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HUMAN RESOURCE DEVELOPMENT

Strategies, Systems, and Practices
for Organizational Excellence



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Human Resource Development:
*Strategies, Systems, and Practices
for Organizational Excellence*

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Preface

The book entitled Human Resource Development: Strategies, Systems, and Practices for Organizational Excellence emerged due to an increased demand for a complete, pertinent and applied resource in Human Resource Development (HRD). The impact of an expanding global marketplace on organizations results in pressure to be competitive, creative and flexible.

Human Capital develops the core of these pressures; therefore, the HRD field is crucially involved in furthering human capital development. Therefore, this book represents a comprehensive perspective on HRD through the integration of basic theories with strategic frameworks and current practices relative to the success of organizations.

The organization of this book has been constructed to facilitate the movement from the broad generalities of HRD to the complex and developing issues in the HRD field. The book begins with an orientation to HRD, describes the theory of how individuals learn and develop, and progresses to more specific HRD functions such as training and development, performance management, organizational development, and talent management. Moreover, key themes such as leadership, public sector HRD, technology and innovation, ethics, and global trends are included. Each chapter is designed to bridge the gap between theory and practice so that the reader may utilize the information learned for practical application in a real-world organization.

This work is designed for readership that includes students

in education, business, and public administration programs, HR practitioners, educators, and organization leaders. Our hope as authors of this book is to provide a resource that can be used both academically and practically as a means by which to design and implement successful HRD strategies. By addressing the alignment of the traditional HRD principles and cutting edge practices, this book is a contribution to the growth of HRD as a distinct field and its significance in the workplace.

We firmly believe that investment in individuals is the best long term means to achieve excellence within organizations. We encourage our readers to critically evaluate the material included in this text and utilize their knowledge to promote growth, innovation and change

that are positive within their organizations.

Acknowledgment

Shouldn't have written if it were not for the encouragement of so many individuals and organizations. Thank you entirely to the Almighty Allah who gave us wisdom, strength, perseverance and inspiration to complete this journey.

And secondly, thank you to Mindanao State University-Sulu (MSU-Sulu) for creating such a welcoming academic environment, one that is ideal for conducting research, achieving academic excellence, and furthering one's own professional and personal growth. The administration, faculty and staff of MSU-Sulu all contributed immeasurably to this publication.

To our Professors, Mentors, Colleagues - as well as anyone who helped advance our Professional Career - heartfelt

gratitude goes out to you for the insights, ideas and experiences shared during your careers. Your help provided us with a solid foundation from which to build on our work. Our appreciation also extends to the educational and research communities from which we were able to obtain educational materials and books, which in turn provided the theoretical or practical basis for this publication.

Above all else, we need to express our sincere gratitude to our families, friends and loved ones for their support, encouragement, patience and understanding during the duration of this long journey. If it weren't for their support and encouragement, we may have given up at some point due to the challenges that faced us in finishing this publication.

Finally, we want to extend our deepest appreciation to everyone else who assisted us in any way during the development of this publication and to all those who provide support and encouragement through the positive experience we will carry on with us throughout the completion of this book.

Dedication

This book has been made ever-so special because it was created from love for my family who have been a steady source of support, encouragement and sacrifice in my success. From their unwavering faith in my potential and their unconditional support, they have inspired me to pursue excellence in everything that I do.

I would also like to dedicate this book to all current and future students who will continue to inspire me to learn, innovate and develop throughout my lifetime.

My goal with this book is to provide those who will read it with the knowledge and tools that are necessary to make important contributions to the Human Resources Development field and to accomplish your goals whether

in academia or your professional careers.

Lastly, I dedicate this book to the Almighty Allah (SWT), who has blessed and guided me throughout my entire life to receive everything that I have. I am very grateful to Allah (SWT) and will always be extremely appreciative and respect the many blessings I have received throughout my life.

Foreword

With the rapid advancement of technology; globalization; and changes in the organizational environment; the role of human resource development (HRD) continues to grow in significance. An organization's ability to flourish is no longer solely dependent on: Capital, Infrastructure and Market Share – instead, it is reliant upon the continued growth, engagement and development of people. As a result; HRD: Strategies, Systems, and Practices for Organizational Excellence is relevant and significant considering these shifts in the organization's environment.

This textbook provides an in-depth as well as integrated look at HRD from both an academic and organizational perspective. It has been developed for all readers (students, educators, practitioners, and policymakers) interested in

obtaining a comprehensive understanding of the principles, frameworks and practices that form the basis of successful HRD in today's workplace. This textbook will also provide students with the theoretical foundations and practical applications associated with each piece of relevant information in order to connect what is known to the academic community with what is necessary for organizations to be viable realities.

The journey begins with Chapter 1, which provides the concepts necessary to comprehend HRD (i.e. definitions; boundaries of HRD; development of HRD). This chapter provides the reader with information associated with how critical HRD is to organizations' current success. The subsequent chapters will culminate with an overview of the many critical theories of HRD as a basis for developing the

reader's ability to comprehend HRD as an intellectual construct. The theories explored include: learning theory, adult education, experiential learning, and systems thinking. These frameworks form the foundation on which we build our understanding of how individuals learn, grow, and contribute to organizations' success.

In subsequent chapters, we will examine common HRD functions: training and development, learning and development strategies, and performance management systems. Each of these sections illustrates how creating structured, evidence-based approaches can be valuable for employees' capability development, improved organizational performance, and the establishment of a culture of continuous learning.

As we explore organizational development, we will highlight the importance of change management, leadership, and organizational culture in implementing sustainable organizational change.

Amidst the highly competitive, global workforce environment that exists today, the book addresses the areas of talent management and leadership development. Several chapters focus on identifying, developing, and keeping high-potential employees, as well as developing leaders with the capabilities to foster creativity and innovation in agencies, and to develop organizational resilience. A growing emphasis on the importance of using individualistic, relational, coaching/mentoring for development is also evident throughout the book.

An additional unique aspect of the book is its focus on sector-specific applications, especially those related to public sector organizations or higher education. The book examines several different frameworks (e.g., PRIME-HRM) and associated governance frameworks in relation to educational organizations to provide valuable information regarding the implementation of HRD in highly complex, regulated environments.

In addition to sector-specific applications, the book recognizes the impact of technology on HRD practice. There are numerous examples of the impact of technology on HRD practices, such as: the use of HR analytics; artificial intelligence; learning management systems; and telecommuting to support workforce development. Each of the previously noted examples is accompanied by discussion

regarding the ethical and legal matters associated with changes in technology in order to demonstrate ethical, fair, and dignified use of technology.

Finally, the book looks at the future of HRD by focusing on global trends, including: workforce diversity; sustainability; and changing nature of work. These future-oriented topics stimulate critical and strategic thinking for readers as they prepare for uncertainties and contribute to organizational success in the ever changing world.

More than simply a collection of HRD theories and practices, this book is a guide for creating resilient, adaptable, and people-centred organizations. This book evidences a commitment to HRD as a discipline, facilitates organizational effectiveness as well as individual development;

enabling both societal progress and global advancement.

It is our goal that the reader is empowered to become more engaged with the HRD content, apply the content insights in a meaningful manner, and collaboratively support HRD in its evolution as a significant change agent for organizations and society.

Table of Contents

Chapter 1: Introduction to Human Resource Development

- Definition and scope of HRD
- Importance of HRD in modern organizations
- HRD vs Human Resource Management (HRM)
- Evolution of HRD

Chapter 2: Theoretical Foundations of HRD

- Learning theories (Behaviorism, Cognitivism, Constructivism)
- Adult learning theory (Andragogy)
- Experiential learning
- Systems theory in HRD

Chapter 3: Training and Development

- Needs assessment
- Training design and delivery methods

- On-the-job vs off-the-job training
- Evaluation of training programs (Kirkpatrick Model)

Chapter 4: Learning and Development (L&D) Strategies

- Strategic HRD planning
- Competency-based development
- Career development and succession planning
- Digital learning and e-learning systems

Chapter 5: Performance Management Systems

- Performance appraisal methods
- Strategic Performance Management System (SPMS)
- Feedback and coaching
- Linking performance with development

Chapter 6: Organizational Development (OD)

- Concepts and interventions
- Change management
- Organizational culture and climate
- Leadership development

Chapter 7: Talent Management

- Talent acquisition and retention
- High-potential employee development
- Workforce planning
- Diversity and inclusion

Chapter 8: Leadership and HRD

- Leadership theories and styles
- Transformational leadership
- Leadership development programs
- Coaching and mentoring

Chapter 9: HRD in Public Sector and Education

- HRD in government institutions
- PRIME-HRM framework
- HRD in higher education institutions
- Policy and governance

Chapter 10: Technology and Innovation in HRD

- HR analytics
- Artificial Intelligence in HR
- Learning Management Systems (LMS)
- Remote and hybrid workforce development

Chapter 11: Ethics and Legal Issues in HRD

- Ethical considerations
- Labor laws and compliance
- Workplace rights and responsibilities

Chapter 12: Global and Future Trends in HRD

- Globalization and workforce diversity
- Future skills and competencies
- Sustainability and HRD
- The future of work

Chapter 1: Introduction to Human Resource Development

- Definition and scope of HRD
- Importance of HRD in modern organizations
- HRD vs Human Resource Management (HRM)
- Evolution of HRD

INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

Introduction

The significance of Human resource development (HRD) into today's organizations has never been more important than it is today - particularly as we witness a rapid increase in globalization & technological change, combined with changing expectations of employees. Employees are no longer regarded solely in terms of their physical & financial assets, but are also seen as valuable resources because of their competence and contribution to

developing employee skills and, therefore, improving an organization's ability to develop a long-term sustainable competitive edge.

There are many recent publications related to how managing human resources is becoming increasingly complex in the contemporary environment. For example, Fang Lee Cooke, Michael Dickmann and Emma Parry argue that modern HRM and HRD must move away from traditional models of human resource management, and adopt an employee-centred, practice-oriented approach that takes into consideration the local cultural context, employees' well-being, as well as the specific characteristics of the sector in which they operate (Cooke et al., 2020).

This chapter will introduce HRD by providing an overview of its definition, scope and significance in today's organizations, as well as discussing the differences between HRM and HRD, and the historical evolution of HRD. In addition, using contemporary literature, this chapter will also provide a holistic view of HRD in the 21st century, including HRD connectivity with emerging issues such as digital transformation, AI, sustainability and career development.

1. Definition and Scope of Human Resource Development

Human Resource Development refers to a **systematic and continuous process of developing employees' knowledge, skills, competencies, and attitudes** to improve individual and organizational performance. It

encompasses a wide range of activities including training, career development, organizational development, and performance management.

According to Kimberly S. McDonald and Linda M. Hite, HRD is a **dynamic and lifelong process** that integrates both planned and unplanned learning experiences, enabling individuals to achieve personal and professional goals while contributing to organizational effectiveness (McDonald & Hite, 2023). This perspective emphasizes that HRD is not limited to formal training programs but extends to informal learning, workplace experiences, and career transitions.

The scope of HRD can be broadly categorized into three major areas:

1.1 Training and Development

Training focuses on improving employees' current job performance by enhancing specific skills and knowledge. Development, on the other hand, prepares employees for future roles and responsibilities. With the rise of digital technologies, training methods have evolved to include **e-learning, microlearning, and AI-driven training systems**, making learning more accessible and personalized.

1.2 Career Development

Career development involves supporting employees in managing their career paths and achieving long-term professional growth. As highlighted by McDonald and Hite (2023), modern careers are no longer linear but are characterized by **flexibility, mobility, and**

continuous adaptation. This shift requires organizations to provide opportunities for lifelong learning and skill development.

1.3 Organizational Development (OD)

Organizational development focuses on improving organizational effectiveness through planned interventions such as change management, leadership development, and culture transformation. OD plays a crucial role in helping organizations adapt to environmental changes and achieve strategic goals.

Furthermore, HRD integrates insights from learning theories, psychology, and organizational behavior. Martyn Stewart explains that effective HRD practices are grounded in various learning theories, including behaviorism, constructivism, and cognitive

theories, which guide the design of training and development programs (Stewart, 2021).

2. Importance of HRD in Modern Organizations

The importance of HRD in modern organizations cannot be overstated. In today's knowledge-based economy, organizations must continuously develop their workforce to remain competitive and innovative.

2.1 Enhancing Organizational Performance

HRD contributes directly to improving employee performance, productivity, and efficiency. Studies show that modern HRD practices such as leadership development, talent management, and digital training significantly enhance organizational outcomes (Saridi, 2025).

2.2 Supporting Innovation and Adaptability

In a rapidly changing environment, organizations must be agile and innovative. HRD fosters a culture of continuous learning, enabling employees to adapt to new technologies, processes, and market demands. The integration of **artificial intelligence (AI)** in HRD further enhances decision-making and performance management (Strohmeier, 2022).

2.3 Promoting Employee Well-being and Engagement

Employee well-being has become a central focus in HRD. Cooke et al. (2020) highlight the need for more research on employee-oriented HRM, emphasizing the importance of understanding employee perceptions and experiences. HRD initiatives that prioritize well-

being lead to higher job satisfaction, engagement, and retention.

2.4 Achieving Sustainable Development

HRD plays a critical role in achieving sustainable organizational development. Vlada Zhykharieva and colleagues argue that HRM and HRD are essential for balancing economic, social, and organizational goals, promoting continuous learning, and building a collaborative work environment (Zhykharieva et al., 2021).

2.5 Contributing to Economic Growth

At a broader level, HRD contributes to economic development by enhancing human capital. Haeruddin Saleh and colleagues found that the integration of human resource development with natural

resources and innovation significantly influences regional economic growth (Saleh et al., 2020).

3. HRD vs. Human Resource Management (HRM)

Although HRD and HRM are closely related, they are distinct concepts with different focuses and functions.

3.1 Human Resource Management (HRM)

HRM is a broader organizational function that involves managing employees through activities such as recruitment, selection, compensation, and employee relations. According to Paul Banfield, Rebecca Kay, and Dean Royles, HRM is a **strategic function embedded in all aspects of organizational operations**, aimed at achieving organizational goals through

effective people management (Banfield et al., 2018).

3.2 Human Resource Development (HRD)

HRD is a specialized component of HRM that focuses specifically on **learning, development, and performance improvement**. While HRM manages human resources, HRD develops them.

3.3 Key Differences

Aspect	HRM	HRD
Focus	Management of employees	Development of employees
Scope	Recruitment, compensation, relations	Training, learning, career development
Orientation	Administrative and strategic	Developmental and educational
Goal	Organizational efficiency	Individual and organizational growth

Despite these differences, HRM and HRD are interdependent. Effective HRM provides the framework within which HRD initiatives are implemented, while HRD enhances the effectiveness of HRM practices.

4. Evolution of Human Resource Development

The concept of HRD has evolved significantly over time, reflecting changes in economic, technological, and social contexts.

4.1 Early Foundations

The origins of HRD can be traced back to early vocational training and industrial education, where the focus was on developing basic skills for manual labor. Early career theories, such as those proposed by Frank Parsons, emphasized matching individuals to suitable jobs.

4.2 Industrial and Post-Industrial Era

During the industrial era, HRD focused on training workers to improve productivity and efficiency. However, as economies transitioned to knowledge-based systems, HRD expanded to include leadership development, organizational learning, and career management.

4.3 Strategic HRD

In the late 20th century, HRD became more strategic, aligning with organizational goals and contributing to competitive advantage. Organizations began to view employees as valuable assets rather than mere **Digital and Global Era**

In the 21st century, HRD is shaped by digital transformation, globalization, and changing workforce dynamics. Key trends include:

- Integration of AI and data analytics in HRD
- Rise of remote and flexible work
- Emphasis on lifelong learning and adaptability
- Increased focus on diversity, inclusion, and ethics

Strohmeier (2022) highlights that AI is transforming HRD by enabling data-driven decision-making and personalized learning experiences. Similarly, Lester (2022) notes that the COVID-19 pandemic accelerated the adoption of digital tools in HRD research and practice, reshaping how learning and development are conducted.

