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## Experts Insight as a Qualitative Evidence on the Leading Insurance Company in Cagayan de Oro City

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### Abstract

**Aim:** Considering that human people is the most valuable asset in the organization, it is essential to know on how they can contribute efficiently and effectively in the organization. This challenges the human resource manager to evaluate practices that will boost the performance of the organization. The aim of this qualitative study is to gain an in-depth understanding on the benefit of implementing Strategic Human Resource Management Practices in an organization, knowing the most effective Strategic Human Resource Management Practices employed to help boost organizational performance and understanding the recommendations that can be shared by the key informants to boost organizational performance in the leading insurance company in Cagayan de Oro.

**Methodology:** The researcher employed a qualitative research methodology, focusing on Husserl's transcendental phenomenological design. Husserl played a major role in the development of transcendental phenomenology (TPh), a philosophical approach to qualitative research methodology that aims to comprehend human experience (Moustakas, 1994). The foundation of pure TPh is the idea that all predetermined notions (epoche) must be laid aside in order to view events through clear insights, letting the actual meaning of the phenomena to emerge naturally along with and within their own individuality (Moustakas, 1994). Using a phenomenological design to collect and scrutinize experts' insights provides a vigorous qualitative foundation for understanding the leading insurance company in Cagayan de Oro City, as this method ultimately contributes to an insightful understanding and wide-ranging notions of the factors contributing the organizations success. Transcendental Phenomenology was used as it accentuates the significance of bracketing (epoche) to defer judgments about the natural world and concentrate on the pure experience itself.

**Results:** The findings revealed that the benefit of implementing Strategic Human Resource Management Practices in an organization were enhanced employee performance, improved employee engagement and greater organizational culture. In terms of the most effective Strategic Human Resource Management practices, the result shows training and development, compensation and benefits and employee engagement. Furthermore, the recommendations shared by the participants to boost the organizational performance were focus on customer satisfaction, improve employee engagement and foster a positive organizational culture

**Conclusion:** In conclusion, improving organizational performance requires a multidimensional approach that emphasizes elevating employee engagement, putting an emphasis on customer satisfaction, and refining a positive and optimistic organizational culture. By focusing on these vital areas, companies can spur productivity, innovation, and long-term growth, pledging a competitive advantage and long-term triumph.

**Keywords:** Key Informants, enhanced employee performance, improved employee engagement, greater organizational culture, training & development, compensation & benefits, employee engagement, customer satisfaction.

### INTRODUCTION

The effective management of human resources has grown increasingly important in today's world, where strategic human resource management (SHRM) approaches play a critical role. Given their capacity to advance organizational performance, human resources are widely recognized as a crucial competitive advantage for modern firms (Jala & Bation, 2023). In business firms, Human resource departments regularly participate in business choices,



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acting as strategic business partners. By actively participating in the decision-making process, strategic human resource management (SHRM) has recently come to be recognized as a crucial element of organizational structure (Kalvakolanu et al., 2023).

To develop a motivated, competent, and high-performing staff, SHRM entails coordinating human resource policies and practices with the organization's strategic objectives. On the study conducted by Uka in 2021, the findings indicated a moderate degree of job satisfaction and motivation, as well as a strong relationship between employee motivation and business success. (Uka et al., 2021). This emphasizes how crucial it is to strategically match organizational objectives with human resource management in order to improve performance and achieve overall success in the cutthroat business world. (Jala & Bation, 2023).

Furthermore, organizational performance refers to an organization's ability to maximize the results and fulfill its goals. It is an organization's capacity to understand its objectives and enhance performance. Currently, organizational performance can be distinguished as a business's capacity to meet objectives in a state of ongoing transformation (Jala, 2024). The ability of leaders to lead a team and foster a cooperative work environment are key factors in organizational performance. In terms of teamwork activities, participants must be emotionally invested and empathetic in order to produce results that are effective and offer professional answers to problems. (Conțu, 2020). With a focus on a well-known insurance provider in Cagayan de Oro City, this qualitative study attempts to investigate the effect of SHRM practices on organizational performance.

