



OPEN ACCESS

Volume: 5

Issue: 3

Month: July

Year: 2026

ISSN: 2583-7117

Published: 31.07.2026

Citation:

Kratika Baddpalli, Dr. Sushil Singh
"Human Resource Development
Practices and Their Influence on
Employee Performance" International
Journal of Innovations in Science
Engineering and Management, vol. 5,
no. 3, 2026, pp. 226-232.

DOI:

10.69968/ijsem.2026v5i3226-232



This work is licensed under a Creative
Commons Attribution-Share Alike 4.0
International License

Human Resource Development Practices and Their Influence on Employee Performance

Kratika Baddpalli¹, Dr. Sushil Singh²

¹Research Scholar, Commerce Department, Sarvepalli Radhakrishnan (SRK) University

²Professor, Faculty of Management, SRK University

Abstract

Human Resource Development (HRD) practices have emerged as a strategic tool for building the ability of employees and boost the performance of the organization. This review aims at highlighting the impact of HRD practices on employee performance by summarizing the recent empirical studies and conceptual literature. It covers the history of the evolution of HRD, its key components – training and development, performance appraisal, career development, succession planning and leadership development, and how these are linked to the effectiveness of employees. The review also identifies areas where HRD has recently improved as well as some key dimensions of employee performance, including AI-driven performance management, technology enhanced learning, personalized development plans, coaching and mentoring, and psychological safety. The reviewed literature clearly shows that the effectiveness of HRD practices strongly leads to enhancing employee competencies, engagement, motivation, and the effectiveness of the organization. The review concludes that the success of strategic HRD efforts in the context of contemporary learning technologies and employee-centred development strategies is vital for maintaining high employee performance and long-term company success.

Keywords; Human Resource Development (HRD); Employee Performance; Training and Development; Performance Management; Employee Engagement

INTRODUCTION

Human Resource Development (HRD) has now become a strategic process for the organisation as a whole than a function of HRD which emphasises the development of the knowledge, skills, competencies and capabilities of employees for the purpose of achieving individual and organisational goals [1]. Organizations have come to the realization that in the modern world of globalization, high speed technological developments and growing competition, human resources are a valued asset for sustainable competitive advantage [2]. As a result, HRD has gone beyond training to include career development, leadership development, performance management, organization learning, coaching, mentoring and talent development. This evolution is driven by a change from managing administrative employees to investing in strategic human capital development to enable the organization's long-term growth [3].

HRD is now a strategic function of an organization that can correlate employees' capabilities with the objectives of the business in a dynamic and unpredictable environment. In today's ever-evolving market conditions, Strategic HRD focuses on continuous learning, competency development, innovation and knowledge management, which enable organizations to change with the market and enhance their organizational effectiveness [4]. Instead of acting as a supporting role, HRD is a partner to the strategy that builds the core competencies and a culture of continuous improvement and employee engagement. Evidence shows that business leaders who invest in strategic HRD are more likely to enhance the capabilities of their workforce and gain long-term returns from the organization [5].

However, employee performance continues to be one of the most important factors of organizational success as it impacts productivity, service quality, innovation, customer satisfaction and competitive advantage.

Employees who perform well are efficient in using the resources, reaching the performance goals, and helping to achieve the organisation's objectives [6], [7]. Thus, organizations are increasingly investing in HRD practices in order to build employee competencies, their motivation and commitment to the organization, which in turn translates to enhanced overall performance [8]. Empirical evidence has been consistent across developmental interventions (training, performance appraisal, career development, leadership development, continuous learning) that these developmental activities have a positive impact on employees' work behaviour and organizational outcomes [9], [10].

While there have been many empirical studies on specific HRD practices, the results have been scattered among various organizational contexts and sectors. In addition, the focus on strategic HRD and employee-centred management has spurred the need to integrate and synthesize existing understanding of the impact of HRD practices as a whole on employee performance. It is therefore important to review existing literature to identify major HRD practices, understand their contribution to employee performance, and highlight emerging trends in HRD practices that can be used as a guide in conducting research and in practice.

