ANALYSING EMPLOYEE DEVELOPMENT STRATEGIES THROUGH HRM LITERATURE REVIEW

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Abstract
The analysis of employee development strategies in the Human Resource Management (HRM) literature review highlights the importance of a comprehensive and systematic approach in maintaining organisational competitiveness and growth. Findings show that full support from top management, alignment with organisational goals, and appropriate training programme design are crucial factors. In addition, an organisational culture that supports continuous learning and innovation is considered important in promoting effective employee development. Diverse training methods, such as e-learning, mentoring and hands-on training, can enhance the effectiveness of employee development. Continuous evaluation and follow-up of development programmes are also important to ensure optimal application of skills and knowledge in daily work. Overall, employee development not only contributes to individual growth but also improves overall organisational performance, creates competitive advantage, and prepares the organisation to face future challenges.
Keywords: Strategy, Employee Development, HRM Literature

Introduction

Employee development is one of the most important aspects of human resource management that aims to improve the effectiveness and efficiency of the organisation as a whole. Employee development is a series of processes and activities designed to improve the skills, knowledge and abilities of employees within an organisation (H, 2024) . The main objective of employee development is to ensure that all staff have the relevant qualifications and competencies to support the achievement of organisational goals, improve productivity and maintain competitiveness. This can include formal training, mentoring programmes, coaching, job rotation, as well as self-directed learning supported by the company. Employee development also involves continuous evaluation to identify training needs that change over time and changes in the work environment (Lee & Ryu, 2024) .

Employee development contributes directly to improving an organisation's overall productivity and effectiveness. By having skilled and competent employees, companies can more easily adapt to market and technological changes, build

innovation, and maintain a competitive advantage. In addition, employee development programmes also improve job satisfaction and staff retention, as employees feel valued and see opportunities for career growth. It also helps lower the cost of new recruitment and training as it reduces turnover rates (Rukadikar & Khandelwal, 2023) . In other words, an investment in employee development is an investment in the future and sustainability of the organisation.

In an increasingly dynamic and competitive business environment, organisations are required to have a workforce that is not only technically skilled, but also able to adapt to change. Qualified Human Resources (HR) are employees who have the appropriate skills, knowledge and work attitudes to meet the demands of their position and support the organisation's strategic objectives. Capable HR are not only able to perform operational tasks efficiently, but also have the ability to think critically, innovate, and adapt to change (Holbeche, 2022) . They tend to demonstrate high commitment, integrity, and the ability to work together in teams. The existence of qualified human resources in organisations is very important because they are the main pillars in creating a productive, dynamic and competitive work environment that enables companies to achieve optimal performance and long-term sustainability. A review of literature in the field of human resource management shows that effective employee development strategies can increase productivity, innovation, and job satisfaction, and reduce turnover rates (Arseneault, 2023) .

The importance of employee development strategies is reflected in the various approaches proposed in the HRM literature, including training and development, coaching and mentoring, and technology-based learning. However, the challenge that organisations often face in implementing these strategies is limited resources, in terms of budget, time, and facilities. In addition, the lack of understanding or commitment from top management regarding the importance of employee development is also often a major obstacle in the implementation of effective human resource development policies (Westover, 2024) .

The literature review shows that the success of employee development strategies is greatly influenced by factors such as management support, organisational culture, and employee involvement in their own development planning process. Thus, an in-depth analysis of best practices in employee development based on the HRM literature review can provide valuable insights for practitioners and researchers to formulate more effective strategies that have a positive impact on the organisation.

Therefore, this research aims to analyse employee development strategies through a review of HRM literature, highlighting innovative approaches that can be applied to improve employee competence and job satisfaction.

