

Employee Development : Coaching and Mentoring Approach to Sustainability Organization

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ABSTRACT

This article will explore the importance of employee development and coaching and mentoring approaches in achieving organizational sustainability. We will explore the benefits of combining these two approaches, examples of successful implementation, and best practices that can be applied by organizations seeking to achieve sustainability in their operations. In this study, analysts used to review observational data from several major research sources, focusing on human resources. It is thought that the results of publications from various organizations and industrial fields are important to researchers, and it is believed that by analyzing such works, analysts can provide speculative ideas that drive research. Scientific articles that make reinforcement for scientific articles in participation contribute to science and especially the scientific articles above can represent with existing limitations with findings that provide a result for this scientific article in literature.

INTRODUCTION

Today's modern organizations are increasingly aware of the importance of sustainability and the impact that their business activities have on the environment and society. Organizations committed to achieving sustainability focus on efforts to reduce their environmental footprint, adopt socially responsible business practices, and drive sustainable growth over the long term (Lozano, 2015; Belz & Binder, 2017). However, achieving sustainability is not an easy task. Organizations must engage all members of their teams and ensure that they have the knowledge, skills, and understanding necessary to contribute effectively to the journey to sustainability. This is where the importance of employee development and coaching and mentoring approaches in the context of sustainable organizations (Riggio, 2015).

According to (Colquitt et al., 2014) employee development is a process that aims to improve the knowledge, skills, and attitudes of individuals in order for them to reach their full potential in the work environment, in the context of sustainability, employee development involves strengthening understanding of sustainable business practices, studying the social and environmental impacts of organizational activities, and developing skills that needed to adapt to continuous change (Ahi & Searcy, 2013). According to (Eby et al., 2013) approach coaching and mentoring through effective strategies in facilitating employee development in sustainable organizations. Coaching involves a relationship between a coach and an employee, where the coach provides support, feedback, and guidance in achieving personal and professional goals (Theeboom et al., 2014). Mentoring, on the other hand, involves a longer relationship between a more experienced mentor and a mentee, with the aim of providing guidance, advice, and inspiration to mentees in developing their potential (Eby et al., 2013). The combination of employee development and coaching and mentoring approaches brings significant benefits to sustainable organizations (Lane, 2016). Employees who are skilled and educated in sustainable business practices have the ability to identify new opportunities, implement innovative solutions, and make decisions that positively impact the environment and society.

Through coaching and mentoring relationships, employees can also develop a deeper understanding of sustainability values, integrate these principles in their daily behavior, and inspire other team members to participate in the journey to sustainability (Day et al., 2014). Coaching and mentoring are two effective approaches in employee development, as they focus on personal growth, skills development, and knowledge transfer (Passmore, 2015). Coaching and mentoring play an important role in ensuring that employees have a strong understanding of sustainability principles and are able to apply them in their daily work. Through this approach, organizations can create a culture that focuses on sustainability values, such as resource efficiency, good waste management, and social responsibility. Coaching and mentoring also play a role in building deeper awareness and understanding of the impact of organizations on the environment and society (Zachary & Fain, 2022). Through the teaching and mentorship process, employees can identify opportunities to improve

Business practices that sustainable, reduce negative impact, and innovate in creating more environmentally friendly solutions.

In addition, coaching and mentoring approaches provide individualized support that allows employees to develop personally and professionally (Passmore, 2015). Sustainable organisations, employees who are encouraged and supported to reach their full potential will be a valuable asset in achieving sustainability goals. Coaching and mentoring can help employees to overcome obstacles and challenges, as well as provide guidance for success in implementing sustainable practices (Garvey et al., 2021). Overall, employee development through coaching and mentoring approaches is an effective strategy in creating sustainable organizations (Clutterbuck, 2014). By providing support and guidance to employees, organizations can ensure that they have the necessary knowledge, skills, and attitudes to contribute to environmental, social, and economic sustainability. This approach not only helps achieve sustainability goals, but also strengthens an organizational culture oriented towards sustainability values and builds competitive employees in an increasingly complex and dynamic era. In this article, this article will explore the importance of employee development and coaching and mentoring approaches in achieving organizational sustainability. We will explore the benefits of combining these two approaches, examples of successful implementation, and best practices that can be applied by organizations seeking to achieve sustainability in their operations.

LITERATURE REVIEW

Employee Development

According to (Werner, 2021) Employee Development, also known as Human Resource Development (HRD), refers to the efforts of organizations to improve the knowledge, skills, abilities, attitudes, and potential of their employees. It involves a wide range of activities designed to expand knowledge and enhance individual skills in order to achieve organizational goals and face evolving challenges in the business environment (Noe, 2017). Employee Development includes a systematic approach to facilitate individual learning and growth in the workplace. This can involve formal training programs, on-the-job training, mentoring, coaching, job rotations, special projects, certifications, and career development. The ultimate goal is to improve individual performance, strengthen relevant competencies, and foster sustainable career growth (Kavanagh & Johnson, 2017).

Coaching

According to (Werner, 2021) Employee Development, also known as Human Resource Development (HRD), refers to the efforts of organizations to improve the knowledge, skills, abilities, attitudes, and potential of their employees. It involves a wide range of activities designed to expand knowledge and enhance individual skills in order to achieve organizational goals and face evolving challenges in the business environment (Noe, 2017). Employee Development includes a systematic approach to facilitate individual learning and growth in the workplace. This can involve formal training programs, on-the-job

training, mentoring, coaching, job rotations, special projects, certifications, and career development. The ultimate goal is to improve individual performance, strengthen relevant competencies, and foster sustainable career growth (Kavanagh & Johnson, 2017).

