



Employee Development: Analysis Organization Culture, Competence and Mentoring: A Literature Review

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ARTICLE INFO

Keywords: Employee Development, Organization Culture, Competence, Mentoring

Received : 17, January

Revised : 16, February

Accepted: 20, March

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ABSTRACT

The purpose of this article with variables in the field of Human Resources is to see that there have been previous research results from various articles around the world with one other variable as independent and dependent. The results of this scientific article for the three variables together have not been discussed with or without the object of research, so this article can make a reference material for science and knowledge, especially in the field of human resources.

INTRODUCTION

Employee development in a company is a need that must be carried out by the company, companies in developing employees see the need to fill existing positions or career paths, in line with the statement (Holton, 1996) targeted development, the system approach developed here combines socialization learning with task learning in three categories of interventions, furthermore there is an opinion that the interrelationship of work and job change in the workplace today, indicates the need for an increased focus of the human resources section on the development of new employees (Holton, 1996), subsequently employee development means that it can help employees become sustainable learning people, regardless of organizational requirements (Jacobs & Washington, 2003). According to (Benson et al., 2004) employee development is important for intervesion in human resources with employee behavior globally, there is an idea from (Govindan & Bouzon, 2018) stating that employee development is useful for returns management is a challenging trait of the duties and responsibilities involved. From several descriptions of articles regarding employee development, various kinds of research results and views of these scientific articles are illustrated.

Employee development exists because of the needs of the company and there are several theories, views, and research results, employee development cannot be separated from that these employees come together and become one in the organization and culture created, this organizational culture varies from company to company, according to the statement (Losonci et al., 2017) , there is another statement regarding organizational culture stating organizational culture does not refer to the effectiveness of the organization; rather, it exerts its influence through the formation of the behavior of the members of the organization (Zheng et al., 2010). Some of the above literature represents scientifically that organizational culture in a company with certain objects and topics exists.

This employee development also looks at the competencies possessed by employees, varying from employee to other employees. Competencies are used in the field of human resource management for processes in human resources as well as willingness to support change or the ability to learn quickly (Skorková, 2016), the competence is exceeded by the company then job satisfaction can be felt by two parties of the company and employees, and the way in monitoring employees working through digital viewing with other variables (Siegel et al., 2022), in line with the statement that the competency model is a key tool in human resource systems and practices (Skorková et al, 2016). Competence relates to how feasible employees are there are six dimensions, namely mastery of discipline-specific knowledge, general transferable skills, emotional regulation, career development skills, self-management skills, and self-efficacy (Römgens et al., 2020)

Organization of seeing employees through mentoring so that they are more personal and gain knowledge about their personal and work needs (Jyoti & Sharma, 2017), in line with the statement (Baran & Zarzycki, 2021) states that there are studies that state for mentoring that one of the main tools of human

resource development . The purpose of this scientific article is to see the problems in the research results - research from the above article to be seen from other articles by reviewing and analyzing the results of the analysis of each article related to the variables shown in this article.

THEORETICAL REVIEW

Employee Development

Employee development can be summed up as an integrated sequence of planned programs, provided over a period of time, to help ensure that all individuals have the competencies necessary to perform their full potential in supporting organizational goals (Jacobs & Washington, 2003) , employees can benefit development tend to be prosocially motivated, i.e. they want to expend efforts to benefit the organization (Kuvaas & Dysvik, 2009). Employee development programs are carried out to accelerate organizational development, large companies will have an agenda to develop employees periodically (Nuraeni et al., 2022)

Organization Culture

Organizational culture does not directly lead to organizational effectiveness; rather, it makes its influence through the formation of the behavior of the members of the organization (Zheng et al., 2010), in addition there is another literature review of (Joo & Ready, 2012) The organization inherent in terms of a culture of continuous learning will foster coordination and teamwork, so that the superior facilitates learning in his organization and has a positive impact on job satisfaction. In a company that has a different culture, the existence of diversity in the organization will strengthen the relationship between employees, organizational culture will be created if the employees implement equality (Susanto et al., 2023)

