



HUMAN RESOURCE MANAGEMENT STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE: LITERATURE REVIEW

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ABSTRACT

Introduction: Human Resources (HR) is a highly valuable and critical asset in an organization, playing a key role in achieving the company's strategic goals. Effective employee performance not only enhances operational efficiency but also has a direct impact on meeting company objectives and gaining a competitive advantage in the market. As one of the organization's most important assets, HR is responsible for planning, managing, and developing the workforce to maximize their potential and contribute to the company's strategic goals. This research explores the challenges organizations face in implementing effective Human Resource Management (HRM) strategies and provides solutions and recommendations to overcome these challenges to improve employee performance. It also offers a comprehensive overview of factors that contribute to employee performance.

Research Methods: Data related to HRM for improving employee performance were sourced from Elsevier (SCOPUS), Emerald, Science Direct, Sage Journals, Indonesian Management Journal, and Garuda Digital Reference. The analysis utilized the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method.

Finding/Results: The findings indicate that effective HRM strategies, such as competency-based recruitment, ongoing training, clear performance management systems, and fair compensation and benefits, have a significant impact on improving employee performance and satisfaction. This is demonstrated by the achievement of targets set by the company through its employees. HRM focuses on managing individuals within the organization to foster a healthy work culture, enhance employee motivation, and improve overall productivity. With an effective HRM strategy, organizations can better address business challenges, increase competitiveness, and achieve long-term success.

Keywords : Human Resource Management, Strategy, Employee Performance

JEL Code: D13, I31, J22, K31

INTRODUCTION

Human Resources (HR) is a highly valuable and important asset within an organization, playing a key role in achieving the company's strategic objectives (Sonar & Pandey, 2023). To achieve optimal goals, the first step is to focus on the factors that most support the attainment of those objectives, namely human resources (HR). Therefore, it is crucial to engage in HR management or development to create productive individuals. With effective HR management or development, employees will be better prepared and capable of meeting job demands, both in the present and in the future (Tasavvur, 2020).

Literature reviews on organizational management view the role of human resources (HR) as a primary driver of organizational success and growth. Human resources function not only as administrative managers but also as important strategic partners in the design and implementation of organizational strategies. Through well-planned practices, the HR department plays a role in attracting and retaining quality talent, enhancing productivity, and creating a positive work environment (Cayrat & Boxall, 2023).

Performance management, employee development, and offering competitive compensation and benefits are key aspects that help motivate and optimize individual potential. Additionally, the HR department is responsible for ensuring compliance with labor regulations and ethical standards, as well as effectively managing organizational change (Rasool et al., 2019).

By leveraging technology to manage and analyze data, HR can provide insights that support better decision-making. Consequently, the role of HR extends beyond traditional management functions and significantly contributes to building a healthy organizational culture, fostering growth, and addressing the challenges faced by organizations in a dynamic business environment (Jogarao & Naidu, 2022).

The main challenge for human resources (HR) in enhancing employee performance in the future is to adapt to rapid technological changes, encourage the development of relevant skills, and support employees in an increasingly dynamic work environment. In addition to technological advancements such as artificial intelligence and automation, the HR department must integrate new tools that can improve work efficiency while minimizing resistance to change (Sonar & Pandey, 2023).

Furthermore, continuous training and development are essential to ensure that employees continue to acquire skills relevant to the ever-evolving industry landscape (Tushar & Sooraksa, 2023). The HR department also faces challenges in creating an inclusive and supportive work environment that can maintain employee motivation despite organizational changes and market demands. Moreover, research shows that HR must strategically manage innovation and organizational change to mitigate potential negative impacts on overall performance (Sharma, 2023).

LITERATURE REVIEW

Human Resource Management (HRM)

Human Resource Management (HRM) is defined as the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and termination of employees, with the aim of achieving the goals of the company, individuals, employees, and society (Handoko, 2011). HR managers themselves must develop their digital skills and adaptability. Further research is needed to examine how and to what extent job and organizational variables influence HR functions to deepen our understanding of this role. It is important to conduct more comprehensive empirical investigations into the ethical implications of using digital technology to access, store, and utilize employee data (Dolan, Ellen et al., 2022).

According to Nurjaman et al. (2020), Human Resource Management (HRM) has the following characteristics:

1. The HRM system consists of various elements of HRM, such as practices, which are subsystems of the management system.
2. Employees are considered a source of sustainable competitive advantage; in other words, they are strategic resources.
3. Subsystems are part of the broader macro system or organization.
4. All the definitions above focus on the alignment between HRM and management strategy. Proponents of this way of thinking believe that optimal HRM practices will

vary with management strategy. They emphasize the importance of how HRM strategies and systems fit together.