The insurance industry offers a special framework for examining the efficacy of SHRM practices because of its competitive and regulated environment. By contributing a thorough analysis of SHRM practices as used by a well-known insurance business and their supposed influence on organizational performance, this research aims to close this gap. Though the implication of Strategic Human Resource Management has been known, little is recognized about how these practices are seen and used in the insurance industry. Moreover, there is a significant absence of qualitative research concentrating on the experts' perspectives within Cagayan de Oro City

In doing this, the study uses a qualitative research design and key informant interviews to collect in-depth, rich information from consultants, senior managers, and other important stakeholders in the company. An investigation of the subtle and complex ways that SHRM practices affect numerous facets of organizational performance, such as overall organizational efficiency, worker engagement and productivity is made probable by this methodological approach.

Furthermore, this research will capture the lived experiences and point of view of those rightly involved in the execution and results of SHRM practices by focusing on qualitative data. The information collected from these interviews will be scrutinized to discover reoccurring themes and trends, which will further information of how strategic HR initiatives may boost businesses in the insurance sector.

## Objectives

This study explored the experiences and insights of the participants in the leading insurance company in Cagayan de Oro City.

Specifically, this study addressed the following questions:

1. What is the benefit of implementing Strategic Human Resource Management Practices in an organization?
2. What are the most effective Strategic Human Resource Management Practices employed to help boost organizational performance?
3. What recommendations can be shared to boost organizational performance?

## METHODS

### Research Design

The researcher employed the transcendental phenomenological research design, which was first established by Husserl. Utilizing a phenomenological design to collect and evaluate data is useful as it allows to reveal critical themes, underpin strategic decision-making, give a reflective exploration of experiences, and guarantee that the results are credible and contextually relevant.

This qualitative research methodology is based on a philosophical approach with the goal of elucidating human experience (Moustakas, 1994). Phenomenology is concerned with questions that address what they are, as opposed to quantitative questions like how many, as noted by Neubauer et al. (2019). Additionally, it examines people's experiences and concentrates on their comprehension of phenomena (Gumberg Library, 2019), which aims to capture a phenomenon's essence (Alase, 2017).



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Furthermore, phenomenology was defined by Stansen and Chambers (2017) as a qualitative method that highlights the similarities of the actual experience within a certain group. He continued by saying that this method makes use of an interview with a number of participants who have firsthand knowledge of a circumstance or incident. Alase (2017) restated that characterizing the nature of the specific phenomena is the approach's primary goal.

Phenomenological design is separated into numerous branches such as existential, hermeneutic and transcendental phenomenology. Existential Phenomenology highlights personal existence, choice and freedom while Hermeneutic Phenomenology combines phenomenological description with interpretative analysis, knowing that notion is always influenced by ones cultural and historical context. Transcendental Phenomenology accentuates the significance of bracketing (epoche) to defer judgments about the natural world and concentrate on the pure experience itself.

While existential and hermeneutic phenomenology offer significant perspectives, transcendental phenomenology's systematic and rigorous approach is pivotal to know the essence of experiences that makes it particularly compatible for capturing qualitative evidence from experts in a leading insurance company in Cagayan de Oro City. By concentrating on pure experiences, it obtains clear objective, and attainable insights that can meaningfully benefit the study.

The Transcendental approach utilized in this study examined the phenomenon of key informants' in-depth knowledge on strategic human resource management practices on boosting organizational performance by finding and collecting common feedback from the participants. It also described the experiences of the participants which emphasizes the formation of themes; thus, the research design is deemed suitable to be used in this study.

### Population and Sampling

Purposive sampling is the sampling method used in the study. It is a method use to select a certain set of people or units for study. Not randomly, but "on purpose," which means that participants were selected thru a set of criteria.

Ten (10) individual Key Informants from the insurance industry were involved. This is composed of experts ranging from top level management such as Vice President, Assistant Vice President, General Manager and Consultants from the leading insurance company in Cagayan de Oro City. The purposely selected participants engaged in open ended survey interview. The qualification considered in selecting the participants as a valid source of information was the following: 1) the participant has a management or decision-making role in the insurance industry; 2) the participant should possess profound knowledge and understanding in the insurance industry 3) the participant is fluent and able to convey their experience and thoughts clearly. To aid in the data collection process, open ended questionnaires were given to the participants. This was given while having a face-to-face intervention to answer additional query. There were also participants who were given an open-ended questionnaire thru online because of time constraints. For online gathering of data, the researcher made a constant communication to the participants. This is to make sure that the participant understands thoroughly the questions. All interview responses were collected, transcribed, and analyzed using the constant comparative method.