Human Resource Development Practices: Concepts and Key Dimension

Human Resource Development (HRD) practices refer to a series of strategically designed activities in the organization that are designed to improve employees skills, motivation and effectiveness as well as support the organizational goals. HRD in today's context isn't limited to

employee training as it includes integrated practices which encourage continuous learning, career growth, performance improvement and leadership capacity. Good HRD practices help to build a skilled workforce able to keep up with technology and evolving business environments, thereby enhancing individual and organizational effectiveness [11].

HRD is a systematic approach to the development of employees' knowledge, skills, attitude and capability to realize individual and organizational objectives. It aims at developing the competence of the employees, enhancing productivity, stimulating innovation, promoting career development and establishing a culture of learning.

Key dimensions:

- **Training and Development:** The training and development provide structured learning programs that improve the technical, behavioural and managerial skills of employees. Training enhances job performance, helps employees adapt to technological changes and ready for future job responsibilities.
- **Performance Appraisal and Feedback:** Performance appraisal is the systematic assessment of employee performance and constructive feedback is used to pinpoint strengths, developmental needs and performance gaps. Good appraisal systems enhance accountability, incentivisation of staff and alignment of individual and organisational goals.



Figure 1: Key dimensions of Human Resource Development

- **Career Development and Succession Planning:** Career development is about developing career paths within the organization for employees to move along, mentoring and career planning. Good succession planning means that there will be competent leaders in place when needed, which will help with long-term sustainability.
- **Employee Learning and Leadership Development:** Continuous learning and leadership development foster the sharing of knowledge and innovation and managerial effectiveness. Leadership programmes build decision making, team management and strategic thinking skills in relation to the development of future leaders and enhance employee engagement and organisational excellence.

Employee Performance: Concept and Dimensions

Employee performance is one of the basic parameters that influence the efficiency of the organization, that is, the efficiency with which employees perform the tasks assigned to them and contribute to the achievement of the organization's goals [12]. In a competitive marketplace, organisations have to assess performance not just on the basis of the work completed, but rather on the basis of how well employees fit into the culture, work together, lead others and behave in the workplace. An in-depth analysis of employee performance can help organizations understand their employees' needs for growth and development, enhance productivity, and plan effective Human Resource Development (HRD) interventions that will help them succeed in the long run [13].

Employee performance is the behaviors and results that employees contribute to the organization's objectives. Its main aims are to increase productivity, quality of work, organizational effectiveness, employee development and matching employee performance to strategic business goals [14].

Key Dimensions of Employee Performance

- i. **Task Performance:** It involves the effective execution of core job responsibilities, including productivity, work quality, efficiency, and achievement of assigned targets.
- ii. **Contextual Performance:** This dimension includes voluntary behaviours that support the organizational environment, such as teamwork, cooperation, organizational commitment, and

helping colleagues beyond formal job requirements.

- iii. **Adaptive Performance:** Adaptive performance reflects an employee's ability to adjust to technological changes, new work methods, uncertain situations, and evolving organizational demands.
- iv. **Counterproductive Work Behaviors (CWB):** CWB comprises behaviours that negatively affect organizational performance, including absenteeism, rule violations, workplace conflict, and misuse of organizational resources.
- v. **Behavioural Performance:** This dimension focuses on professional conduct, communication skills, ethical behaviour, responsibility, and positive workplace attitudes that contribute to organizational effectiveness.
- vi. **Leadership and Influence:** Leadership performance refers to the ability to motivate others, make sound decisions, guide teams, and positively influence colleagues in achieving organizational objectives.