Competence

Competencies are used for several areas of human resource management individual selection, development, performance management and also strategic planning, the tradition of employee screening is based on the recruitment of people who can perform a series of tasks and HR specialists focused on technical knowledge (Skorková, 2016). The competence of an employee will increase if the employee is given regular training and there is a program to monitor the results of the training conducted by the leadership (Susanto et al., 2020)

Mentoring

Mentoring helps raise employee morale and motivates them to achieve organizational goals, through mentoring, organizations see their employees more personally and gain knowledge about their personal and work needs it's like a thread that combines individual and organizational based goals, organizations can benefit greatly from mentoring their employees (Jyoti & Sharma, 2017). A mentoring program for the development and empowerment of employees to be independent and successful, a mentor will forbid several

stages of becoming successful and directs his mentees to take real action (Susanto & Sawitri, 2023)

METHODOLOGY

This research uses a qualitative method with literature reviews of dozens of articles in reputable international and international journals related to variables such as employee development, organisation culture, competence, and mentoring. The related article is directly described in the two tables below and given recommendations by the author in this scientific article.

Table 1. Distribution of Journals and Publishers

Number	Article Name	Writer	Journal	Publisher	Year
1.	New Employee Development: A Review and Reconceptualization	(Holton, 1996)	Human Resource Development Quarterly Vol.7, No.3,	Jossey Bass	1996
2.	Employee development and organizational performance: a review of literature and directions for future research	(Jacobs & Washington, 2003)	HRDI 6:3 (September 2003), pp. 343-354	Routledge, Taylor and Francis Group	2003
3.	Employee development and turnover intention: validation theory	(Rahman & Nas, 2013)	European Journal of Training and Development Vol. 37 No. 6, 2013 pp. 564-579	Emerald Publishing Limited	2013
4.	Organizational and career-oriented commitment and employee development behaviors	(Ok & Vandenberghe, 2016)	Journal of Managerial Psychology Vol. 31 No. 5, 2016 pp. 930-945	Emerald Publishing Limited	2016
5.	Employee development's role in organizational commitment: a preliminary investigation comparing generation X and millennial employees	(Glazer et al., 2019)	INDUSTRIAL AND COMMERCIAL TRAINING VOL. 51 NO. 1 2019, pp. 1-12	Emerald Publishing	2019
6.	The future of employee development	(Dachner et al., 2021)	Human Resource Management Review xxx (xxxx) xxxx	Elsevier, Inc.	2021
7.	Does perceived organizational support and employee Development Influence organizational citizenship behavior? Person-organization fit as moderator	(Jehanzeb, 2020)	European Journal of Training and Development Vol. 44 No. 6/7, 2020 pp. 637-657	Emerald Publishing'	2020

8.	Positioning organisational culture in knowledge management research	(Al Saifi, 2015)	JOURNAL OF KNOWLEDGE MANAGEMENT VOL. 19 NO. 2 2015, pp. 164-189	Emerald Group Publishing	2015
9.	Customer relationships management (people, process and technology) and organisational culture in hotels Which traits matter?	(Rahimi, 2017)	International Journal of Contemporary Hospitality Management Vol. 29 No. 5, 2017 pp. 1380-1402	Emerald Group Publishing	2017
10.	The mediating influence of organisational cultural practices in successful lean management implementation	(Cadden et al., 2020)	Int. J. Production Economics 229 (2020) 107744	Elsevier Ltd	2020
11.	Organisational cultures and the evoked effects of leader ability on employee creativity	(Ogbeibu et al., 2020)	American Journal of Business Vol. 35 No. 3/4, 2020 pp. 153-173	Emerald Group Publishing	2020
12.	Digital technologies and firm performance: The role of digital organisational culture	(Martínez-Caro et al., 2020)	Technological Forecasting & Social Change 154 (2020) 119962	Elsevier Inc.	2020
13.	Organisational culture, leadership behaviour and job satisfaction in the Vietnam context	(Tran, 2021)	International Journal of Organizational Analysis Vol. 29 No. 1, 2021 pp. 136-154	Emerald Group Publishing	2021
14.	Training, Development, and Competence	(Winterton, 2009)	PRINTED FROM OXFORD HANDBOOKS ONLINE (www.oxfordhandbooks.com)	Oxford University Press	2009
15.	Toward a Theory Of Entrpreneurial Competency	(Bird, 2019)	Advances in Entrepreneurship, Firm Emergence and Growth, Volume 21, 115-131	JAI Press Inc.	2019
16.	A conceptual model of students' reflective practice for the development of employability competences, supported by an online learning platform	(Heymann et al., 2022)	Education þ Training Vol. 64 No. 3, 2022 pp. 380-397	Emerald Publishing	2022
17.	Antecedents and consequences of supply Chain agility: a competence-capability-Performance Paradigm	(Heymann et al., 2022)	Journal of Business & Industrial Marketing	Emerald Publishing	2022
18.	Role of burnout and mentoring between high performance work system and intention to	(Jyoti & Rani, 2019)	Journal of Business Research	Elsevier inc.	2019