5. There is a focus on the effects that influence organizational performance.

The activities generally covered within the scope of Human Resource Management (HRM) in the research by Syamsurizal (2016) include:

1. Organizational Design
 - a. Human Resource Planning
 - b. Job Analysis - Job Design
 - c. Work Teams (Sociotechnical Systems)
 - d. Information Systems
2. Staffing
 - a. Recruitment/Interviewing/Hiring
 - b. Affirmative Action
 - c. Promotion/Transfer/Separation
 - d. Outplacement Services
 - e. Appointment/Orientation
 - f. Employee Selection Methods
3. Reward Systems, Benefits, and Compliance
 - a. Health/Medical Services
 - b. Complaint/Disciplinary Procedures
 - c. Compensation Administration
 - d. Payroll Administration
 - e. Insurance Benefits Administration
 - f. Profit-Sharing/Pension Plans
 - g. Labor Relations
4. Management Formation
 - a. Management Assessment/MBO (Management by Objectives)
 - b. Productivity Improvement Programs
 - c. Client-Focused Performance Evaluation
5. Job and Organizational Development

- a. Development and Supervision/Management
 - b. Career Planning/Development
 - c. Job Coaching/Assistance Programs
 - d. Skills Training, Non-Management
 - e. Retirement Preparation Programs
 - f. Research on Attitudes
6. Communication and Public Relations
- a. Human Resource Information Systems/Reports/Records
 - b. Employee Communication/Publications
 - c. Communication Systems
 - d. Human Resource Research

Human Resource Management Strategies

A literature review on human resource management (HRM) strategies to enhance employee performance identifies various approaches and practices that are key to achieving optimal results. Research shows that effective HRM strategies involve not only the implementation of policies and procedures but also require deep integration with the organization's strategic goals. One of the primary strategies is the development of ongoing training and development aimed at updating employees' skills in line with industry and technological advancements (Adula et al., 2022).

Systematic performance management plays a crucial role in enhancing organizational productivity and employee engagement. Setting clear goals is an essential part of effective performance management because it provides concrete direction, allows employees to understand expectations, and enables them to measure progress toward those goals (Brown et al., 2018).

Constructive feedback is an important tool for employee professional development as it provides the guidance and support necessary for continuous improvement and achieving desired outcomes (Gnepp et al., 2020). Fair and transparent evaluations are also critical elements as they foster a sense of fairness and accountability among employees, thereby enhancing motivation and job satisfaction (Shin & Park, 2019).

By integrating three key elements—clear goals, constructive feedback, and fair evaluations—companies can create a productive and engaging work environment. This helps employees feel valued and motivated to achieve their best performance. These practices not only assist in achieving corporate objectives but also enhance employee satisfaction and loyalty, which are vital for the long-term success of the organization (Nikolic et al., 2020).

Employee Performance

Employee performance refers to an employee's ability to carry out their work by achieving good results in line with the company's objectives (Putri & Ratnasari, 2019). According to Busono (2016), employee performance is the capacity of an individual to meet job requirements, where a job target can be completed on time and in accordance with the company's ethical standards. Furthermore, employee performance, as defined by Andayani & Hirawati (2021), is the achievement of work results based on knowledge, experience, skills, personality, and time, assessed considering quality, quantity, and timeliness. The level of an employee's ability to complete their tasks can be determined through their performance. Performance has a causal relationship with competence (Rahinnaya & Surya Perdhana, 2016).

The level of an employee's performance is certainly influenced by various factors, both directly and indirectly. Anwar Prabu Mangkunegara (2009) states that “the factors influencing performance achievement are ability and motivation.” Meanwhile, Keith Davis, as cited by Anwar Prabu Mangkunegara (2009), outlines the factors that can affect performance as follows:

Human Performance = Ability + Motivation

Motivation = Attitude + Situation
Ability = Knowledge + Skill

It is highly likely that employee performance will decrease if any of these factors diminish or are absent. For example, some employees may have the ability to perform their jobs and work hard, but the organization provides outdated equipment. Performance issues arise from the work results achieved by an individual in carrying out the tasks and responsibilities assigned to them. Performance includes the quality of output as well as awareness in work. There are many factors that can influence the quality of an employee's

work within an organization. Based on various explanations from experts, this can be clarified through the following diagram:



Sumber : Data olahan mandiri

Based on the diagram above, we can conclude that employee ability, the motivation received by employees, working conditions and environment, as well as the compensation system, can influence the emergence of work quality or employee performance in achieving the desired goals within an organization.