### Instrument

Semi-structured interviews were conducted for triangulation purposes. In order aid in the data collection process, a thorough conversation, sharing of personal experiences through In-Depth interview were done with the purposely selected participants. This aimed to develop a deep understanding of the phenomenon and to create a dialogue between the participants and the researcher.

Triangulation was used in the study to provide the data a multifaceted viewpoint. According to Sanchez and Sarmiento (2020), triangulation is a technique used in analysis to guarantee the validity and reliability of research findings. In order to help ensure that the biases resulting from the use of a single method are overcome, triangulation is done by mixing hypotheses, methods, or observers in a research project. Triangulation also gives readers a more impartial and balanced presentation of the information acquired. In this project, triangulation is carried out through the examination of the notes and themes that were noted throughout the series of interviews, the transcript of the focus group discussion, and the categorization of the various terms and themes found in the transcripts (Bhandari, 2022).





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**Data Collection**

The researcher sought the approval of the participants for an in-depth conversation in gathering the data. The study had an on-site data gathering procedure. For the participants that is not available due to some constraints, the collection of data was done thru floating survey questionnaires online. There were phases in the study that has been done such as preparation, administration, gathering, interpretation, and analysis of data.

After which, the data were then read, analyzed, and categorized for like ideas and themes. Remarkable statements from the key informants were highlighted to determine the similarities among their responses. Meanings were established from the substantial responses into themes. Through this method, the researcher developed themes of the event, situation, or experience to gain a deeper understanding of the phenomenon.

**Data Analysis**

Thematic Approach was used in data analysis as recommended by Husserl's Phenomenological research design, after the study's pertinent data had been gathered from participants responses.

Most specifically, Inductive thematic analysis was used as it permits themes to emerge straightly from the data, which is crucial in transcendental phenomenology. This analysis respects the original data and participants experiences, leading to authentic and grounded themes

To create meaningful clusters, the information obtained from the open-ended questionnaires was grouped into ideas and themes. The researcher developed a shared understanding of the situation, circumstance, or experience through this approach, leading to a more profound conception of the phenomenon. Directly linked opinions will be highlighted to gauge how similar the participants' answers were to one another.

Thematic analysis was used to scrutinize the data and know the answers to the study questions. Maguirre and Delahunt (2017) define Thematic Analysis as the technique of recognizing themes or patterns in qualitative data. Finding themes—that is, significant and using those themes to deliberate the research or make a point are the goals of thematic analysis. A well-crafted theme analysis construes and makes sense of events, going more beyond a modest data summary. Braun & Clarke (2006) provide a very valuable six-phase framework for conducting this kind of analysis, which consists of notifying yourself with the data, generating preliminary codes, seeking for themes, and appraising themes. These steps were accurately and systematically followed. Steps one through five were completed in order to confirm that no data was missing (Maguire & Delahunt, 2017).

In the following phase of the study, important answers to themes were given many interpretations. By using this approach, the researchers were able to comprehend the phenomena more thoroughly and came up with a shared interpretation of the experience, circumstance, or occurrence. By identifying the different components, the researchers would be able to better understand the nature and purpose of the phenomenon.

**Ethical Consideration**

The researcher followed research protocols to guarantee the caliber and dependability of the investigation and research outcomes. The participants and the dean gave the researcher permission to carry out the study. Participants might indicate their willingness to participate in the study by filling out consent letters, which were provided. The researcher set up the in-depth interview with the participants after receiving approval. During the interview, the participants was personally visited by the researcher. Moreover, for the participants that were not available, the researcher sent an open-ended questionnaire and do constant communication to unleash the query of the participants. Permission and approval were obtained in order to comply with the Data Privacy Act prior to the in-depth interview. The information gathered was kept private and anonymous. Their interview responses were only known by the researcher. Once the obtained data had served its function, it was discarded.



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## RESULTS and DISCUSSION

This section presents the analyses and interpretation of data obtained from the participants of the study. The information is presented in themes with interpretation and implication. The presentation is organized based on the order of the problems in the statement of the problem

### 1. The benefit of implementing Strategic Human Resource Management Practices in an organization

#### Themes

*Enhanced Employee Performance*

*Improved employee engagement*

*Greater Organizational Culture*

From the data, the benefit of implementing Strategic Human Resource Management Practices in an organization were categorized into three themes namely: enhanced employee performance, improved employee engagement, greater organizational culture.

