Employee Perspectives on Professional Growth: A Qualitative Study of Human Resource Development Initiatives

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Informasi Artikel	Abstract
	This research examines the perspectives and experiences of workers about Human Resource Development (HRD) programs in order to determine the aspects that influence engagement, satisfaction, and overall effectiveness. Employing a qualitative methodology, the study included semi-structured interviews and focus groups with personnel from several departments. The results indicate that HRD programs are most efficient when they are congruent with individuals' specific career objectives and professional requirements, and when they have sufficient organizational resources and management support. The identification of challenges such as program rigidity and lack of relevance emphasizes the need for HRD methods that are more flexible and responsive. The research highlights the need of customizing HRD programs to cater to the varied requirements of employees and adjusting to rapid changes in the work environment. The findings provide practical and effective guidance for firms to improve their HRD processes and give stronger support for employee development. Further investigation is recommended to examine the incorporation of emerging technologies in HRD and evaluate their influence on employee engagement and development.

Abstrak

Studi ini menyelidiki persepsi karyawan dan pengalaman dengan inisiatif Pengembangan Sumber Daya Manusia (HRD) untuk mengidentifikasi faktor-faktor yang mempengaruhi keterlibatan, kepuasan, dan efektivitas secara keseluruhan. Menggunakan pendekatan kualitatif, penelitian ini melibatkan wawancara semi-struktur dan kelompok fokus dengan karyawan di berbagai departemen. Temuan menunjukkan bahwa program HRD paling efektif ketika disesuaikan dengan tujuan karir individu karyawan dan kebutuhan profesional, dan ketika didukung oleh sumber daya organisasi yang memadai dan dukungan manajerial. Tantangan seperti kekakuan program dan kurangnya relevansi telah diidentifikasi, menekankan kebutuhan untuk strategi HRD yang lebih fleksibel dan responsif. Studi ini menekankan pentingnya menyesuaikan inisiatif HRD untuk memenuhi kebutuhan karyawan yang beragam dan beradaptasi dengan perubahan yang cepat dalam lingkungan kerja. Hasilnya memberikan wawasan yang dapat dilakukan bagi organisasi untuk meningkatkan praktik HRD dan lebih baik mendukung pengembangan karyawan. Penelitian masa depan disarankan untuk mengeksplorasi integrasi teknologi baru dalam HRD dan mengevaluasi dampaknya pada keterlibatan karyawan dan pertumbuhan.

Kata Kunci : Perspektif karyawan, Pertumbuhan profesional, Pengembangan SDM

INTRODUCTION

Human Resource Development (HRD) plays a crucial role in determining the performance and competitiveness of a business. Amidst growing market rivalry and swift technological progress, organizations must guarantee that their personnel has the requisite skills and expertise to fulfill the constantly changing requirements of their roles (K. R. Octafian, 2020). HRD programs, including training, mentorship, and ongoing learning opportunities, aim to improve employees' professional skills and competencies. These initiatives have a twin advantage of enhancing the individual employee's well-being and significantly improving the overall performance and productivity of the firm (Aboramadan, 2021). Companies can develop a versatile, competent, and motivated staff by strategically investing in HRD to address the demands of a constantly changing work environment. For the purpose of guaranteeing the effective implementation and impact of these programs, it is essential to have an understanding of the

viewpoints of workers on HRD activities. The experiences and perspectives of workers, who are the major beneficiaries of human resource development (HRD), provide vital insights into the strengths and limitations of the HRD processes that are already in place. Using a qualitative methodology, the purpose of this research is to investigate the perspectives of workers on the chances for professional growth that are made available by their respective employers. The purpose of this study is to identify the elements that impact workers' engagement, contentment, and overall career development within the framework of human resource development (HRD) by collecting the voices of HRD representatives (Hasnat, 2021).

In spite of the broad understanding of the significance of human resource development (HRD), businesses often face difficulties when it comes to planning and executing successful programs. These obstacles may be the result of insufficient resources, a lack of support from management, or a gap between HRD programs and the real requirements and career ambitions of workers (Avgoustaki, 2019). In addition, Human Resource Development (HRD) plans need to undergo regular updates and improvements in order to keep up with the fast speed of technological development within the sector. In order to provide insights into areas where HRD methods may fall short and to suggest chances for change, the purpose of this research is to investigate these difficulties from the point of view of the workers. When it comes to analyzing the complex and diverse experiences that employees have with HRD programs, qualitative research approaches are particularly well-suited to the task at hand (R. Octafian & Nugraheni, 2020). Different from quantitative research methods, which are concentrated on numerical data and statistical analysis, qualitative research methods put an emphasis on conducting an in-depth exploration of the experiences, perceptions, and meanings of people.