Human Resource Management Strategies to Improve Employee Performance

First, setting clear and measurable goals is an essential part of performance management. Specific and challenging goals motivate employees, enabling them to work harder and achieve better results. Clear goals provide direction and focus, helping employees understand expectations and measure progress (Locke & Latham, 2015).

By establishing realistic yet ambitious goals, companies can inspire their employees to strive for excellence. Effective human resource practices contribute to the company's competitive advantage by enhancing employee performance and maximizing human resource

potential. By implementing comprehensive data-driven strategies, companies can achieve long-term success and maintain a strong market position (Nikolic et al., 2020).

Improving employee performance is an ongoing process that requires regular evaluation and adjustment. HR analysis allows companies to monitor the effectiveness of their performance management strategies and make better decisions to support performance improvement. By effectively managing team performance, companies can turn teams into strategic assets that provide a competitive edge. Well-coordinated teams can innovate faster, solve problems more efficiently, and create greater value for the organization (Magpili & Pazos, 2017).

Personal values can influence many aspects of work behavior, such as motivation, work ethic, and job satisfaction. Employees with strong values regarding performance and ethics tend to exhibit behaviors aligned with those values, such as increased engagement and productivity (Vo et al., 2022).

Training and Human Resource Development

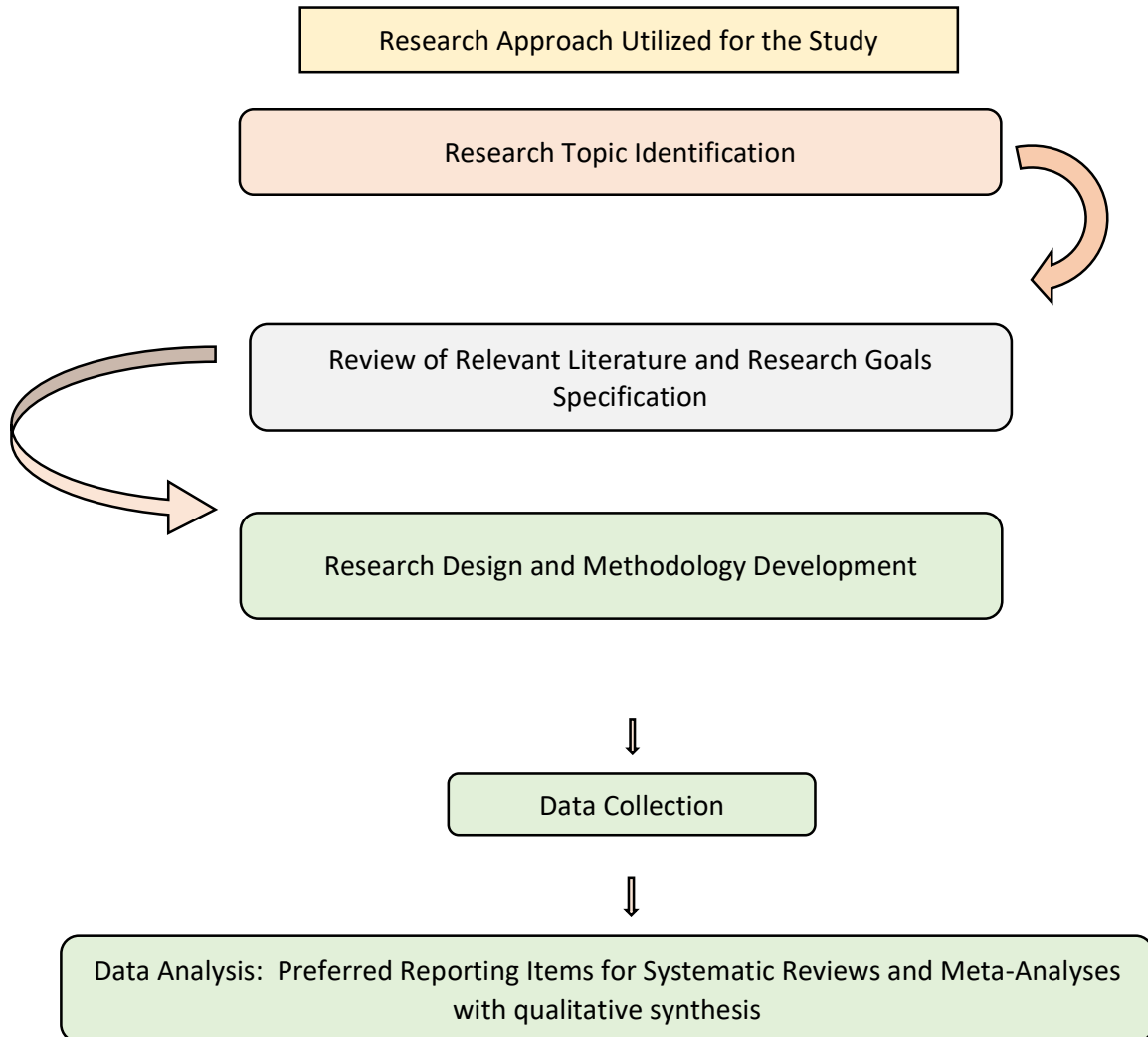
Professional development opportunities are also an important factor. Training programs and advancement opportunities enhance job satisfaction and influence employees' decisions to stay or leave. Employees who feel they have the opportunity to grow in their careers are more likely to remain engaged (Weng & Zhu, 2020).

