

To What Extent Training Programs Can Enhance Employee Engagement: A Case Study

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Abstract. This study explores the role of training programs in increasing employee engagement at Gama English Course (GEC) using a qualitative case study design. Data were obtained through in-depth interviews with human resource managers, coordinators, and executive directors at GEC. Thematic analysis revealed eight key themes: professional development, enhancing positive work attitudes, internalizing organizational culture, adaptive readiness, enhancing interpersonal relationships, proactive engagement, providing psychological support, and providing feedback and development facilities. The findings indicate that well-designed training programs aligned with employee needs significantly increase employee engagement levels. Strategic training plays a crucial role in human resource management and offers actionable insights for developing sustainable engagement strategies. This study recommends future research focusing more on employee perspectives to provide a more comprehensive understanding. The novelty of this study is that it offers a clear picture of the role of training in increasing engagement, a topic previously lacking in research.

Keywords: Employee Engagement, Gama English Course Management, Training Programs

1 Introduction

Employee engagement has emerged as a critical factor in achieving organizational goals, significantly influencing employee performance, productivity, and overall effectiveness. Saks defines engagement as an emotional, psychological, and behavioral condition that enables individuals to demonstrate high levels of commitment and participation in their work and organization [1]. Engaged employees are typically more productive, innovative, and loyal to their companies. Schaufeli, Bakker, and Salanova further elaborate that employee engagement encompasses a positive attitude towards one's work, coupled with a willingness to contribute skills and energy, which manifests in behaviors such as enhanced focus, diligence, and enthusiasm for tasks [2].

The concept of employee engagement was first introduced by Kahn who described it as the emotional, cognitive, and physical attachment of employees to their work and organization. Kahn emphasized the importance of a strong relationship between employees and the organization in fostering productivity and job satisfaction. He identified three psychological conditions that influence employee engagement: meaningfulness, psychological safety, and availability [3]. Meaningfulness provides employees with a compelling reason to feel connected to their work, while psychological safety allows them to create a comfortable environment for

optimal performance. Availability ensures that employees possess the energy and focus necessary for full engagement.

The significance of employee engagement has gained traction in the business world, particularly following Gallup's research, which began in 1993. Gallup popularized the term through global surveys and the annual "State of the Global Workplace" report, which measures employee engagement levels across various countries as a vital metric in organizational management. Their findings indicate that higher employee engagement correlates with enhanced productivity, profitability, and customer service quality, alongside reduced turnover rates [4]. In the era of globalization, where competition between organizations is increasingly fierce, increasing employee engagement has become a strategic advantage, especially in the education sector [5].

Employee engagement theory continues to evolve, with contributions from academics and research firms. Kahn's framework remains relevant, especially in understanding how training programs can enhance employee engagement. Effective training initiatives can generate positive feelings, make employees feel valued and encourage creativity and involvement. Research shows that quality training programs can enhance productivity and reduce turnover, ultimately improving performance.

Despite enhancing recognition of employee engagement, Gallup's State of the Global Workplace (2023) reports Indonesia's engagement rate at only 25%, slightly above the global average of 23% [6]. This gap highlights the need for organizations to prioritize engagement, especially in education, where engaged teachers contribute significantly to learning quality and student outcomes [7]. Engaged employees foster a positive work environment, enable innovation in teaching methods and enhance the educational experience [8].

In the context of educational institutions such as Gama English Course (GEC), the interaction between teachers and students is very important in determining the quality of learning. Optimizing the competence of human resources in the field of education is very important, because teachers play an important role in influencing students' academic achievement. Therefore, employee engagement is a key to achieve educational goals and develop competent and reliable human resources in the organization [9]

One common strategy to enhance employee engagement is through training programs [10]. Effective training initiatives can create positive employee experiences, promote appreciation, and encourage creativity and involvement [11]. Bhakuni and Saxena found that quality training programs can enhance productivity and reduce turnover rates, leading to better performance. However, challenges such as limited funding, organizational culture, and human resource constraints can hinder the implementation of effective training programs [12].

Although training is recognized as important in enhancing employee engagement, many organizations, including GEC, face challenges in realizing its full impact. Issues such as limited time, geographical distance between branches, employee resistance to change, and lack of post-training evaluation can hinder results. This underscores the need for further research on training effectiveness in enhancing employee engagement.

