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Letter of Acceptance
(2994-8312)

Dear Author,

Hasman Budiadi¹, Muhammad Hasbi², Setiyowati³
^{1,2,3}STMIK Sinar Nusantara Surakarta, Indonesia

Warm Greetings!

It's a great pleasure to inform you that, after the peer review process, your article, " **Employee Development Strategies to Improve Skills and Job Satisfaction** " has been ACCEPTED and considered for publication in Journal Global International Journal of Innovative Research: (<https://global-us.mellbaou.com/index.php/global>) in Vol. 2 No. 9 Regular Issue.

Thank you for submitting your work to this journal. We hope you submit your articles in future.

Regards



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Employee Development Strategies to Improve Skills and Job Satisfaction

STMIK Sinar Nusantara Surakarta, Indonesia

Employee development is a critical component for enhancing both skills and job satisfaction within organizations. This study explores various strategies for employee development, focusing on their effectiveness in skill improvement and overall job satisfaction. Through a comprehensive literature review and empirical analysis, the study identifies key development strategies, such as on-the-job training, mentorship programs, professional development workshops, and continuing education opportunities. The findings reveal that these strategies not only contribute to the enhancement of employees' technical and soft skills but also significantly improve their job satisfaction levels. Furthermore, the study highlights the importance of aligning development programs with organizational goals and employees' career aspirations to maximize their effectiveness. It also examines the role of management in fostering a culture of continuous learning and the impact of personalized development plans on employee motivation and retention. The research underscores the necessity of regular feedback and assessments to adapt development strategies to the evolving needs of the workforce. In conclusion, the study emphasizes that a well-structured employee development strategy is essential for sustaining a competitive edge in today's dynamic business environment. By investing in employee development, organizations can cultivate a skilled, satisfied, and loyal workforce, leading to improved performance and organizational

1. Introduction

In today's rapidly evolving business environment, organizations are increasingly recognizing the importance of employee development as a critical factor in maintaining competitiveness and fostering a productive workforce. Employee development strategies, which include training, mentorship, and career advancement opportunities, are essential for enhancing employees' skills, capabilities, and overall job satisfaction (Noe, 2017). These strategies not only help employees adapt to technological advancements and industry changes but also contribute to their professional growth and engagement, which are key drivers of organizational success (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). As businesses strive to retain top talent and reduce turnover, understanding the most effective employee development strategies is crucial.

Despite the established importance of employee development, there remains a significant research gap in understanding the specific strategies that most effectively improve both skills and job satisfaction. While numerous studies have explored various aspects of employee training and development, there is limited comprehensive research that examines the direct correlation between specific development strategies and the dual outcomes of skill enhancement and job satisfaction (Aguinis & Kraiger, 2009; Arthur, Bennett, Edens, & Bell, 2003). Furthermore, much of the existing literature tends to focus on development strategies in isolation, rather than considering how a combination of strategies might interact to produce optimal outcomes (Tharenou, Saks, & Moore, 2007).

The urgency of this research is underscored by the current challenges faced by organizations worldwide, including skills shortages, high turnover rates, and the need for continuous upskilling in response to technological changes (Bersin, 2019). As the global economy becomes more dynamic and competitive, organizations must implement effective employee development strategies to remain agile and resilient (Cascio & Boudreau, 2016). Identifying the most impactful development strategies is not only vital for enhancing organizational performance but also for improving employee well-being and job satisfaction, which are critical components of a sustainable workforce (Huselid, 1995).

Previous studies have highlighted the benefits of various employee development practices, such as on-the-job training, formal education programs, coaching, and mentoring, in enhancing job performance and satisfaction (Chiaburu & Tekleab, 2005; Tannenbaum, 1997). However, there is a lack of research that examines the combined effects of these practices and how they can be strategically aligned to maximize both skill development and job satisfaction

(Collins & Smith, 2006). Moreover, many studies have predominantly focused on specific industries or regions, limiting the generalizability of their findings to diverse organizational contexts (Baldwin & Ford, 1988).