Human resource development is a systematic process related to training, education, and employee management aimed at improving employee performance to achieve the quality that the company expects (Andayani & Hirawati, 2021). According to Kasmir (2016), employee development is a process of refreshing, developing, and enhancing employees' abilities, skills, interests, talents, and behaviors. Development involves teaching provided to employees to enhance their capabilities in HR, aiming to improve professionalism and skills so they can perform their tasks and functions optimally (Retnilasari & Putra, 2019).

Employee development should be carried out in a planned and continuous manner. Development has a broader scope aimed at improving and enhancing employees' knowledge, abilities, attitudes, and personality traits (Irzal et al., 2017). Essentially, the goals of HR development are related to work productivity, efficiency, career advancement, leadership, and compensation (Kandou, 2013).

RESEARCH METHODOLOGY

Data Management of Human Resources (HR) to Improve Employee Performance is obtained from Elsevier (SCOPUS), Emerald, Science Direct, Sage Journals, Indonesia Management Journal, dan Garuda (Garba Rujukan Digital). The PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) method is used for analysis.²¹



Gambar 1. Alur Studi Penelitian

Sumber: Author study

The literature review in this study follows the inclusion criteria, which are: 1. Published in English and Indonesian; 2. Published during the period from 2015 to 2024; 3. Articles discussing human resource management strategies to improve employee performance; 4. Subject areas of human resource management, employee performance, and organizational strategy; 5. Open access and open archive. The exclusion criteria include articles not in English or Indonesian, articles outside the 10-year time frame, repositories, newspapers, and reports.

Table 1 Framework Research Question

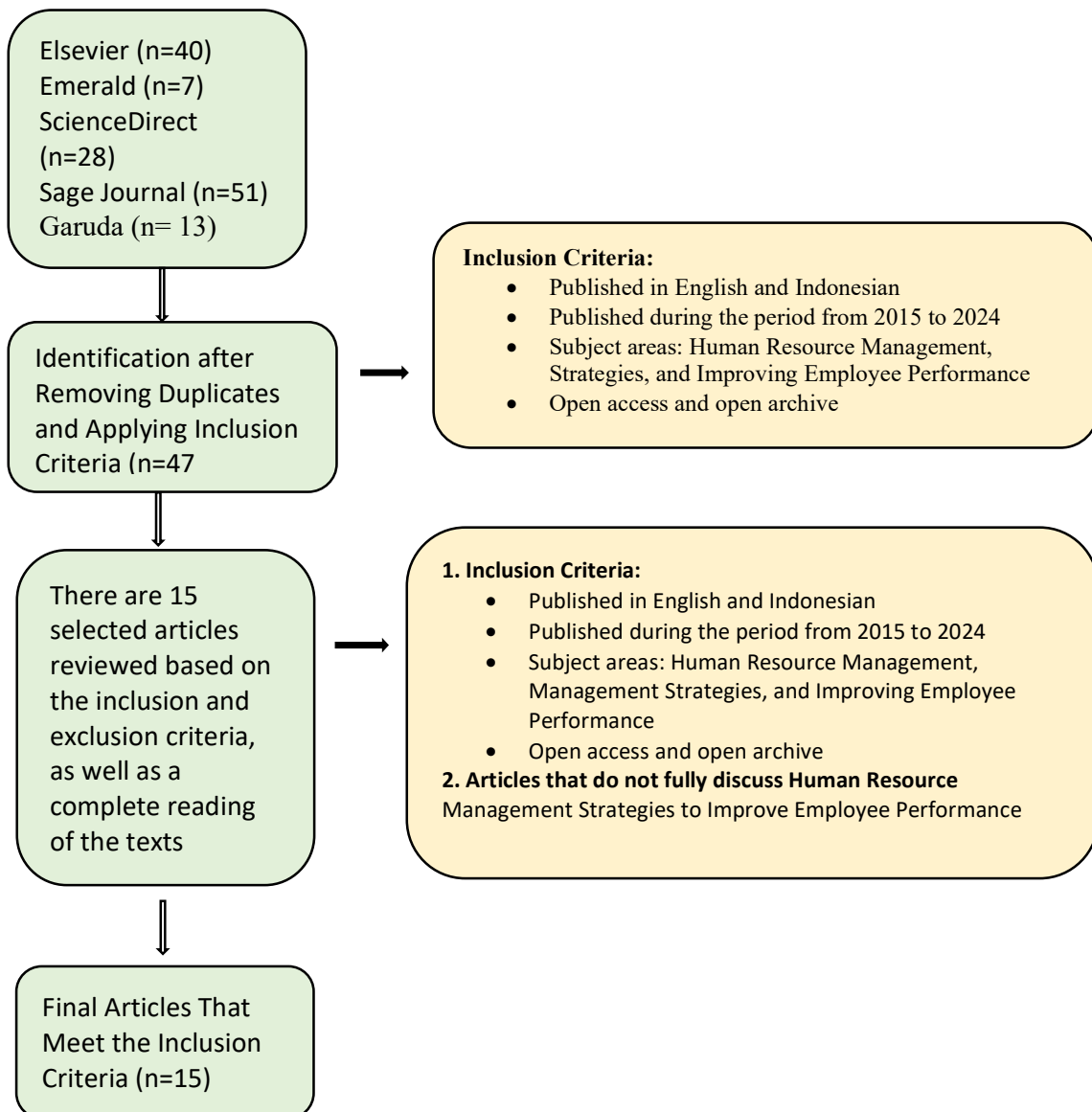
P	E	O	S
Specific Related to Human Resource Management Employee Performance Need to Addressed	Issues and That Be	What evidence or data supports the existence of issues or gaps in the research?	The purpose of this research is to identify and analyze the most effective human resource management strategies for improving employee performance in the service sector