	leave: Moderated mediation model		98 (2019) 166-176		
19.	Career Benefits Associated With Mentoring for Prote'ges: A Meta-Analysis	(Allen et al., 2004)	Journal of Applied Psychology 2004, Vol. 89, No. 1, 127-136	The American Psychological Association, Inc.	2004
20.	Does mentoring reduce entrepreneurial doubt? A longitudinal gendered perspective	(St-Jean & Jacquemin, 2022)	International Journal of Gender and Entrepreneurship Vol. 14 No. 3, 2022 pp. 375-396	Emerald Publishing Limited	2022
21.	The Blackwell Handbook of Mentoring A Multiple Perspectives Approach	(Allen et al., 2004)	The Blackwell Handbook of Mentoring	Blackwell Publishing	2004
22.	Comradery and connection: A study of cross-cultural mentoring experiences	(Goodwin et al., 2022)	The Journal of Academic Librarianship 48 (2022) 102596	Elsevier Inc.	2022

Table 2. Article Categories by Subject

Number	Article Name	Purpose	Findings	Recommendations
1.	New Employee Development: A Review and Reconceptualization	To reconceptualize the development of new employees. proposes a comprehensive taxonomy of the learning tasks that the new employee must solve (and that must be facilitated by the organization) in order to achieve the desired level of performance	the socialization that is most relevant to HRD and being the basis for part of the taxonomy is reviewed in depth	Scientific Articles on Employee Development with Qualitative Research and reimagined in results
2.	Employee development and organizational performance: a review of literature and directions for future research	examines the relationship between employee development and organizational performance.	Research on employee development should seek a greater understanding of the various conditions under which employee development programs exist in the organization. Conducting the three proposed research directions will help a lot to improve the performance of the organization in the long run.	Development of employees with organizational performance that is reviewed in literature and provides input in the results of subsequent research
3.	Employee development and turnover intention: validation theory	to examine the behavior patterns of turnover intentions in developing countries vis-à-vis in developed countries through empirical data from public universities in Khyber Pakhtunkhwa, Pakistan.	indicates that employee turnover intention is predicted by the perception of employee development. This study validates the theory of the developmental-attitude-behavioral relationship.	Employee Development with variable turnover intention quantitative research in pakistan
4.	Organizational	to distinguish the basics of	Organizational	