Conclusion

The Human Resource Development field is an important facet of the overall success of contemporary organizations and includes a broad range of

activities made to improve the abilities of individual employees and the productivity of their organizations. This chapter has discussed the definitions of HRD as well as the scope of HRD, the importance of HRD in today's organizational world, and HRD's evolution within the workplace to confront the current day's challenges in the areas of technology, globalization, and sustainable practices.

The differences between human Resource Development (HRD) and human Resource Management (HRM) point out why organizations require both efforts of managing and developing human resources. HRM offers organizational infrastructure but HRD enables ongoing learning and development for both employees and the organization to allow organizations to succeed in an ever-changing environment.

At the same time, as organizations continue to change, HRD must also evolve to keep pace with future employee needs by being innovative, ethical and contextually relevant in how it provides the necessary tools for the workforce of tomorrow. Ultimately, allocating resources to human resource development is not only a necessary strategy, but also an organization's way of creating a pathway for achieving sustainable organizational and societal growth.

Essay Exercise

Instructions: Answer the following questions in essay form. Each response should demonstrate critical thinking and integration of concepts discussed in this chapter.

1. Explain the concept of Human Resource Development and discuss its

- scope in modern organizations. Provide examples of HRD practices.
2. Analyze the importance of HRD in enhancing organizational performance and employee well-being. How do modern trends such as AI and digital learning influence HRD?
 3. Differentiate Human Resource Development (HRD) from Human Resource Management (HRM). Discuss how these two functions complement each other in achieving organizational goals.
 4. Trace the evolution of HRD from its early foundations to the digital era. What are the key factors that have influenced its transformation?
 5. Critically evaluate the role of HRD in achieving sustainable development and economic growth. Use

examples from contemporary
research.

Chapter 2: Theoretical Foundations of HRD

- Learning theories (Behaviorism, Cognitivism, Constructivism)
- Adult learning theory (Andragogy)
- Experiential learning
- Systems theory in HRD

THEORETICAL FOUNDATIONS OF HUMAN RESOURCE DEVELOPMENT

Introduction

Many different theories from different fields exist to explain how people learn; how organizations can change over time; and how to improve performance over time. In order to effectively design training programs, leadership development programs, and organization change initiatives, it is essential to understand the underlying foundations of HRD Theory. HRD

is not simply an assortment of activities; it is also a body of theories that have been developed by theorists from many disciplines (psychology; education; systems theory; and economics) over the years (Ju, 2019).

Because of the changing nature of organizations due to rapid technological advancements, globalization and digital transformation -- HRD has become extraordinarily complex. Learning now connects employee performance, team performance, and organization strategy more than ever before (Yorks et al., 2022), making it fundamentally important to provide a theoretical framework that can help to provide a framework for understanding Learning and Development at the various levels of an organization.

In this chapter we will provide a background review of the theoretical foundation for HRD, including: Learning Theory (Behaviorism; Cognitivism; & Constructivism); Adult Learning (Andragogy); Experiential Learning; and Systems Theory; each of these frameworks contributes to the field of HRD by providing a different understanding of the relationship between Working to Develop the Future of Work through an Organization.

1. Learning Theories in HRD

1.1 Behaviorism

Behaviorism is one of the earliest learning theories and focuses on observable behavior rather than internal mental processes. It emphasizes that learning occurs through interaction with the environment, primarily through reinforcement and punishment (Stewart, 2021).

In HRD, behaviorism is applied in training programs that use rewards, feedback, and repetition to shape employee behavior. For example, performance-based incentives, compliance training, and standardized procedures rely heavily on behaviorist principles. According to Puteri et al. (2025), behaviorism is effective in reinforcing desired workplace behaviors through structured training and continuous feedback mechanisms.

However, behaviorism has limitations. It tends to overlook internal cognitive processes such as motivation, thinking, and problem-solving. In modern organizations, where creativity and innovation are crucial, relying solely on behaviorist approaches may be insufficient.

1.2 Cognitivism

Cognitivism emerged as a response to the limitations of behaviorism, emphasizing mental processes such as thinking, memory, and problem-solving. This theory views learners as active participants who process information and construct knowledge internally (Stewart, 2021).

In HRD, cognitivism is applied in training programs that focus on understanding concepts, decision-making, and critical thinking. Techniques such as simulations, case studies, and problem-based learning are rooted in cognitive theory. These approaches help employees develop analytical skills necessary for complex organizational tasks.

Puteri et al. (2025) highlight that cognitivism enhances employees' ability to process

information and apply knowledge effectively, leading to improved performance and adaptability. In today's knowledge-based economy, cognitive learning is essential for developing strategic thinking and innovation.

1.3 Constructivism

Constructivism builds upon cognitivism by emphasizing that learners actively construct their own understanding based on experiences and interactions. Learning is seen as a social and contextual process rather than a passive reception of information (Stewart, 2021).

In HRD, constructivism is reflected in collaborative learning environments, team-based projects, and knowledge-sharing practices. Employees learn by engaging with real-world problems, interacting with colleagues, and reflecting on their experiences.

According to Puteri et al. (2025), constructivist approaches foster engagement, collaboration, and a sense of belonging among employees. These approaches are particularly relevant in modern organizations that prioritize teamwork, innovation, and continuous learning.

Discussion on Learning Theories

The integration of behaviorism, cognitivism, and constructivism provides a comprehensive framework for HRD practice. While behaviorism is effective for skill acquisition and compliance, cognitivism supports knowledge development, and constructivism enhances critical thinking and collaboration.

Yorks et al. (2022) emphasize that combining these theories allows organizations to design balanced learning systems that

address both individual and organizational needs. Thus, HRD practitioners must adopt a multi-theoretical approach to maximize learning outcomes.

2. Adult Learning Theory (Andragogy)

Adult learning theory, commonly known as andragogy, focuses on how adults learn differently from children. Malcolm Knowles' principles of andragogy highlight that adult learners are self-directed, goal-oriented, and motivated by practical relevance.

Parameswaran (2020) emphasizes that adult learning is essential for building learning organizations, especially in the context of rapid technological change. Adults bring prior experiences to the learning process, which influence how they interpret new information.

Key principles of adult learning include:

- **Self-direction** – Adults prefer to take responsibility for their learning
- **Experience-based learning** – Prior experiences shape new learning
- **Relevance and application** – Learning must be practical and problem-centered
- **Internal motivation** – Adults are driven by personal and professional goals

In HRD, andragogy is applied through flexible learning programs, professional development initiatives, and continuous learning systems. Organizations increasingly adopt learner-centered approaches, allowing employees to customize their learning paths.

Parameswaran (2020) also identifies key elements such as systems thinking, personal mastery, shared vision, and team learning, which contribute to organizational learning. These elements align with modern HRD practices that emphasize collaboration and continuous improvement.

Discussion on Andragogy

Adult learning theory is particularly relevant in today's workforce, where employees must continuously update their skills. As organizations face digital transformation and globalization, the ability to learn and adapt becomes a critical competency.

However, challenges exist, including varying levels of motivation, differences in learning styles, and organizational constraints. HRD practitioners must design flexible and inclusive

learning programs that accommodate diverse learners.

3. Experiential Learning

Experiential learning theory, developed by David Kolb, emphasizes learning through experience. It involves a cyclical process consisting of:

1. Concrete experience
2. Reflective observation
3. Abstract conceptualization
4. Active experimentation

This theory highlights that learning is most effective when individuals actively engage in experiences and reflect on them.

In HRD, experiential learning is widely used in:

- On-the-job training
- Internships and fieldwork
- Leadership development programs

- Simulation and role-playing exercises

Experiential learning bridges the gap between theory and practice. Employees learn by doing, which enhances retention and application of knowledge.

Yorks et al. (2022) emphasize that experiential learning strengthens the connection between learning and organizational performance. It enables employees to develop practical skills and adapt to real-world challenges.

Discussion on Experiential Learning

Experiential learning is highly effective in developing leadership, problem-solving, and decision-making skills. It promotes active engagement and critical reflection, which are essential for professional growth.

However, its effectiveness depends on proper facilitation and reflection. Without structured reflection, experiences may not lead to meaningful learning outcomes.

4. Systems Theory in HRD

Systems theory views organizations as complex, interconnected systems where different components influence one another. In HRD, this perspective emphasizes that learning and development cannot be isolated from organizational context (Ju, 2019).

According to systems theory:

- Organizations consist of interdependent parts
- Changes in one area affect the entire system
- Effective HRD requires a holistic approach

Kwon and Anderson (2025) highlight that systems thinking enables HRD practitioners to design interventions that consider organizational complexity and multiple perspectives. It also supports sustainable organizational change.

Zhang et al. (2025) further extend this concept through sociotechnical systems theory, which integrates human and technological elements. This approach is particularly relevant in the digital age, where technology plays a significant role in HRD.

Applications of Systems Theory in HRD

Systems theory is applied in:

- Organizational development (OD) initiatives
- Change management strategies
- Strategic HRD planning

- Talent management systems

By adopting a systems perspective, organizations can align HRD initiatives with strategic goals, ensuring long-term effectiveness.

Discussion on Systems Theory

Systems theory provides a comprehensive framework for understanding organizational dynamics. It emphasizes the importance of alignment, integration, and adaptability.

However, applying systems thinking can be complex, requiring a deep understanding of organizational structures and relationships. HRD practitioners must develop analytical and strategic skills to effectively implement this approach.

Integration of Theoretical Foundations

Theoretical foundations in HRD are not isolated; they are interconnected and complementary. Psychological theories explain individual learning, while systems theory provides a broader organizational perspective (Ju, 2019).

Naňáková and Dopita (2025) emphasize that integrating multiple theories enhances the effectiveness of talent development and HRD practices. Similarly, Chalofsky et al. (2014) highlight that HRD is inherently multidisciplinary, drawing from various fields to address complex challenges.

In modern organizations, HRD must integrate:

- Learning theories for skill development

- Adult learning principles for workforce engagement
- Experiential learning for practical application
- Systems theory for strategic alignment

This integrated approach ensures that HRD contributes to both individual growth and organizational success.

Conclusion

By examining the theoretical basis of Human Resource Development (HRD), we can better understand how people learn, how organizations work and what improves an individual's performance. Behaviourist, cognitivist, and constructivist learning theories explain how different elements of learning interact together; whereas adult learning theory focuses on adults' distinct learning traits. Experiential learning emphasizes

the importance of practice within our learning, while Systems Theory provides a holistic view of organizational change (both internally and externally). All of these perspectives on the theoretical foundation of HRD inform us of ways we can create a holistic strategy for creating and implementing practical HRD interventions.

HRD must continue to adapt as organizations experience increased technological advances and globalization; therefore it is crucial that organizations utilize a multi-theoretical and strategic approach to HRD in order to position themselves for sustainable growth and competitive advantage in the 21st century.

By understanding the theoretical foundations of HRD, HRD practitioners, educators and leaders will have the ability to

provide meaningful learning opportunities for individuals; improve individual performance; and, ultimately, create organizations that are more successful.

Essay Exercise

Instructions: Answer the following questions in essay form. Each answer should demonstrate critical thinking and integration of theoretical concepts.

1. Discuss the relevance of behaviorism, cognitivism, and constructivism in modern HRD practices. Provide examples of how each theory is applied in organizations.
2. Explain the principles of adult learning theory (andragogy) and analyze how they influence the design of HRD programs in contemporary workplaces.

3. Evaluate the importance of experiential learning in developing leadership and professional competencies. How can organizations effectively implement this approach?
4. Analyze the role of systems theory in HRD. How does a systems perspective improve organizational development and strategic HRD initiatives?
5. Critically examine how integrating multiple theoretical frameworks enhances the effectiveness of HRD practices in the digital age.

Chapter 3: Training and Development

- Needs assessment
- Training design and delivery methods
- On-the-job vs off-the-job training
- Evaluation of training programs (Kirkpatrick Model)

TRAINING AND DEVELOPMENT

Introduction

The T&D acronym refers to training and development, which is a major type of Human Resource Development (HRD). T&D develops an organization's employees (or workforce) by enhancing their capabilities through training, which includes knowledge, skills and abilities. When employees are more capable, they perform better and ultimately the organization performs better as a whole.

Given the very competitive and rapidly evolving nature of modern business, organizations have strong incentives to devote time and money to T&D in order to remain competitive and to meet demands of the marketplace, ultimately achieving goals and objectives.

With the findings of Ismael et al. (2021), T&D is a key element in creating an effective organization because T&D provides employees with competencies they need to respond to the many changes taking place in the workplace today.

Organizations require a T&D model now more than ever because of the rapid changes occurring in the world of work (globalization, digital transformation, technological innovation). Organizations can no longer restrict T&D to orientations to new employees—the need for

ongoing and integrated T&D will exist as long as organizations continue to evolve and grow, and will contribute to individuals' overall commitment to their employers. Employees who have received effective T&D experience increased productivity and commitment to their employer, which leads to increased organizational productivity (Hosen et al., 2024).

In this chapter, we will examine the components of T&D, including the rationale for T&D, training design and delivery methods, on-the-job and off-the-job training methods, and using the Kirkpatrick Model as an evaluation tool. As well, we will take a look at recent research studies that show T&D identifies organizations that thrive.

1. Needs Assessment

1.1 Definition and Importance

Needs assessment is the first and most critical step in the training process. It involves identifying gaps between current employee performance and desired organizational outcomes. A well-conducted needs assessment ensures that training programs are relevant, targeted, and aligned with organizational goals.

According to Urbancová et al. (2021), clearly defined learning objectives and measurable outcomes are essential for effective training evaluation. These objectives are derived from a systematic needs assessment, which helps organizations determine what type of training is required, who needs it, and how it should be delivered.

1.2 Types of Needs Assessment

Needs assessment typically occurs at three levels:

a. Organizational Analysis

This level examines the organization's strategic goals, resources, and environment to determine where training is needed. It ensures that training initiatives align with organizational priorities.

b. Task Analysis

Task analysis focuses on identifying the specific skills and knowledge required to perform particular jobs. It involves breaking down job roles into tasks and determining the competencies needed to perform them effectively.

c. Individual Analysis

Individual analysis identifies employees who need training and

assesses their current performance levels. This may involve performance appraisals, feedback, and skill assessments.

1.3 Methods of Needs Assessment

Organizations use various methods to conduct needs assessments, including:

- Surveys and questionnaires
- Interviews and focus groups
- Performance appraisals
- Observation
- Job analysis

These methods provide data that help HRD practitioners design appropriate training interventions.

1.4 Discussion on Needs Assessment

Needs assessment ensures that training programs address actual performance gaps rather

than perceived needs. Without proper assessment, organizations risk investing in ineffective training programs that do not contribute to performance improvement.

Ismael et al. (2021) emphasize that structured training programs based on identified needs significantly enhance organizational effectiveness. Similarly,

Urbancová et al. (2021) highlight that training evaluation is only meaningful when it is based on clearly defined objectives derived from needs assessment.

2. Training Design and Delivery Methods

2.1 Training Design

Training design involves developing a structured plan that outlines learning objectives, content, methods, and evaluation strategies. Effective training

design ensures that learning is engaging, relevant, and aligned with organizational goals.

Key components of training design include:

- Learning objectives
- Content development
- Instructional methods
- Training materials
- Assessment strategies

Training design should consider adult learning principles, ensuring that training is practical, interactive, and relevant to employees' work.

2.2 Training Delivery Methods

Training delivery methods refer to how training is implemented. These methods can be categorized into traditional and modern approaches.

a. Traditional Methods

- **Lectures and seminars**
- **Classroom training**
- **Workshops**
- **Case studies**

These methods are effective for knowledge transfer but may lack interactivity.

b. Modern Methods

- **E-learning and online training**
- **Virtual simulations**
- **Blended learning**
- **Gamification**

Modern methods provide flexibility and accessibility, allowing employees to learn at their own pace.