Search Flow: The literature search used articles from 2015 to 2024, with the constraints of being in English, free full text, and data from the last 10 years. Keywords must appear in the title/abstract. The articles used were sourced from electronic databases such as Elsevier (SCOPUS), Emerald, ScienceDirect, Sage Journals, and Garuda (Digital Reference Garba). In the next phase, article selection was conducted using keywords in both English and Indonesian, such as "management," "human resources," and "employee performance." The selection was carried out according to the established criteria. The resulting articles were sorted to ensure no duplicate titles were present. After that, these articles were organized based on the previously defined inclusion and exclusion criteria. The final result of this process was a number of articles to be used as the analysis objects.

The search used keywords in English: ("Human Resource") OR ("Management") AND ("Management strategies") OR ("Improve") OR ("Employee") OR ("Performance"). The search using Indonesian keywords was: ("Manusia") OR ("Sumber daya") AND ("strategi manajemen") OR ("kinerja") OR ("kinerja karyawan"). The next stage involved selecting articles according to the criteria set by the researcher and relevant to the research questions. The resulting articles were sorted to eliminate duplicate titles. They were then organized based on the inclusion and exclusion criteria already established. The final outcome yielded

articles for analysis. The obtained articles were then extracted based on the author, country, year, sample size used, search results, and database items.

During the article search, 40 articles were identified from the Elsevier database, 7 articles from the Emerald database, 28 articles from ScienceDirect, 51 articles from Sage Journals, and 13 articles from Garuda. After reviewing for relevance, articles were filtered, resulting in 15 articles for the scoping review. The author considered the title and abstract of all articles as inclusion criteria. A full-text study was conducted and independently reviewed against these criteria. Therefore, this left 15 articles for the final review.



Gambar 2. PRISMA Flowchart

Based on the criteria, the first step is planning by formulating the research questions (RQs). Based on the research background outlined in the introduction, the research questions (RQs) are as follows:

RQ.1 Do human resource management (HRM) strategies influence employee performance in an organization/company?

RQ.2 What factors affect employee performance as human resources?

RQ.3 What is the role of training and development in enhancing employee performance within an organization/company?

RESULT AND DISCUSSION

The research results were collected and selected to include documents that meet the research criteria. A total of 15 articles were obtained that align with the research criteria on Human Resource Management Strategies to Improve Employee Performance, as presented in the following Article Extraction Table:

