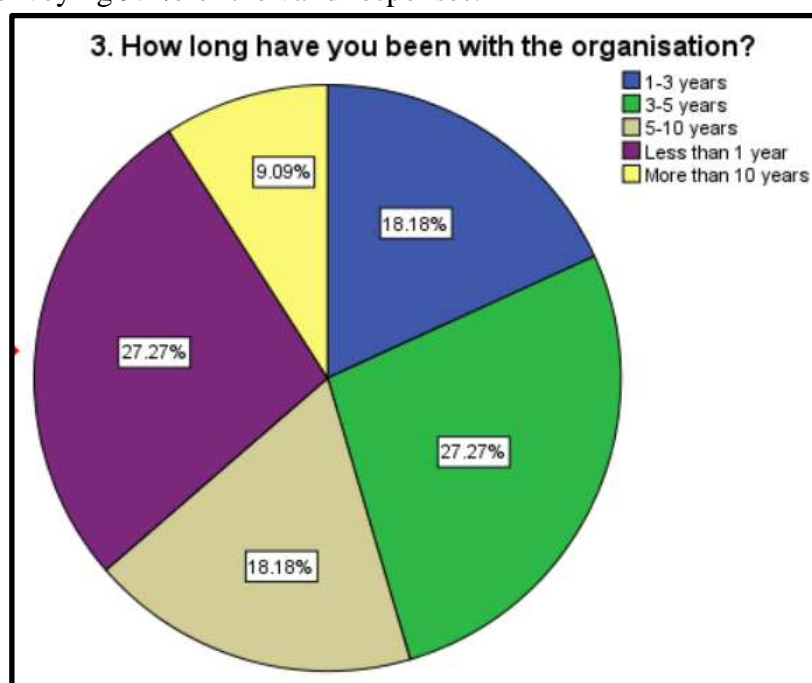

Figure 7: Experience level of the Participants

Figure 7 presents an overview of the experience levels of respondents within the survey, organising them into distinct brackets on the basis of their terms with the organisation. As per the table, the 1 to 3 years' experience bracket denotes 18.2% of the total valid responses. 27.3% of respondents fall into the 3 to 5-year classification. Besides that, there are 27.3% of respondents in the 5 to 10 years' experience bracket. The less than 1 year category contains 27.3% of participants. The more than 10 years' experience bracket with the most comprehensive term consists of 9.1% of respondents.

Statistical Analysis
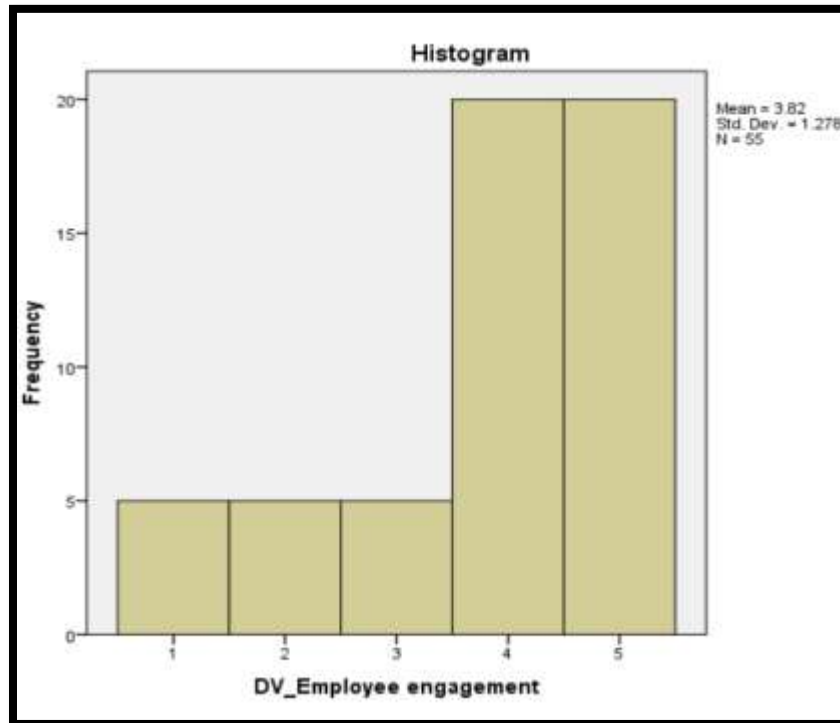### **Normality Analysis**

Figure 8: Normality Analysis

(Source: SPSS)