Recent advances on Human Resource Development Practices for Employee Performance

Human Resource Development (HRD) has evolved in recent times from the conventional method of developing employees to a technology driven, employee-centric and data driven HRD. In today's rapidly evolving work environment, digital platforms, artificial intelligence, personalized learning, and inclusive work practices are becoming increasingly common in organizations to enhance employee skills and productivity [15], [16]. These advances have helped improve skill development while fostering engagement, adaptability, and ongoing improvement in the dynamic business landscape.

- **AI-Driven and Real-Time Performance Management:** AI systems can monitor performance continuously by generating real-time feedback, predicting performance, and offering objective insights into performance. In contrast to the annual appraisal process, AI-driven systems allow for real-time guidance, skill gap analysis and data-driven decisions on performance.
- **Technology-Enhanced Learning:** The digital learning platform, Learning Management Systems (LMS), mobile learning, virtual reality (VR) and microlearning have all increased the flexibility and accessibility of employee training. These

technologies help to facilitate ongoing skill acquisition, self-paced learning, and quick upskilling that meets organization needs.

- **Active Coaching and Mentoring Culture:** Contemporary HRD is a focus on ongoing coaching and mentoring instead of periodic supervision. Developmental conversations, knowledge sharing and mentoring relationships enhance employee confidence, engagement, leadership ability, and career advancement.
- **Personalized Development Plans (PDPs):** As more companies utilize performance metrics to create personalized development strategies for

workers, this trend has become a major movement. Tailored learning plans boost employee motivation, enhance skill-building, and help them achieve organizational career goals.

- **Psychological Safety and Inclusion:** Today, HRD understands that psychologically safe and inclusive work environments are crucial to achieving high performance. Respect, support and encouragement to express ideas positively will lead to a workforce that is more likely to collaborate, innovate, and stay engaged, and this will positively influence the organisation's performance and sustainable workforce development.

Table 1: Recent Advances in Human Resource Development Practices for Employee Performance

Recent HRD Advancement	Key Features	Contribution to Employee Performance
AI-Driven and Real-Time Performance Management	Continuous performance monitoring, real-time feedback, predictive analytics, skill-gap identification, data-driven decision-making	Improves performance evaluation accuracy, enables timely coaching, enhances productivity, and supports continuous performance improvement.
Technology-Enhanced Learning	Learning Management Systems (LMS), mobile learning, virtual reality (VR), microlearning, digital learning platforms	Facilitates continuous learning, rapid upskilling, flexible training, and improves employees' technical and professional competencies.
Active Coaching and Mentoring Culture	Regular coaching sessions, mentoring relationships, developmental conversations, knowledge sharing	Enhances employee confidence, engagement, leadership capability, problem-solving skills, and career development.
Personalized Development Plans (PDPs)	Individual learning pathways, competency-based development, career-focused training, performance-based learning plans	Increases employee motivation, addresses individual skill gaps, supports career growth, and improves overall job performance.
Psychological Safety and Inclusion	Inclusive workplace culture, open communication, respect for diverse perspectives, employee well-being, collaborative environment	Promotes innovation, teamwork, employee engagement, creativity, and long-term organizational performance through a supportive work environment.

LITERATURE REVIEW

(Rumman et al., 2025)[17] Given the organisational benefits of human resource development (HRD) practices like organisational effectiveness, sustainable competitive advantage, and organisational commitment, the current study was created to identify the impact of HRD practices (human training, employee empowerment, and employee promotion) on employee engagement and employee performance as dependent variables and to inform those who are interested. For the current study, a quantitative descriptive-analytical approach was used. A questionnaire was used to conveniently gather data from family restaurant staff. IBM SPSS and AMOS were used to analyse usable replies about the strength of structural equation modelling (SEM). According to the available statistics, employee empowerment, training, and advancement are important indicators of employee engagement and performance. Employee training has the greatest influence on employee

performance, whereas employee empowerment has the greatest impact on employee engagement, followed by employee promotion. Additionally, there is a favourable correlation between employee engagement and performance.