Mentoring

According to (Zachary & Fain, 2022) Mentoring is a relationship where a mentor provides guidance, support, and inspiration to a mentee to assist them in personal development, career, and professional growth. Mentors, who typically have broader experience and knowledge, share insights, knowledge, and advice with mentees to help them achieve their goals and potential. The mentoring process involves giving direction, giving feedback, modeling positive behavior, and emotional support. Mentors assist mentees in identifying goals, planning actions, overcoming obstacles, and developing the skills necessary to achieve success. In addition, mentoring relationships also create a supportive environment for reflection, exploration of new ideas, and leadership development (Clutterbuck, 2014).

Sustainability Organization

According to (Schaltegger & Wagner, 2017) Sustainable Organizations are organizations that are committed to integrating sustainability principles in all aspects of their operations. These organizations strive to achieve harmony between their business activities with environmental protection, social welfare, and sustainable economic growth in the long run. Sustainable organizations aim to reduce their environmental footprint, adopt socially responsible business practices, and innovate in developing sustainable solutions. Sustainable organizations prioritize transparency, accountability, and collaboration with stakeholders to achieve their sustainability goals. They engage all levels of employees and ensure that their policies and practices are in line with sustainability principles. The organization also seeks to manage the risks associated with environmental change and identify new opportunities that arise in the context of sustainability (Belz & Binder, 2017).

METHODOLOGY

In this study, analysts used to review observational data from several major research sources, focusing on human resources. It is thought that the results of publications from various organizations and industrial fields are important to researchers, and it is believed that by analyzing such works, analysts can provide speculative ideas that drive research. It explores the subjective method using a comparative review approach, where analysts compare one reflection with another to make assumptions and draw conclusions.

RESEARCH RESULT

Some supporting studies from this article will be presented and implemented in organizations based on existing variables such as studies from (Park et al., 2008) with the results showing that the use of skills Training Management by supervisors is significantly related to employee learning, organizational commitment, and intention to move. (Bourg et al., 2010) with stated results of project outcomes and key development relationships of the Green Belt studied during the trip. Lastly, recommendations are made for the further development of Green Belt training and improvement of business results. The study of (Beattie et al., 2014) with research results was designed to help line managers who want to improve their management training. For Stakeholders this literature review and model is useful for organizations, HR professionals, and line managers to determine whether training is an appropriate learning intervention for their context and timing. In addition, if deemed appropriate, this review and the resulting framework can help inform how practitioners should approach training within organizations.

Studies from (Bajraktarović, 2021) with the results of research similarities and differences between training and mentoring, show the conditions and methods necessary for the successful implementation of training and mentoring in modern organizations. Exploring the factors behind the development of these two methods and their benefits for employees and organizations, expected trends in this area are also outlined. (Jan & Gideon, 2011) with results Dynamic relationships such as mentoring relationships have resulted in achievement and success in organizations. In the context of current financial constraints and skills shortages, small group successes, such as mentoring relationships, need to be explored. This case study examines the success of mentoring relationships in the South African pulp and paper industry. The objectives of the mentoring program, the characteristics of the accompanying students, and the characteristics of the accompanying coordinator emerged from the observation of the participants. The success of this case study mentoring program has been felt.

Studies from (Enslin & Schulz, 2015) state confidentiality and anonymity, but may fear confidentiality and anonymity are not guaranteed. The researchers' assumptions about mentoring and sample size may limit the generalizability of the study. For example, researchers might expect mentor training similar in scope and philosophy depending on the employee and the type of organization from which the data was collected. Another assumption is how employees interpret and apply the knowledge and skills gained from formal mentoring programs and practices in selected organizations.

Studies from (Hamadamin & Atan, 2019) state the linear and positive effects of strategic HRM on the sustainability of "competitive advantage"; It was also found that strategic personnel management has a positive effect on the development of human resources and employee commitment to the institution; found that the effects of human capital development and employee engagement partially mediated the relationship between strategic HRM practices and sustainable competitive advantage (SCA). Finally, theoretical and managerial implications are suggested. Studies from (Al Hilali et al., 2020) with results that

state it is worth noting that there is a way out of this relationship, because it is mainly to encourage its development. Follow-up methods vary and depend on participants, meeting locations, and terms of relationship. In addition to the coach/mentor, the roles of the coach and mentee must also be played, and all of these must be documented and placed in The specific institutional context. Oleh Therefore, this article examines the literature on the concepts of coaching and mentoring and their practices, as well as the definitions of coach, mentor, coachee and mentee, as well as the relationship between the two. nThe study from (Schuler et al., 2011) states the findings of several global talent challenges and the strategic opportunities they provide to companies, and suggests implications for companies and the field of international human resource management.

DISCUSSION

In relation to the variables in this article with the findings of scientific articles from various journals that are limited, the implementation of the variables in this article already exists with limited literature used in relation to variables, so in this discussion the descriptions above provide a view of the results of research findings in the article above to provide reinforcement for this scientific article, The purpose of which is to provide analysis results from the findings of the articles in the discussion.

CONCLUSIONS AND RECOMMENDATIONS

Scientific articles that make reinforcement for scientific articles in participation contribute to science and especially the scientific articles above can represent with existing limitations with findings that provide a result for this scientific article in literature. This scientific article wants to make scientific participation and contribution, especially for the field of human resources, with all the limitations and minimums of the literature study obtained.

ADVANCED RESEARCH

Articles from researchers can provide benefits for all parties with limitations and existing results.

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Researchers hope that the results of this scientific article can provide a benefit for institutions, other researchers and other parties who need additional references to be used for other researchers in the future.

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