	and career-oriented commitment and employee development behaviors	organizational (affective) and career-oriented. commitment	commitment mediates the positive relationship between POS and competency development but not the search for feedback	
5.	Employee development's role in organizational commitment: a preliminary investigation comparing generation X and millennial employees	Experienced workers often complain that their Millennial counterparts lack organizational commitment (OC). However, the findings of the study are mixed. Furthermore, research shows that the professional development of employees increases job satisfaction and reduces turnover. However, some studies have examined whether professional development increases commitment, especially among Millennials. This paper aims to discuss such issues	Millennials (vs. GenXers) reported significantly lower levels of sustained commitment, but there was no difference in normative and affective commitments. GenX generation reports a more affective and normative commitment than Millennials when they have an ED opportunity.	
6.	The future of employee development	reflects on the current state of the employee development literature and proposes a new, broader conceptualization of employee development characterized by partnerships between employers and employees	offers three recommendations on how research needs to evolve to align employee development scholarships with current practice: (1) in-corporate proactivity in the definition of employee development, (2) updating the context for learning, and, (3) thinking differently about how human capital is valued. We suggest ways in which theory can be extended to improve our understanding of some commonly used employee-based development methods. Finally, we provide future research questions and practical advice based on our new conceptualization of employee development	New concepts in Employee development: the future
7.	Does perceived organizational support and employee Development Influence organizational citizenship behavior? Person-	to test the relationship between perceived organizational support (POS), employee development and organizational citizenship behavior (OCB) while considering the moderation effect of people-organizations (P-O) on these associations.	support the relationship between POS, employee development and organizational commitment	Quantitative Research between employee development and organizational commitment and POS (perceived organization) with the result that there is a positive influence

	organization fit as moderator		between variables
8.	Positioning organisational culture in knowledge management research	to propose a conceptual model for understanding the impact of organizational culture on knowledge management processes and their relationship to organizational performance	The potential implications of the organizational culture level for the creation, sharing and application of knowledge are outlined. In addition, this paper offers the possibility of new insights into the impact of organizational culture on various knowledge management processes and their relation to organizational performance.
9.	Customer relationships management (people, process and technology) and organisational culture in hotels Which traits matter?	to test the impact of the four organizational culture traits of adaptability, consistency, engagement and mission on the three components of customer relationship management (CRM), namely people, process and technology, in the context of the hospitality industry	reveals that the four traits of organizational culture (adaptation, consistency, engagement and mission) have a positive and significant impact on the three components of CRM (people, process and technology)
10.	The mediating influence of organisational cultural practices in successful lean management implementation	empirically tested the role of Organizational Culture (OC) in the relationship between Lean Practices (LP) and Operational Performance (OP) using a survey of 295 manufacturers in the UK.	shows that vinyl records are positively related to an organizational culture that is procedurally focused, employee-oriented, structurally open, socially loose, rule-driven (norm) and market-oriented
11.	Organisational cultures and the evoked effects of leader ability on employee creativity	The study seeks to investigate how leaders' abilities and diverse organizational cultures (OC) act to influence employee creativity in manufacturing organizations	The results show that the ability of the OC leader and adhocracy has a positive effect on employee creativity. Market and clan OC negatively affect employee creativity. Similarly, the leader's ability dampens the effect of OC adhocracy on employee creativity and reinforces OC's market effect on employee creativity
12.	Digital technologies and firm performance: The role of digital organisational	seeks to eliminate subjectivity in answers with more objective indicators. For example, empirically obtained key performance indicators can be used to evaluate the results	that switching from traditional culture to digital culture not only improves organizational performance, but also requires a combination of