This study aims to bridge the gap between training efforts and their impact on employee engagement at GEC. Using a qualitative case study design, this study will explore GEC management's understanding of the role of training programs in enhancing employee engagement. The findings are expected to provide practical recommendations for GEC and

other organizations seeking to implement training programs as a strategy to enhance employee engagement.

In summary, this study contributes to the academic discourse on employee engagement by focusing on the role of training programs as a stimulus to enhance engagement levels in organizations. By examining the perspectives of management personnel at GEC, this study aims to provide insights that can inform the development of effective and relevant training programs in educational institutions.

2 Literature Review

2.1 Employee Engagement

Employee engagement is a multifaceted concept that encompasses the emotional, cognitive, and behavioral commitment that employees demonstrate toward their work and organization. It reflects a dynamic and positive relationship between individuals and their tasks, which fosters dedication and enthusiasm in execution [13]. Engagement is shaped by individual traits and a supportive environment, as noted by Albrecht et al [14]. Saks emphasized the psychological basis of employee engagement, highlighting meaningful work, managerial support, and open communication as a key factor [15].

Positive work experiences play a crucial role in enhancing employee engagement. Eldor and Vigoda-Gadot found that satisfying work experiences and challenges that align with individual capabilities significantly boost engagement levels [16]. Leaders who encourage creativity, innovation, and independence can further enhance this engagement. Thus, employee engagement can be seen as an employee's attachment to the organization, characterized by a commitment to its goals and mission.

Several key theories have shaped the understanding of employee engagement. Maslow's Hierarchy of Needs posits that employees are motivated by a progression of needs, from basic physiological requirements to self-actualization [17, 18]. Herzberg's Two-Factor Theory further categorizes workplace factors into motivators, which lead to satisfaction, and hygiene factors, which prevent dissatisfaction, emphasizing the importance of recognition and growth opportunities in enhancing engagement.

Engagement can be categorized into three groups based on the Q12 measurement tool developed by Gallup: engaged, not engaged, and actively disengaged. Engaged employees show enthusiasm and dedication, while not engaged employees complete tasks without emotional connection, and actively disengaged employees express dissatisfaction that can spread negatively [19, 20]. Saks also distinguishes between individual engagement, which pertains to daily professional activities, and organizational engagement, which relates to the implementation of individual roles within the organization. The balance between these two forms of engagement is vital for long-term organizational success.

Indicators of employee engagement behavior are manifested in various forms of active contribution to work. According to Bakker and Demerouti and Chitanda these indicators include commitment to work, where dedicated employees show enthusiasm for their tasks; initiative, where proactive employees take responsibility and contribute positively to problem solving; collaboration, which emphasizes teamwork that is important for achieving organizational goals; and positive attitudes, where employees manage stress effectively and maintain enthusiasm

[21,22]. Gallup's Engagement Hierarchy adds four levels of engagement indicators, which include what employees receive, what they give, how they feel accepted, and how they can grow in the organization.

Research has also identified various aspects of employee engagement. Schaufeli, as cited in Muslikah et al, categorizes engagement into three dimensions: vigor, which refers to high energy and mental resilience at work; dedication, which involves deep involvement and pride in accomplishment; and absorption, which signifies full concentration and immersion in work. This multidimensional nature of employee engagement highlights its emotional, cognitive, and physical aspects, all of which are interrelated with an individual's role in their work [23].

The factors that influence employee engagement vary across individuals, requiring leaders to identify organizational elements that enhance engagement at both the individual and group levels [4]. Key factors include a positive work environment, effective leadership style, career development opportunities, recognition and reward systems, and open communication. The impact of employee engagement on individual and organizational performance is profound and recognized as a critical determinant of productivity, job satisfaction, creativity, and overall success. Engaged employees thrive in a positive workplace environment and feel motivated to fulfill responsibilities [24], leading to enhanced productivity, reduced employee turnover, enhanced customer satisfaction and innovation. In short, understanding employee engagement is essential for organizations seeking to cultivate a committed workforce. By addressing influencing factors and implementing effective strategies, organizations can enhance employee satisfaction and drive overall success.