The novelty of this research lies in its holistic approach to understanding employee development strategies by examining the interplay between various methods and their combined impact on skill enhancement and job satisfaction. Unlike previous studies that have primarily focused on single development interventions, this research seeks to provide a more integrated perspective on how different strategies can be synergistically implemented to achieve comprehensive employee growth and satisfaction (Salas et al., 2012). This approach will offer valuable insights into how organizations can design and implement more effective development programs that cater to the diverse needs of their workforce.

The primary objective of this research is to explore the most effective employee development strategies that improve skills and job satisfaction. By conducting a systematic review of existing literature and analyzing data from various organizational settings, this study aims to identify best practices and provide actionable recommendations for HR professionals and organizational leaders (Kraiger, 2003). The findings are expected to contribute to the academic discourse on employee development and offer practical guidance for organizations seeking to enhance their workforce capabilities and employee satisfaction.

This research addresses a critical gap in the literature by examining the integrated effects of employee development strategies on skill enhancement and job satisfaction. By exploring the complex dynamics between different development practices, this study seeks to advance our understanding of effective employee development and provide a foundation for future research and practice in this vital area.

2. Method

This study employs a qualitative research methodology using a literature review approach to explore the effectiveness of employee development strategies in improving skills and job satisfaction. A literature review was chosen as the research design to provide a comprehensive synthesis of existing research findings, theories, and practices related to employee development. This approach allows for a thorough examination of the various strategies used in different organizational contexts to enhance employee skills and job satisfaction, thus contributing to a deeper understanding of what works and why (Snyder, 2019).

The primary sources of data for this research include peer-reviewed journal articles, books, conference papers, and industry reports published over the past two decades. These sources were selected based on their relevance to the study's main themes, including employee training, development programs, skills enhancement, job satisfaction, and organizational outcomes (Boell & Cecez-Kecmanovic, 2015). Data collection involved systematic searches in academic databases such as Google Scholar, JSTOR, PubMed, and PsycINFO, using keywords like "employee development strategies," "training effectiveness," "skill improvement," "job satisfaction," and "organizational performance." The inclusion criteria focused on empirical studies, theoretical analyses, and reviews that provided substantial insights into the impact of development strategies on skills and job satisfaction.

The data collection process also included a rigorous screening and selection phase to ensure the inclusion of high-quality and relevant studies. Articles that did not meet the inclusion criteria, such as those lacking empirical evidence or focusing on unrelated topics, were excluded. The selected studies were critically appraised for their methodological rigor, theoretical contributions, and applicability to the research questions (Tranfield, Denyer, & Smart, 2003). This process ensured a diverse range of perspectives and findings, providing a robust foundation for analyzing the effectiveness of various employee development strategies.

Data analysis was conducted using thematic analysis, a method well-suited for identifying, analyzing, and reporting patterns within qualitative data (Braun & Clarke, 2006). The analysis process involved several stages: familiarization with the data, coding, theme development, and refinement. Initially, the literature was reviewed to identify key themes related to employee development strategies and their impact on skills and job satisfaction. These themes were then systematically reviewed and refined to ensure they accurately represented the findings and provided meaningful insights into the research questions (Nowell et al., 2017).

To enhance the validity and reliability of the findings, a process of data triangulation was employed, where findings from different sources were compared and contrasted to identify consistencies and discrepancies (Yin, 2018). This approach helped corroborate the findings and provided a comprehensive understanding of the effectiveness of various employee development strategies. Furthermore, the review incorporated perspectives from different industries and organizational contexts to explore the generalizability of the findings and their applicability across various settings.

Overall, the qualitative literature review approach used in this study is effective for synthesizing existing knowledge and providing a detailed analysis of employee development

strategies and their impact on skills and job satisfaction. By examining a wide range of studies and theoretical perspectives, this research aims to contribute to the academic discourse on human resource development and offer practical insights for organizations seeking to enhance their workforce capabilities and satisfaction.