No	Author/Title/Year	Results/Conclusion
1	Metasebia Adula, Shashi Kant, Zerihun Ayenew Birbirsa. Systematic Literature Review on Human Resource Management Effect on Organization Performance.2022	These findings highlight the need for human resource managers to implement progressive strategies to help teachers cope with rapid changes and achieve their full potential in challenging circumstances. To achieve this goal, an adapted conceptual framework has been developed that encourages HR managers to confront changes in a peaceful and constructive manner. This approach aids in identifying opportunities during crises, developing problem-solving strategies, and fostering a positive work culture that significantly enhances employee performance.
2	Jackie Gnepp, Joshua Klayman, Ian O Williamson, Sema Barlas. The future of feedback: Motivating performance improvement through future-focused feedback.2020	Our research shows that future input can be more effective and enjoyable than before. Instead of focusing on past failures, performance management can be more successful by collaborating with feedback recipients to plan next steps, develop new opportunities, and expand the vision of what can be achieved. Most organizations and

		managers want their employees to perform better and succeed. Motivating feedback and future-focused discussions generate new ideas and solutions that enhance future performance.
3	Suwardhi Pantih. Strategic Human Resource Management : Descriptive Analysis of Psychological Factor and Literature Review. 2024	Integrating psychological insights and strategic management principles is essential for effective human resource management in organizations. By understanding the psychological needs and motivations of employees, companies can design HRM interventions that enhance employee engagement, satisfaction, and performance. This approach fosters a positive work environment and contributes to the overall success of the organization.
4	Bradford S.Bell, J. Kevin Ford, Kurt Kraiger et al., 100 Years of Training and Development Research: What We Know and Where We Should Go. 2017	Training and development are significant investments for companies. To enhance employee performance, it is essential to understand how people learn and to design effective training programs. Current research provides practical insights to help create better and more effective learning experiences in the workplace.
5	Jane yan Jiang, Chi-Wei Liu. High performance work systems and organizational effectiveness: The mediating role of social capital. 2015	This study finds that high-performance work systems (HPWS), including intensive training, employee engagement, and reward systems, significantly enhance organizational effectiveness. Social capital, such as networks of relationships, trust, and social norms, plays a crucial role in linking HPWS to organizational effectiveness. In other words, HPWS enhances social capital, which in turn improves organizational effectiveness. To achieve high organizational effectiveness, it is essential to implement HPWS while also building and maintaining social capital within the organization.
6	Ida Miharti. Peranan Pelatihan Dan Pengembangan Dalam Kebijakan SDM Bagi Perusahaan. 2022	For employees, training helps them perform their jobs effectively. Training enables employees to better understand what their tasks are and how to carry them out. Additionally, it can boost employees' confidence in their work, allowing them to feel satisfaction with the results they achieve.

7	Mulyono Burhan, John, Henny. Pengaruh komunikasi, kedisiplinan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening(Suatu Kajian Studi Literatur Manajemen SDM). 2022	Communication, discipline, and the work environment have a positive and crucial impact on employee performance and job satisfaction.
8	Iban, Simon, Henny. Pengaruh Pengembangan Karir, dan perencanaan SDM terhadap kinerja karyawan melalui motivasi kerja sebagai variabel mediasi. 2022	<p>Career development and human resource planning have a positive and significant impact on work motivation, which in turn positively affects employee performance. Work motivation also has a positive and significant impact on employee performance. Job satisfaction serves as a mediator between human resource planning and employee performance.</p> <p>Both career development and human resource planning positively and significantly influence employee performance.</p>
9	Bob Alexandro. Analisa faktor-faktor yang mempengaruhi Kinerja pegawai : Kompetensi, Motivasi, dan Lingkungan kerja. 2022	Competence, motivation, and the work environment influence employee performance
10	Yunita. Determinasi kepuasan kerja dan kinerja karyawan : Motivasi, gaya kepemimpinan. 2021	Motivation and leadership have a positive and significant effect on job satisfaction. Motivation and leadership also have a positive and significant impact on performance. Job satisfaction positively and significantly influences performance.
11	Mellysa Pusparani. Faktor yang mempengaruhi kinerja pegawai. 2021	The work environment, job satisfaction, and organizational commitment influence employee performance.
12	Rahmat Runa. Determinasi kepuasan kerja dan kinerja karyawan motivasi, gaya kepemimpinan. 2020	Motivation and leadership style are related and influence job satisfaction. Leadership style and job satisfaction have a relationship that impacts performance.
13	Evila, Y Putri., Amelia, Putri., Aldilla, Rahma., & Fakhri, M Maolani. Penerapan Praktek Manajemen Sumber Daya Manusia dan Hubungannya Dengan Kinerja Karyawan. 2022	It shows that the Human Resource Management (HRM) practices implemented by the company, which include workforce planning, job analysis, recruitment and selection, employee placement, orientation, training and development, compensation, performance appraisal, career management, and termination, significantly affect