#### 1.1 Enhanced Employee Performance

The most common responses from the participants were categorized as enhanced employee performance. The following are the transcription showing the answer of enhanced employee performance:

*Key Informant 2: When there is a successful implementation of right practices in the organization, it will enhance employee performance.*

*Key Informant 4: Successful SHRM practices of course will make employee productive in their work*

*Key Informant 5: As I observed, if the Human Resource is effective, the employees also are effective in what they are doing.*

*Key Informant 7: The benefit of implementing SHRM practices in an organization is improved employee performance.*

*Key Informant 9: SHRM is important as it will harness the performance of the employees*

Most of the participants indicated enhanced employee performance by highlighting that successful implementation of SHRM practices will cause enhancement of employee performance, employee productivity in their work, employee effectivity of what they are doing, improved employee performance and can harness the performance of the employees.

Employee performance has a noteworthy impact on a company's financial results. Therefore, organizational leaders must recognize the importance of training and development with regard to employee performance and assessment. The business and its employees can accomplish a variety of goals through the implementation of employee training and development programs. (Arulsamy et al., 2023).

Moreover, the quest to achieve high performance at the workplace has always been derailed by an acute lack of skills. (Nzimakwe et al., 2024).

Furthermore, the substantial impact that a positive workplace culture has on employee performance and organizational agility explores the various facets of organizational culture and positive psychology and how they interact to create a productive workplace. (Radu, 2023).

In conclusion, applying Strategic Human Resource Management Practices helps companies and organizations with a tactical basis for managing their human capital in a way that provisions and drives overall success.



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### 1.2 Improved employee engagement

Another benefit of implementing Strategic Human Resource Management Practices is the Improved employee engagement. The following are the samples of transcription:

**Key Informant 1: Successful implementation of SHRM practices will make employees more engage in the business**

**Key Informant 3: I think the benefit of having Strategic Human Resource Management practices is about making employees more engaged in the organization**

**Key Informant 5: and another benefit is that it will strengthen the engagement of employee**

The response coming from participants indicated improved employee engagement by emphasizing on their response that successful implementation of SHRM practices will make employees more engage in business, employees are more engaged in the organization, and it will strengthen the engagement of employee.

The organizations having positive employee orientation wherein employees are given freedom for experimentation of various idea and are consulted for decisions are found to be engaged and are able to put extra efforts for the fulfillment of the business goals (Mirji et al., 2023).

In addition, creating opportunities for employees to interact with managers, other staff members, and the business as a whole is a key component of engagement. It seeks to create an atmosphere where workers are inspired to engage with their work and actually care about achieving success for the company (Mansor et al., 2023).

Lastly, As organizational dynamics change, employee engagement becomes increasingly important in determining workforce well-being, innovation, and commercial success (Ritu, 2024).

In conclusion, employee engagement is a significant factor of organizational success. This is because it leads to increased productivity which contributes to the overall performance of the business.

### 1.3 Greater Organizational Culture

Additional practice that highlights effective Strategic Human Resource Management is thru greater organizational culture. Below are some data from the investigation:

**Key Informant 2: and I think also it creates greater environment**

**Key Informant 6: The benefit? Having a happy culture**

**Key Informant 10: The benefit of implementing SHRM practices is that it provides a harmonious culture**

Another response indicated by the participants were greater organizational culture, the participants highlighted that successful implementation of SHRM practices will create greater environment, having a happy culture and provides harmonious culture to the organization.

The workplace culture is a very strong force that is intentionally and purposefully cultivated and transmitted to the next generation of workers. Companies develop their cultures to ensure their continued existence in the marketplace and to flourish in highly competitive environments (Parashar, 2021).

Also, any program aimed at enhancing organizations and human resource policies and procedures must consider the organizational culture as a contingency factor, as it influences the behavior of its members. This is why it's crucial for industrial sociologists and human resources professionals to comprehend organizational culture, how it impacts organizations, and how to manage it (Bamidele, 2022).

Accordingly, building a powerful Organizational Culture helps organizations provide consistency and direction, make efficient decisions and step forward, boost the workforce and help reach their true potential (Bicer, 2022).

In conclusion, organizational culture is a significant as it influences organizational success. This is because organizational culture fosters productivity, employee satisfaction and retention.