Mahmoudi (2019) highlights that integrating technology into training programs enhances learning outcomes, particularly in educational settings where digital

tools improve teaching practices and student performance.

2.3 Factors Influencing Training Design

Effective training design depends on several factors:

- Organizational goals
- Employee characteristics
- Available resources
- Technological infrastructure
- Learning environment

Urbancová et al. (2021) note that organizational characteristics such as size, sector, and HR structure significantly influence training effectiveness.

2.4 Discussion on Training Design and Delivery

Training design and delivery methods must be flexible and adaptive to meet the needs of modern organizations. The integration of technology has

transformed training practices, making learning more accessible and interactive.

Mahmoudi (2019) demonstrates that well-designed training programs can significantly improve knowledge, skills, and performance. However, the success of training depends on proper planning, resource availability, and organizational support.

3. On-the-Job vs Off-the-Job Training

3.1 On-the-Job Training

On-the-job training (OJT) involves learning while performing actual job tasks. It is practical, cost-effective, and directly relevant to the employee's role.

Examples include:

- Job rotation
- Coaching and mentoring

- Apprenticeships
- Shadowing

OJT allows employees to apply learning immediately, enhancing skill retention and performance.

3.2 Off-the-Job Training

Off-the-job training takes place outside the workplace and focuses on theoretical knowledge and skill development.

Examples include:

- Classroom training
- Workshops and seminars
- Conferences
- Online courses

Off-the-job training provides a structured learning environment and allows employees to focus on learning without workplace distractions.

3.3 Comparison of OJT and Off-the-Job Training

Aspect	On-the-Job Training	Off-the-Job Training
Learning Environment	Workplace	External setting
Cost	Lower	Higher
Practical Application	Immediate	Delayed
Flexibility	High	Moderate
Focus	Skills	Knowledge

3.4 Discussion

Both training methods have advantages and limitations. OJT is practical and cost-effective but may lack structure, while off-the-job training provides theoretical knowledge but may not always translate into practice.

Hosen et al. (2024) emphasize that combining training methods enhances employee performance and

organizational commitment. A blended approach that integrates both OJT and off-the-job training is often the most effective strategy.

4. Evaluation of Training Programs (Kirkpatrick Model)

4.1 Overview of the Kirkpatrick Model

The Kirkpatrick Model is one of the most widely used frameworks for evaluating training programs. It consists of four levels:

1. **Reaction** – Participants' satisfaction with the training
2. **Learning** – Knowledge and skills acquired
3. **Behavior** – Application of learning in the workplace
4. **Results** – Impact on organizational performance

4.2 Application of the Kirkpatrick Model

The model provides a structured approach to evaluating training effectiveness. For example:

- Reaction can be measured through feedback surveys
- Learning can be assessed through tests and assessments
- Behavior can be evaluated through performance reviews
- Results can be measured through productivity and organizational outcomes

Mahmoudi (2019) demonstrates that training programs evaluated using the Kirkpatrick Model show improvements in knowledge, behavior, and performance.

4.3 Limitations of the Kirkpatrick Model

Despite its popularity, the model has several limitations. Cahapay (2021) identifies key issues:

- Overreliance on lower levels (reaction and learning)
- Lack of focus on higher levels (behavior and results)
- Rigidity in capturing contextual factors
- Lack of clear causal relationships between levels

These limitations suggest that the model may not fully capture the complexity of training outcomes.

4.4 Improving Training Evaluation

To address these limitations, organizations should:

- Use multiple evaluation methods
- Incorporate contextual factors
- Establish clear performance indicators
- Integrate qualitative and quantitative data

Urbancová et al. (2021) emphasize that effective evaluation requires a systematic approach that considers organizational context and measurable outcomes.

4.5 Discussion

Training evaluation is essential for determining the effectiveness of training programs and ensuring continuous improvement. While the Kirkpatrick Model provides a useful framework, it should be used alongside other evaluation methods to capture the full impact of training.

Integration of Training and Development Concepts

Training and development are interconnected processes that contribute to organizational success. Needs assessment ensures relevance, training design ensures effectiveness, delivery methods ensure accessibility, and evaluation ensures continuous improvement.

Ismael et al. (2021) and Hosen et al. (2024) both emphasize that training and development significantly influence organizational performance and employee commitment. These findings highlight the strategic importance of T&D in achieving organizational goals.

Conclusion

The Human Resources function of Learning & development (L&D) supports the

development of employees and the promotion of learning through an ongoing process. This chapter provides an overview of the various elements involved in the assessment, design, delivery, evaluation, and implementation of L&D programs based on the use of the evaluation of the information gained from training and the transfer of that knowledge into the workplace.

An effective needs assessment will help identify performance deficiencies, which can then be addressed with an appropriate training program. By using a combination of training methods (i.e., on-the-job vs. off-the-job), L&D professionals are better positioned to create programs that will facilitate the learning of employees in the workplace. Evaluation models can provide a standard framework for the evaluation of training effectiveness; however, it is

important to also utilize other evaluation methods/tools when assessing the overall effectiveness of a training program.

In addition, with our rapidly changing work environment, organizations must develop training programs that are flexible, innovative, and strategic in nature. By applying both theoretical and practical concepts, HRD professionals will be able to develop an effective L&D program for the employees within their organization.

Essay Exercise

Instructions: Answer the following questions in essay form.

1. Explain the importance of needs assessment in training and development. How does it influence the effectiveness of training programs?
2. Discuss the different training design and delivery methods.

Which methods are most effective in modern organizations and why?

3. Compare on-the-job and off-the-job training. Provide examples of situations where each method is most appropriate.
4. Analyze the Kirkpatrick Model of training evaluation. What are its strengths and limitations in evaluating training programs?
5. Based on recent studies, evaluate how training and development contribute to organizational effectiveness and employee performance.

Chapter 4: Learning and Development (L&D) Strategies

- Strategic HRD planning
- Competency-based development
- Career development and succession planning
- Digital learning and e-learning systems

LEARNING AND DEVELOPMENT (L&D) STRATEGIES

Introduction

L&D has played an increasingly vital role in the global HRD development industry and continues to experience advancement due to advancements in technology, globalization, and the advancing expectations placed on employees. Due to the dynamic nature of today's global economy, organizations need to implement continuous learning as part of their strategic planning in order to

be able to adapt to changing locations and climates of doing business. Since the growth of organisations' workforces ultimately impacts the organisations' long-term viability and success in their specific industries as they move out of traditional labour intensive industries into digitized, automated and knowledge intensive industries.

According to some recent studies, the traditional L&D training model that focused primarily on one defined method of developing and delivering training programmes is now incorporated in the overall success of organisations through the inclusion of L&D in their organisational planning, talent management and performance evaluation systems. Furthermore, the introduction of digital technologies, artificial intelligence (AI) and flexibility in the

workplace will continue to impact the manner in which L&D is developed, delivered, and evaluated. This chapter will highlight a number of useful L&D strategies including HRD strategic planning, competency-based development, career and succession planning, and digital learning.

Strategic HRD Planning

Concept and Importance

Strategic HRD planning refers to the systematic alignment of learning and development initiatives with organizational goals, vision, and long-term strategies. Unlike traditional training approaches that focus on immediate skill gaps, strategic HRD emphasizes future-oriented planning that prepares employees for emerging challenges.

According to Wardhani et al. (2025), effective L&D programs

must be aligned with organizational objectives to ensure that employee development contributes directly to business performance. This alignment enables organizations to build a workforce capable of adapting to changes in technology, market demands, and competitive environments.

Similarly, Akhter (2025) highlights that modern organizations are increasingly integrating L&D with broader business strategies, ensuring that training initiatives support innovation, leadership development, and digital transformation.

Key Components of Strategic HRD Planning

1. Alignment with Organizational Goals

Strategic HRD begins with identifying organizational

priorities and translating them into learning objectives. This ensures that development initiatives are relevant and impactful.

2. **Workforce Analysis and Forecasting**

Organizations must assess current competencies and predict future skill requirements, particularly in areas such as digital literacy, leadership, and innovation.

3. **Integration with Talent Management**

L&D strategies should be linked with recruitment, performance management, and succession planning to create a cohesive HR system.

4. **Continuous Learning Culture**

Building a culture that encourages lifelong learning is essential for sustaining organizational growth.

Discussion

The shift toward strategic HRD reflects the increasing recognition that human capital is a key driver of organizational success. As noted by Al Sharari et al. (2025), L&D plays a critical role in fostering innovation, entrepreneurship, and strategic decision-making. Organizations that fail to adopt strategic HRD planning risk falling behind in rapidly changing industries.

However, challenges remain, particularly in measuring the direct impact of L&D on organizational performance. Akhter (2025) points out that while organizations invest heavily in training, evaluating its effectiveness in terms of business outcomes remains complex.

Competency-Based Development

Definition and Concept

Competency-based development focuses on identifying, developing, and assessing the knowledge, skills, and behaviors required for effective job performance. It emphasizes measurable outcomes and aligns employee capabilities with organizational needs.

According to Wardhani et al. (2025), competency-based frameworks are essential for enhancing workforce effectiveness, as they provide clear benchmarks for performance and development.

Key Elements of Competency-Based Development

1. Competency Frameworks

These define the core, functional, and leadership

competencies required within an organization.

2. **Assessment and Gap Analysis**

Organizations assess employees' current competencies and identify areas for improvement.

3. **Targeted Learning Interventions**

Training programs are designed to address specific competency gaps.

4. **Performance Integration**

Competencies are linked to performance appraisal and career progression.

Discussion

Competency-based development is particularly relevant in the digital era, where new skills are constantly emerging. Al Sharari et al. (2025) emphasize that modern L&D must focus on developing competencies related

to innovation, digital tools, and sustainability.

Furthermore, competency-based approaches support personalized learning, allowing employees to progress at their own pace while achieving organizational goals. This aligns with the growing trend of individualized learning pathways in modern organizations.

However, implementing competency-based systems requires significant investment in assessment tools, training design, and organizational support. Additionally, organizations must ensure that competency frameworks remain flexible and adaptable to changing environments.

Career Development and Succession Planning

Concept and Importance

Career development refers to the continuous process of managing an individual's career path, including skill development, job progression, and personal growth. Succession planning, on the other hand, focuses on identifying and preparing future leaders to ensure organizational continuity.

According to Akhter (2025), modern organizations are increasingly integrating career development with L&D strategies to build a future-ready workforce. This integration ensures that employees are equipped with the skills needed for evolving roles.

Key Components

1. Career Pathing

Clear career pathways help employees understand growth opportunities within the organization.

2. Leadership Development Programs

These programs prepare high-potential employees for leadership roles.

3. Succession Planning Systems

Organizations identify critical positions and develop talent pipelines to fill them.

4. Employee Engagement and Retention

Career development enhances job satisfaction and reduces turnover.

Discussion

Career development has become more complex in the 21st century due to the rise of

boundaryless careers, remote work, and gig employment. Employees now take greater responsibility for their own career growth, while organizations provide support through training and development programs.

Al Sharari et al. (2025) highlight that L&D plays a crucial role in fostering entrepreneurial skills, adaptability, and innovation. Similarly, Akhter (2025) notes that organizations must focus on leadership development to navigate future challenges.

Despite its importance, succession planning remains underutilized in many organizations, particularly in developing countries. Challenges include lack of resources, inadequate planning, and resistance to change.

Digital Learning and E-Learning Systems

Concept and Evolution

Digital learning refers to the use of technology to deliver educational content, while e-learning specifically involves online learning platforms and systems. The rise of digital technologies has transformed L&D, making learning more accessible, flexible, and personalized.

Bashir and Lapshun (2025) identify several key trends shaping digital learning, including blended learning, microlearning, and personalized learning. These approaches reflect a shift toward learner-centered education.

Key Features of Digital Learning

1. Accessibility

Digital platforms enable learning anytime and anywhere.

2. **Flexibility**

Employees can learn at their own pace.

3. **Personalization**

Learning content can be tailored to individual needs.

4. **Scalability**

Organizations can train large numbers of employees efficiently.

Emerging Trends

- **Blended Learning** (combining online and face-to-face methods)
- **Microlearning** (short, focused learning modules)
- **Gamification** (using game elements to enhance engagement)
- **AI-driven Learning Systems**

Caporarello et al. (2020) found that employees increasingly prefer online and interactive

learning methods over traditional classroom training.

Discussion

Digital learning has become essential in modern organizations, particularly during and after the COVID-19 pandemic. Akhter (2025) notes that organizations are adopting e-learning platforms to support continuous learning and development.

However, digital learning also presents challenges, including technological barriers, digital divide, and issues related to engagement and motivation. Organizations must address these challenges by providing adequate infrastructure and support.

Moreover, the integration of technology in L&D must be aligned with ethical considerations, particularly in data privacy and accessibility.

Integration of L&D Strategies

Effective L&D strategies require integration across all components discussed in this chapter. Strategic HRD planning provides direction, competency-based development ensures skill alignment, career development supports employee growth, and digital learning enhances accessibility and efficiency.

Wardhani et al. (2025) emphasize that sustainable L&D programs must integrate these elements to create a holistic approach to workforce development. Similarly, Al Sharari et al. (2025) highlight the importance of combining technology, innovation, and sustainability in L&D strategies.

Conclusion

Organizations today must be successful using an LR&D strategy in order to remain

profitable; thus Chapter 2 examined many different aspects of L&D including: strategic HRD/HR strategies, Competency Development, Career Development/ Succession Planning, and Digital Learning Systems.

The success/resources of L&D as a strategic function has shifted away from being seen as just about training and developing people to now focusing on a more comprehensive concept of improving policy relating to training/development, improving innovation and ensuring the long-term viability of the organization.

To be effective, L&D/LR&D strategies must be implemented in a holistic manner taking into account multiple L&D strategies, with a focus on creating value for the organization while addressing the complexities and dynamics of

a 21st Century workplace environment.

Organizations continue to face barriers to maximizing their Return of Investment relative to L&D/LR&D including; measuring ROI & effect, technological/systems impediments, and limited fiscal resources. Therefore, the future of the LR&D function (and other platforms) will require creating innovative, flexible and inclusive LR&D strategies/methods/models that can meet the shifting demands of both organizations/employees.

Essay Exercise

Instructions:

Answer the following questions in essay form. Support your answers with relevant theories and examples.

1. Explain the importance of aligning Learning and Development (L&D) strategies with organizational goals.
2. Discuss how competency-based development enhances employee performance and organizational effectiveness.
3. Analyze the role of career development and succession planning in building a sustainable workforce.
4. Evaluate the impact of digital learning and e-learning systems on modern organizations.
5. Propose an integrated L&D strategy for a university or public organization in the Philippines.

Chapter 5: Performance Management Systems

- Performance appraisal methods
- Strategic Performance Management System (SPMS)
- Feedback and coaching
- Linking performance with development

PERFORMANCE MANAGEMENT SYSTEMS

Introduction

The performance management systems (PMS) are important to performance management. They are the means used by organizations to evaluate their employee's performance and how they progress towards their organization's objectives.

There is a wide variety of models of PMS; but the current trend in performance management is away from

primarily focusing on performance appraisals, towards a more holistic integrated strategic approach to PMS, with an emphasis on skill development and developing people, whilst simultaneously also planning for, providing feedback and monitoring the performance of the employee against their contribution to the organization.

With the continuing Globalization and Digital Transformation trends, organizations will need to take into account how Globalization, the Digital Transformation and the complexity of the organization impact employee performance, with both direct and indirect data. As a result of the above organizations will want to align their employee's performance with the overall organizational strategy, so that their employees receive ongoing feedback on their performance to assist with promoting high levels of Employee

Engagement. Lastly, organizations will want to use newer technologies such as AI to improve their Decision-Making resulting in an improvement in Business Outcomes (Thirunagalingam, et al, 2025).