2.2 Training Programs

Training programs play a vital role in this context, defined as initiatives designed to enhance employee knowledge, skills, and competencies. Training is a planned process aimed at changing attitudes and skills through experiential learning to achieve effective performance [25]. Training can be delivered through workshops, seminars, and online courses [26]. Besides benefiting individual performance, training contributes to employee engagement and job satisfaction, making it a strategic solution for enhancing overall organizational outcomes. Organizations should prioritize educational opportunities for all employees, recognize training as an ongoing process, and align training with business objectives.

The objectives of training, as outlined by Bhakuni and Saxena, include skill enhancement, competency development, and enhanced productivity [27]. Sibarani et al highlighted benefits of training for organizations and employees, such as skill enhancement, enhanced organizational commitment, improved performance, adaptability to change, and greater loyalty and engagement. Training is not just a method for enhancing technical skills, it is a strategy for cultivating motivated and committed employees. According to Renhoran et al, effective performance management strategies, including continuous training, can significantly enhance employee engagement and productivity, leading to organizational effectiveness [28]. Effective training programs should be designed based on training needs assessments (TNA) to address performance gaps and align with current trends, ensuring high employee engagement through updated knowledge, skills, and attitudes [29].

2.3 Context at Gama English Course (GEC)

At Gama English Course (GEC), an educational institution established in 1993 with 15 branches in Central Java and East Java, training programs are essential to enhance the competence of teachers and administrative staff. GEC's vision is to provide an effective learning experience and high-quality education, emphasizing competency development through training. These programs ensure instructors are equipped with the latest teaching methods and a curriculum understanding, focusing on technological competency and soft skills development, such as leadership and communication. By promoting a collaborative and innovative work culture, training at GEC enhances employee relations and enhances engagement in achieving common goals, contributing to the mission of quality education.

3 Method

This study used a qualitative approach using a case study design to explore the role of training programs in enhancing employee engagement at Gama English Course (GEC). The case study method was selected to facilitate an in-depth understanding of the phenomenon, specifically focusing on research questions centered on “how” and “why.” This approach enabled a comprehensive exploration of the complexities surrounding employee engagement and the impact of training initiatives in the specific context of GEC.

The study adopted a Single Case Design, focusing on the perspective of organizational management at GEC. Data were collected from various levels in the management structure, including executive directors, training coordinators, and human resource management, to ensure complete insight into the role of training programs in enhancing employee engagement. The study was conducted in a natural setting, where the researcher directly engaged with the respondents without experimental manipulation, maintaining the authenticity of the data.

Training programs were operationalized by examining their type, frequency, and content, while employee engagement was assessed using indicators such as motivation, productivity, and loyalty. Data collection was conducted through semi-structured interviews, allowing for flexibility and exploration of respondents’ subjective experiences and perceptions.

Data analysis was conducted using thematic analysis techniques as described by Braun and Clarke , involving stages of data familiarization, coding, searching for themes, reviewing themes, defining themes, and writing a report [30]. This systematic approach allowed the researcher to identify patterns and themes emerging from the data, providing deeper insights into the role of training programs in enhancing employee engagement in GECs. Using this qualitative methodology, this study aims to contribute valuable knowledge to the field of employee engagement and training in educational institutions.

4 Result

Training Programs at Gama English Course: Enhancing Teaching Quality and Employee Engagement

In an effort to enhance the quality of teaching and employee engagement, Gama English Course has implemented various training programs specifically designed to meet the professional

development needs of its staff. The training programs are attended by both permanent employees and orientation staff, who undergo two main components of training at Gama English Course. The first component focuses on training for administrative staff, which aims to improve efficiency and effectiveness in managing the institution's operations. The second component involves specific teaching training for tutors, which is designed to strengthen teaching skills and methodologies used. In addition to technical skills, Gama English Course also provides training in the development of soft skills, such as communication, teamwork, and leadership, which are essential to creating a harmonious and productive work environment.

Although there are other sub-training sessions held, such as training for the design and marketing teams, these are more personalized and conducted face-to-face. Formal structured training at Gama English Course mainly covers two categories: training for administrative staff and training for tutors or educators. The structured training programs are designed to ensure that each employee has the skills necessary to contribute optimally in a dynamic work environment.