For the foreseeable future, the findings of this qualitative study have the potential to bring about significant breakthroughs in human resource development procedures. It is possible for organizations to improve the design of their training and development programs by acquiring an understanding of the perspectives and experiences of their employees. This strategy guarantees that the programs are both relevant and efficient, since they not only enhance the workers' skills and knowledge but also encourage their active participation in the growth of their personal and professional lives. The results of the study may also be of assistance to HR managers and practitioners in identifying and overcoming the existing challenges in HRD, which would result in the establishment of a work environment that is more welcoming and conducive to the professional development of employees. Many businesses struggle to plan and execute Human Resource Development (HRD) projects that properly fulfill the requirements of their workers, despite the fact that it is widely acknowledged that HRD plays a significant role in improving the efficacy of organizations and the performance of their people for the better (Al-Swidi, 2021; Davidescu et al., 2020). There is often a gap between the goals of human resource development (HRD) initiatives and the actual experiences and expectations of workers. This void may result in the underutilization of human resource development (HRD) resources, a decrease in employee engagement, and ultimately, the inability to achieve the expected goals in terms of professional development and the success of the business. In order to overcome these problems and improve the efficiency of HRD processes, it is essential to have a solid understanding of the elements that impact the views and involvement of workers with HRD projects (Chaudhary, 2020).

An additional degree of complexity is added to human resource development initiatives by the quick speed of technology improvements and the shifting needs of the business. Despite the fact that many organizations are unable to keep up with the changes that are occurring, HRD strategies need to be regularly adapted in order for them to be successful and relevant. This study is to investigate the unique difficulties and obstacles that businesses have when attempting to match human resource development (HRD) programs with the professional development requirements of their workers (Cooper, 2019). The purpose of the research is to identify the underlying challenges that hamper the performance of human resource development (HRD) programs and give insights into how businesses may better support the growth and development of their workers in a work environment that is often changing. This will be accomplished via the use of a qualitative methodology. This research aims to

investigate and comprehend the perspectives and encounters of workers on Human Resource Development (HRD) programs inside their workplaces. This study intends to use a qualitative method to discover the primary elements that impact employee engagement, satisfaction, and professional development in connection to HRD programs. Furthermore, the study aims to reveal the difficulties and obstacles that organizations encounter when trying to align HRD initiatives with the changing needs and desires of their employees. The ultimate objective is to gain insights that can improve the effectiveness of HRD practices and assist in the ongoing development of employees in a dynamic work setting.

METHOD

This investigation makes use of a qualitative research approach in order to investigate the perspectives and experiences of workers about Human Resource Development (HRD) activities that are implemented within their respective businesses. The qualitative method was selected because of its capacity to capture the breadth and complexity of human experiences. This is a vital skill for understanding the intricacies of employee involvement as well as the difficulties involved with the implementation of HRD. It is possible to conduct a comprehensive investigation into the subjective meanings that workers ascribe to HRD programs via the use of this approach, which offers insights that are often unavailable through the use of quantitative research. The results of the research are meant to contribute to a more in-depth knowledge of how workers perceive and experience HRD activities, as well as to suggest areas in which HRD processes might be improved. The primary method of data collection for this research will consist of conducting semi-structured interviews with personnel working in a variety of departments and levels within the firms that have been chosen. The semi-structured interview method was selected because it offers a balance between flexibility and emphasis. This format enables participants to freely share their opinions and experiences while also ensuring that the most important research issues are covered. Purposive sampling will be used in order to choose individuals who have direct experience with human resource development (HRD) activities within their respective firms. A wide variety of HRD-related experiences and viewpoints will be gathered via the use of this methodology, which guarantees that the research will be comprehensive. One-on-one interviews will be performed, and the location of the interviews will be determined by the preferences and availability of the participants. The interviews may take place in person or by video conferencing.

In addition to conducting interviews, focus groups will be carried out in order to foster conversation among workers and encourage the sharing of collective experiences and points of view. It is especially helpful to uncover common themes and patterns that arise from group dynamics via the use of focus groups. Additionally, focus groups have the potential to give insights into the social and organizational environments that impact workers' participation with HRD activities inside a company. The talks that take place inside each focus group will be directed by a series of open-ended questions that are intended to generate discourse regarding the participants' experiences with HRD programs. Each focus group will consist of six to eight participants. In order to facilitate analysis, the sessions of the focus group will be written and audio recorded. A process known as thematic analysis, which includes locating, evaluating, and reporting on recurring themes within the data, will be used in order to conduct an analysis of the information that was gathered via interviews and focus groups. When doing qualitative research, thematic analysis is an approach that is particularly useful because it enables the researcher to arrange and analyze the data in a manner that draws attention to the most important themes that are associated with the research questions. A familiarization with the data, the generation of initial codes, the search for themes, the evaluation of themes, the definition and naming of themes, and the production of the final report are the six stages that will include the analysis that will be carried out in accordance with the approach that was established by Braun and Clarke (2006). Throughout the course of the analysis, measures will be taken to guarantee the credibility and trustworthiness of the findings. These measures include member checking, in which participants are asked to review and provide feedback on the accuracy of the interpretations, and triangulation, in which data from various

sources (interviews and focus groups) are compared to confirm that the themes that have been identified are consistent with one another.