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## 2. Most effective Strategic Human Resource Management Practices

### Themes

*Training and Development*

*Compensation and Benefits*

*Employee Engagement*

From the data, the most effective Strategic Human Resource Management Practices employed by the participants to help boost organizational performance were categorized into three themes namely: training and development, employee engagement, compensation and benefits.

### 2.1 Training and Development

The majority of the participants' responses categorized the Training and Development as the foremost effective way of optimizing organizational performance. The following are the transcription showing the effectiveness of training and development:

*Key Informant 2: I believe that one of the most effective human resource management practices is about giving adequate training and development to workers. This is because training and development initiatives will align the business strategy to make sure that workforce has the skills to achieve organizational goals*

*Key Informant 3: Giving empowerment to employee will enhance the performance of the organization, and we can empower them by giving sufficient and adequate seminars and well, also trainings*

*Key Informant 5: I think giving them trainings are important*

*Key Informant 8: In an industry that has a lot of competition and is backed by huge investments, I think it is significant to ensure continuous development to employees, like training them to be effective on their work*

*Key Informant 9: It is all about developing people to be effective on their work*

Most of the response coming from participants indicated training and development by stressing that the most effective SHRM practice is giving adequate training and development to worker, empower workers by providing seminars and training, ensuring continuous development like training and all about developing people.

A company's ability to adopt new technologies and methods, increase employee motivation, reduce employee turnover, improve company image (e.g., conducting ethics training reduces likelihood of unlawful or unethical actions or behaviors), and manage risk (e.g., training about sexual harassment and workplace diversity reduces risk of harassing or discriminatory actions in the workplace) are just a few of the significant benefits that employee training and development programs can offer. There are also several other benefits that come with employee training and development programs. (Gutterman and Alan, 2023).

Also, the secret to happy employees is training and development. The largest challenge a business faces is managing its human resources, and the best solution to this issue appears to be training and development. (Bhatt and Disha, 2020).

In addition, programs for training and development are crucial to the long-term viability of a business. This white paper investigates how experiential learning supports training and development from the human capital perspective. Using an awareness of employee development goals and a training needs assessment, recommendations are made to promote training and development in businesses. (Whitehead and Tarrah, 2022).

In summary, the result shows that capitalizing in training and development is an asset in the insurance companies' sustainability and future success.

### 2.2 Compensation and Benefits

Another major effective Strategic Human Resource Management Practices emerged in the response of the participants in the interview is the Compensation and Benefits as one of the most efficacious strategies. The following are the samples of transcription:

*Key Informant : 1 In the insurance industry and I believe it is also applicable to other industries, giving employee*



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*competitive compensation also drives their performance*

**Key Informant 5:** *Another effective way is thru giving incentives and rewards as part of their additional compensation motivates employees to contribute more in our company*

**Key Informant 8:** *Giving high salary to employees also encourages them*

**Key Informant 9 :** *Also, when you give enough compensation to employees, they will not just stay, they will perform*

Another result coming from participants indicated compensation and benefits by highlighting that successful implementation of SHRM practices will give competitive compensation, will give additional incentives and rewards, gives high salary and give enough compensation to the employees

As a human resource management strategy, compensation and benefits are a powerful instrument for employee retention and incentive. (Nagaprakash, 2023).

In addition, in order to improve employee motivation at work, their sense of belonging to the company, and the quality of their services, this article makes the case that business managers should offer greater pay and benefits. It also claims that this will improve the overall operating performance of the company. (Lee, 2023).

Furthermore, remuneration and employee performance are positively correlated. Additionally, supplementary benefits and compensation have a favorable impact on workers' productivity. (Abdul et al., 2019).

In conclusion, compensation and benefits is pivotal to attract and retain effective employees.

### 2.3 Employee Engagement

Additional practice that highlights effective Strategic Human Resource Management is thru employee engagement. Below are some data from the investigation:

**Key Informant 4:** *I would say fostering employee engagement thru team building and outings, so that employees will become comfortable to engage with one another*

**Key Informant 6:** *If employees are engaged and committed, they will contribute more in organizations*

**Key Informant 7:** *Collaborative works strengthen the relationship of the employees, as this makes them more engaged*

Other effective Strategic Human Resource Management Practices emerged in the response of the participants in the interview is the employee engagement by highlighting that employees will become comfortable to engage with one another, employees will contribute more in the organization if they are engaged and by having a collaborative works which strengthen the relationship of the employees.