Figure 8 goes through the normality analysis of the DV with precise descriptive statistics. The DV has a mean of 3.82, an SD of 1.278, and emanates from a sample size (N) of 55 data points. As per the view of Adisa, Ogbonnaya & Adekoya (2023), the purpose of this analysis is to determine whether the distribution of the DV closely reaches a normal distribution, a critical premise for many parametric statistical tests.
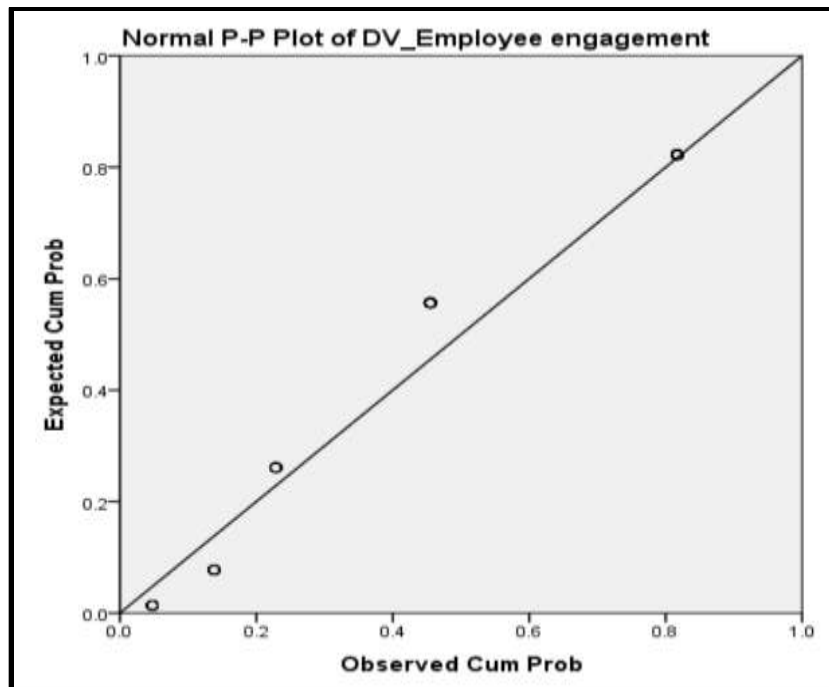
Figure 9: P-P Plot of DV

(Source: SPSS)

Figure 9 illustrates a P-P plot of the DV which is employee engagement. P-P plots are useful instruments for evaluating the normality of data distributions. In this plot, the quantiles of the observed DV are corresponded to the desired quantiles of a theoretical normal distribution. A well-behaved P-P plot will display data points closely observing a diagonal line, meaning that the DV approximates a normal distribution. As per the statement of Lee, Rocco & Shuck (2020), P-P plots are especially helpful for visually documenting the distribution aspects of data, allowing investigators to make informed decisions about the selection of statistical analyses and the propriety of parametric assumptions.

Reliability Analysis

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
1.000	1.000	5

Table 4: Reliability analysis

(Source: SPSS)

Table 4, which shows the outcomes of a reliability analysis, delivers critical perspicuity into the consistency and internal dependability of a measurement instrument. "Cronbach's Alpha" varies from 0 to 1, with higher values suggesting more remarkable internal consistency. As per the table, the values of alpha are extremely high, 1.000. This means excellent internal consistency, showing that all items in the measurement instrument are positively correlated.

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Descriptive Analysis

Descriptive Statistics										
	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
DV_Employee engagement	55	1	5	3.82	.172	1.278	-1.027	.322	.018	.634
IV1_Recruitment process	55	1	5	3.82	.172	1.278	-1.027	.322	.018	.634
IV2_Training and development	55	1	5	3.82	.172	1.278	-1.027	.322	.018	.634
IV3_Communication strategies	55	1	5	3.82	.172	1.278	-1.027	.322	.018	.634
IV4_Reward and compensation benefits	55	1	5	3.82	.172	1.278	-1.027	.322	.018	.634
Valid N (listwise)	55									

Table 5: Descriptive analysis
(Source: SPSS)

Table 5 offers a thorough "descriptive analysis" of several variables, including the DV, employee engagement and four IVs describing various aspects associated with HR management. As per the comment of Meijerink, Bos-Nehles & de Leede (2020), this table delivers different statistics, presenting perspicuity into the central tendency, variability, as well as distribution of these variables within the sample. The "mean value" for all the variables is around 3.82, signifying that the participants' perceptions of these facets are around this value. On the other hand, as stated by Heslina & Syahruni (2021), the SD images the distribution of the data roughly the mean. In this point, an SD of 1.278 indicates that the data points are rather dispersed.