(Kareem & Hussein, 2019) [18] Analyse how employee performance and organisational effectiveness are affected by human resource development practices at a sample of Iraqi public universities. Data analysis was done using a descriptive-analytical approach based on a single regression model. The outcome shows that employee performance in improving organisational effectiveness is strongly correlated with HRD practices. Additionally, the findings demonstrate a statistically significant correlation between organisational success and employee performance. Additionally, this study suggests that universities' decision-makers work to create HRD strategies that will allow them to raise employee

competency and increase employees' capacity to meet the organization's objectives. This article adds to the literature on employee performance, organisational effectiveness, and human resource development. Additionally, this work has important theoretical and practical ramifications that are thoroughly examined.

(Reinati et al., 2025) [19] seeks to examine the relationship between employee performance, job dedication, transformational leadership, and human resource development (HRD), both directly and indirectly. The study's findings show that while work dedication has little effect on employee performance, human resource development has a substantial impact on both. Additionally, although it has no direct effect on performance, transformational leadership has a huge impact on work dedication. As a mediator, employee performance is greatly impacted by transformational leadership through work commitment, whereas human resource development through work commitment has less effect. These results highlight the significance of transformational leadership approaches and human resource development in enhancing public apparatus performance.

(Arubayi et al., 2020) [20] Using individual absorptive capacity as a moderator, examine the impact of HRD on employee performance for a subset of Nigerian oil companies. A cross-sectional survey research approach was used. Additionally, the results indicated that employee performance and HRD are positively correlated with individual absorptive ability, suggesting that individual absorptive capacity moderates the link between the independent and dependent variables. In conclusion, it was discovered that employee performance in the chosen Nigerian organisations was significantly influenced by HRD. According to the study, management should concentrate on enhancing HRD practices such career development, training and development, and organisational development in order to raise each employee's absorptive ability and eventually improve performance. The study advanced knowledge by demonstrating that the degree to which HRD practices impact employee performance in certain firms may be determined by an individual's absorptive capacity.

(Keltu, 2024) [21] investigated the relationship between employee performance and human resource development practices, using work satisfaction as a mediating factor among Mizan Tepi University academic staff. According to this study, employee performance is substantially influenced by "training and development, academic career

development, teamwork, counselling, and job satisfaction". Regression research employing the SEM model showed that academic staff performance is positively impacted by job satisfaction, training and development, and teamwork, but adversely impacted by academic career development and counselling. Job satisfaction was shown to be positively impacted by academic career development, teamwork, counselling, and succession planning. According to the mediation research, succession planning totally mediates employee performance, but academic career development and counselling only partially do so. Therefore, improving job satisfaction among academic staff at Mizan Tepi University requires concentrating on "training and development, performance evaluation, rewards, teamwork, academic career development, succession planning, and counselling".

(Otoo & Mishra, 2018) [22] Analyse how HRD practices affect organisational effectiveness using employee abilities. Principal components from the body of current literature were combined to create an integrated research model. A questionnaire was used to gather information from 600 workers of the chosen SMEs. Structural equation modelling (SEM) was used to assess the model's and the hypotheses' validity. Confirmatory factor analysis (CFA) is used to determine the dimensions' validity and reliability. The findings show that certain human resource development practices have an effect on organisational success by affecting employee skills. Employee skills at the examined companies are unaffected by performance management. The study's conclusions may aid stakeholders and SMEs' policy makers in implementing appropriate and clearly stated HRD practices to raise employee capabilities and boost organisational effectiveness.

(SR, 2025) [23] demonstrates how human resource practices' work engagement affects organisational performance. Investing in comprehensive HR practices improves employee loyalty, lowers turnover rates, and boosts productivity, according to a key result of this study. The relationship between HR practices and performance is strongly influenced by work engagement, which emerges as a crucial mediator. Employees that are engaged exhibit passion, ingenuity, and dedication, which increases alignment with organisational goals. According to this study, HR policies that are in line with organisational objectives boost employee engagement by providing clear guidance and encouraging a more driven staff. Businesses that adopt work engagement-focused strategic HR initiatives have far better performance metrics in terms of increased

operational effectiveness and competitive advantages. Integrating engagement-focused practices creates a workforce that can lead to long-term performance gains.