RESULT AND DISCUSSION

The results of this research shed light on a number of important issues concerning the views and experiences of workers with relation to Human Resource Development (HRD) activities. These topics provide light on the elements that drive employee engagement with human resource development (HRD) programs, the problems that businesses encounter when attempting to implement successful HRD strategies, and the impact that these efforts have on the professional advancement and happiness of workers.

Alignment of HRD Initiatives with Employee Needs

An important issue that arose from the interviews and focus groups is the significance of matching HRD programs with workers' genuine needs and career objectives. Participants consistently said that HRD programs are most efficient when they are customized to their specific objectives and career advancement trajectories. Employees who saw the training and development opportunities as relevant to their job responsibilities and in line with their career goals indicated greater levels of commitment and contentment. In contrast, if HRD efforts were seen as generic or unrelated to workers' needs, their motivation to engage decreased, and they typically saw the programs as a simple formality or responsibility.

Impact of Organizational Support and Resources

Another notable discovery pertains to the influence of organizational support and resources on the effectiveness of HRD activities. A number of participants highlighted that the presence of sufficient resources, such as time, financing, and access to training materials, had a substantial impact on their capacity to participate in HRD programs. Participants from firms that received robust management support and devoted enough resources to HRD reported more favorable experiences and larger advantages from their involvement. Conversely, workers from firms with restricted resources or where Human Resource Development (HRD) was not given priority indicated feelings of annoyance and dissatisfaction. They pointed out that the absence of support weakened the potential influence of the HRD projects.

Challenges in Implementing HRD Initiatives

The survey also revealed certain obstacles that firms encounter while executing HRD programs with efficiency. Participants often highlighted the inflexibility of HRD programs, which frequently failed to adjust to the swiftly evolving requirements of both the firm and its personnel. Participants emphasized that the lack of adaptability in many HRD programs rendered them more irrelevant, especially in businesses experiencing rapid technological advancements. In addition, several participants highlighted that a standardized approach to Human Resource Development (HRD) fails to cater to the varied learning preferences and career phases of workers, resulting in disengagement among individuals who perceive that the programs do not cater to their particular requirements.
Employee Perceptions of Professional Growth and Development

Ultimately, the findings suggest that employees' perspectives on their career growth and development are closely tied to the effectiveness of Human Resource Development (HRD) initiatives. Participants who had positive experiences with HRD programs said that these initiatives were beneficial in enhancing their skills, enhancing their self-assurance, and promoting their career advancement. The people really valued the opportunities for continuous education and firmly thought that the company

was genuinely dedicated to their growth. In contrast, employees who had negative experiences with HRD initiatives felt trapped in their current roles, since they believed that the lack of significant opportunities for improvement was a big barrier to their career progression.

Discussion

The findings of this study shed light on a number of critical concerns that belong to the manner in which employees perceive and experience activities that are associated with Human Resource Development (HRD). It is abundantly obvious that there is an essential need for human resource development programs to be connected with the requirements and career aspirations of workers on an individual level. This is the most important takeaway that can be derived from the data. Human resource development (HRD) initiatives that are targeted to the specific employment and professional goals of the participants are more likely to result in greater levels of engagement and satisfaction, according to the feedback received from the participants. This finding adds weight to earlier research that underlines the necessity of customizing development opportunities to fit the various needs of workers (Iannuzzi & Sacchetto, 2022). When human resource development (HRD) programs are regarded as being relevant and supportive of personal career ambitions, workers are more inclined to actively engage and invest in their own professional advancement, which ultimately results in an increase in the overall efficacy of these programs among employees.

Employee engagement is generally acknowledged as a crucial element in the success of Human Resource Development (HRD) projects (Ahmad, 2021). Engagement, refers to the extent to which workers are mentally present and actively engaged in their job responsibilities, which includes their involvement in development initiatives (Ampofo, 2020; Hejjas, 2019). This, in turn, leads to enhanced job performance and career satisfaction. Nevertheless, the degree of involvement might vary greatly according on the structure and implementation of HRD programs. Research has shown that when Human Resource Development (HRD) activities are harmonized with the personal and professional objectives of workers, their level of involvement is elevated, and the effect on their growth and progress is more significant (Boon, 2019; Wijoyo et al., 2023).