The aim of this chapter is to give an overview of the all components of the performance management systems, and an overview of performance appraisal techniques, and an overview of Strategic Performance Management Systems (SPMS), and an overview of the relationship between Employee Development and the organization's performance.

Performance Appraisal Methods

Concept and Purpose

Performance appraisal is a systematic process of evaluating employee performance based on

predefined criteria. It aims to assess individual contributions, identify strengths and weaknesses, and provide a basis for decision-making related to promotions, compensation, and development.

Traditionally, performance appraisal has been conducted periodically, often annually or semi-annually. However, modern approaches emphasize continuous evaluation and real-time feedback to improve accuracy and relevance.

Common Performance Appraisal Methods

1. Traditional Methods

- **Graphic Rating Scales**
 - Employees are rated on various performance dimensions using numerical or descriptive scales.
- **Ranking Methods** – Employees are ranked relative to their peers.

- **Essay Appraisal** – Supervisors provide narrative evaluations of employee performance.

2. **Modern Methods**

- **Management Objectives (MBO)** – Performance is evaluated based on the achievement of specific, measurable goals.
- **360-Degree Feedback** – Feedback is collected from multiple sources, including supervisors, peers, subordinates, and sometimes clients.
- **Behaviorally Anchored Rating Scales (BARS)** – Combines qualitative and quantitative measures by linking ratings to specific behaviors.

3. Technology-Driven Methods

- AI-based performance analytics
- Continuous performance tracking systems

Discussion

The shift from traditional to modern appraisal methods reflects the need for more holistic and objective performance evaluation systems. AI-driven performance management systems, as discussed by Thirunagalingam et al. (2025), enable organizations to analyze large datasets and generate real-time insights, improving accuracy and reducing bias.

However, performance appraisal methods are not without challenges. Subjectivity, bias, and lack of transparency can undermine their effectiveness.

Moreover, employees may perceive appraisal systems as punitive rather than developmental if not properly implemented.

To address these issues, organizations must adopt transparent, participatory, and data-driven appraisal systems that emphasize development rather than control.

Strategic Performance Management System (SPMS)

Concept and Framework

The Strategic Performance Management System (SPMS) is a comprehensive framework that aligns individual performance with organizational goals. It integrates planning, monitoring, evaluation, and feedback into a continuous cycle.

SPMS is particularly relevant in public sector organizations, where accountability,

transparency, and efficiency are critical. It ensures that employees' performance contributes directly to organizational objectives and national development goals.

Key Components of SPMS

- 1. Performance Planning**
Setting clear goals and expectations aligned with organizational strategy.
- 2. Performance Monitoring**
Continuous tracking of progress and performance indicators.
- 3. Performance Review and Evaluation**
Assessing performance against established standards.
- 4. Performance Rewarding and Development**
Linking performance outcomes with rewards, recognition, and development opportunities.

Integration with Organizational Systems

Ribeiro et al. (2017) highlight the importance of integrating management systems to improve efficiency and reduce duplication. Similarly, SPMS benefits from integration with other systems such as HRD, quality management, and organizational governance.

The EFQM Model 2025 further emphasizes the need for integrated performance management systems that align with sustainability, innovation, and stakeholder engagement (Martusewicz et al., 2024).

Discussion

SPMS represents a shift toward strategic and integrated performance management. By aligning individual and organizational goals, it enhances

accountability and performance outcomes.

However, implementing SPMS requires strong organizational commitment, skilled human resources, and effective communication. Challenges include resistance to change, lack of technical expertise, and insufficient resources.

Despite these challenges, SPMS remains a critical tool for achieving organizational excellence and sustainable development.

Feedback and Coaching

Concept and Importance

Feedback and coaching are essential components of performance management that support continuous improvement and employee development. Unlike traditional appraisal systems that focus on evaluation,

feedback and coaching emphasize learning, growth, and development.

Feedback provides employees with information about their performance, while coaching involves guiding employees to improve their skills and achieve their goals.

Types of Feedback

1. Formal Feedback

Provided during structured performance reviews.

2. Informal Feedback

Given during daily interactions and ongoing communication.

3. Real-Time Feedback

Enabled by digital tools and AI systems for immediate performance insights.

Coaching Approaches

- **Directive Coaching** – Manager provides specific instructions and guidance.
- **Non-Directive Coaching** – Manager facilitates self-reflection and problem-solving.
- **Transformational Coaching** – Focuses on long-term development and personal growth.

Role of Managers

Leavitt et al. (2024) emphasize that human managers play a crucial role in performance management, even in algorithm-driven systems. Managers act as interpreters of data and provide context, ensuring that feedback is meaningful and actionable.

Discussion

Effective feedback and coaching enhance employee

engagement, motivation, and performance. They foster a culture of continuous learning and improvement.

However, providing effective feedback requires strong communication skills, emotional intelligence, and trust between managers and employees. Without these elements, feedback may be perceived as criticism rather than support.

Organizations must invest in training managers to become effective coaches and create environments that encourage open communication and trust.

Linking Performance with Development

Concept and Rationale

Linking performance management with employee development ensures that performance evaluation leads to

meaningful growth and improvement. This approach shifts the focus from assessment to development, aligning performance outcomes with learning and career progression.

Key Strategies

1. Individual Development Plans (IDPs)

Personalized plans that outline learning goals and development activities.

2. Training and Development Programs

Address performance gaps and enhance competencies.

3. Career Development Integration

Align performance outcomes with career advancement opportunities.

4. Continuous Learning Systems

Support ongoing skill development and knowledge acquisition.

Role of Technology

AI-driven systems enable personalized development by analyzing performance data and recommending tailored learning interventions (Thirunagalingam et al., 2025).

Discussion

Integrating performance and development enhances organizational effectiveness by ensuring that employees continuously improve their skills and capabilities. It also increases employee engagement and retention by providing clear pathways for growth.

However, organizations must ensure that development opportunities are accessible and equitable. Failure to do so may lead to dissatisfaction and disengagement.

Emerging Trends in Performance Management

1. AI and Data-Driven Systems

AI is transforming performance management by enabling real-time evaluation, predictive analytics, and personalized feedback.

2. Continuous Performance Management

Organizations are moving away from annual appraisals toward continuous monitoring and feedback.

3. Integration with Sustainability and Ethics

The EFQM Model 2025 emphasizes aligning performance management with sustainability goals and ethical practices (Martusewicz et al., 2024).

4. Employee-Centered Approaches

Modern systems focus on employee well-being, engagement, and development.

Integration of Performance Management Systems

Effective performance management systems integrate appraisal, feedback, coaching, and development into a cohesive framework. This integration ensures that performance management contributes to both organizational success and employee growth.

Ribeiro et al. (2017) highlight that integrated systems improve efficiency and reduce duplication, while Martusewicz et al. (2024) emphasize the importance of aligning performance management with broader organizational goals.

Conclusion

Performance Management Systems (PMS) are critical to achieving an organization's performance goal by facilitating the employee's ability to reach their maximum potential. The chapter has examined the components of Performance Management Systems such as Performance Appraisal Tools and Techniques, Strategic Performance Management Systems (SPMS), the provision of Feedback and Coaching, and the connection between the Performance of a person and their Growth and Development.

Research has shown that Performance Management Practices are changing to become more Strategic, Holistic, and Technology Driven. Organizations must create the PMS that can respond to the ever-changing

work environment and the needs of the employees.

The effective use of Performance Management Systems will increase employee productivity; engage employees more effectively; and ultimately help increase the performance of the organization, despite challenges we may face such as Bias, Resistance to Change, and Technology Barriers.

The future of Performance Management will include establishing Technology across all areas of Performance Management; developing a culture of Continuous Learning for employees; and using Sustainable and Ethical Principles to link Performance Management Policies and Practices.

Essay Exercise

Instructions:

Answer the following questions in essay form. Support your answers with theories and examples.

1. Compare traditional and modern performance appraisal methods. Which is more effective and why?
2. Explain the importance of the Strategic Performance Management System (SPMS) in public organizations.
3. Discuss the role of feedback and coaching in improving employee performance.
4. Analyze how performance management can be linked to employee development.
5. Evaluate the impact of artificial intelligence on modern performance management systems.

Chapter 6: Organizational Development (OD)

- Concepts and interventions
- Change management
- Organizational culture and climate
- Leadership development

Introduction

An organization's overall growth depends on its organizational development (OD). Its effectiveness, flexibility, and sustainability will improve as it makes continuous, systematic improvements to how it operates. Much of OD has evolved into a more strategic and dynamic process, and this change has been brought about largely by the massive shifts caused by technological advancement and the changing expectations of employees. As a result, there is a need for the continuing growth of OD to include all components

within an organization that contribute to its success (i.e., people, technology, and processes).

Organizations face numerous challenges in the current business environment (e.g., increasingly complex technology, a more diverse workforce, a larger number of remote workers due to an increase in the number of products and services being developed and delivered internationally, and increasing demands for new and innovative products and services) and are now placing greater emphasis on creating an internal culture that supports ongoing organizational development and growth by facilitating continuous improvement and development of the people and processes of the organization. The end goal of OD is to help the organization achieve long-term prosperity by adding value, and this research was

based on an exploration of this concept.

This chapter explores the foundational elements of OD, including definitions of the key concepts within OD, different types of OD interventions, the process of managing change, and some current empirical research findings and published literature to support the practice of OD in organizations.

1. Concepts and Interventions in Organizational Development

1.1 Concept of Organizational Development

Organizational Development refers to a systematic, planned effort to improve an organization's effectiveness through interventions in its processes, structures, and human systems. It is grounded in behavioral science and focuses on enhancing

both organizational performance and employee well-being.

According to Rothwell et al. (2023), OD involves a structured process that includes diagnosis, intervention, evaluation, and continuous improvement. This process ensures that organizational changes are not random but strategically aligned with long-term goals.

Modern OD is characterized by:

- A **human-centered approach**
- Emphasis on **continuous learning and innovation**
- Integration of **technology and data analytics**
- Focus on **organizational resilience and adaptability**

Patangia and Vijaya (2023) highlight that OD has transitioned from rigid, hierarchical models to flexible, adaptive systems that

prioritize employee engagement and collaboration.

1.2 OD Interventions

OD interventions are structured activities designed to improve organizational functioning. These interventions target different levels of the organization, including individuals, teams, and the entire system.

A. Human Process Interventions

These focus on interpersonal relationships and group dynamics. Examples include:

- Team building
- Conflict resolution
- Coaching and mentoring

These interventions enhance communication, trust, and collaboration within teams.

B. Techno-Structural Interventions

These involve changes in organizational structure, processes, and technology. Examples include:

- Job redesign
- Workflow optimization
- Digital transformation initiatives

Such interventions improve efficiency and productivity.

C. Human Resource Management Interventions

These focus on HR systems and practices, including:

- Performance management systems
- Training and development programs
- Career development initiatives

These interventions align employee capabilities with organizational goals.

D. Strategic Interventions

These address organization-wide issues such as:

- Vision and mission development
- Organizational transformation
- Strategic alignment

Sadique et al. (2023) emphasize that modern OD interventions must integrate technological advancements, including artificial intelligence and digital platforms, to remain effective in a rapidly changing environment.

1.3 Emerging Trends in OD Interventions

Recent studies highlight several trends shaping OD interventions:

- **Data-driven OD** using analytics and AI
- **Agile and flexible organizational structures**
- **Remote and hybrid work systems**
- **Focus on diversity, equity, and inclusion (DEI)**

These trends indicate that OD is increasingly strategic and technology-enabled.

2. Change Management

2.1 Concept of Change Management

Change management is a core component of OD that involves planning, implementing, and sustaining organizational

change. It ensures that changes are effectively adopted and integrated into organizational practices.

Traditional change models often relied on top-down approaches. However, modern perspectives emphasize participative and collaborative processes (Sadique et al., 2023).

2.2 Types of Organizational Change

- 1. Planned Change** – Intentional and strategic changes initiated by management
- 2. Unplanned Change** – Reactive changes due to external factors
- 3. Transformational Change** – Fundamental shifts in organizational structure and culture

4. Incremental Change – Gradual improvements over time

2.3 Change Management Models

Several models guide
organizational change:

A. Lewin's Change Model

- Unfreezing
- Changing
- Refreezing

B. Kotter's 8-Step Model

- Establish urgency
- Form a guiding coalition
- Create vision
- Communicate vision
- Empower action
- Generate short-term wins
- Consolidate gains
- Anchor change

C. ADKAR Model

- Awareness

- Desire
- Knowledge
- Ability
- Reinforcement

These models provide structured approaches to managing change effectively.

2.4 Challenges in Change Management

Organizations often face challenges such as:

- Resistance to change
- Change fatigue
- Lack of leadership support
- Poor communication

Sadique et al. (2023) emphasize that modern OD must address these challenges through inclusive and participative approaches.

2.5 Role of HRD in Change Management

HRD plays a crucial role by:

- Providing training and development programs
- Facilitating communication and engagement
- Supporting leadership development
- Promoting a learning culture

Effective change management requires integrating human and technological factors.

3. Organizational Culture and Climate

3.1 Organizational Culture

Organizational culture refers to shared values, beliefs, and norms that influence behavior within an organization. It shapes how employees interact, make decisions, and respond to change.

Shaikh (2025) found that organizational culture is a strong predictor of organizational development, highlighting its critical role in shaping performance and growth.

3.2 Types of Organizational Culture

1. **Clan Culture** – Collaborative and family-like
2. **Adhocracy Culture** – Innovative and risk-taking
3. **Market Culture** – Competitive and results-oriented
4. **Hierarchy Culture** – Structured and controlled

3.3 Organizational Climate

Organizational climate refers to employees' perceptions of the work environment, including:

- Leadership style
- Communication patterns
- Work conditions

- Organizational support

While culture is deep-rooted and long-term, climate is more immediate and perceptual.

3.4 Impact on Organizational Development

Both culture and climate significantly influence:

- Employee motivation
- Job satisfaction
- Performance
- Organizational effectiveness

Shaikh (2025) emphasizes that culture has a stronger impact than leadership alone, but both are interconnected and essential for development.

3.5 Building a Positive Culture

Organizations can foster a positive culture by:

- Promoting open communication
- Encouraging collaboration
- Supporting diversity and inclusion
- Recognizing employee contributions

A strong culture enhances organizational resilience and adaptability.

4. Leadership Development

4.1 Importance of Leadership in OD

Leadership is a key driver of organizational development. Effective leaders:

- Provide direction and vision
- Inspire and motivate employees
- Facilitate change and innovation

Patangia and Vijaya (2023) highlight leadership development

as a central component of modern OD.

4.2 Leadership Styles

Different leadership styles influence OD outcomes:

- **Transformational Leadership** – Inspires change and innovation
- **Transactional Leadership** – Focuses on structure and performance
- **Servant Leadership** – Prioritizes employee well-being
- **Adaptive Leadership** – Responds to complex challenges

4.3 Leadership Development Strategies

Organizations develop leaders through:

- Training and development programs

- Coaching and mentoring
- Job rotation and experiential learning
- Leadership assessment tools

Rothwell et al. (2023) emphasize the importance of experiential learning in developing effective leaders.

4.4 Leadership in the Digital Era

Modern leaders must possess:

- Digital literacy
- Strategic thinking
- Emotional intelligence
- Adaptability

Sadique et al. (2023) stress that leadership must evolve to manage technological integration and remote work environments.

4.5 Leadership and Organizational Culture

Leaders play a crucial role in shaping culture by:

- Modeling desired behaviors
- Reinforcing organizational values
- Promoting ethical practices

Shaikh (2025) confirms that leadership and culture together significantly influence organizational development.

Conclusion

This chapter has been written to give a complete overview of OD and its components in order to show how OD is a strategic and dynamic area of study that can develop both organizational effectiveness and long-term sustainability. The main point of this chapter is to show that the way OD is practised today includes not just the legal

definition of OD but also all of the various things that go with it (e.g., interventions, change management, culture/climate) as well as all the various ways of developing leadership (e.g., develop leaders).