The significance of workplace obstacles in encouraging workers to get more involved in their businesses was highlighted in this study. An individual's commitment to the firm and their positive work attitude are the two main indicators of employee engagement (Ali and Anwar, 2021).

Moreover, creating opportunities for employees to interact with managers, other staff members, and the business as a whole is a key component of engagement. It seeks to create an atmosphere where workers are inspired to engage with their work and actually care about achieving success for the company. (Mansor et al., 2023).

Additionally, researchers and professionals suggest that one of the most concerning issues facing the world economy right now is poor employee engagement at work. A possible outcome of this occurrence is a decrease in productivity at work. It is crucial to comprehend the idea of job engagement, what it means to employees, and how it affects companies.

In conclusion, nurturing robust employee engagement is not just advantageous, it's indispensable for cultivating a flourishing organizational culture.





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### 3. Recommendations shared by the participants to boost organizational performance

From the data, the recommendations shared by the participants to boost organizational performance were categorized into three themes namely:

#### Themes

- Focus on Customer Satisfaction*
- Improve Employee Engagement*
- Foster a positive Organizational culture*

#### 3.1 Focus on Customer Satisfaction

Based from the data, the main recommendation that was highlighted by the participants to boost organizational performance is customer satisfaction. The following are samples of transcription:

- Key Informant 3: The very secret of insurance company is to make their customer assured and satisfied*
- Key Informant 4: When customers are satisfied, they will not just trust the company, they will also share it to their peers, which increases the potential of the firm.*
- Key Informant 5: Making customer happy will make the organization better*
- Key Informant 8: Organization, most specifically insurance company should put emphasis on making customer happy and fulfilled*

Most of the response coming from participants in relation with recommendations shared to boost organizational performance was focus on customer satisfaction by highlighting that the secret of insurance company is to make their customer satisfied, making their customer happy and put an emphasis on making their customer fulfilled and happy.

Customer satisfaction has become a vital concern for companies and organizations in their efforts to improve product and service quality as well as maintain customer loyalty within a highly competitive marketplace. (Nguyena et al., 2020).

In addition, this suggested that there would be a negative rise of one unit of productivity for every unit impact of customer satisfaction. Results showed that there was a highly substantial positive relationship between sales volume and customer satisfaction. (Grace et al., 2023).

In conclusion, concentrating on customer satisfaction is indispensable for the continued success and progress of any organization. This is because satisfied customers are more likely to turn out to be loyal, which drives more revenue to the organization.

#### 3.2 Improve Employee Engagement

One recommendation that was highlighted by the participants to boost organizational performance is to improve employee engagement. The following are samples of transcription:

- Key Informant 1: When employee knows what he/she is doing and she is passionate on communicating with others, like when employees are more engaged. It will result an increase in organization performance*
- Key Informant 3: and also, it is important to think of ways on how to make the employee engaged*
- Key Informant 9: Because the employee is the most important advantage in the organization, ensuring that they are engage is necessary for success*

Another response coming from participants in relation with recommendations shared to boost organizational performance was improve employee engagement by stressing that when employees are more engaged, it will result to increase in organizational performance and ensuring that employees are engage is necessary for success.

The goal of employee engagement is to create a work environment in which staff members are inspired to engage with their work and actually care about achieving success for the company. (Mansor et al., 2023).

In conclusion, employee engagement is a foundation of organizational triumph, as engaged employees are more productive which boost organizational performance



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### 3.3 Foster a positive Organizational culture

Another recommendation that was highlighted by the participants to boost organizational performance is to foster a positive organizational culture. The following are samples of transcription:

*Key Informant 2: Creating an environment that fosters happiness and camaraderie, will make the employee happy, thus, made them to contribute more to the organization*

*Key Informant 10: Fostering a positive environment, such as creating a good culture will make the organization better*

Other response coming from participants in relation with recommendations shared to boost organizational performance was to foster a positive organizational culture by highlighting that creating an environment that fosters happiness and camaraderie will contribute to the organization and fostering a positive environment will make the organization better.

This is because a flourishing and engaged workforce is facilitated by a healthy workplace culture that is based on positive psychology concepts. Through fostering an atmosphere that prioritizes worker welfare, development, and cooperation, companies may unleash the complete capabilities of their groups and improve total output (Radu, 2023).

