

## Live Streaming as a Means of Communication in HR Management: Improving Interaction between Employees and Managers

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### ABSTRACT

**Background.** Effective communication between employees and managers is key to successful HR management. In the midst of technological developments, the use of live streaming has been identified as a new means that can improve interaction in internal company communication. This study aims to explore how live streaming can improve interaction between employees and managers in the context of HR management.

**Purpose.** This study aims to analyze the impact of the use of live streaming on improving communication, employee engagement, and relationships between managers and employees in companies that implement this technology. The study also seeks to identify the benefits and challenges that companies face in implementing live streaming for internal communication.

**Method.** This study uses a quantitative method with an experimental approach. The study sample consisted of employees and managers at several companies that had implemented live streaming in their internal communications. Data were collected through questionnaires and semi-structured interviews, which were then analyzed using descriptive statistics and thematic analysis.

**Results.** The results showed that the use of live streaming significantly increased employee engagement in internal communication and strengthened the relationship between managers and employees. Employees feel more satisfied and connected, while managers report increased transparency and more effective direct interactions. This increased engagement also contributes to teamwork productivity and efficiency.

**Conclusion.** The study concludes that live streaming can be an effective tool to improve communication in HR management, create openness, and strengthen interactions between employees and managers. The use of this technology can improve the communication culture in the company, increase employee engagement, and facilitate faster and more informed decision-making.

### KEYWORDS

Employee Engagement, HR management communication, Live Streaming

### INTRODUCTION

In the rapidly developing digital era, technology has penetrated various aspects of life, including in the business world. One of the technological innovations that is now increasingly popular is live streaming, which is not only used for entertainment purposes, but also for communication needs in the world of work (Lin, 2020).

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Live streaming allows for two-way communication directly, which opens up opportunities for companies to strengthen the relationship between managers and employees (Tuin, 2020). The presence of live streaming in Human Resources (HR) management has a significant impact on how companies interact with their employees (Ahmad, 2022).

Communication is one of the most important aspects of human resource management. Previously, communication between managers and employees was often done through face-to-face meetings, emails, or phone calls. However, the approach is often limited by time and place (Khan, 2021). With live streaming, companies can facilitate interactions more efficiently and quickly, even if there is no physical presence. This reduces communication barriers that usually occur in distributed or flexible work situations (Wijayati, 2022).

The existence of live streaming as a means of communication in HR management has brought significant changes in the way information is conveyed and received. Employees now have direct access to interact with managers or company leaders, with no distance or time restrictions (Katou, 2021). Through live streaming platforms, managers can provide important information, conduct briefings, or even hold Q&A sessions that allow employees to ask questions in real-time. This opens up opportunities for companies to manage communication in a more transparent and responsive manner (Gera, 2019).

The flexibility offered by live streaming is an added value in the context of HR management. With a technology-based system, companies can not only reach out to employees working in different locations, but can also engage employees in discussions or training that were previously limited by time and space constraints (Wang, 2020). For example, training sessions conducted via live streaming allow employees to stay engaged without the need to attend physical meetings, which is of course time-consuming and costly (Kumah, 2019).

In addition, live streaming can also increase employee involvement in the company's decision-making process. Through more open interactions, employees feel more valued and involved in every important step taken by the company (Sánchez-Bayón, 2020). This contributes to the creation of a more inclusive and communicative company culture, where each team member feels an integral part of the company's purpose (Hamid, 2020).

The importance of effective communication between managers and employees in building a positive working relationship cannot be underestimated. With live streaming, managers can more easily provide feedback or provide clearer directions (Gornostaeva, 2020). Not only that, but employees also feel closer to their leaders, because there are opportunities to interact directly. Therefore, live streaming is a very potential means to improve interaction between managers and employees, as well as support more effective and efficient HR management (Salvadorinho, 2024).

Although live streaming is increasingly being applied in various sectors, there have not been many studies that have in-depth examined the role of live streaming in improving communication between employees and managers in the context of HR management (Tonelli, 2020). Most uses of live streaming are limited to marketing or educational activities, while its use in internal organizational communication is still relatively new and needs to be explored further. There are no clear guidelines on how live streaming can be effectively integrated into HR management practices (Wilson, 2024).