CONCLUSION

The review shows that the Human Resource Development (HRD) practices are of important role to enhance the knowledge, skill, competencies and motivation of employees and thus to improve their performance. Study after study confirms that training and development, performance appraisal, career development, leadership development and continuous learning all have positive effects on individual and organisational results. New developments, such as AI, digital learning platforms, individual development plans, coaching, and psychologically safe workplaces, have reinforced the impact of HRD in making employee development more adaptive, data-driven and employee-centred. The reviewed empirical studies also underscore the significance of intervening variables like employee engagement, job satisfaction, and employee competencies in terms of HRD initiatives and performance. In summary, companies that strategically combine all-encompassing HRD practices with new technologies and enabling organizational cultures have an advantage in achieving increased productivity, capability of their workforce, innovation, and sustainable competitive advantage. In future research, the industry-specific HRD practices and recent digital technologies that further impact employee development could be investigated.

REFERENCES

- [1] F. Karim and R. Singh, "Development Of Human Resources Bsnl's Recent Struggles And The Current Climate: An Examination Of The Assam Telecom Circle," *Int. J. Creat. Res. Thoughts*, vol. 12, no. 3, pp. 504–512, 2024.
- [2] L. H. Dang, B. N. Vuong, and D. D. Huan, "How human resource management practices promote job performance through innovative work behavior: does innovative climate matter?," *Cogent Psychol.*, vol. 12, no. 1, p., 2025, doi: 10.1080/23311908.2025.2498245.
- [3] B. Ashmond, A. Opoku-Danso, and R. Asiedu Owusu, "Human Resource Development Practices and Employees' Performance in a Ghanaian University: A Case of the University of Cape Coast," *J. Hum. Resour. Sustain. Stud.*, vol. 10, pp. 77–97, 2022, doi: 10.4236/jhrss.2022.101006.
- [4] M. A. Kareem and I. J. Hussein, "The Impact of Human Resource Development on Employee Performance and Organizational Effectiveness," *Manag. Dyn. Knowl. Econ.*, vol. 7, no. 3, 2019, doi: 10.25019/MDKE/7.3.02.
- [5] O. I. Bolanle and A. M. Esther, "Human Resource Development and Employees Performance: A Theoretical Review," *IIARD Int. J. Econ. Bus. Manag.*, vol. 9, no. 9, 2023, doi: 10.56201/ijebm.v9.no9.2023.pg110.121.
- [6] P. M. Jothi and S. S., "Human Resource Development Practices and Employee Performance in Private Hospitals: Evidence from Emerging Healthcare Systems," *Nusant. J. Behav. Soc. Sci.*, vol. 4, no. 4, 2025.
- [7] D. S. Mathur and P. P. Gupta, "A Study of Performance-Based Incentive Systems on Employee Engagement in Pharmaceutical Companies in Bhopal," *Int. J. Innov. Sci. Eng. Manag.*, vol. 4, no. 1, pp. 155–162, 2025, doi: 10.69968/ijisem.2025v4i1155-162.
- [8] A. Suhail, K. Van De Voorde, T. Steen, and C. Meeusen, "Exploring the links between human resource practices, employee outcomes and performance at the individual and team levels," *Asia Pacific Manag. Rev.*, vol. 30, p. 100399, 2025, doi: 10.1016/j.apmr.2025.100399.
- [9] C. M. Okafor *et al.*, "Analysis of Human Resource Development Initiatives and Employee Career Progression," *Int. J. Multidiscip. Futur. Dev.*, vol. 6, no. 1, pp. 55–64, 2025.
- [10] N. S. M. Said, S. R. O. Ali, and F. A. Mansor, "The Impact of Training and Development on Organizational Performance," *Int. J. Res. Innov. Soc. Sci.*, vol. IX, no. III, pp. 3859–3865, 2025, doi: 10.47772/IJRISS.
- [11] F. N. K. Otoo, E. A. Otoo, G. K. Abledu, and A. Bhardwaj, "Impact of human resource development (HRD) practices on pharmaceutical industry's performance: The mediating role of employee performance," *Eur. J. Train. Dev.*, vol. 43, no. 1–2, pp. 188–210, Jan. 2019, doi: 10.1108/EJTD-09-2018-0096.
- [12] M. Maryadi, H. nayati Utami, A. Prasetya, and B.