3. Result and Discussion

The table below presents a summary of findings from 10 selected articles that were meticulously screened from a larger collection of relevant literature. These articles specifically focus on employee development strategies and their impact on skill improvement and job satisfaction. The selection criteria for these articles included the relevance to the research topic, empirical evidence, theoretical depth, and methodological rigor. Each article provides valuable insights into how different development strategies contribute to enhancing employee skills and job satisfaction across various organizational contexts.

No.	Author(s) and Year	Title of the Article	Main Findings	Relevance to Research
1	Noe (2017)	Employee Training and Development	Highlights the importance of structured training programs in improving both employee skills and job satisfaction.	Provides a comprehensive overview of various training programs and their effectiveness in enhancing employee skills.
2	Salas et al. (2012)	The science of training and development in organizations: What matters in practice	Demonstrates that targeted training and development programs lead to significant improvements in job performance and satisfaction.	Explores the critical factors that make training programs effective in organizational settings.
3	Chiaburu & Tekleab (2005)	Individual and contextual influences on multiple dimensions of training effectiveness	Examines how both individual factors and organizational context influence the effectiveness of training programs.	Relevant for understanding the interplay between personal and organizational factors in employee development.
4	Aguinis & Kraiger (2009)	Benefits of training and development for individuals and teams, organizations, and society	Found that comprehensive training programs benefit not only employees but also teams and organizations, leading to increased job satisfaction.	Provides evidence on the broader impact of employee development on job satisfaction and organizational outcomes.
5	Arthur et al. (2003)	Effectiveness of training in organizations: A meta-analysis of	Meta-analysis showing that well-designed training programs significantly enhance employee skills and job satisfaction.	Offers a quantitative assessment of training effectiveness across different settings and designs.

No.	Author(s) and Year	Title of the Article	Main Findings	Relevance to Research
		design and evaluation features		
6	Tharenou, Saks, & Moore (2007)	A review and critique of research on training and organizational-level outcomes	Critiques existing research and highlights the need for a comprehensive approach to understanding the outcomes of training programs.	Provides a critical evaluation of how training programs impact job satisfaction and skills enhancement.
7	Collins & Smith (2006)	Knowledge exchange and combination: The role of human resource practices in performance	Shows that HR practices, including development strategies, play a crucial role in facilitating knowledge exchange and enhancing employee skills.	Discusses the role of HR in creating a culture of continuous learning and development.
8	Tannenbaum (1997)	Enhancing continuous learning: Diagnostic findings from multiple companies	Identifies the importance of continuous learning opportunities in improving employee skills and job satisfaction.	Explores continuous learning as a key strategy for employee development.
9	Huselid (1995)	The impact of human resource management practices on turnover, productivity, and financial performance	Demonstrates that effective HR practices, including employee development, lead to higher productivity and job satisfaction.	Highlights the role of HR practices in influencing job satisfaction and organizational performance.
10	Baldwin & Ford (1988)	Transfer of training: A review and directions for future research	Reviews how well employees apply the skills learned in training to their jobs and the factors that influence this transfer.	Discusses the effectiveness of training in terms of skill application and job performance.

Discussion

The findings from the literature review highlight the significant impact of employee development strategies on skill enhancement and job satisfaction. In today's fast-paced business environment, characterized by rapid technological advancements and changing market dynamics, the need for continuous skill development is more crucial than ever. The review underscores that organizations that invest in comprehensive employee development programs, including training, mentorship, and career development opportunities, are better positioned to enhance both the skills and job satisfaction of their employees (Noe, 2017). This aligns with current workplace trends where employees increasingly seek growth

opportunities and meaningful work experiences that contribute to their personal and professional development.

The relevance of these findings is further supported by Herzberg's Two-Factor Theory, which posits that job satisfaction and dissatisfaction are influenced by two independent sets of factors: hygiene factors and motivators (Herzberg, 1968). According to this theory, development opportunities such as training and career advancement are motivators that can significantly enhance job satisfaction by fulfilling employees' intrinsic needs for achievement, recognition, and personal growth. The literature reviewed demonstrates that when employees perceive that their organization is committed to their development, they are more likely to experience higher job satisfaction, which in turn can lead to greater organizational commitment and lower turnover rates (Chiaburu & Tekleab, 2005).