		employee performance and organizational performance. Therefore, the existence of HRM practices in the company greatly influences the development of employee performance and the overall quality of the organization.
14	Siti, Hapsah Pahira & Rio, Rinaldy. Pentingnya Manajemen Sumber Daya Manusia (MSDM) Dalam Meningkatkan Kinerja Organisasi. 2023	It highlights the significance of Human Resource Management (HRM) in enhancing organizational performance, which holds substantial relevance in the context of business and management. By focusing on aspects such as transformational leadership, employee development, diversity management, and results-based performance management, HRM can create an effective work environment and ensure that the organization has a high-quality, high-performing team.
15	Vuong Thu Doan Ngoc, Nguyen Lio Tan. The Key Strategies For Measuring Employee Performance in Companies : A Systematic Review. 2022	It demonstrates that the goal of performance is to identify the strengths and weaknesses of employees, with motivation being the most critical factor influencing employee performance. The positive influence on employee performance confirms that performance evaluations and inspiration for employees are positively interconnected. By establishing clear placements, providing rewards, ensuring effective communication, offering regular training, and granting balanced accountability and authority to employees, organizations can enhance performance.

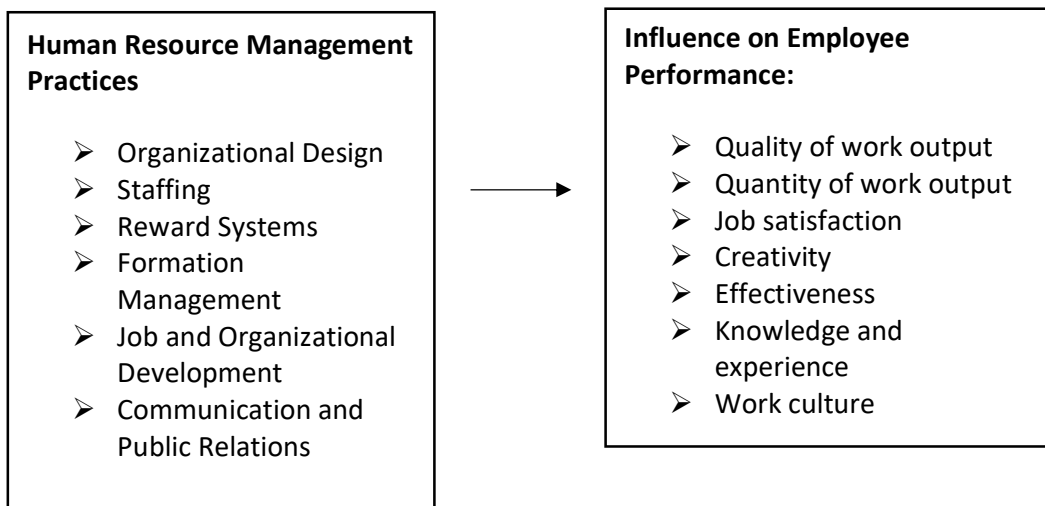
The Impact of HRM Strategies on Improving Employee Performance

Human Resource Management (HRM) is the design of formal systems within an organization to ensure the effective and efficient use of human talent in achieving organizational goals (Abdullah, 2017). According to Pahira & Rinaldy (2023), human resource management involves all management decisions and practices that directly affect its human resources. HRM is necessary to enhance the effectiveness of human resources within the organization. Its aim is to provide the organization with an effective workforce. By considering aspects such as transformational leadership, employee development, diversity management, and results-based performance management, HRM can create an effective work environment

and ensure that the organization has a qualified and high-performing team. This aligns with the studies by Putri et al. (2022) and Metasebia et al. (2022), which state that these HRM strategies influence and foster a positive work culture that enhances employee performance and company performance.

According to Suwandhi (2024), integrating psychological insights and principles of strategic management is crucial for effective human resource management within organizations. By understanding the psychological needs and motivations of employees, companies can design HRM interventions that enhance engagement, satisfaction, and employee performance. In the article by Vuong & Nguyen (2022), it is also stated that management should create more personalized strategies to link performance assessment outcomes with rewards and benefits. This can significantly help motivate employees due to improved satisfaction levels. Employee performance management and measurement systems provide feedback to employees regarding their performance, help identify "poor" and "good" performance, assist in documenting personal decisions such as discipline and promotions, and aid management in decision-making.

Common practices within the scope of HRM based on theories influencing employee performance in the aforementioned studies can be summarized as follows:



Factors Affecting Employee Performance

Employee performance encompasses various aspects, such as fulfilling assigned responsibilities, meeting targets, competencies, and achieving organizational goals efficiently. The quality of service provided by an organization is directly related to the behavior of its staff, which is influenced by the quality and consistency of training and development, as well as performance management practices (Alnawfleh, 2020).