	culture	obtained more objectively. In this paper organizational culture has been considered an antecedent variable	experience, education, and opportunity (i.e. contextual supporting factors)	
13.	Organisational culture, leadership behaviour and job satisfaction in the Vietnam context	to challenge the influence of organizational culture types on leadership behavior and job satisfaction. Cultural theory is divided into four characteristics, namely clan, hierarchy, adhocracy and market	Hierarchical culture is negatively connected with relationship-oriented leadership behavior. Adhocracy culture positively affects job satisfaction. Clan and market cultures insignificantly predict leadership style and job satisfaction	Organizational culture with variable leadership behavior, job satisfaction in the context of vietnam
14.	Training, Development, and Competence	provide context for training, development, and competence. In the training section, theory, policy and practice are considered, including the diversity of national systems for vocational education and training (VET) and the relationship between work organisation and workplace learning	Based on these four traditions, a more holistic approach to competence is presented as the model currently used to structure learning outcomes within the European Qualifications Framework	
15.	Toward a Theory Of Entrrpreneurial Competency	The theory that we need to build and the research that we need to do will link this group of individual-level variables with organization-level variables	hope that the competence of the entrepreneur has a causal relationship with the initiation of the business and "success" and that the business process will provide feedback to improve the competence of the entrepreneur	Entrepreneurship Competence based on the theory reviewed
16.	A conceptual model of students' reflective practice for the development of employability competences, supported by an online learning platform	want to conceptualize how online learning platforms may require reflective practices that systematically support students in reflecting on their learning experiences	This resulted in the introduction of an online learning platform, which contains a comprehensive set of online learning tools and services, which support the reflective practice of students and, in turn, their work competencies	Work competencies with online learning platforms in a concept reviewed
17.	Antecedents and consequences of supply Chain agility: a competence-capability-Performance Paradigm	to investigate how the use of information technology (IT) and multi-skill employees affects internal agility, suppliers and customers which is the three-dimensional agility of SC	The findings suggest that internal agility is the foundation of SC agility, which increases supplier and customer agility	

18.	Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model	to test the role of burnout as a mediator between high-performance work systems (HPWS) and intentions to exit (ITLs).	burnout mediates the relationship between HPWS and ITL. Furthermore, mentoring moderates the relationship between HPWS and saturation as well as between saturation and ITL. The study contributed to the literature by identifying black-boxes using burnout and mentoring to understand the relationship between HPWS and ITL.	Mentoring with other variables
19.	Career Benefits Associated With Mentoring for Prote'ge's: A Meta-Analysis	A comparison of the mentored versus the unguided groups is included, along with the relationship between the mentoring provided and the results	supports the benefits associated with mentoring, but the size of the effects associated with objective results is small. There are also some indications that learning outcomes differ in the magnitude of their relationship with the type of mentoring provided (i.e. career or psychosocial	Meta Analysis Career Benefits with Mentoring
20.	Does mentoring reduce entrepreneurial doubt? A longitudinal gendered perspective	Mentoring seems to be a good supportive practice to reduce entrepreneurial doubts, among other things. Although perceived similarities can encourage mentoring relationships, the composition of gender diads can also influence the reduction of doubts for entrepreneurs due to the potential for gender stereotypes in entrepreneurship	suggests that doubts can be reduced by accompaniment, but only temporarily for male mentees. Gender stereotypes may play a role when it comes to receiving support from female mentors because entrepreneurship, unfortunately, is still a "male-dominated world	Mentoring as a variable influences the entrepreneurial variable by looking at longitudinal gender
21.	The Blackwell Handbook of Mentoring <i>A Multiple Perspectives Approach</i>	requires us to broaden our understanding of all forms of mentoring relationships.	Honored to have experienced firsthand the power of mentoring	One of the Handbooks on mentoring
22.	Comradery and connection: A study of cross-cultural mentoring experiences	looking at cross-cultural mentoring relationships among a group of librarians from the United States to explore programmatic and interpersonal factors associated with positive mentoring experiences	for the design and participation of mentoring programs that reflect more inclusive practices.	

RESULTS

From the submission of scientific articles related to the variables above using table 1 with the title of the article, the name of the article, the name of the journal, the publishing and the year of publication of the results of the

article this is written that of the three variables above indeed there has not been one researcher who wrote Together between the three variables above, then there has not been, for each variable many scientific articles, with other variables.

DISCUSSION

This article describes in literature the literature of each variable used as support in writing this article and someday researchers and authors expect from all three variables that is in this research using qualitative research with article review, then it can in the future use with quantitative research models with the results of numbers from each variable.

FURTHER STUDY

The results of this article are still early for the author and have not yet made the end so that it can be developed with other variables or the same variables with additional objects for the fields needed for research.

ACKNOWLEDGMENT

Thank you to your fellow writers for their collaboration in writing this scientific article with cross-institutional universities in Indonesia.

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