In addition, there has been no specific study on how live streaming can address communication challenges that exist in the relationship between managers and employees, such as a lack of direct interaction, time constraints, or differences in work locations (Agarwal, 2023). Even though technology is getting more sophisticated, most companies still face obstacles in utilizing technology to increase employee engagement in internal communication. Therefore, it is important

to identify the obstacles that exist in the use of live streaming and how to overcome them (Bofah-Buoh, 2024).

The lack of research on the long-term impact of using live streaming in HR management is also a gap that needs to be filled. Most of the existing studies focus more on the general use of technology in organizations, without paying particular attention to how live streaming can strengthen communication in HR management, particularly in terms of improving interpersonal relationships between employees and managers. This creates a vacuum in understanding the effects of live streaming on employee productivity and engagement (Roedenbeck, 2023).

On the other hand, although live streaming has been adopted by several large companies, there are no studies that address how the application of this technology can vary across different types and sizes of organizations. Smaller companies may face different challenges in implementing live streaming compared to larger companies with more resources. More research is needed to understand how companies of different sectors and sizes can make optimal use of live streaming in their internal communications.

The next gap that needs to be filled is how to ensure that the use of live streaming in HR management communication is not only effective from a technical point of view, but also has a positive impact on organizational culture (Budhkar, 2020). This challenge involves integrating live streaming into existing communication patterns, as well as creating an atmosphere that encourages engagement and trust between employees and managers. Understanding the role of live streaming in creating a more open and transparent communication culture is essential to achieving optimal HR management goals (Chen, 2023).

Filling in the research gaps related to the use of live streaming in HR management communication is essential to provide a clearer understanding of the potential of this technology in improving interaction between managers and employees (Liu, 2020). By examining how live streaming can improve internal communication, we can provide practical guidelines for companies to implement these technologies effectively. This research is expected to help organizations in dealing with communication challenges, especially in situations involving remote work teams or companies with multiple locations (Moonphala, 2022).

Filling this gap is also important to measure the impact of live streaming in increasing employee engagement and satisfaction. Employees who feel connected to their managers and get information directly are more likely to feel valued and involved in the company's decision-making (Cai, 2023). Therefore, it is relevant to examine the extent to which live streaming can improve communication and improve the relationship between managers and employees. This study aims to provide empirical evidence that supports the use of live streaming as a communication tool in HR management (Chou, 2022).

The hypothesis proposed in this study is that the use of live streaming in HR management communication can improve the quality of interaction between managers and employees, speed up the process of conveying information, and increase employees' sense of involvement in company decision-making. Filling this gap can make an important contribution to the development of HR management theory and help companies optimize the use of technology to achieve more effective and efficient communication goals (Xue, 2024).

## RESEARCH METHODOLOGY

This study uses a quantitative research design with an experimental approach. This design was chosen because it allows for a clear measurement of the influence of live streaming on the interaction between employees and managers in the context of HR management. This study will

explore the relationship between the use of live streaming as a means of communication and the level of employee engagement and productivity (Fan, 2022). Using experimental methods, researchers can analyze the changes that occur before and after the implementation of live streaming in the company's internal communications (Ewing, 2020).

The population in this study is all employees and managers in companies who have adopted live streaming technology in internal communication. Samples will be taken purposively from companies that have a policy to use live streaming as part of HR management activities. The sample consisted of employees with various job titles and backgrounds, as well as managers who were actively engaged in communication using live streaming platforms. The number of samples is estimated to be 100-150 people to obtain representative data (England, 2022).

The instruments used in this study include questionnaires and semi-structured interviews. The questionnaire will be designed to measure the perception of employees and managers about the effectiveness of live streaming as a means of communication, the level of engagement in communication, and its impact on interpersonal relationships. In addition, semi-structured interviews will be conducted to dig deeper into the opinions of employees and managers regarding their experience using live streaming. The questionnaire will consist of closed-ended questions on a Likert scale, while the interview will be open-ended and exploratory (Beste, 2019a).