As a field, OD has evolved from applying traditional concepts of management and leadership only in organizations to applying innovative ways of working in an increasingly rapidly changing world. Today's definition of OD is made from using technology, data analysis and human-centred design to define how organizations will compete with each other in the future (in a changing marketplace), and the way in which they will need to work to remain competitive will require a flexible and inclusive approach.

Finally, if organizations are going to transform, it is essential to integrate leadership, culture,

and change management into one process, and OD will always be used as the tool to foster resilience, adaptability, and long-term success for the organization(s) that make this change.

Essay Exercise

Instructions:

Answer the following questions in essay form. Support your answers with concepts and studies discussed in this chapter.

1. Explain the concept of Organizational Development and discuss its importance in modern organizations.
2. Compare and contrast different OD interventions and analyze their impact on organizational effectiveness.
3. Discuss the role of change management in organizational development. What challenges do

organizations face during change implementation?

4. Analyze the relationship between organizational culture, climate, and organizational development.
5. Evaluate the role of leadership development in achieving organizational success in the digital era.
6. Based on recent studies, explain how Organizational Development is evolving in response to globalization and technological advancements.

Chapter 7: Talent Management

- Talent acquisition and retention
- High-potential employee development
- Workforce planning
- Diversity and inclusion

Introduction

Developing and managing talent has become a top priority for organizations today. Talent management is increasingly being recognized as a critical area of Human Resource Development (HRD), especially since many companies are operating in more competitive, global environments. To be able to successfully compete, an organization not only needs to attract and hire talented individuals but also develop them into high-performing employees, retain them over the long term, and have a strategy for deploying their talent to achieve the

organization's long-term goals. The move away from traditional personnel management approaches towards a more strategic approach to talent management signifies that human capital is now seen as the key to innovation, productivity, and sustainability in an organization.

As a result of the digital transformation, globalization of economies, and changing dynamics of the workforce, talent management is rapidly evolving. These adjustments in how organizations are using talent management today are driven by organizations relying more heavily upon using advanced technology (e.g., artificial intelligence (AI), predictive analytics) to assist with decision-making related to recruiting, developing, and retaining talent (Garcia, 2025). In addition, talent management in today's workforce also requires companies to focus on the

importance of being inclusive, diverse, and adaptable to successfully tackle the challenges arising from employee migration (Tsaousiotis et al., 2025), labour mobility, and skill shortage.

The purpose of this chapter is to provide readers with a more thorough understanding of talent management today by examining each of the key elements that constitute the concept of talent management, such as talent acquisition and retention, developing high potential employees, workforce planning, and diversity and inclusion, along with drawing from both theoretical literature as well as empirical research to develop a comprehensive view of talent management with respect to today's organizations.

1. Talent Acquisition and Retention

1.1 Concept of Talent Acquisition

Talent acquisition refers to the strategic process of identifying, attracting, and recruiting individuals with the skills and competencies required to meet organizational goals. Unlike traditional recruitment, which focuses on filling immediate vacancies, talent acquisition adopts a long-term perspective, aligning workforce needs with organizational strategy.

Murti (2025) emphasizes that talent acquisition is a fundamental component of talent management, involving not only recruitment but also employer branding, workforce analytics, and candidate experience. Modern organizations utilize digital platforms, social media, and AI-

data-driven tools to identify and attract top talent.

1.2 Strategies for Effective Talent Acquisition

Organizations employ various strategies to enhance talent acquisition, including:

- **Employer Branding** – Building a strong organizational reputation to attract high-quality candidates
- **Data-Driven Recruitment** – Using analytics to identify talent trends and predict hiring needs
- **Digital Recruitment Platforms** – Leveraging online job portals and AI-based screening tools
- **Campus Recruitment and Partnerships** – Collaborating with educational institutions

- **Diversity-Focused Hiring** – Ensuring inclusive recruitment practices

Garcia (2025) highlights that digital transformation has significantly improved recruitment processes by enabling organizations to analyze large datasets, identify skill gaps, and streamline candidate selection.

1.3 Talent Retention

Talent retention refers to an organization's ability to retain skilled employees over time. High turnover rates can lead to increased costs, loss of organizational knowledge, and reduced productivity.

Key factors influencing retention include:

- Competitive compensation and benefits
- Career development opportunities

- Work-life balance
- Organizational culture
- Employee engagement

Murti (2025) notes that modern talent management emphasizes employee value proposition (EVP), which encompasses both tangible and intangible benefits offered to employees.

1.4 Retention Strategies

Effective retention strategies include:

- **Career Development Programs**
- **Recognition and Reward Systems**
- **Flexible Work Arrangements**
- **Employee Engagement Initiatives**
- **Leadership Support and Mentoring**

Organizations that invest in employee development and well-being are more likely to retain top talent and maintain a competitive advantage.

2. High-Potential Employee Development

2.1 Identifying High-Potential Employees

High-potential employees (HiPos) are individuals who demonstrate the ability to assume leadership roles and contribute significantly to organizational success in the future. Identifying these individuals is a key aspect of talent management.

Organizations use various tools to identify HiPos, including:

- Performance evaluations
- Competency assessments
- Leadership potential indicators
- Psychometric testing

2.2 Development of High-Potential Employees

Developing high-potential employees involves providing opportunities for learning, growth, and leadership development. Key strategies include:

- **Leadership Training Programs**
- **Coaching and Mentoring**
- **Job Rotation and Stretch Assignments**
- **Succession Planning Initiatives**

Garcia (2025) emphasizes that digital tools enable personalized learning pathways, allowing organizations to tailor development programs based on individual needs and career goals.

2.3 Role of Technology in Talent Development

Technology plays a crucial role in enhancing talent development by:

- Providing online learning platforms
- Facilitating virtual coaching and mentoring
- Enabling data-driven performance analysis
- Supporting continuous learning

Gurbannazarova (2025) introduces the concept of Smart Talent Management, which integrates AI and predictive analytics to optimize talent development processes.

2.4 Benefits of Developing High-Potential Employees

Investing in high-potential employees leads to:

- Strong leadership pipeline
- Improved organizational performance
- Increased employee engagement
- Enhanced innovation and adaptability

Organizations that prioritize talent development are better equipped to navigate complex and dynamic environments.

3. Workforce Planning

3.1 Concept of Workforce Planning

Workforce planning is the process of analyzing current and future workforce needs to ensure that the organization has the right people with the right skills at the right time.

It involves:

- Forecasting workforce demand
- Assessing current workforce capabilities
- Identifying skill gaps
- Developing strategies to address gaps

Murti (2025) highlights that workforce planning has become

more strategic, incorporating digital tools and predictive analytics.

3.2 Importance of Workforce Planning

Effective workforce planning enables organizations to:

- Align human resources with strategic objectives
- Reduce skill shortages
- Improve organizational efficiency
- Enhance competitiveness

3.3 Workforce Planning Process

The workforce planning process typically includes:

1. **Workforce Analysis** – Assessing current workforce composition
2. **Demand Forecasting** – Predicting future workforce needs

3. **Supply Analysis** – Evaluating internal and external talent availability
4. **Gap Analysis** – Identifying discrepancies between demand and supply
5. **Strategy Development** – Implementing solutions such as recruitment, training, or outsourcing

3.4 Role of Technology in Workforce Planning

Technology enhances workforce planning through:

- Predictive analytics
- Workforce data management systems
- AI-driven forecasting tools

Garcia (2025) notes that organizations increasingly rely on People Analytics to make informed decisions about workforce management.

3.5 Challenges in Workforce Planning

Organizations face several challenges, including:

- Rapid technological changes
- Uncertainty in labor markets
- Skill mismatches
- Global workforce mobility

Addressing these challenges requires flexible and adaptive workforce strategies.

4. Diversity and Inclusion

4.1 Concept of Diversity and Inclusion

Diversity refers to the presence of differences within the workforce, including gender, ethnicity, age, culture, and background. Inclusion refers to creating an environment where all employees feel valued, respected, and supported.

Tsaousiotis et al. (2025) emphasize that diversity and inclusion are critical components of modern talent management, particularly in the context of globalization and migration.

4.2 Importance of Diversity and Inclusion

Diversity and inclusion contribute to:

- Enhanced creativity and innovation
- Improved decision-making
- Better organizational performance
- Increased employee satisfaction

Organizations that embrace diversity are more adaptable and competitive in global markets.

4.3 Inclusive Talent Management

Inclusive talent management involves:

- Equitable recruitment practices
- Fair performance evaluation systems
- Inclusive leadership development
- Support for diverse employee needs

Tsaousiotis et al. (2025) highlight the need for context-specific approaches to talent management, particularly for marginalized groups such as migrants and refugees.

4.4 Challenges in Diversity and Inclusion

Organizations may face challenges such as:

- Bias and discrimination

- Cultural misunderstandings
- Resistance to diversity initiatives
- Lack of inclusive policies

Addressing these challenges requires strong leadership commitment and organizational support.

4.5 Strategies for Promoting Diversity and Inclusion

Effective strategies include:

- Diversity training programs
- Inclusive leadership development
- Policies promoting equal opportunities
- Employee resource groups

Murti (2025) emphasizes that inclusiveness is becoming a central theme in talent management research and practice.

5. Talent Management in the Digital Era

5.1 Digital Transformation and Talent Management

Digital transformation has significantly impacted talent management by:

- Automating HR processes
- Enhancing data-driven decision-making
- Improving employee experience

Garcia (2025) highlights that AI and analytics enable organizations to predict talent trends and design personalized development programs.

5.2 Smart Talent Management

Smart Talent Management (STM) integrates advanced technologies to optimize talent processes. Gurbannazarova (2025) notes that STM enhances:

- Recruitment efficiency
- Performance management
- Employee development
- Retention strategies

5.3 Future Trends in Talent Management

Key trends include:

- Increased use of AI and automation
- Focus on employee experience
- Emphasis on continuous learning
- Integration of diversity and inclusion

Murti (2025) concludes that talent management will continue to evolve as a strategic and technology-driven function.

Conclusion

What is Talent Management?
Talent management supports organizational success. In this

chapter, we explored the various components of talent management (i.e. identifying, attracting, and retaining talent; developing high-potential employees; workforce planning [e.g. determining the right number of employees]; and building an inclusive community).

The significance of this conversation makes it clear that modern talent management requires organizations to utilize not only traditional human resources practices but also utilize digital technologies, data analytics, and inclusive practices to support their efforts. As a result, organizations must develop new and innovative ways to manage talent in today's fast-paced and ever-changing work environment.

Furthermore, the integration of technology, diversity and strategic planning is essential for creating a competitive and

resilient workforce capable of meeting the demands of a global economy. With many challenges facing organizations on a global level, talent management is likely to continue to be a necessary component of success in the future (e.g., growth, innovation and sustainability).

Essay Exercise

Instructions:

Answer the following questions in essay form. Support your answers with concepts and studies discussed in this chapter.

1. Explain the concept of talent management and discuss its importance in modern organizations.
2. Analyze the relationship between talent acquisition and retention. How can organizations improve both?
3. Discuss the role of high-potential employee

development in
organizational success.

4. Evaluate the importance of workforce planning in achieving strategic organizational goals.
5. Explain the role of diversity and inclusion in talent management. What challenges do organizations face in implementing inclusive practices?
6. Discuss how digital transformation is reshaping talent management practices in modern organizations.

Chapter 8: Leadership and HRD

- Leadership theories and styles
- Transformational leadership
- Leadership development programs
- Coaching and mentoring

Introduction

HRD is an integral part of developing future leaders so as to have a talent pipeline that will allow organizations to continually develop their capability to enhance their people's performance and achieve sustainable growth. There hasn't been a more urgent call for extraordinary leadership than right now because of the rapid pace of change in the global environment caused by the technological advances, globalization and changes in the expectations of the workforce, which have created extraordinary

leaders. Leadership sets the organization's vision as well as has a direct impact on the employees' growth, motivation and level of engagement.

Recent research shows that leadership is a key factor impacting on HRD and thus, on HRD's strategic role in organizations; leadership has been shown to enhance organizational innovation and assist the organization in adapting to changes to the business environment (Setyowati & Octafian, 2025). Furthermore, developing leaders is recognized as an ongoing, changing and evolving process and organizations have commenced changing their preparation for future leaders due to the increased complexity and uncertainty associated with functioning in a highly volatile economy (Judijanto et al., 2025).

This chapter will explore various facets of leadership related to HRD including defining leadership, leadership theories and styles, transformational leadership, leadership development, and coaching and mentoring supported by literature that assists in developing the understanding of the links between leadership and effective HRDs and the overall success of organisations.

1. Leadership Theories and Styles

1.1 Concept of Leadership in HRD

Leadership in HRD refers to the ability to influence individuals and groups to achieve organizational goals while promoting learning, development, and growth. Leaders serve as facilitators of change, mentors,

and strategic decision-makers who guide employees toward achieving both personal and organizational objectives.

Leadership is closely linked to HRD because:

- It shapes organizational culture
- It influences employee motivation and engagement
- It supports learning and development initiatives
- It drives organizational change and innovation

Setyowati and Octafian (2025) emphasize that leadership is critical in ensuring the success of HRD programs by aligning them with strategic goals and fostering a supportive learning environment.

1.2 Major Leadership Theories

Leadership theories provide frameworks for understanding

how leaders influence others and achieve organizational outcomes.

A. Trait Theory

Trait theory suggests that effective leaders possess certain inherent characteristics, such as:

- Intelligence
- Confidence
- Integrity
- Emotional stability

While this theory highlights important qualities, it does not fully explain how leadership can be developed.

B. Behavioral Theory

Behavioral theory focuses on leaders' actions rather than their traits. It identifies two main leadership behaviors:

- **Task-oriented behavior** – Focus on achieving goals

- **People-oriented behavior** – Focus on relationships and employee well-being

This theory emphasizes that leadership can be learned through training and experience.

C. Contingency Theory

Contingency theory argues that there is no single best leadership style. Instead, effective leadership depends on:

- Organizational context
- Task complexity
- Employee characteristics

Leaders must adapt their style based on situational factors.

D. Situational Leadership Theory

This theory suggests that leaders should adjust their approach based on employee

readiness and competence.
Leadership styles include:

- Directing
- Coaching
- Supporting
- Delegating

E. Modern Leadership Theories

Modern leadership theories focus on adaptability, ethics, and employee empowerment:

- **Transformational Leadership**
- **Servant Leadership**
- **Authentic Leadership**
- **Ethical Leadership**

Setyowati and Octafian (2025) identify transformational and servant leadership as particularly effective in promoting HRD initiatives.

1.3 Leadership Styles

Leadership styles represent how leaders interact with employees and make decisions.

A. Autocratic Leadership

- Centralized decision-making
- Limited employee participation

B. Democratic Leadership

- Encourages participation
- Promotes collaboration

C. Laissez-Faire Leadership

- Minimal supervision
- High employee autonomy

D. Transformational Leadership

- Inspires and motivates employees
- Encourages innovation and change

E. Servant Leadership

- Focuses on serving employees
- Promotes well-being and development

Each style has advantages and limitations, and effective leaders often use a combination of styles depending on the situation.

2. Transformational Leadership

2.1 Concept of Transformational Leadership

Transformational leadership is a leadership approach that inspires and motivates employees to exceed expectations and achieve higher levels of performance. It emphasizes vision, innovation, and personal development.

Transformational leaders:

- Create a compelling vision

- Inspire employees
- Foster creativity and innovation
- Promote organizational change

2.2 Components of Transformational Leadership

Transformational leadership consists of four key components:

1. **Idealized Influence** – Acting as a role model
2. **Inspirational Motivation** – Communicating a clear vision
3. **Intellectual Stimulation** – Encouraging creativity and problem-solving
4. **Individualized Consideration** – Supporting individual employee development

2.3 Transformational Leadership and HRD

Transformational leadership is closely linked to HRD because it:

- Promotes continuous learning
- Enhances employee engagement
- Supports innovation
- Facilitates change management

Setyowati and Octafian (2025) found that transformational leadership significantly improves HRD outcomes by aligning development programs with organizational goals.