Research Methods

The study in this research uses the literature method. Literature research method, also known as literature review or literature study, is the process of collecting, reviewing, and analysing various existing sources of information, such as books, journal articles, research reports, and other documents, which are relevant to the research topic being discussed. The main purpose of this method is to understand the status of existing knowledge, identify research gaps, build theoretical foundations, and find methodologies that have been used by previous researchers (Firman ;, 2018) (Suyitno, 2021) . Through literature research, researchers can align their research with previous findings, propose stronger hypotheses, and design more reliable studies. This method also helps keep research from being duplicative and ensures that new contributions are added to the field of science being researched (Jelahut ., 2022)

Results and Discussion
Employee Development Strategies Based on HRM Literature

Employee development is one of the key aspects of Human Resource Management (HRM) that aims to improve employees' skills, knowledge and competencies so that they can contribute more effectively to organisational goals. Based on HRM literature, there are several effective employee development strategies (Voß & Würtemberger ., 2023)

Firstly, formal education and training is a commonly used strategy. This includes on-the-job training programmes, workshops, seminars, as well as courses provided by external educational institutions. This training can be technical, interpersonal skills, or managerial, according to the needs of the employee and the organisation. Continuing education ensures employees stay up-to-date with the latest developments in their field and continue to improve their capabilities (Kang & Lee, 2021) .

Second, career development through promotions and job rotations plays an important role in HRM strategy. Promotions provide new challenges and greater responsibilities, which can increase employee motivation and satisfaction. Meanwhile, job rotation allows employees to gain knowledge and skills in different areas, thus increasing their flexibility and readiness for higher or different positions in the future (Kristanti & Churiyah ., 2024)

Third, mentoring and coaching are also effective strategies. Mentoring involves a more experienced senior employee providing guidance and support to a junior employee. This not only helps the new employee adapt to the company culture, but also enables the transfer of knowledge and skills. In contrast, coaching focuses on improving individual performance through personalised feedback and development (Akingbola et al., 2023) .

Fourth, the assignment of special tasks and projects can be used for employee development. By providing new challenges and responsibilities, employees can learn in

a practical way and gain hands-on experience in solving complex problems. These special projects and tasks can also motivate employees by providing a sense of achievement and recognition of their contributions (Panneerselvam & Balaraman, 2022) .

Finally, a work environment that supports learning and innovation is a key component in an employee development strategy. Organisations should create a culture where learning is considered important and innovation is valued. This can be through reward programmes, constructive feedback, and opportunities for employees to participate in strategic decisions and share ideas. By creating a climate like this, organisations not only improve employees' skills but also stimulate their loyalty and commitment to the company.

The Effectiveness of Employee Development Strategies in Various Organisational Contexts

The effectiveness of employee development strategies varies greatly depending on the organisational context. Each organisation has different needs, cultures and dynamics, therefore, there is no one-size-fits-all approach. However, some general principles can be drawn from the HRM literature to understand how employee development strategies can be adapted across different contexts.

In large organisations with complex hierarchical structures, formal education and training is often the most effective strategy. Due to the large number of employees, standardised training programmes ensure that all employees acquire consistent basic skills. In addition, formal education can be well coordinated through internal training departments or by working with external educational institutions to provide specialised courses that suit the needs of the organisation (Luo, 2023) .

In contrast, in small organisations or startups, mentoring and coaching may be more effective. In a more agile and flexible environment, a more personalised relationship and a tailored approach to the individual can provide great benefits. Experienced mentors can provide direct guidance and feedback, helping new employees develop skills and adapt quickly to a dynamic work culture (Bentum ., 2023)

In the context of fast-growing industries such as technology or creative, assigning specialised tasks and projects is an effective strategy. These industries often face fast-changing challenges that require innovative solutions. By giving employees special project responsibilities, organisations can tap into their creativity and agility to solve complex problems, while providing valuable practical learning experiences (Indrasari & Pamuji ., 2023)

A work environment that supports learning and innovation is key in highly competitive industries such as advertising or scientific research. By creating a culture that values new ideas and provides space for experimentation, organisations can maximise the creative potential of their employees. Reward programmes and other

incentives for innovation not only encourage employees to keep learning but also increase their engagement at work (Ali & Tariq, 2024) .