The training program at Gama English Course consists of three types: daily, weekly, and annual training, each of which has a specific purpose. Daily training is aimed at providing a quick update on new teaching and administration techniques, while reinforcing the basic skills needed for daily tasks. Weekly training is designed as an in-depth session on a specific topic, such as teaching methodology, classroom management, or non-technical skill development. This training aims to maintain the quality of skills, improve skills gradually, and provide an opportunity for employees to share experiences and best practices. Annual training includes comprehensive sessions covering annual performance evaluations, strategic planning, and long-term professional development, ensuring alignment with the institution's vision and mission.

A variety of methods are used in training, including workshops and seminars that allow participants to learn from practitioners and experts. Practical training involves simulations and hands-on practice, allowing participants to apply the skills learned in real-life situations. Additionally, mentoring and coaching provide a personal approach, allowing employees to receive direct guidance from senior staff or managers.

After the training program, an evaluation is conducted to measure the effectiveness of the program. Feedback from participants is critical to improving future programs and helping management understand the impact of training on employee performance and engagement within the organization. Even well-designed training programs can face several challenges, including time constraints and varying needs. Employees often have busy schedules, making it difficult to allocate time for training, and they have different needs and backgrounds, making it difficult to design appropriate training programs. While these challenges can impact the effectiveness of a training program and important to understand the perspectives and experiences of the management involved in implementing the training program.

Findings: The Role of Training Programs in Stimulating Enhanced Employee Engagement at Gama English Course (GEC)

Interviews with three management representatives from Gama English Course, specifically from Human Resource Management, Training Coordinator, and Executive Director, revealed important findings regarding the role of training programs in stimulating employee engagement at GEC.

4.1. Professional Development

Professional development is an important aspect of training programs that contributes significantly to improving the quality of individuals in the organization. Structured training allows employees to acquire new knowledge, hone their skills, and develop a more professional work attitude. Its main focus includes improving technical and non-technical skills, increasing self-confidence and professionalism, and improving job competency and knowledge.

Training programs are considered to have an important role in improving both technical (hard) and non-technical skills. Training materials are designed to cover relevant aspects of the job role, from specific technical expertise to interpersonal skills. This structured approach helps employees develop a comprehensive set of skills, ensuring they are ready to meet the demands of a dynamic job. In addition, training improves the English language proficiency of instructors, many of whom do not have an English language education background.

4.2. Enhancing Positive Work Attitudes

Training programs are not only aimed at improving technical skills, but also at forming and strengthening positive work attitudes among employees. Positive work attitudes are crucial for employee engagement as they affect internal motivation, commitment to the organization, and employee perceptions of their work environment. Key aspects include increasing motivation and morale, fostering loyalty and belonging to the organization, and ensuring employees feel valued and recognized by management.

Training significantly boosts employee motivation and morale. When employees are given opportunities to develop themselves and feel that the organization is investing, it naturally fuels enthusiasm to perform better. This investment fosters a sense of belonging, motivation, and commitment to the organization. Furthermore, effective training fosters loyalty and belonging, creating emotional bonds and commitment among employees.

4.3. Internalization of Organizational Culture

Internalization of organizational culture is an important process by which employees understand and adopt the values, norms, and goals of the company. Training programs play a vital role in facilitating this process, ensuring that employees not only know but also embody and apply the organizational culture. Key elements include understanding the organization's vision, mission, and values; fostering awareness of personal contribution to organizational goals; and aligning perceptions and understandings across branches.

Training helps employees understand the organization's vision and mission, enabling employee to understand their role in achieving common goals. Training also fosters awareness of personal contribution, encouraging employees to be proactive in seeking solutions and expressing new ideas. In addition, training provides a platform for employees from different branches to interact and understand each other's work, promoting effective collaboration and a cohesive culture.

4.4. Adaptive Readiness

Employees' ability to adapt in an ever-changing work environment is a key to the sustainability and success of an organization. Training programs play a critical role in building this adaptive readiness, ensuring that employees are not only able to adapt to change but also remain resilient

under pressure. This section discusses how training improves resilience and stress management, and develops flexibility and cross-functional capabilities.