When it comes to assessing the success of human resource development initiatives, the function that organizational support and resources play is another crucial component that plays a vital role in deciding the efficacy of these programs. Participants who had access to suitable resources and had excellent management support reported higher levels of positive outcomes from human resource development programs (Ernawati et al., 2022; Zaidi, 2019). These participants also reported higher levels of satisfaction with results. According to the findings of the study, which indicate that organizational commitment and resource allocation are essential for effective human resource development, this conclusion is in line with the research that has been conducted. It was crucial to have the support of management as well as the availability of relevant resources, such as time, cash, and training materials, in order to promote the involvement of workers in human resource development (HRD) programs. This was necessary in order to increase the likelihood of effective participation. When it came to businesses that either did not place a strong emphasis on human resource development (HRD) or provided insufficient resources, the reverse was true. Participants experienced feelings of frustration and disengagement as a consequence of these firms' perceived inability to provide enough assistance for the development of their workforce.

In many cases, the execution of human resource development (HRD) projects is plagued with difficulties that might interfere with their efficiency. One of the most significant issues that has been found in the research literature is the mismatch that exists between HRD programs and the real requirements of workers. This mismatch may be the result of a top-down approach to human resource development planning that does not take into account the input of the workforce or a lack of awareness of the professional goals that workers have for themselves for their careers. Furthermore, these issues might be made much more difficult by the limitations of resources, such as restricted funds and

inadequate time for training (Hasnat, 2021). Therefore, human resource development plans need to be regularly updated in order to keep up with the fast breakthroughs in technology and the shifting needs of the business (Boon, 2019). However, many companies struggle to keep up with these innovations. The research proposes that in order for firms to be successful in overcoming these issues, they should adopt a human resource development strategy that is more adaptable and employee-centered. This will ensure that the initiatives they implement are both relevant and responsive to the changing requirements of their workforce.

In addition, the study uncovered a number of challenges that are associated with the activities that are carried out by the HRD program. There were a number of issues that were particularly obvious, one of which was the inflexibility of some human resource development (HRD) programs. These initiatives often failed to adapt to the rapidly changing needs of the company as well as the workforce. Therefore, this conclusion is a reflection of the dynamic nature of today's work environment, which is defined by the continual need for human resource development strategies to be revised in order to accommodate technological breakthroughs and growing industry expectations (Palupiningtyas, 2024). The approach that is used by a significant number of companies is one that is universally applicable to all situations. There is a mismatch between the human resource development programs that are provided and the actual needs of the workforce as a consequence of this strategy since it does not adapt to the different learning styles and career stages of workers. In order to address these concerns, it is necessary to implement a human resource development strategy that is more flexible and responsive (Davidescu et al., 2020). The objective of this strategy is to guarantee that the programs are developed in accordance with the needs of the company as well as the workers of the company.

The success of human resource development (HRD) efforts was shown to have a substantial correlation with the perceptions of professional growth and development. Many employees who participated in HRD programs and felt them to be useful reported considerable gains in their abilities, confidence, and career progression potential. Having a positive effect like this highlights the importance of human resource development (HRD) as a tool for developing the professional competencies of workers and supporting their career growth (Draksler, 2021). Those individuals, on the other hand, who had unfavorable results as a result of HRD activities, thought that the programs did not contribute substantially to their growth. This highlights the need for firms to consistently analyze and modify their HRD strategies. By ensuring that human resource development programs provide concrete advantages and are aligned with the career goals of workers, it is essential to maximize the effect that these programs have.

Subsequent studies should investigate the impact of rising technological trends and increasing industry requirements on the efficacy and flexibility of Human Resource Development (HRD) programs. Examining the integration of digital technologies, such as e-learning platforms and virtual reality, within HRD programs to cater to the varied requirements of a contemporary workforce might provide significant insights. Furthermore, it will be essential to analyze the influence of these technology improvements on employee engagement, satisfaction, and professional development. Future research might also gain advantages from using longitudinal designs to monitor the enduring impacts of HRD activities on career advancement and organizational effectiveness. Researchers may contribute to the creation of creative HRD techniques that are more suited to the dynamic character of today's work environment by focusing on these areas.

CONCLUSSION

In summary, the study findings emphasize the need of creating human resource development (HRD) programs that are both relevant and adaptable to the constantly evolving needs of employees. To solve the issues identified in this research, firms should invest in understanding the specific needs and ambitions of their staff, provide sufficient resources and support, and adopt adaptable strategies for human resource development. By using these measures, companies may enhance the effectiveness of

their human resource development (HRD) initiatives, leading to heightened employee engagement, satisfaction, and overall career advancement. This strategy not only benefits individual workers, but also enhances the organization's continuous performance and its long-term competitiveness.

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