2.4 Prophetic Transformational Leadership

Affan (2025) introduces the concept of prophetic transformational leadership, which integrates ethical and

spiritual values into leadership practices. Key principles include:

- **Uswah Hasanah** (leading by example)
- **Amanah** (trustworthiness)
- **Tabligh** (effective communication)
- **Fathanah** (wisdom and intelligence)

This model emphasizes moral integrity and ethical leadership, contributing to employee motivation and organizational commitment.

2.5 Benefits of Transformational Leadership

Transformational leadership leads to:

- Higher employee motivation
- Improved organizational performance
- Increased innovation
- Stronger organizational commitment

It is particularly effective in dynamic and complex environments.

3. Leadership Development Programs

3.1 Importance of Leadership Development

Leadership development involves preparing individuals to assume leadership roles and responsibilities. It is a key component of HRD and contributes to organizational sustainability.

Judijanto et al. (2025) emphasize that leadership development is essential for addressing global challenges, including technological disruption and economic uncertainty.

3.2 Components of Leadership Development Programs

Effective leadership development programs include:

- **Leadership Training**
- **Experiential Learning**
- **Coaching and Mentoring**
- **Performance Feedback**
- **Succession Planning**

3.3 Leadership Development Strategies

Organizations use various strategies to develop leaders:

A. Formal Training Programs

Structured programs focusing on leadership skills such as communication, decision-making, and problem-solving.

B. Experiential Learning

Learning through real-world experiences, such as:

- Job rotation
- Stretch assignments
- Project leadership

C. Continuous Learning

Ongoing development through:

- Workshops
- Online learning platforms
- Professional development courses

3.4 Leadership Development in the Digital Era

Modern leadership development incorporates:

- Digital learning platforms
- Virtual training programs
- AI-driven learning systems

Judijanto et al. (2025) highlight the need for adaptive leadership development programs that respond to changing business environments.

3.5 Challenges in Leadership Development

Organizations face challenges such as:

- Limited resources
- Lack of strategic alignment
- Resistance to change
- Inadequate evaluation methods

Despite these challenges, leadership development remains a critical investment.

4. Coaching and Mentoring

4.1 Concept of Coaching

Coaching is a developmental process where a coach helps an individual improve performance and achieve specific goals. It focuses on:

- Skill development
- Problem-solving
- Performance improvement

4.2 Concept of Mentoring

Mentoring involves a long-term relationship where an experienced individual (mentor) guides and supports a less experienced individual (mentee). It focuses on:

- Career development
- Personal growth
- Knowledge sharing

4.3 Differences Between Coaching and Mentoring

Aspect	Coaching	Mentoring
Duration	Short-term	Long-term
Focus	Performance improvement	Career and personal development
Relationship	Structured	Informal
Approach	Goal-oriented	Development-oriented

4.4 Role of Coaching and Mentoring in HRD

Coaching and mentoring contribute to HRD by:

- Enhancing employee skills
- Supporting career development
- Increasing employee engagement
- Improving organizational performance

Setyowati and Octafian (2025) highlight that leadership plays a key role in facilitating coaching and mentoring practices.

4.5 Benefits of Coaching and Mentoring

- Improved employee performance
- Increased job satisfaction
- Stronger organizational commitment
- Enhanced leadership capabilities

4.6 Coaching and Mentoring in Modern Organizations

Modern organizations use:

- Digital coaching platforms
- Virtual mentoring programs
- AI-assisted coaching tools

These approaches enhance accessibility and effectiveness.

5. Leadership and HRD in the 21st Century

5.1 Emerging Trends

Key trends shaping leadership and HRD include:

- Digital transformation
- Globalization
- Diversity and inclusion
- Continuous learning

5.2 Leadership Challenges

Leaders face challenges such as:

- Managing remote teams
- Navigating technological change
- Addressing workforce diversity
- Ensuring ethical practices

5.3 Future of Leadership in HRD

The future of leadership in HRD will focus on:

- Adaptive and agile leadership
- Data-driven decision-making
- Human-centered leadership approaches
- Integration of technology and ethics

Judijanto et al. (2025) emphasize that future leaders must be flexible, innovative, and capable of managing complex environments.

Conclusion

The bedrock of all aspects of human resource development is leadership, which influences the performance of organizations, the growth of their employees, and the long-term survivability of the organization. In this chapter we examined the theories and styles of leadership as well as transformational leadership, the development of leaders through programs and coaching/mentoring.

The discussion in this chapter demonstrates that today's leadership extends beyond just traditional management activities; it also includes ethical values, flexibility, and a commitment to lifelong learning. In particular, transformational leadership is a major contributor to innovation, morale, and development of organizations.

In addition, when organizations fail to have good leadership development programs and practices such as coaching/mentoring they create barriers to developing a succession plan and hinder their ability to be effective. Leadership will continue to be a critical factor in the success of human resource development as organizations continue to change and evolve.

Essay Exercise

Instructions:

Answer the following questions in essay form. Support your answers with concepts and studies discussed in this chapter.

1. Explain the relationship between leadership and Human Resource Development.

2. Compare different leadership theories and analyze their relevance in modern organizations.
3. Discuss the importance of transformational leadership in promoting HRD initiatives.
4. Evaluate the role of leadership development programs in organizational success.
5. Differentiate coaching and mentoring and explain their importance in employee development.
6. Based on recent studies, discuss the future challenges and opportunities of leadership in HRD.

Chapter 9: HRD in Public Sector and Education

- HRD in government institutions
- PRIME-HRM framework
- HRD in higher education institutions
- Policy and governance

Human Resource Development in the Public Sector and Education

Introduction

HRD has changed from being just a function of private sector organizations to also becoming a challenge for all organizations including both public sector organizations and a variety of educational systems. HRD is now seen as an essential component in supporting the function of governance and academic institutions. Nowadays, both our

governments and higher educational institutions are beginning to understand that human capital is the driving force behind service delivery, innovation and societal advancement.

Due to the complexity of public sector organizations (bureaucratic structures, policy constraints and accountabilities), there are a number of statutory requirements to establish a robust HRD framework that meets governance requirements and the expected behaviours of the public. Additionally, there are higher educational institutions which need to respond to global trends, the latest technologies, and recent policy change on a continual basis and must provide the HRD functions that are necessary for developing faculty, enhancing the overall performance of the institution and achieving academic excellence.

This chapter examines HRD within government institutions and higher educational institutions with respect to the current PRIME-HRM framework, the existing governance structures and policy implications. The purpose of this chapter is to identify and discuss from the literature the strategic importance of HRD to achieve institutional effectiveness, good governance and sustainability of developing countries.

HRD in Government Institutions

Nature and Importance of HRD in the Public Sector

HRD in government institutions differs significantly from private sector HRD due to its emphasis on public accountability, service delivery, and policy implementation. Public sector HRD focuses on developing

competencies that enable employees to perform efficiently while adhering to legal and ethical standards.

According to Al-Hajjouj and Ali (2025), HRD has transformed into a strategic function that enhances institutional performance and contributes to societal outcomes such as innovation and sustainability. In government settings, HRD ensures that public servants possess the necessary skills, knowledge, and attitudes to implement programs effectively and respond to changing public needs.

Furthermore, HRD in the public sector supports:

- **Capacity building** for effective governance
- **Policy implementation and compliance**

- **Public service delivery improvement**
- **Organizational accountability and transparency**

Unlike private organizations that prioritize profit, public institutions emphasize service quality and citizen satisfaction, making HRD a vital component of governance.

Challenges in Public Sector HRD

Despite its importance, HRD in government institutions faces several challenges. Tanyag (2025) identifies key issues experienced by HR practitioners implementing HR systems:

1. **Limited resources** – Budget constraints hinder training and development initiatives
2. **Policy complexity** – Difficulty interpreting HR frameworks and standards

3. **Resistance to change** – Employees may resist new HR practices and reforms
4. **Bureaucratic rigidity** – Slow decision-making processes affect HRD implementation

These challenges highlight the need for adaptive HRD strategies that are flexible, context-sensitive, and aligned with organizational realities.

Strategies for Strengthening Public Sector HRD

To address these challenges, organizations adopt various strategies:

- **Continuous training and capacity-building programs**
- **Collaboration with regulatory bodies**
- **Adaptive and participatory management approaches**
- **Integration of digital HR systems**

Tanyag (2025) emphasizes that successful HRD implementation requires strong organizational commitment and continuous learning. Public institutions must foster a culture that supports development, innovation, and responsiveness.

The PRIME-HRM Framework

Overview of PRIME-HRM

The PRIME-HRM framework (Program to Institutionalize Meritocracy and Excellence in Human Resource Management) is a key HRD framework used in the Philippine public sector. It aims to institutionalize merit-based HR systems and promote excellence in government organizations.

The framework focuses on four core HR systems:

- 1. Recruitment, Selection, and Placement (RSP)**

2. **Learning and Development (L&D)**
3. **Performance Management (PM)**
4. **Rewards and Recognition (RR)**

These systems are designed to ensure that public institutions maintain high standards of professionalism, competence, and accountability.

Significance of PRIME-HRM in HRD

The PRIME-HRM framework plays a crucial role in strengthening HRD by:

- Promoting **meritocracy and fairness** in HR processes
- Enhancing **employee competence and performance**
- Supporting **continuous learning and development**
- Aligning HR practices with **organizational goals**

Tanyag (2025) highlights that implementing PRIME-HRM standards improves HR systems but requires significant effort, resources, and institutional support.

Challenges in Implementing PRIME-HRM

While the framework offers numerous benefits, its implementation is not without challenges:

- **Interpretation difficulties** of policies and guidelines
- **Limited HR capacity** in some agencies
- **Resistance from employees**
- **Resource constraints**

To overcome these challenges, organizations must invest in training HR practitioners, strengthening leadership support, and adopting flexible implementation strategies.

HRD in Higher Education Institutions

Role of HRD in Academic Institutions

HRD in higher education institutions (HEIs) focuses on developing faculty, administrators, and staff to achieve academic excellence and institutional effectiveness. Unlike corporate HRD, academic HRD emphasizes:

- **Teaching effectiveness**
- **Research productivity**
- **Community engagement**
- **Academic leadership development**

Al-Hajjouj and Ali (2025) note that HRD in education has evolved into a strategic function that enhances teacher effectiveness, institutional performance, and societal outcomes.

Key Areas of HRD in Higher Education

1. Faculty Development

Faculty development programs aim to improve teaching skills, research capabilities, and professional competencies. These include:

- Training workshops and seminars
- Research funding and support
- International exposure programs

2. Leadership Development

Academic leaders play a crucial role in governance and institutional success. Darmawangsa and Arifuddin (2025) emphasize that leadership development equips academic leaders with competencies needed to manage governance challenges effectively.

3. Digital and Technological Integration

Modern HRD in education incorporates digital tools and artificial intelligence to enhance learning and administrative processes. This includes:

- E-learning platforms
- Learning management systems (LMS)
- AI-driven analytics

4. Competency-Based HRD

Competency frameworks ensure that employees possess the skills required to meet institutional goals. These frameworks align HRD initiatives with performance outcomes.

Challenges in HRD in Higher Education

Despite advancements, HRD in HEIs faces several challenges:

- **Lack of clear HRD frameworks**
- **Limited empirical evaluation of HRD programs**
- **Technological disparities among institutions**
- **Insufficient representation of developing regions in research**

These challenges underscore the need for context-sensitive HRD models that address institutional realities.

Policy and Governance in HRD

HRD as a Tool for Good Governance

HRD is closely linked to governance, as it ensures that employees possess the competencies required to implement policies effectively. Good governance in public and educational institutions depends on:

- **Transparency and accountability**
- **Effective leadership**
- **Competent workforce**
- **Ethical practices**

Darmawangsa and Arifuddin (2025) highlight that HRD strategies significantly contribute to achieving Good University Governance (GUG).

HRD and Policy Alignment

Effective HRD requires alignment with national and institutional policies. This includes:

- Aligning HRD programs with **national development goals**
- Integrating HRD with **organizational strategies**
- Ensuring compliance with **regulatory frameworks**

Policy alignment ensures that HRD initiatives contribute to

broader socio-economic development.

Governance Challenges in HRD

Key governance challenges include:

- **Policy inconsistencies**
- **Limited coordination among agencies**
- **Lack of monitoring and evaluation systems**
- **Resource constraints**

Addressing these challenges requires strong leadership, effective communication, and evidence-based decision-making.

Integration of HRD in Public Sector and Education

HRD serves as a bridge between public sector governance and educational development. Both sectors share common goals:

- Developing human capital

- Enhancing organizational effectiveness
- Promoting innovation and sustainability

The integration of HRD across these sectors supports national development and global competitiveness.

Future Directions of HRD in Public Sector and Education

Based on recent studies, several trends are shaping the future of HRD:

1. **Digital transformation and AI integration**
2. **Competency-based and evidence-based HRD models**
3. **Sustainable and green HRD practices**
4. **Inclusive and diversity-oriented HRD strategies**
5. **Globalization and international collaboration**

Al-Hajjouj and Ali (2025) emphasize that future HRD models must be ethical, context-sensitive, and focused on measurable impact.

Conclusion

Strategically speaking, Human Resource Development (HRD) in public sector organizations and education is now regarded as an essential part to achieve effective organizational performance, improved good governance and sustainable development. Government agencies or institutions utilize HRD to improve service delivery systems and levels of accountability; they also employ HRD for policy implementation purposes. Higher education institutions depend on HRD to improve teaching quality, research development, and the performance of their institutions.

Systems such as the PRIME-HRM Frameworks provide structured methodologies to enhance Human Resource Management (HRM) practices; however, challenges to HRM practices continue to exist (e.g. lack of resources, the complexity of policies; and reluctance to change). In higher education, HRD continues evolving through digital change, competence-based frameworks and initiatives to develop leaders.

In the end, HRD is a key contributor to national development, and is thus linking governance and education in order to build a capable, creative, resilient workforce. Future HRD efforts should focus on creating adaptable, inclusive and sustainable HRD practices, so that they can meet new demands in an ever-changing global environment.

Essay Exercise

Instructions: Answer the following questions in essay form. Each response should demonstrate critical analysis and application of HRD concepts.

1. Discuss the role of HRD in improving governance in public sector institutions. Provide examples of how HRD contributes to service delivery and accountability.
2. Analyze the significance of the PRIME-HRM framework in strengthening HR systems in government organizations. What challenges are associated with its implementation?
3. Explain how HRD contributes to achieving Good University Governance (GUG) in higher education institutions.
4. Evaluate the impact of digital transformation on HRD

practices in education and the public sector.

5. Compare HRD practices in government institutions and higher education. What are their similarities and differences?
6. Critically assess the challenges facing HRD in developing countries and propose solutions to address these issues.

Chapter 10: Technology and Innovation in HRD

- HR analytics
- Artificial Intelligence in HR
- Learning Management Systems (LMS)
- Remote and hybrid workforce development

Technology and Innovation in Human Resource Development

Introduction

HRD has seen a transformation from its original delivery methods to newer ones. The advancement of technology is enhancing how companies use technology to help their employees; therefore, HRD is evolving from seeing technology as only an accessory or support element to making technology a core component of HRD, enabling organizations to leverage technology to build and implement HRD initiatives and

enhance employee performance, improve the quality of and support improved decision-making, and build competitive advantage.

The use of technology in HRD delivery will change dramatically due to the technological advances of Industry 5.0 and the human-centered design approach, working together and sharing technology (robotic vs. traditional), sustainability development approaches, etc. The advancement of technology in HRD (Human Resource Analytics, Artificial Intelligence, Learning Management Systems, remote interview, etc.) will enable organizations to develop adaptive learning environments so employees may continue to learn and adapt to a workforce that is rapidly changing.