One of the main objectives of training is to enhance employees with the ability to adapt to evolving work systems and changes. Today's work environment is characterized by constant innovation and shifts, requiring employees to be agile in embracing new concepts. At Gama English Course, training programs are regularly updated to align with curriculum reforms, requiring adaptability to non-standard schedules and instructional shifts.

Training is designed to prepare employees for scenarios outside their routine, equipping with a flexible mindset. Employees at GEC have demonstrated the ability to adapt to new systems and easily switch between tasks or roles, even amidst structural changes or evolving needs. An important aspect of adaptive readiness is increasing employees' resilience and ability to manage stress. Change often comes with pressure and challenges, and training can provide employees with strategies to stay productive. Resilient employees are able to deal with challenges and changes more effectively, ensuring they stay focused on their goals and are able to find solutions independently.

Training also plays a role in developing employees' flexibility and cross-functional capabilities. In modern organizations, employees are expected to contribute across multiple areas, not just in their specific roles. Employees who undergo training feel better prepared to handle different tasks and face new situations in the workplace.

4.5. Enhancing Interpersonal Relationships

Strong and positive interpersonal relationships are an essential foundation for a healthy and productive work environment and a key factor in enhancing employee engagement. Training programs are designed not only to equip employees with technical skills, but also to strengthen social bonds and communication between employees. This section discusses how training contributes to strengthening social relationships and team collaboration, fostering a culture of mutual support and open communication, and increasing engagement and positive interactions between employees.

Training at GEC contributes to strengthening social relationships between employees and customers. The interactions that occur during training not only strengthen relationships between individuals, but also improve service to students and parents. Collaborative teaching programs further enhance social relationships between employees, as good relationships can improve cooperation and productivity.

Training plays a vital role in fostering a culture of support and open communication in the workplace, thereby increasing overall team effectiveness. Employees are encouraged to prioritize collaboration and information exchange, allowing them to solve problems collectively without relying solely on management.

Ultimately, all efforts to enhance interpersonal relationships lead to enhanced engagement and positive interactions among employees. An inclusive and collaborative training environment creates opportunities for employees to connect outside of the routine work context. When employees feel connected and interact positively, they tend to be happier, more satisfied, and more engaged in their work and organization.

4.6. Proactive Engagement

Proactive engagement reflects the level of employee initiative and participation that goes beyond standard job requirements. It is a strong indicator that employees are not only physically present but also mentally and emotionally engaged in the success of the organization. Training programs have proven to be effective in stimulating this important dimension. This section analyzes how training encourages active participation in organizational development programs and initiatives, facilitates involvement in relevant decision-making processes, and enhances independence and responsibility in task management.

Training serves as a key trigger for active employee participation in organizational development programs and initiatives. When employees perceive training programs as relevant to their needs and career goals, they are motivated to engage further. Employees at GEC demonstrate high levels of participation in training programs, actively participate in training activities, and demonstrate enthusiasm for learning and development.

In addition, training programs pave the way for employee involvement in relevant decision-making processes, thereby creating a safe environment for discussions. This encourages employees to express their valuable ideas and inputs with confidence. Employees are involved in providing feedback on the design of training programs, which enhances their confidence in expressing ideas and opinions regarding organizational development.

As a result of training, there is a marked enhance in employee independence and responsibility in task management. Employees who have mastered new skills and feel more confident tend to take more initiatives in carrying out responsibilities without relying solely on management directives. This proactive involvement fosters a sense of ownership and accountability among employees, which contributes to the overall productivity and innovation of the organization.

4.7. Providing Psychological Support

A healthy work environment encompasses not only physical facilities but also the mental and emotional well-being of employees. Training programs play a vital role in providing psychological support, creating an environment where employees feel safe, heard, and supported. This section discusses how training creates a safe space to ask questions, discuss problems, and express opinions; encourages courage to share ideas and solve problems; and builds a supportive and inclusive work environment.

One of the most significant impacts of training programs is their ability to create a safe space for employees to ask questions, engage in discussions, and express opinions. Employees often feel more comfortable expressing themselves without fear of judgment or unconstructive criticism. Training sessions provide an opportunity for employees to ask questions and openly share opinions, which helps to enhance their confidence levels.

A supportive training environment not only creates a sense of security, but also actively encourages employees to express ideas and solve problems. When employees know that their opinions are valued and that they will not be punished for asking questions or proposing solutions, they become more courageous. This supportive environment promotes open communication and strengthens collaboration between employees.