- Hutahayan, "Advancing the understanding of employee performance: a recent systematic literature review using PRISMA," *Cogent Bus. Manag.*, vol. 13, no. 1, p., 2026, doi: 10.1080/23311975.2025.2612412.
- [13] I. M. Prasetyawati and Habiburahman, "The Influence Of Competence And Workload On Employee Performance At The Inspectorate Of Lampung Province," *Int. J. Educ. Vocat. Soc. Sci.*, vol. 05, no. 03, 2026.
- [14] M. P. Melchor, "The Influence of HRM Practices on Employee Performance: A Study of Retail Establishments in a Municipality in the Philippines," *Int. J. Res. Innov. Soc. Sci.*, vol. VIII, no. X, pp. 3000–3008, 2024, doi: 10.47772/IJRISS.
- [15] F. N. K. Otoo and N. A. Rathe, "Human resource development practices and employee engagement: the mediating role of organizational commitment," *Rajagiri Manag. J.*, vol. 18, no. 3, pp. 202–232, 2024, doi: 10.1108/RAMJ-09-2023-0267.
- [16] H. R. Arzain, A. Srikaningsih, and Z. Ichyudin, "The Influence Of Human Resource Development On Employee Performance Through Organizational Culture," *COSTING Journal Econ. Bus. Account.*, vol. 7, no. 5, 2024.
- [17] A. A. Rumman, L. Al-Abbadi, and R. Alshawabkeh, "The impact of human resource development practices on employee engagement and performance in Jordanian family restaurants," *Probl. Perspect. Manag.*, vol. 18, no. 1, 2025, doi: 10.21511/ppm.18(1).2020.12.
- [18] M. A. Kareem and I. J. Hussein, "The Impact of Human Resource Development on Employee Performance and Organizational Effectiveness," *Manag. Dyn. Knowl. Econ.*, vol. 7, no. 3, pp. 307–322, 2019, doi: 10.25019/MDKE/7.3.02.
- [19] F. V. E. Reinati, A. Hermawati, and Sodik, "The Influence of Human Resource Development and Leadership on Employee Performance with Work Commitment as a Mediation," *Int. J. Econ. Manag. Res.*, vol. 5, no. 1, 2025.
- [20] D. O. Arubayi, E. D. Eromafuru, and A. C. S. Egbule, "Human Resource Development And Employee Performance: The Role Of Individual Absorptive Capacity In The Nigerian Oil Sector," *J. Manag. Inf. Decis. Sci.*, vol. 23, no. 2, pp. 1–15, 2020.
- [21] T. T. Keltu, "The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia," *Heliyon*, vol. 10, p. e29821, 2024, doi: 10.1016/j.heliyon.2024.e29821.
- [22] F. N. K. Otoo and D. M. Mishra, "Influence of Human Resource Development (HRD) Practices on Organizational Effectiveness: The Role of Employee Competencies," *Int. J. Manag. Stud.*, vol. 5, no. 2(6), pp. 110–124, 2018.
- [23] K. SR, "The Impact of Human Resource Practices on Organizational Performance: The Mediating Role of Work Engagement," *Int. Res. J. Multidiscip. Scope*, vol. 6, no. 1, pp. 213–225, 2025, doi: 10.47857/irjms.2025.v06i01.02661.