The research procedure begins with the selection of companies that have implemented live streaming in HR management communication. Once the company is selected, the researcher will send a questionnaire to employees and managers to fill out. Interviews will be conducted after the collection of questionnaires to obtain additional qualitative data. The data collection process will last for two months, with data analysis carried out afterwards. The quantitative data obtained from the questionnaires will be analyzed using descriptive and inferential statistics, while the qualitative data from the interviews will be analyzed using thematic analysis to identify emerging patterns related to the live streaming user experience in the context of HR management (Beste, 2019b).

## RESULT AND DISCUSSION

The data collected in this study included two types of information: quantitative data from questionnaires and qualitative data from interviews. Quantitative data shows that 80% of respondents feel that communication through live streaming is more efficient than traditional communication methods such as email or physical meetings. Table 1 illustrates the percentage of employee satisfaction with the use of live streaming in the company's internal communication. In addition, 75% of managers stated that live streaming increases employee engagement in discussions. Table 2 shows the increase in employee engagement before and after the implementation of live streaming.

Category	Percentage (%)
Highly satisfied	35
Satisfied	45
Dissatisfied	15
Very Dissatisfied	5

**Table 1.** Employee Satisfaction with the Use of Live Streaming

**Before Live Streaming    After Live Streaming**

**Before Live Streaming After Live Streaming**

55%

75%

**Table 2.** Increased Employee Engagement

Category	Percentage (%)
Strongly Agree	40
Agree	35
Disagree	20
Strongly disagree	5

**Table 3.** Managers Who Experienced Increased Engagement

The results of the quantitative data show that the majority of employees feel more satisfied with communication using live streaming compared to other methods. A significant increase in engagement was also noted after the implementation of live streaming, which indicates that this technology is indeed effective in increasing employee participation in company discussions or meetings. This data shows that employees feel more connected to managers and co-workers, who were previously limited by distance or time.

In addition, the data also reveals that most managers feel that live streaming provides benefits in terms of more transparent and real-time communication. Live streaming allows managers to convey information directly without delay, as well as providing opportunities for employees to provide feedback or ask questions directly. This creates a more dynamic and open work atmosphere, which has the potential to improve team performance.

Although most employees and managers show high levels of satisfaction, there is also a small percentage of respondents who feel dissatisfied. This shows that the implementation of live streaming is not fully well received by all parties. Some technical obstacles such as internet connection problems or inconvenience using new technology are factors that affect the results.

Qualitative data obtained from interviews revealed that most employees found it easier to access information and engage in communication after the company implemented live streaming. Some employees stated that they previously felt isolated due to limited time and place in interacting with managers or coworkers. Now, with live streaming, they feel closer to their managers and can access important information more quickly.

Some managers also note that live streaming allows them to more easily communicate important policies or information to all employees without the need for face-to-face meetings. By using live streaming, they can reach employees working in different locations more efficiently, which of course saves time and money. Of course, some managers also reveal challenges related to the use of this technology, such as difficulties in ensuring the active involvement of all employees.

Table 3 shows that most managers feel that their interactions with employees have increased after the implementation of live streaming. This indicates that live streaming functions as an effective link between management and employees. While there was a slight discrepancy in technology adoption, overall, the data showed a positive trend towards the use of live streaming in HR management communications.

A slight decrease in satisfaction levels among a small percentage of employees can be caused by a variety of external factors, such as accessibility to technology or unfamiliarity with live streaming platforms. Some employees may feel uncomfortable or used to traditional ways of communication, such as face-to-face meetings. Another factor is the limited infrastructure in some

work locations which makes the streaming quality less than optimal, which has an impact on the comfort when participating in live streaming sessions.

Nevertheless, the overall results showed that the majority of respondents, both employees and managers, experienced an increase in engagement and communication satisfaction after the implementation of live streaming. This positive change is most likely due to the ability of live streaming to speed up communication and make room for more direct interactions, especially in companies with distributed structures or employees working remotely.

The implementation of live streaming has had a significant impact on working relationships, with the creation of a more open and inclusive atmosphere. The speed and efficiency of communicating, which was previously limited by time and space, is now becoming more accessible to all parties. Despite the challenges related to technology, the data shows that the positive potential offered by live streaming is more dominant.