Structured training at Gama English Course contributes to building a supportive and inclusive work environment. A supportive environment means that employees feel supported by their

colleagues and management, while inclusivity ensures that all voices are valued and that each individual feels they have a place. This foundation is essential for engagement, as employees who feel supported and valued are more motivated to contribute.

4.8. Providing Feedback and Development Facilities

Effective training programs do not end with the learning session; they continue with a support system that allows employees to continue to grow and develop. Providing feedback and development facilities is key to ensuring that learning is integrated into everyday work practices and that employees have a clear path to career advancement. This section discusses how organizations conduct structured and ongoing program evaluations, provide monitoring and constructive feedback from management, identify employee development needs, and facilitate individual career development and potential.

To ensure the effectiveness and relevance of training programs, structured and ongoing evaluation is necessary. This process is essential for measuring the impact of training and making improvements. Regular evaluations serve as the basis for ongoing improvement, ensuring that each training program delivers maximum value to employees and the organization.

Monitoring and constructive feedback from management is an essential component of the development process. Regular feedback allows management to identify training strengths and weaknesses and assess the appropriateness of the material for a particular individual or branch. This feedback forms the basis for adjusting the training program to better align with the real needs in the field.

Before training is conducted, the process of identifying employee development needs is fundamental. This ensures that the program offered is relevant to the individual's skill gaps and career goals. Involving employees in the needs identification process enhances their sense of ownership of the program.

Ultimately, training programs and feedback systems aim to facilitate individual career development and potential. Employees feel more engaged when they see a clear path for growth and realize that the organization is investing in their future. When employees realize that training opens up new opportunities and helps them achieve their career goals, their engagement is strengthened.

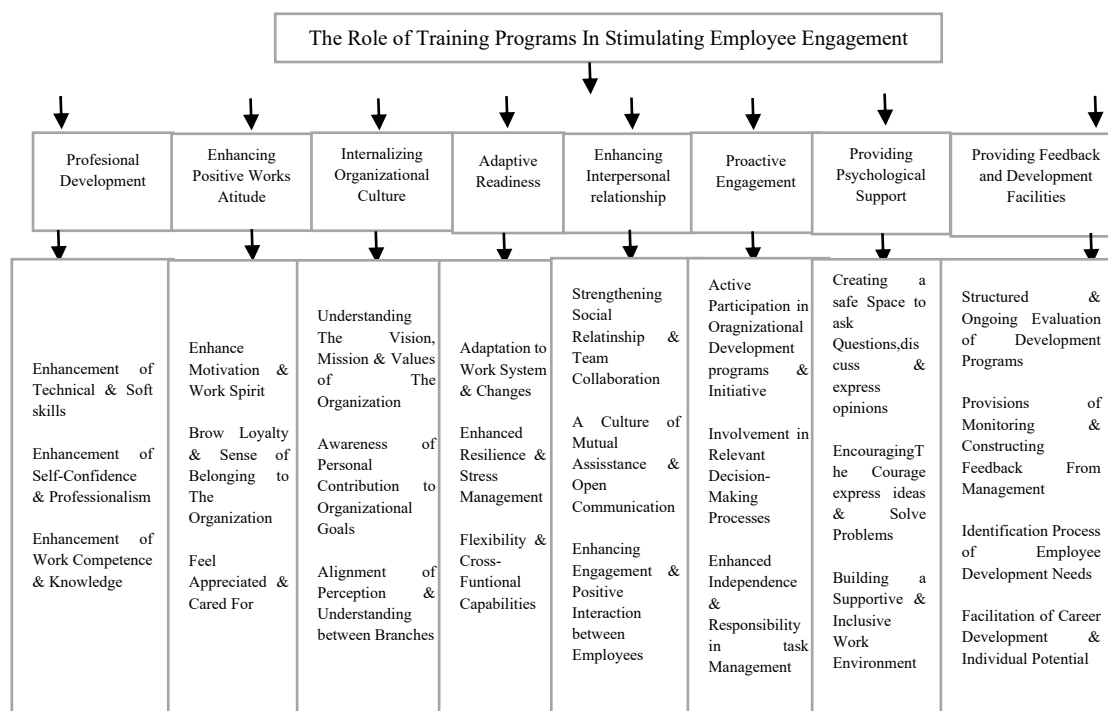


Fig 1. Thematic Diagram of Findings: The Role of Training Programs in Stimulating Enhanced Employee Engagement at GEC