Regression Analysis

Model Summary[c]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	1.000[a]	1.000	1.000	.000	1.000	.	1	53	.	[b]

a. Predictors: (Constant), IV
b. Not computed because there is no residual variance.
c. Dependent Variable: DV_Employee engagement

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.182	1	88.182	.	[b]
	Residual	.000	53	.000		
	Total	88.182	54			

a. Dependent Variable: DV_Employee engagement
b. Predictors: (Constant), IV

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.000	.000		.	.	.000	.000
	IV	.250	.000	1.000	.	.	.250	.250

a. Dependent Variable: DV_Employee engagement

Table 6: Multiple Regression
(Source: SPSS)

Table 6 equips data and information regarding the "multiple regression analysis" of the given IVs and DV. According to the table, the "R-value" and "R-squared" are 1.000, indicating that the IVs account for 100% of the conflict in employee engagement. On the other hand, a value of 0.000 shows that the model correctly fits the data, which can be unique and might show an issue.

Hypotheses Testing

Correlations		DV_Employee engagement	IV1_Recruitment process	IV2_Training and development	IV3_Communication strategies	IV4_Reward and compensation benefits
DV_Employee engagement	Pearson Correlation	1	1.000**	1.000**	1.000**	1.000**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	55	55	55	55	55
IV1_Recruitment process	Pearson Correlation	1.000**	1	1.000**	1.000**	1.000**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	55	55	55	55	55
IV2_Training and development	Pearson Correlation	1.000**	1.000**	1	1.000**	1.000**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	55	55	55	55	55
IV3_Communication strategies	Pearson Correlation	1.000**	1.000**	1.000**	1	1.000**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	55	55	55	55	55
IV4_Reward and compensation benefits	Pearson Correlation	1.000**	1.000**	1.000**	1.000**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	55	55	55	55	55

**. Correlation is significant at the 0.01 level (2-tailed).

Table 7: Correlation analysis

(Source: SPSS)

The above table represents the "correlation analysis" of different variables of the given dataset. A "p-value" of 0.000 means that the variables which are explored in this correlation study are strongly correlated.

Hence "alternative hypothesis" for hypothesis 1 which is "the efficacy of the recruitment process positively influences employee engagement" has been accepted.

For hypothesis 2 which is "there is a significant correlation between the extent of training and development programmes and employee engagement", the "alternative hypothesis" has been accepted.

For hypothesis 3 which is "effectual communication strategies significantly impact employee engagement levels", the "alternative hypothesis" has been accepted.

For hypothesis 4 which is "there is a positive relationship between the enactment of reward and compensation benefits and employee engagement", the "alternative hypothesis" has been accepted.

DISCUSSION

The roles of HR managers in designing employee engagement are different and critical to organisational success. As per the view of Wood et al. (2020), they affect engagement via hiring, training, communication, as well as reward strategies. By aligning these measures with the establishment's values and constantly adapting to varying requirements, HR managers lead to the development of a motivated and dynamic workforce, which drives overall productivity and triumph. On the other hand, different key factors affect employee engagement, including influential communication, options for skill growth and career development, and credit and rewards. As explained by Rahmadani et al. (2019), HR managers and leaders must concentrate on these sites to create a workplace that encourages inspiration and dedication. Identifying and managing these factors can contribute to higher worker engagement, which can improve productivity, job satisfaction, as well as overall corporate success.

Enhancing employee engagement affects a sophisticated technique. Effective communication, training and development, and work-life balance are all techniques that HR managers can utilise to promote higher levels of employee engagement. As per the statement of Monje-Amor, Vázquez & Faíña (2020), these strategies lead to a motivated and determined workforce, eventually driving corporate success. However. HR managers face different challenges in their endeavours to create and support employee engagement. These include managing the diverse requirements of a multi-generational workforce, adjusting to new work circumstances, and controlling employee burnout (Riyanto, Endri & Herlisha, 2021). Navigating these challenges successfully needs in-depth experience in the workforce, adaptable strategies, as well as an aggressive approach to keeping high levels of employee engagement.

CONCLUSION

In conclusion, in a world where talent retention and managerial success are contingent on employee engagement, business establishments need to prioritise this facet of HR management. Employee engagement is not just a purpose, trade organisations need to undertake this journey to ensure long-term success as well as worker well-being. Employee engagement is a sophisticated and important topic in modern HR management, as it greatly affects corporate performance, productivity, as well as employee well-being. Employee engagement is a vital and complicated topic that affects organisational success on different levels. A significance level of 0.05 is a standard in data analysis to define statistical significance. In the context of employee engagement, it allows HR managers and trade establishments to make evidence-based decisions about the strategies and practices that influence employee engagement levels. However, creating and sustaining employee engagement is not without its challenges.

By comprehending its purpose, key factors, significance, challenges, and strategies for advancement, HR managers and corporate leaders can build an environment where workers are more motivated, pleased, and dedicated to accomplishing the goals of the establishment. In the current competitive business landscape, enabling high levels of worker engagement is a strategic imperative that can drive long-term success.

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