Finally, for organisations that operate globally, employee development strategies must consider cultural diversity. Cross-cultural training and programmes that emphasise intercultural understanding and communication are essential. In addition, providing international experience through overseas projects or global job rotations can help employees understand different markets and dynamics, increasing their flexibility and readiness to operate in diverse global contexts (Khatikova & Ryvkina ., 2021)

Overall, the effectiveness of employee development strategies is greatly influenced by an organisation's ability to tailor their approach to the specific needs and context of their business. With a deep understanding of the internal environment and dynamics, organisations can design and implement the right HRM strategies to drive optimal employee development and performance.

Factors Affecting the Success of Employee Development Strategies

The success of employee development strategies is influenced by various interrelated factors. One of the key factors is the commitment of top management. When organisational leaders show strong support for employee development, it signals to the rest of the organisation the importance of the initiative. Top management commitment also ensures that adequate resources, in terms of time, budget and facilities, are allocated to development programmes (Panday et al., 2024) .

The second factor is organisational needs and strategic fit. Employee development should be in line with the long-term goals of the organisation and the specific needs of the various departments. For example, if the focus of the organisation is technological innovation, training programmes that focus on developing digital and information technology skills will be more relevant. By ensuring that employee development initiatives relate to the organisation's business strategy, the chances of success are greater (Dhuru & Mehta, 2020) .

Furthermore, the design and methods of training used are also very important. Development programmes that are interactive, relevant and suited to the various learning styles of employees tend to be more effective. For example, some employees may be more responsive to hands-on, practical-based training, while others prefer theoretical or digital approaches. Using diverse training methods such as e-learning, workshops, mentoring, and simulations can increase employee effectiveness and engagement in development programmes (Jaiwant & Vazirani, 2023) .

Organisational culture and work environment also play an important role in determining the success of employee development strategies. Organisations that encourage continuous learning, collaboration and innovation create a climate conducive to employee development. Conversely, an organisational culture that is

resistant to change or unsupportive of learning will act as a barrier. In addition, recognition and appreciation of employees' achievements in self-development can also increase their motivation and participation (Alfiyatussholichah et al., 2024) .

Finally, the evaluation and follow-up capabilities of employee development programmes are highly influential. Effective evaluation allows the organisation to assess whether the objectives of the programme were achieved and what needs to be improved. Through feedback from trainees and post-training performance monitoring, organisations can make necessary adjustments to future programmes. Follow-up such as continued mentoring or enrichment sessions are also important to ensure that the knowledge and skills acquired are actually applied in daily work (Jalil, 2022) .

By carefully considering and managing these various factors, organisations can increase the chances of a successful employee development strategy. This not only helps employees reach their full potential, but also ensures that the organisation has a competent workforce ready to face the challenges of the future.

Conclusion

Employee development is a key element in maintaining organisational competitiveness and growth. Analyses of employee development strategies show that a comprehensive and systematic approach is necessary. Top management commitment, alignment with organisational goals, and appropriate training programme design are all important factors to consider. Without support from the highest levels of the organisation, employee development programmes often lack the priority they deserve and do not reach their full potential.

The literature review also confirmed the importance of an organisational culture that supports continuous learning and innovation. Organisations should create an environment that encourages employees to continuously develop their skills and knowledge. This can be achieved through rewarding and recognising employees' learning efforts, providing adequate resources, and implementing a variety of training methods that suit the needs of individuals and groups within the organisation. Diverse training methods such as e-learning, mentoring and hands-on training can increase the effectiveness of the employee development process.

In addition, an organisation's ability to evaluate and follow up on employee development programmes plays a crucial role in determining long-term success. Proper evaluation through regular feedback and post-training performance monitoring, as well as continuous follow-up, can ensure that employees are able to apply the skills and knowledge gained in their work. Thus, investment in employee development not only contributes to individual growth, but also improves the overall performance of the organisation, creates a competitive advantage, and prepares the organisation for future challenges.

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