Therefore, it is ascertained that cultural enhancing would result performance enhancement. Business managers are recommended to establish an effective organizational culture in order to enhance corporate performance. Therefore, knowing on how an effective organizational culture is established to enhance the corporate performance is very significant (Pathiranage et al., 2020)

Based on the findings, fostering a positive and harmonious culture will positively affect the organization.

### Conclusions and Recommendations

After the collected data were examined, the following findings were revealed:

Findings revealed that the benefit of implementing Strategic Human Resource Management Practices in an organization were enhanced employee performance, improved employee engagement and greater organizational culture. Moreover, findings disclosed that the most effective Strategic Human Resource Management Practices were training & development, compensation & benefits and employee engagement. Furthermore, the findings unveiled that the recommended actions by the participants were to focus on customer satisfaction, to improve employee engagement and to foster a positive organizational culture.

This means that Strategic Human Resource Management practices is essential to improve employee performance, boost employee engagement and to establish a greater organizational culture, as organizations cultivate their culture in order to prosper and still be competitive in the market (Parashar, 2021). This is because Strategic Human Resource Management practices foster a work atmosphere where workers feel appreciated and inspired, leading to higher levels of engagement and job satisfaction.

In addition, the result also shows that the most effective SHRM practices were training & development, compensation & benefits and employee engagement. This is because successful training and development programs prepare employees with the essential knowledge and skills, promoting continuous growth and adaptability. Also, competitive compensation and benefits entice and retain skillful workers, making sure that employees feel appreciated and motivated. Focusing on employee engagement will make employee more committed and productive workforce, pouring overall performance and innovation. This is because employee engagement pursues in creating an environment where employees are motivated to engage with their work which help achieve success for the company. (Mansor et al., 2023).

Furthermore, the result unveil that the recommendations shared by the participants were to focus on customer satisfaction, to improve employee engagement and to foster a positive organizational culture. These are essential to drive long term success as this will make a robust groundwork for sustainable growth, viable advantage and lasting success. This is because, an engaged employees is facilitated by a vigorous workplace culture that is based on optimistic psychology concepts (Radu, 2023).

To sum everything up, improving organizational performance requires a multidimensional approach that emphasizes enriching employee engagement, putting an emphasis on customer satisfaction, and refining a positive



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and optimistic organizational culture. By focusing on these vital areas, companies can spur productivity, innovation, and long-term growth, pledging a competitive advantage and long-term triumph.

**Action Plan**

This action plan outlines focus area, specific actions, expected outcome and time frame of the study

Focus Area	Specific Actions	Expected Outcomes	Time Frame
<i>Customer Satisfaction</i>			
Service Feedback	Give feedback and survey forms to gather data on employee and customer opinions on facilities and services.	Enhanced service quality	Quarterly (every 3 months)
Service Training	Provide customer service training most especially to all front-line workers	Improved interactions between staff and customers.	Annually (every 12 months)
Responsiveness	Create a system for timely response to complaints and queries	More efficient resolution of issues, which leads to better customer satisfaction.	Every 6 months
<i>Employee Engagement</i>			
Professional Development	Create continuous training and development programs for employees	Increased employee expertise and employee engagement among employees.	Every 6 months
Recognition Programs	Create reward and recognition programs for outstanding performance.	Higher motivation, engagement and retention rates among employees.	Annually
Open Communication	Foster transparent and open communication channels between staff and management.	Enhanced collaboration and trust within the institution.	Every 3 months
Employee Feedback	Perform a feedback sessions and employee satisfaction surveys.	Greater understanding of employee concerns and needs, leading to improvements.	Every 6 months
<i>Organizational Culture</i>			
Vision and Values	Evidently communicate and define the company's core values, vision and mission.	Shared sense of purpose among management and staff.	Yearly
Inclusive Environment	Promote inclusion and diversity ways to guarantee a welcoming environment for all.	Reduced bias or discrimination and promotes greater sense of belongingness.	Yearly Review





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Team Building	Organize a collaboration activity such as team-building and retreats.	Improved interpersonal relationships as well as foster cohesiveness and coherentness.	Every quarter
Health and Well-being	Organize support services for physical and mental health.	Improved total well-being of employees, which leads to productivity.	Anually

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