Hasibuan and Nasution (2025) indicate that HRD technology models of the future will leverage digital/lifetime learning systems, competency analytics, and foster innovative work environments to create increased productivity, growth and performance of organizations. Additionally, HRD will have continuous technological advances to support employee readiness to work in a constantly changing workplace and perform their job functions in a sustainable manner (Hakiki et al., 2025).

This chapter reviews and analyses current HRD technology and innovation such as HRA in HR, AI in HR, LMS in HR and building remote and hybrid workforces; outlines implications, relevance, limitations, disadvantages, and provides future implications.

HR Analytics

Concept and Importance

HR analytics refers to the systematic collection, analysis, and interpretation of data related to human resources to support decision-making and improve organizational performance. It represents a shift from intuition-based HR practices to evidence-based management.

HR analytics enables organizations to:

- Measure employee performance and productivity
- Identify skill gaps and training needs
- Predict workforce trends and turnover
- Evaluate the effectiveness of HRD programs

In the context of HRD, analytics plays a crucial role in

designing targeted development interventions and assessing their impact.

Types of HR Analytics

HR analytics can be categorized into four main types:

1. **Descriptive Analytics** – Examines past data to understand what has happened
2. **Diagnostic Analytics** – Explains why certain outcomes occurred
3. **Predictive Analytics** – Forecasts future trends using statistical models
4. **Prescriptive Analytics** – Recommends actions based on data insights

These levels of analytics allow HR professionals to move from reactive to proactive decision-making.

Role of HR Analytics in HRD

HR analytics enhances HRD in several ways:

- **Personalized Learning:** Identifies individual learning needs and tailors training programs
- **Performance Improvement:** Links training outcomes with performance metrics
- **Strategic Alignment:** Aligns HRD initiatives with organizational goals
- **Continuous Monitoring:** Tracks learning progress and competency development

Hasibuan and Nasution (2025) highlight that competency analytics is a key component of smart HRD systems, enabling organizations to optimize workforce development and innovation capability.

Challenges of HR Analytics

Despite its benefits, HR analytics faces several challenges:

- Data privacy and ethical concerns
- Lack of analytical skills among HR professionals
- Integration issues with existing systems
- High implementation costs

Organizations must address these challenges by investing in data governance, training, and technological infrastructure.

Artificial Intelligence in HR

Concept and Evolution

Artificial Intelligence (AI) refers to the use of machines and algorithms to simulate human intelligence processes such as learning, reasoning, and decision-making. In HRD, AI is transforming how organizations

recruit, train, evaluate, and develop employees.

AI has evolved significantly due to advancements in:

- Machine learning
- Natural language processing
- Big data analytics

These technologies enable AI systems to perform complex HR tasks with high accuracy and efficiency.

Applications of AI in HRD

AI is increasingly used in various HRD functions, including:

1. Recruitment and Talent Acquisition

AI-powered tools screen resumes, analyze candidate profiles, and predict job fit, reducing bias and improving efficiency.

2. Personalized Learning and Development

AI systems recommend training programs based on employee performance, skills, and career goals.

3. Performance Management

AI enables real-time performance tracking and provides actionable feedback to employees.

4. Employee Engagement

Chatbots and virtual assistants enhance communication and provide support to employees.

AI and Innovation in HRD

Hakiki et al. (2025) emphasize that AI-driven HRD fosters innovation by enabling data-driven talent management and flexible workforce practices. Similarly, Hasibuan and Nasution (2025) highlight that AI

integration enhances innovation capability, which in turn improves organizational productivity.

Ethical and Practical Challenges

Despite its advantages, AI in HRD raises several concerns:

- Algorithmic bias and fairness issues
- Lack of transparency in decision-making
- Privacy and data security risks
- Over-reliance on technology

Organizations must adopt ethical frameworks and governance policies to ensure responsible AI use.

Learning Management Systems (LMS)

Concept and Features

Learning Management Systems (LMS) are digital platforms used to

design, deliver, manage, and evaluate training programs. LMS has become a cornerstone of modern HRD, particularly in digital and remote learning environments.

Key features of LMS include:

- Course management and content delivery
- Assessment and evaluation tools
- Learning analytics and reporting
- Collaboration and communication tools

Role of LMS in HRD

LMS supports HRD by:

- Providing **flexible and accessible learning opportunities**
- Enabling **scalable training programs**
- Supporting **continuous learning and development**

- Facilitating **knowledge sharing and collaboration**

In the Industry 5.0 context, LMS integrates with AI and analytics to create adaptive and personalized learning experiences.

Benefits of LMS

- Cost-effective training delivery
- Increased learner engagement
- Standardized training processes
- Real-time tracking of learning outcomes

Hasibuan and Nasution (2025) note that digital learning systems are essential components of smart HRD frameworks, enabling organizations to build innovative and high-performing workforces.

Challenges of LMS Implementation

- Technical infrastructure requirements
- Resistance to digital learning adoption
- Need for continuous content updates
- Limited digital literacy among employees

Organizations must provide adequate support and training to maximize LMS effectiveness.

Remote and Hybrid Workforce Development

Emergence of Remote Work

The rise of digital technologies and global disruptions such as the COVID-19 pandemic have accelerated the adoption of remote and hybrid work models. These models require new approaches to HRD,

focusing on flexibility, digital collaboration, and virtual learning.

HRD Strategies for Remote Workforce

Effective HRD for remote and hybrid workforces includes:

- Virtual training programs and webinars
- Online collaboration tools
- Digital performance management systems
- Continuous communication and feedback mechanisms

Benefits of Remote Workforce Development

- Increased flexibility and work-life balance
- Access to global talent pools
- Reduced operational costs
- Enhanced employee autonomy

Hakiki et al. (2025) highlight that flexible workforce practices are

key drivers of HRD innovation in the digital era.

Challenges of Remote HRD

- Limited face-to-face interaction
- Communication barriers
- Employee isolation and disengagement
- Difficulty in monitoring performance

Organizations must adopt innovative strategies to maintain engagement and productivity in remote settings.

Technology-Driven HRD in Industry 5.0

Smart HRD Framework

Hasibuan and Nasution (2025) propose a Smart HRD framework that integrates:

- Digital learning systems
- Competency analytics

- Innovation-driven organizational culture

This framework emphasizes that HRD should be:

- Data-driven
- Adaptive and flexible
- Human-centered
- Innovation-oriented

Impact on Productivity and Innovation

The study demonstrates that:

- HRD significantly enhances innovation capability
- Innovation mediates the relationship between HRD and productivity
- Technology-enabled HRD leads to improved organizational performance

This highlights the strategic importance of integrating technology into HRD practices.

Innovation in HRD

Key Trends in HRD Innovation

According to Hakiki et al. (2025), major HRD innovation trends include:

- Digital transformation of HR processes
- Gamification in training programs
- Data-driven talent management
- Flexible career development pathways

Factors Influencing HRD Innovation

Successful HRD innovation depends on:

- Strong management support
- Organizational culture that encourages innovation
- Employee engagement and participation
- Effective use of technology

Barriers to HRD Innovation

- Resistance to change
- Skills gaps among employees
- Limited financial resources
- Technological challenges

Organizations must address these barriers to fully realize the benefits of HRD innovation.

Future Directions of Technology in HRD

The future of HRD will be shaped by:

1. Advanced AI and machine learning applications
2. Integration of HR analytics with business intelligence systems
3. Expansion of virtual and augmented reality in training
4. Increased focus on employee experience and well-being
5. Greater emphasis on sustainability and ethical practices

These trends indicate that HRD will continue to evolve as a strategic and technology-driven function.

Conclusion

Recent changes to human resource development (HRD) due to new technologies and changes in how they're used are changing HRD processes:

- HRD methods are now much less traditional and much more flexible, using data to drive decision making.
- HR personnel have many more tools available, such as HR analytics, artificial intelligence, learning management systems (LMSs), and technology for remote workers, that help HR professionals with better performance, innovation, and learning of employees.

In the last several decades, the combination of these technologies has created the needs of human-centred and innovative HRD methods, stemming from the Industrial Revolution (IR) 5.0. As a result, organizations using these technologies to build a competitive advantage will typically have a better opportunity to attract talent and will enjoy long-term viability.

Ultimately, technology will determine the future of HRD and through the integration of technology with HRD's capabilities the full potential of workforce will be realized through a highly effective, efficient, innovative, responsive, and resilient workforce in today's global economy that is becoming increasingly complex and dynamic.

Essay Exercise

Instructions: Answer the following questions in essay form. Provide critical analysis and real-world applications.

1. Discuss the role of HR analytics in improving decision-making and organizational performance.
2. Analyze the impact of artificial intelligence on HRD practices. What are its benefits and ethical challenges?
3. Explain how Learning Management Systems (LMS) contribute to effective training and development in modern organizations.
4. Evaluate the effectiveness of remote and hybrid workforce development strategies in the digital era.
5. Discuss the Smart HRD framework proposed by Hasibuan and Nasution

- (2025). How does it enhance innovation and productivity?
6. Critically assess the challenges of implementing technology-driven HRD in developing countries and propose solutions.

Chapter 11: Ethics and Legal Issues in HRD

- Ethical considerations
- Labor laws and compliance
- Workplace rights and responsibilities

Ethics and Legal Issues in Human Resource Development

Introduction

Human Resource Development (HRD) has three primary focuses: Fairly treating people in the workplace; creating and maintaining a successful organization; and being socially responsible to all stakeholders. Today's organizations increasingly rely on technology and are therefore able to employ a diverse group of employees from around the world. In addition, the increasing complexity of ethical/legal compliance issues will require HRD to create

initiatives that will be more readily accepted by employees.

HRD has responsibilities as it relates to developing the competency/capability of employees. It also has responsibilities to develop/implement equitable employee development programs while recognizing the inherent dignity of all employees, and complying with all applicable laws.

With the rapid changes resulting from digital disruption (i.e., technology changes), artificial intelligence (AI) and the ever-changing world of work, there will be many new opportunities for HRD professionals. However, HRD professionals will also face new ethical/legal dilemmas as a result of the increased availability of new opportunities. HRD professionals have the opportunity to take advantage of new opportunities rapidly, but they also must face

ethical/legal issues, such as privacy (data protection), equitable opportunities for employees, and the professional accountability of HRD professionals. According to [author's name], future work and education models will require that a balance be maintained between innovation and social responsibility, and that new work/education models continue to need legal compliance frameworks and ethical standards/values to support responsible decision-making.

This chapter provides an overview of the ethical, legal and human rights obligations and responsibilities associated with the workplace; the HRD function's role in the development of an ethical culture in the workplace; and the steps for HRD to create; implement and sustain HRD Program(s) that are compliant

with applicable law/ethical standards.

Ethical Considerations in HRD

Concept of Ethics in HRD

Ethics in HRD refers to the moral principles and values that guide decisions, actions, and practices related to employee development. It encompasses issues such as fairness, integrity, respect, and social responsibility. Ethical HRD ensures that development programs not only enhance organizational performance but also contribute to employee well-being and societal good.

According to Alizadeh et al. (2023), ethics should be central to HRD theory and practice, influencing curriculum design, organizational initiatives, and professional conduct. Ethical HRD goes beyond compliance with laws; it involves doing what is morally

right, even in situations where legal guidelines may be ambiguous.

Key Ethical Principles in HRD

Several core ethical principles guide HRD practices:

1. **Fairness and Equity**

HRD programs must provide equal opportunities for all employees, regardless of gender, race, age, or background.

2. **Respect for Human Dignity**

Employees should be treated with respect, and their rights and well-being must be protected.

3. **Transparency and Accountability**

HRD processes, such as training selection and performance evaluation, should be transparent and accountable.

4. **Confidentiality and Privacy**

Employee data must be handled securely and ethically, especially in digital environments.

5. **Social Responsibility**

HRD should contribute to broader societal goals, including sustainability and community development.

Ethics and Corporate Social Responsibility (CSR)

The integration of ethics into HRD is closely linked to Corporate Social Responsibility (CSR). Alizadeh et al. (2023) emphasize that HRD plays a crucial role in promoting CSR by fostering ethical behavior and social responsibility within organizations.

However, the study also notes that some organizations use CSR initiatives primarily for marketing purposes rather than genuine ethical commitment. This

highlights the importance of authentic ethical practices, supported by leadership and organizational culture.

Ethical Challenges in HRD

HRD practitioners face several ethical challenges:

- Bias in training and development opportunities
- Misuse of employee data
- Lack of inclusivity in development programs
- Pressure to prioritize organizational goals over employee well-being

Addressing these challenges requires strong ethical frameworks, leadership commitment, and continuous professional development.

Labor Laws and Compliance

Importance of Legal Frameworks in HRD

Labor laws provide the legal foundation for HRD practices, ensuring that employee rights are protected and organizational practices are regulated. These laws cover areas such as employment contracts, wages, working conditions, health and safety, and anti-discrimination policies.

Aquino et al. (2026) highlight that legal frameworks establish standards that protect both individuals and institutions, ensuring fairness and accountability in workplaces.

Key Areas of Labor Law in HRD

1. Employment and Training Regulations

Organizations must comply with laws governing employee training, including equal access to development opportunities and fair treatment.

2. Health and Safety Standards

HRD programs must ensure that training environments are safe and comply with occupational health regulations.

3. Anti-Discrimination Laws

HRD initiatives must adhere to laws that prohibit discrimination based on gender, race, age, disability, or other characteristics.

4. Data Protection and Privacy Laws

With the rise of digital HRD, organizations must comply with data protection regulations to safeguard employee information.

Compliance in HRD Practices

Compliance involves adhering to legal requirements and organizational policies. It includes:

- Conducting regular audits of HRD programs
- Ensuring documentation and record-keeping
- Providing training on legal and ethical standards
- Monitoring compliance with labor laws

Failure to comply with legal standards can result in penalties, reputational damage, and loss of employee trust.

Challenges in Legal Compliance

Organizations face several challenges in maintaining compliance:

- Complexity of labor laws across jurisdictions
- Rapid changes in legal regulations
- Lack of awareness among employees and managers
- Integration of legal requirements into HRD systems

To address these challenges, organizations must invest in legal expertise, training, and compliance monitoring systems.

Workplace Rights and Responsibilities

Employee Rights

Employees have fundamental rights that must be

protected in HRD practices. These include:

- Right to fair treatment and equal opportunities
- Right to safe working conditions
- Right to privacy and data protection
- Right to access training and development opportunities

HRD plays a critical role in ensuring that these rights are upheld through inclusive and equitable development programs.

Employee Responsibilities

In addition to rights, employees have responsibilities, including:

- Actively participating in training programs
- Applying acquired knowledge and skills

- Adhering to organizational policies and ethical standards
- Respecting the rights of others

HRD programs should emphasize both rights and responsibilities to promote a balanced and productive work environment.

Employer Responsibilities

Employers are responsible for:

- Providing equitable access to development opportunities
- Ensuring compliance with labor laws
- Protecting employee data and privacy
- Promoting ethical behavior and organizational culture

Effective HRD requires collaboration between employers and employees to achieve mutual goals.

Ethical Issues in Digital HRD

Digital Transformation and Ethical Concerns

The integration of digital technologies into HRD has introduced new ethical challenges. Dohnalová and Zelenková (2025) identify several key issues:

- Data privacy and security risks
- Algorithmic bias in AI-driven systems
- Accessibility and digital inclusion
- Transparency in decision-making

These issues highlight the need for ethical frameworks that guide the use of technology in HRD.

Data Privacy and Security

Digital HRD systems collect and store large amounts of

employee data, including performance metrics, learning records, and personal information. Ensuring data privacy and security is essential to maintain trust and compliance with legal standards.

Algorithmic Bias and Fairness

AI-driven HRD systems may unintentionally introduce bias, affecting fairness in training, evaluation, and career development. Organizations must ensure that algorithms are transparent, unbiased, and regularly monitored.

Accessibility and Inclusion

Digital HRD must be accessible to all employees, regardless of technological proficiency or physical limitations. Inclusive design and support systems are essential to ensure equitable access to learning opportunities.