Additionally, the findings indicate that employee development strategies are not only beneficial for individual employees but also for organizational performance. The Resource-Based View (RBV) of the firm suggests that human capital is a critical resource that can provide a competitive advantage (Barney, 1991). By investing in employee development, organizations can enhance the skills, knowledge, and capabilities of their workforce, making them more adaptable and innovative. This is particularly important in the context of the Fourth Industrial Revolution, where the ability to quickly acquire and apply new skills is essential for maintaining competitiveness in a rapidly changing market.

Furthermore, the review highlights the importance of aligning development strategies with organizational goals and employee needs. The findings suggest that a one-size-fits-all approach to employee development is less effective than tailored programs that consider the specific skills required for different roles and the career aspirations of individual employees (Salas et al., 2012). This is consistent with the principles of the Social Exchange Theory, which posits that employees are more likely to reciprocate positive organizational practices with higher levels of engagement and performance (Blau, 1964). When employees feel that their development needs are being met, they are more likely to invest in their work and contribute to the organization's success.

The review also identifies a gap in the literature regarding the combined effects of various development strategies. While individual strategies such as training and mentoring have been extensively studied, there is limited research on how these strategies can be integrated to maximize their impact on skill enhancement and job satisfaction (Aguinis & Kraiger, 2009). This gap presents an opportunity for future research to explore the synergies between

different development practices and how they can be effectively combined to create comprehensive development programs that address the diverse needs of the workforce.

Another key finding from the review is the role of organizational culture in shaping the effectiveness of employee development strategies. A supportive culture that values learning and growth is essential for the successful implementation of development programs (Tannenbaum, 1997). Organizations that foster a culture of continuous learning and encourage employees to take ownership of their development are more likely to see positive outcomes in terms of skill enhancement and job satisfaction. This aligns with the findings of Collins and Smith (2006), who emphasize the importance of a knowledge-sharing culture in enhancing organizational performance.

In light of these findings, organizations should consider adopting a more holistic approach to employee development that integrates various strategies and aligns with both organizational goals and employee aspirations. By doing so, they can create a more engaged and skilled workforce that is capable of driving innovation and achieving sustained success. Additionally, organizations should prioritize creating a supportive culture that encourages continuous learning and development, as this is key to maximizing the effectiveness of development programs.

Overall, the review provides valuable insights into the importance of employee development strategies in improving skills and job satisfaction. However, it also highlights the need for further research to explore the integrated effects of different development practices and the role of organizational culture in shaping their effectiveness. By addressing these gaps, future studies can provide a more comprehensive understanding of how organizations can effectively invest in their human capital to achieve both individual and organizational success.

4. Conclusion

The findings from this literature review underscore the critical role of employee development strategies in enhancing both skills and job satisfaction. By investing in comprehensive development programs, such as training, mentorship, and career advancement opportunities, organizations can significantly improve the capabilities of their workforce and foster a more satisfied and engaged employee base. These strategies not only address the immediate needs for skill enhancement in a rapidly changing business environment but also contribute to long-term job satisfaction by fulfilling employees' intrinsic needs for growth, recognition, and achievement.

Moreover, the review highlights the importance of aligning employee development strategies with organizational goals and employee aspirations. A tailored approach that considers the specific skills required for different roles and the unique career paths of individual employees is more effective than a one-size-fits-all strategy. By creating development programs that align with both the organization's strategic objectives and the personal goals of employees, organizations can foster a more motivated and committed workforce, leading to improved organizational performance and reduced turnover rates.

However, the review also identifies gaps in the existing literature, particularly regarding the combined effects of various development strategies and the role of organizational culture in shaping their effectiveness. Future research should explore how different development practices can be integrated to create comprehensive programs that maximize skill enhancement and job satisfaction. Additionally, further studies on the impact of organizational culture on the success of development strategies would provide valuable insights into how organizations can create a supportive environment that encourages continuous learning and growth. By addressing these gaps, future research can offer more nuanced guidance for organizations seeking to develop and retain a highly skilled and satisfied workforce.

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