The data shows a strong relationship between the use of live streaming and increased employee engagement in internal company communications. Most respondents revealed that they felt more connected with managers and colleagues after live streaming was implemented, which was reflected in the results of questionnaires and interviews. This involvement is not only limited to social interaction, but also affects information disclosure and transparency in HR management.

This relationship is more clearly seen in Table 2, which shows the increase in employee engagement after the implementation of live streaming. Before live streaming, only 55% of employees felt engaged in internal communication, while after live streaming, that number increased to 75%. This shows that live streaming has a positive effect in improving more effective two-way communication between employees and managers.

In addition, the data from Table 3 also shows that the majority of managers feel that live streaming helps them in strengthening relationships with employees. This indicates that live streaming not only improves communication between employees, but also strengthens the relationship between managers and the entire team. This relationship between technology and engagement highlights how live streaming can be an effective tool in HR management.

A technology company included in this study showed significant results after implementing live streaming as a means of internal communication. Previously, the company faced problems in coordination between teams spread across multiple locations. Managers find it difficult to establish smooth communication with employees who work remotely, while employees feel isolated and lack direct information from managers.

After implementing live streaming, communication becomes more efficient and employees feel more involved in the company's decisions. The company reported that after the implementation of live streaming, the frequency of internal meetings increased, and real-time Q&A sessions also helped speed up problem resolution. The results of this case study illustrate how live streaming can be an effective tool in overcoming communication barriers that exist in companies with distributed organizational structures.

The company's managers also noted that they can convey strategic policies and information more quickly and clearly through live streaming, which improves employee understanding. This data confirms that live streaming can solve communication problems in large companies with many employees working remotely.

This case study shows how live streaming can reduce communication barriers within companies with distributed work structures. The use of this technology allows employees to stay connected with their managers in real-time, even if they are in different locations. With live

streaming, this company can be more efficient in conveying information without the need to hold face-to-face meetings, which of course saves more time and money.

Despite this, challenges remain, especially in terms of time management and quality assurance of communication. Some employees revealed that they find it difficult to interact in live streaming sessions that are too long or not well structured. Therefore, companies need to design effective and efficient live streaming sessions, as well as provide guidance to employees to make it easier for them to adapt to this technology.

The relationship between the case study data and the findings of this study strengthens the conclusion that live streaming functions as a very useful means of communication in human resource management. Despite some technical challenges, the implementation of live streaming contributes positively to improved communication between employees and managers.

The data obtained showed a significant relationship between the use of live streaming and increased communication between employees and managers. Employees who are satisfied with the use of live streaming (80%) also report an increase in their engagement in company communications. This can be seen from the percentage of employees who feel more active in meetings or discussions after the implementation of the technology. In addition, managers who say they feel more connected to their employees (75%) also feel a positive impact on team productivity.

These results show that live streaming not only improves direct interaction between employees and managers, but also creates a more inclusive atmosphere. In this study, there is strong evidence that live streaming serves as a means of shortening the distance between the two parties, both in geographical contexts and formal communication. Thus, the relationship formed is closer, and the decisions taken become more efficient and on target.

A case study taken from one of the companies that implemented live streaming shows that more open and fast communication has an impact on faster decision-making. In these cases, managers who interact with employees more often via live streaming report increased productivity and job satisfaction. This increase in engagement was evident in the final results of projects that were completed faster compared to the previous period, before live streaming was implemented.

The results of this study show that the use of live streaming as a means of communication in HR management significantly increases the engagement between employees and managers. Most employees feel more satisfied with communication conducted via live streaming, with 80% revealing that they feel more connected and active in discussions. Managers also reported an increase in engagement with in-depth employees, with 75% feeling that live streaming helped them in creating more transparent and responsive communication. The increase in employee and manager involvement is also seen in the increase in productivity and work efficiency in the team.

The results of this study are in line with several previous studies that show that communication technology can improve employee engagement and improve manager-employee relationships. However, this research differs in terms of the application of technology, namely live streaming, which is more interactive and real-time compared to other communication media such as email or video conferencing. Other research may focus more on the use of text-based platforms or discussion forums, while this study puts more emphasis on the visual and direct impact offered by live streaming in increasing engagement.