Role of HRD in Promoting Ethical Culture

Building Ethical Organizations

HRD plays a vital role in shaping organizational culture by promoting ethical values and behaviors. This includes:

- Integrating ethics into training programs
- Developing ethical leadership competencies
- Encouraging open communication and transparency
- Establishing codes of conduct

Ethics in HRD Education and Training

Alizadeh et al. (2023) emphasize the importance of incorporating ethics into HRD education, either as a standalone subject or integrated across all programs. This approach ensures

that future HR professionals are equipped to address ethical challenges effectively.

Leadership and Ethics

Leadership plays a critical role in fostering ethical culture. Ethical leaders:

- Model integrity and accountability
- Promote fairness and inclusivity
- Support ethical decision-making

HRD programs should focus on developing ethical leadership competencies.

Balancing Innovation and Ethics

As organizations adopt new technologies and innovative practices, they must balance innovation with ethical considerations. Aquino et al.

(2026) highlight the importance of ensuring fairness, inclusivity, and sustainability in organizational practices.

This balance requires:

- Ethical guidelines for technology use
- Continuous monitoring and evaluation
- Stakeholder engagement
- Commitment to social responsibility

Future Directions in Ethics and Legal Issues in HRD

The future of HRD will be shaped by:

1. Increased focus on data ethics and privacy
2. Development of ethical AI frameworks
3. Integration of ethics into HRD curricula
4. Strengthening global labor standards

5. Emphasis on sustainability and social responsibility

Organizations must adapt to these trends to ensure ethical and legal compliance in HRD practices.

Conclusion

Ethical Issues Affecting Human Resource Development

The HRD profession is impacted by a variety of ethical issues that affect both the way an organization develops its employees and the professional integrity of the entire HRD profession. Ethical issues are defined as the principles by which we base our ethical decision-making. These principles encompass more than just laws regarding employee treatment; they are also based on such values as dignity, fairness and social responsibility. While the law sets forth the minimum amount of protection for employees, very

often what is deemed ethical does not always align with what is legally required or permissible.

As technology continues to evolve so do the ethical challenges that HRD professionals encounter. The ethical challenges associated with the HRD profession will become increasingly complex, particularly those related to the ethical issues associated with technology, such as privacy and algorithmic bias, as well as the equal access to technology. HRD professionals can anticipate significant ethical challenges in their work as it relates to the development and delivery of HRD programs as well as in using technology ethically.

HRD practitioners must follow the applicable laws and strike an appropriate balance between creating an innovative organization and being held accountable for their actions in

order to establish an ethical culture within their organizations. Organizations that emphasize ethical behaviour and legal compliance in their HRD practices will create effective, trustworthy, sustainable and viable organizations over the long-term.

Essay Exercise

Instructions: Answer the following questions in essay form. Provide critical analysis and real-world examples.

1. Discuss the importance of ethics in HRD and how it influences organizational culture and employee behavior.
2. Analyze the role of labor laws in shaping HRD practices. Why is compliance essential for organizational success?
3. Explain the ethical challenges associated with digital HRD, particularly in

the use of AI and data analytics.

4. Evaluate the relationship between HRD and Corporate Social Responsibility (CSR). How can HRD promote ethical practices in organizations?
5. Discuss the rights and responsibilities of employees and employers in HRD. How can organizations ensure a balance between these?
6. Critically assess the need to balance innovation and ethics in HRD. Provide examples of ethical dilemmas in modern workplaces.

Chapter 12: Global and Future Trends in HRD

- Globalization and workforce diversity
- Future skills and competencies
- Sustainability and HRD
- The future of work

Introduction

In an increasingly complex and interconnected global environment, HRD must take a proactive approach to prepare for future challenges by supporting adaptability and innovation, while achieving sustainable results.

Thus, in this chapter, we will discuss important global trends that will shape the future of HRD as well as a few new trends. We will focus primarily on 4 main global trends and emerging trends in HRD such as; (1) Globalization and Diversity in the Workforce; (2) Skills and Competencies of the

Future; (3) Sustainability; and (4) The Future of Work. The information provided in the chapter is based upon recent empirical studies addressing the connection between theory and practice of HRD in today's organizations (Wang, 2018).

1. Globalization and Workforce Diversity

1.1 Concept of Globalization in HRD

Globalization refers to the increasing interconnectedness of economies, cultures, and labor markets across the world. In HRD, globalization necessitates the development of globally competent employees who can operate effectively across cultural, linguistic, and organizational boundaries.

According to Wang (2018), globalization has significantly influenced HRD scholarship by

expanding its focus beyond local organizational needs to global workforce challenges. Organizations now require employees who possess cross-cultural communication skills, global awareness, and the ability to collaborate in diverse environments.

1.2 Workforce Diversity

Workforce diversity encompasses differences in culture, ethnicity, gender, age, religion, and professional backgrounds. In a globalized workforce, diversity is not only inevitable but also essential for innovation and organizational success.

Saridi (2025) highlights that managing multi-generational and diverse workforces is a critical HRD trend that contributes to improved organizational performance. Diversity enhances

creativity and problem-solving by bringing multiple perspectives into decision-making processes.

1.3 HRD Strategies for Managing Diversity

Effective HRD strategies for workforce diversity include:

- Cross-cultural training programs
- Inclusive leadership development
- Diversity and inclusion (D&I) initiatives
- Intercultural communication training

These strategies promote inclusivity, reduce workplace conflicts, and enhance employee engagement.

1.4 Challenges in Global HRD

Despite its benefits, globalization presents challenges such as:

- Cultural misunderstandings
- Language barriers
- Inequitable access to development opportunities
- Resistance to diversity initiatives

HRD professionals must design culturally sensitive programs that address these challenges while promoting equity and inclusion.

2. Future Skills and Competencies

2.1 Changing Skill Requirements

The rapid advancement of technology and digital transformation has significantly altered the skills required in the workforce. Traditional technical skills are no longer sufficient; instead, organizations demand a combination of technical, cognitive, and social competencies.

Saridi (2025) identifies key future-oriented competencies, including:

- Digital literacy
- Critical thinking and problem-solving
- Emotional intelligence
- Creativity and innovation
- Adaptability and lifelong learning

2.2 Lifelong Learning and Continuous Development

HRD plays a crucial role in promoting lifelong learning. Employees must continuously update their skills to remain relevant in a rapidly changing environment. Learning is no longer confined to formal education but extends to informal and experiential learning opportunities.

Wang (2018) emphasizes the need for HRD research and practice to align with real-world organizational needs, particularly

in developing practical and applicable competencies.

2.3 Integration of Human and Artificial Intelligence

The integration of human intelligence with artificial intelligence (AI) is a defining feature of future HRD. While AI enhances efficiency and data analysis, human skills such as creativity, empathy, and ethical judgment remain essential.

Organizations must balance technological advancement with human-centered development to ensure sustainable growth.

2.4 Competency-Based HRD Models

Competency-based HRD focuses on identifying and developing specific skills required for organizational success. This approach ensures alignment

between employee capabilities and organizational goals.

Key components include:

- Competency mapping
- Skills gap analysis
- Targeted training programs
- Performance-based development

3. Sustainability and HRD

3.1 Concept of Sustainable HRD

Sustainable HRD integrates economic, social, and environmental considerations into human resource development practices. It aims to promote long-term organizational success while ensuring ethical and responsible use of resources.

3.2 HRD's Role in Sustainability

HRD contributes to sustainability by:

- Promoting ethical behavior and corporate social responsibility
- Developing environmentally responsible practices
- Encouraging social inclusion and equity
- Supporting employee well-being

Saridi (2025) emphasizes that quality of work life is a key HRD trend that enhances both employee satisfaction and organizational performance.

3.3 Green HRD Practices

Green HRD focuses on developing environmentally conscious employees and sustainable organizational practices.

Examples include:

- Training on environmental awareness
- Promoting energy-efficient workplace behaviors

- Integrating sustainability into organizational culture

3.4 Challenges in Sustainable HRD

Challenges include:

- Limited organizational commitment
- Lack of awareness and expertise
- Balancing economic and environmental priorities

Despite these challenges, sustainable HRD is essential for long-term organizational resilience and societal well-being.

4. The Future of Work

4.1 Changing Nature of Work

The future of work is characterized by rapid technological advancement, globalization, and evolving

workforce expectations. Key trends include:

- Remote and hybrid work arrangements
- Gig economy and flexible employment
- Automation and AI integration
- Increased focus on work-life balance

4.2 Digital Transformation and HRD

Digital technologies have transformed HRD practices, enabling:

- E-learning and virtual training
- Data-driven decision-making
- Personalized learning experiences

Saridi (2025) highlights e-training and AI integration as significant contributors to organizational performance.

4.3 Multi-Generational Workforce

Organizations now employ multiple generations, including:

- Baby Boomers
- Generation X
- Millennials
- Generation Z

Each generation has unique learning preferences, values, and expectations. HRD must design inclusive programs that cater to diverse needs.

4.4 Work-Life Integration and Employee Well-Being

Employee well-being is a critical component of future HRD.

Organizations must address:

- Mental health and stress management
- Work-life balance
- Employee engagement and satisfaction

HRD initiatives that prioritize well-being contribute to higher productivity and organizational commitment.

4.5 Bridging Theory and Practice in HRD

Wang (2018) highlights a significant gap between HRD research and practice. Many theoretical models fail to address practical challenges faced by organizations.

To bridge this gap, HRD must:

- Focus on applied research
- Integrate interdisciplinary approaches
- Align training programs with organizational needs

Discussion

The evolving landscape of HRD reflects the dynamic nature of modern organizations. Globalization and diversity require

inclusive and culturally sensitive development strategies, while technological advancements demand continuous skill development and adaptability.

Future-oriented competencies, including digital literacy and emotional intelligence, are essential for navigating complex work environments. At the same time, sustainability has emerged as a critical consideration, requiring HRD to integrate ethical, social, and environmental perspectives into its practices.

The future of work presents both opportunities and challenges. While digital transformation enhances efficiency and accessibility, it also necessitates new approaches to workforce development and management. HRD must adopt flexible, innovative, and strategic

approaches to remain relevant in this evolving context.

Conclusion

Human resources development plays a vital role to develop and implement sustainable human resource practices as they contribute to today's global workforce and to the perspective of future work trends. Due to globalization, the increased competition between organizations, a more diverse workforce and developing the new skills and competencies, that will require on-going professional development, will be achieved through continuous learning and utilization of technology. Sustainability is a greater emphasis for organizations today; the HR development area must develop and support ethical and responsible workplace behaviour. The future of work will also present new, innovative ways to

develop the workforce such as digital learning, flexible work arrangements, and wellness programmes for employees.

Therefore, the HR Development area must change from a traditional training role to become a strategic partner to assist with achieving organizational objectives in a fast-paced and complex organization. Therefore, by aligning theory and practice, and being open to new ways of doing things, the HR Development area will help create organization's competitive edge, resilient culture and sustainability.

Essay Exercise

Instructions: Answer the following questions in essay form. Each response should demonstrate critical thinking and integration of theoretical and practical insights.

1. Discuss how globalization influences HRD practices and the challenges associated with managing a diverse workforce.
2. Analyze the importance of future skills and competencies in the modern workforce. How can HRD support continuous learning?
3. Explain the role of sustainability in HRD and its impact on organizational performance and social responsibility.
4. Evaluate the impact of digital transformation on the future of work and HRD practices.
5. Critically examine the gap between HRD theory and practice and propose strategies to bridge this gap.

GLOSSARY OF TERMS

Adult Learning (Andragogy) – A theory focused on how adults learn, emphasizing self-direction, experience, and practical application in learning processes.

Artificial Intelligence (AI) in HR – The use of machine learning and data-driven technologies to improve HR functions such as recruitment, performance management, and training.

Behaviorism – A learning theory that focuses on observable behaviors and the use of reinforcement and punishment to influence learning.

Career Development – A continuous process of managing learning, work, and transitions to move toward a personally determined and evolving career path.

Change Management – A structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

Coaching – A developmental approach where a coach supports an individual in improving performance, achieving goals, and enhancing skills.

Cognitivism – A learning theory that emphasizes internal mental processes such as thinking, memory, and problem-solving.

Competency-Based Development – A training approach focused on developing specific skills, knowledge, and behaviors required for effective job performance.

Constructivism – A learning theory where learners actively construct knowledge through experience and reflection.

Diversity and Inclusion (D&I) – Organizational practices that ensure individuals from diverse backgrounds are valued, respected, and included in workplace processes.

Digital Learning (E-Learning) – The use of digital platforms and technologies to deliver educational content and training programs.

Experiential Learning – Learning through experience, reflection, and application, often associated with real-life or simulated activities.

Feedback – Information provided to individuals regarding their performance to guide improvement and development.

Globalization – The process of increasing interconnectedness among countries, organizations, and people, influencing workforce diversity and HR practices.

High-Potential Employees (HiPos) – Employees identified as having the capability to assume leadership roles and contribute significantly to organizational success.

Human Resource Development (HRD) – A set of systematic activities and processes designed to develop employees' skills, knowledge, and competencies for organizational effectiveness.

Human Resource Management (HRM) – The function focused on managing people within organizations, including recruitment, compensation, and employee relations.

HR Analytics – The use of data analysis and metrics to inform HR decision-making and improve workforce performance.

Kirkpatrick Model – A four-level framework used to evaluate

training effectiveness: reaction, learning, behavior, and results.

Leadership Development – Programs and initiatives aimed at enhancing individuals' leadership skills and capabilities.

Leadership Theories – Frameworks that explain how leaders behave and influence others, including transformational, transactional, and servant leadership.

Learning Management System (LMS) – A software platform used to deliver, track, and manage training and educational programs.

Mentoring – A developmental relationship where a more experienced individual provides guidance and support to a less experienced person.

Needs Assessment – The process of identifying gaps between

current and desired performance to determine training requirements.

On-the-Job Training (OJT) – Training conducted in the actual work environment where employees learn by performing job tasks.

Off-the-Job Training – Training conducted outside the workplace, such as workshops, seminars, or classroom-based learning.

Organizational Climate – Employees' perceptions of the work environment, including policies, practices, and procedures.

Organizational Culture – Shared values, beliefs, and norms that influence behavior within an organization.

Organizational Development (OD) – A planned, systematic process of improving

organizational effectiveness and health through interventions.

Performance Appraisal – A formal assessment of an employee’s job performance over a specific period.

Performance Management System (PMS) – A continuous process of identifying, measuring, and developing employee performance aligned with organizational goals.

Policy and Governance – Frameworks and regulations that guide decision-making and operations within organizations.

PRIME-HRM Framework – A Philippine government system for assessing HR management practices in public sector organizations.

Remote Work – A work arrangement where employees

perform their duties outside the traditional office environment.

Succession Planning – The process of identifying and developing future leaders to fill key organizational positions.

Sustainability in HRD – Integrating environmental, social, and economic considerations into HR development practices.

Systems Theory in HRD – A perspective that views organizations as interconnected systems where changes in one area affect the entire organization.

Talent Acquisition – The process of identifying, attracting, and hiring skilled individuals to meet organizational needs.

Talent Management – A strategic approach to attracting, developing, and retaining employees to achieve organizational goals.

Training and Development (T&D)

– Organizational efforts to improve employees’ skills, knowledge, and competencies.

Transformational Leadership

– A leadership style that inspires and motivates employees to exceed expectations and achieve organizational goals.

Workforce Planning

– The process of analyzing and forecasting workforce needs to ensure the right number of employees with the right skills are available.

Workplace Ethics

– Moral principles and standards that guide behavior in organizational settings.

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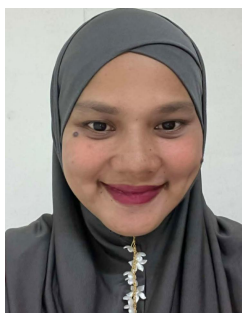
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