5 Discussion

The findings of the thematic analysis in this study show consistency and differences when compared to previous studies on the role of training programs in enhancing employee engagement in organizations. This study is in line with the findings of Renhoran et al. (2024), which emphasizes the strategic role of training in enhancing employee engagement and productivity. Renhoran et al. highlight training as an irreplaceable long-term investment in human resource development. However, a key difference lies in the research approach. While Renhoran et al. utilized qualitative literature review data and focused on training within the broader framework of performance management strategies and general organizational productivity, the present study delves deeper into the role of training by exploring psychological, social, and cultural aspects within the organizational context of an educational institution. This includes factors such as a sense of security, loyalty, and team cohesion, providing a more nuanced understanding specific to Gama English Course Management [28].

Similarly, the findings resonate with Siddiqui and Sahar (2019), who demonstrated a significant positive influence of training and development on employee engagement, accounting for 55.6% of the variation in employee engagement. This is in line with our observation that strategically designed training programs at Gama English Course (GEC) directly contribute to improving aspects of engagement, such as work enthusiasm, sense of ownership, and proactive involvement. However, there are differences in methodology. Siddiqui and Sahar (2019) used

a quantitative approach, while this study enriches the understanding of the role of training programs through a qualitative perspective [31]. This study highlights that training not only improves performance but also fosters psychological and social conditions that are essential for comprehensive and sustainable employee engagement.

Furthermore, the findings emphasize the importance of adaptive readiness, interpersonal relationships, and psychological support as critical components of employee engagement, which have been under-emphasized in previous studies. The ability of training programs to foster adaptive readiness equips employees to navigate the complexities of a changing work environment, thereby enhancing their resilience and flexibility. This aspect is particularly relevant at Gama English Course, where the educational landscape is constantly evolving.

Additionally, enhancing interpersonal relationships through training programs contributes to a supportive work culture, which is critical for employee engagement. The emphasis on psychological support in training initiatives creates an environment where employees feel safe to express their ideas and concerns, further strengthening their commitment to the organization. These findings align with a growing body of literature recognizing the importance of emotional and social factors in employee engagement, while adding a unique perspective by focusing on the education sector.

In summary, this study contributes to the existing literature by providing a comprehensive understanding of how training programs can enhance employee engagement across multiple psychological, social, and cultural dimensions. The insights gained confirm previous research findings and expand the discourse by highlighting specific contextual factors influencing employee engagement at Gama English Course.

6 Conclusion

The research findings confirm that training programs play a significant role in increasing employee engagement at GEC in various forms. The forms of these roles are: (1) Increasing employee competence and professionalism; (2) Increasing technical and non-technical skills that can increase employee confidence to achieve optimal performance; (3) Increasing employee motivation, enthusiasm, work spirit, loyalty and sense of belonging due to receiving awards and recognition; (4) A catalyst for employees to understand the organization's vision, mission and core values, fostering awareness to contribute and aligning employee perceptions across branches; (5) Increasing the ability to adapt to various work systems and changes; (6) Increasing resilience, stress management and flexibility in facing future work challenges; (7) Improving the quality of social relations and team collaboration; (8) The emergence of a culture of mutual support and open communication that gives rise to positive interactions between employees; and (9) Increasing active participation in development initiatives and decision-making processes, as well as fostering independence and responsibility in task management. Organizations can utilize these findings to optimize existing training programs and design new, more effective initiatives to increase employee engagement. Management can design programs that better meet employee needs and create a work environment that supports individual growth and development. Regular evaluation and feedback from participants are also essential to maintain the relevance and effectiveness of these programs, as well as to ensure continuous improvement in enhancing employee engagement. Therefore, this study not only contributes to academic discourse but also provides actionable recommendations for improving employee performance and satisfaction. Future research is recommended to further explore the role of

training in enhancing employee engagement across various organizational contexts to validate and enrich the findings. Specifically, future research should expand its focus beyond the management perspective to include the perspective of employees as training participants

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