This research also makes an important contribution in understanding how communication through live streaming can accelerate decision-making and increase transparency in internal communication. Previous studies have focused more on the technical aspects of the use of technology in organizations, while this study offers further insight into the social and emotional influences generated by live interactions that occur through live streaming. Thus, this study fills a

gap in the existing literature regarding the application of communication technology in the context of human resource management.

The results of this study show that technology, especially live streaming, has the potential to be a powerful tool in building better communication between employees and managers. This research is a sign that organizations need to be more open to the use of technology in HR management to create a more inclusive, transparent, and responsive work environment. It also reflects a shift in the way companies manage internal interactions, where employee engagement is not just an administrative issue, but is also linked to a more open communication culture.

The success of the implementation of live streaming in this study also shows that companies can utilize technology to overcome communication obstacles that have been a challenge, such as differences in location, time, or even less effective communication styles. These results show that managers who can make good use of technology will be able to strengthen interpersonal relationships with employees, which in turn can affect their productivity and loyalty to the company.

The implication of the results of this study is that companies need to consider integrating live streaming as one of the main communication tools in HR management. Given its efficiency and effectiveness in increasing engagement, companies that have not yet leveraged this technology can begin to evaluate its potential implementation to improve the relationship between managers and employees. In addition, companies must provide the necessary training and resources so that managers can make the most of live streaming in the communication process.

This research also indicates that the use of live streaming can accelerate the process of adapting organizations to the increasingly rapid changes in the world of work. With faster and more direct communication, decisions can be made more efficiently, which will ultimately strengthen the company's competitiveness. Another implication is that companies must invest in technology and infrastructure that supports the use of live streaming to ensure the quality of communication is maintained.

The results of this study occur because live streaming allows for more direct and interactive communication, which increases employee engagement rates. When communication is done in real-time, employees feel more valued and involved in the company's decision-making process. Additionally, live streaming reduces communication bottlenecks that often arise in written or asynchronous communications, such as emails, which can lead to miscommunication or delays in response.

The study also shows that younger generations of employees, who are familiar with digital technology, are more comfortable with visual and direct forms of communication, such as those offered by live streaming. This explains why live streaming is more effective in increasing engagement and interaction compared to traditional communication methods. Another factor influencing these results is the ability of live streaming to create a more intimate and informal atmosphere, so employees feel more free to speak and give their opinions.

Going forward, companies need to be more serious about implementing live streaming as part of their HR management communication strategy. Broader and systematic adoption can help create a more open and collaborative culture of communication, which is crucial in facing the challenges of modern organizations. For this reason, companies need to invest resources in training and developing managers' abilities in using live streaming effectively.

Companies must also pay attention to the infrastructure needed to support the optimal use of live streaming. This includes hardware, software, and network quality assurance to keep communication running smoothly without technical obstacles. By paying attention to this aspect,



companies can ensure that the use of live streaming has a maximum positive impact in increasing interaction between employees and managers.

Furthermore, further research needs to be conducted to explore the long-term impact of using live streaming in HR management, especially in relation to employee performance and retention. This research opens up opportunities for further studies on how communication technology can be better adapted in an ever-changing work environment, so that organizations can continue to evolve and adapt to the demands of the times.

## CONCLUSION

The study found that the use of live streaming in live HR management communication can increase interaction and engagement between employees and managers. This is in contrast to previous findings that focus more on communication via email or other platforms that do not allow real-time direct interaction. With live streaming, communication becomes more transparent and dynamic, increasing employee participation in meetings and discussions without any geographical restrictions.

This research makes an important contribution in the field of human resource management by offering a new concept of the use of live streaming technology as a means of internal communication. This research introduces quantitative and qualitative analysis methods that combine survey data and interviews to provide a holistic picture of the impact of live streaming on the relationship between managers and employees. Thus, this study enriches the existing literature on the role of technology in improving organizational communication and employee engagement.

One of the limitations of this study is the limitation of the sample that only involves certain companies that have implemented live streaming in their internal communications. This study has also not examined the long-term impact of the use of live streaming. Further research directions can focus on comparing the use of live streaming with other communication technologies over a longer period of time, as well as examining other factors such as organizational culture that can affect the effectiveness of the use of live streaming.

## AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

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