According to previous research by Mulyono Burhan et al. (2022), communication, discipline, and work environment positively and crucially impact employee performance and job satisfaction. Effective communication results in workers being less confused when carrying out the responsibilities set by the company, leading to organized two-way feedback, which in turn enhances performance. Discipline in the workplace is an aspect that should be ingrained in every employee who wishes to perform their best. Individuals with high work discipline will carry out their assigned tasks and demonstrate optimal performance; therefore, the better the discipline of employees, the better their performance will be. The work environment encompasses all aspects surrounding employees that influence the various responsibilities and tasks assigned to them, and a conducive work environment can trigger optimal employee performance, as it can create comfort or discomfort while working. Research by Bob Alexandro (2022) found that the work environment affects employee performance, similar to the findings of Mellysa Pusparani (2021).

According to Iban et al. (2022), career development, human resource planning, and motivation have a positive and significant impact on employee performance. Career development can positively influence employee performance through work motivation. Work motivation can mediate the relationship between career development and employee performance, and it can also mediate human resource planning that affects employee performance. With human resource planning and career development programs, companies can maximize work outcomes and employee productivity, minimize labor turnover, and increase promotion opportunities for employees. Through human resource planning and career development, employees can prepare themselves to take advantage of available career opportunities. Consistent with the studies by Bob Alexandro (2022), Yunita (2021), and Rahmat Runa (2020), motivation has a positive and significant relationship with employee performance.

According to Bob Alexandro (2022), in addition to motivation and the work environment, competence also affects employee performance. Employee competencies, such as skills and abilities, can serve as criteria for job evaluation. High employee performance is directly proportional to high employee competence; when the tasks assigned to an individual align with their abilities, they will work diligently for the best results, and the opposite is true as well.

Leadership style can influence the improvement of job satisfaction, as leaders often provide opportunities for employees to ask questions about work-related issues that are genuinely important, leading to higher job satisfaction among employees (Yunita, 2021). An effective leader is one who recognizes the significant strengths inherent in individuals or groups and is flexible in the approaches used to enhance the performance of the entire organization. This aligns with Rahmat Runa's (2020) research, which indicates that leadership style has a significant relationship with employee performance.

The Impact of Training and Human Resource Development on Improving Employee Performance

Training and development are structured processes that facilitate the acquisition of knowledge and specific skills for particular jobs or tasks. They are considered learning activities that support individuals in developing the competencies necessary for employee performance (Abdulrahman & Mshelia, 2022). Training and development are critical aspects of human resource management and are regarded as the fastest-growing areas in personnel activities. The importance of training and development cannot be overstated, as it can enhance productivity and efficiency for both employees and the organization (Sherifah et al., 2022). Employee performance training and development are essential dynamics that support the sustainability of any organization, and the training and development process is one of the most influential ways to improve individual productivity by communicating organizational goals to employees (Nwali & Adekunle, 2021).

Training and development play a crucial role in the sustainability of organizations. The aim of management training and development programs is to enhance the capabilities of employees and the organization. Training needs arise when there is a gap between the current performance of employees (or a group of employees) and the desired performance, and

competency analysis is necessary to assess whether such a gap exists. Training is vital for the success of leadership development; the goal of training and development is to improve employee skills, which can occur through traditional or conventional training, whether formal or informal. To maintain economic growth and effective performance, it is essential to optimize employee contributions to the organization's goals and objectives through training and development. Both are components of human resource management aimed at enhancing organizational capabilities to produce good outputs (Hasanah et al., 2023).

According to Bradford et al. (2017), training and development are a significant investment for companies. To improve employee performance, it is important to understand how people learn and to design effective training. Employees who are given practical insights greatly aid in creating better learning experiences and effectiveness in the workplace. Similar views are echoed by Jane & Chi-Wei (2015), Ida (2022), Putri et al. (2022), and Pahira & Rinaldy (2023), stating that intensive training significantly enhances organizational effectiveness, work quality, and builds confidence in employees.

CONCLUSION

Based on the results and discussions presented in this article, it can be concluded that human resource management strategies significantly influence employee performance within an organization. Employee performance can positively impact an organization if effective human resource management practices are implemented. HRM focuses on managing individuals within the organization to foster a healthy work culture, enhance employee motivation, and improve overall productivity. With effective HRM strategies, organizations can better address business challenges, increase competitiveness, and achieve long-term success.

Therefore, the recommendation of this article is that there are still many other factors affecting employee performance across all types and levels of organizations. Further research is needed to explore additional factors that may influence employee performance. The following hypotheses are proposed for future research: 1) Motivation affects employee performance; 2) Career development influences performance; 3) There is an impact of HR

planning on employee performance; 4) The work environment affects employee performance; and 5) Leadership style has an impact on employee performance.

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