

Systematic Literature Review: The Role of Human Resource Development in Employee Performance

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ABSTRACT

Human resource development plays a crucial role in ensuring the long-term success and sustainability of organizations or businesses. This research is conducted to explore how human resource development contributes to enhancing employee performance. The study employs a systematic literature review as its research methodology. For data analysis, bibliometric techniques are utilized, supported by VosViewer software version 1.6.1.9. Findings from the reviewed literature suggest that effective human resource development initiatives positively influence employee performance. Therefore, it can be concluded that investing in human resource development is essential for organizations seeking to improve their employees' competencies, abilities, and overall productivity. The study also highlights the significance of aligning developmental programs with both individual career goals and organizational strategies

Keywords

Human Resource Development,
Employee Performance

INTRODUCTION

In an era characterized by intense labor competition, the corporate world is confronted with growing challenges driven by rapid environmental changes and accelerated technological advancements in information systems. These dynamics necessitate that organizations remain agile and responsive in order to maintain their competitive edge. The pressures of globalization and free-market competition compel businesses to be more flexible and adaptive when responding to evolving conditions. Organizations that demonstrate adaptability are better positioned to succeed in the global marketplace, enabling cross-border business opportunities.

To navigate these transformations effectively, companies must focus on enhancing both organizational performance and employee competencies to meet international standards. This underscores the importance of strategic human resource management and the implementation of suitable systems to ensure long-term operational sustainability (Andayani & Hirawati, 2021a).

Human capital represents one of the most critical assets contributing to organizational success (Katri et al., 2023). Companies must manage their workforce efficiently and deploy professionals in roles that match their expertise. However, some organizations still struggle with ineffective HR practices (Firdaus et al., 2019). Human resource management encompasses various programs and activities aimed at acquiring, developing, retaining, and utilizing personnel to support the achievement of corporate objectives (Hartono & Anshori, 2020). High-quality human resources serve as a key source of competitive advantage. When employees' potential is fully harnessed, it leads to improved outcomes (Syahputra & Tanjung, 2020). Organizational success is strongly influenced by the effectiveness of employee performance. As noted by Hari et al. (2020), several elements impact performance levels, such as recruitment strategies, employee development initiatives, company

culture, and leadership qualities. With continuous advancements in knowledge and technology, businesses must invest in training and skill development to enhance workforce readiness (Retnilasari & Putra, 2019a). To cultivate a competent and well-trained workforce aligned with strategic goals, proactive human resource development efforts are essential.

Human resource development (HRD) is implemented to enhance employees' professional competence and capabilities, enabling them to carry out their roles and responsibilities more effectively (Retnilasari & Putra, 2019b). Unlike short-term training, development refers to broader, long-term initiatives aimed at cultivating employees' intellectual and practical abilities necessary for effective job performance (Sulaefi, 2017). These developmental efforts are designed not only to improve current job performance but also to prepare employees for future or higher-level roles within the organization. Moreover, such programs help employees adapt to evolving work conditions driven by technological advancements, shifting customer demands, new market opportunities, and changes in job design (Retnilasari & Putra, 2019b).

Research by Naharuddin and Sadegi (2013) highlights that employee performance is closely linked to an individual's willingness and openness—both toward self-improvement and collaboration with others. They argue that when employees demonstrate readiness and openness in carrying out their duties, it significantly enhances productivity, which in turn contributes to improved overall performance.

Employee performance is shaped by a range of internal and external factors. Internally, aspects such as knowledge, skills, competencies, motivation, personality traits, attitudes, and behaviors play a crucial role. Externally, elements like leadership style, interpersonal relationships among colleagues, and the general work environment also influence how well an employee performs.

To strengthen employee capabilities, organizations often implement structured development programs (Cahya et al., 2021a). The goal is to enhance performance by equipping employees with updated knowledge and skills, leading to greater efficiency and effectiveness in their roles (Wildan & Aulia, 2017). Building on this context, this study seeks to explore and analyze the role of human resource development in enhancing employee performance within organizations or companies.

Human Resource Development

Human resource development (HRD) refers to a structured process that focuses on enhancing employees' knowledge, skills, and overall capabilities through education, training, and management initiatives. Its primary goal is to improve work performance in line with the standards and expectations of the organization (Andayani & Hirawati, 2021b). As explained by Kasmir (2016, p. 140), employee development involves continuous efforts to renew and strengthen individual competencies, including abilities, interests, talents, and behavioral traits. It can be seen as an extended form of training aimed at improving job-related performance (Cahya et al., 2021b). The underlying purpose of HRD is to elevate employees' professionalism and expertise so they can carry out their responsibilities more effectively and efficiently (Retnilasari & Putra, 2019b).

For maximum impact, employee development should be carried out systematically and continuously. It encompasses a broad range of activities designed

to enhance not only technical knowledge and skills but also attitudes and personal qualities that contribute to professional growth (Irzal et al., 2017). Ultimately, the goals of human resource development are closely tied to increasing productivity and efficiency, supporting career advancement, strengthening leadership capabilities, and aligning with appropriate compensation strategies (Kandou, 2013).

Employee Performance

Performance refers to the level of work quality and output achieved by an employee in fulfilling their assigned duties and responsibilities (Mangkunegara, 2013). According to Lalu Hasibuan (2013), performance can also be understood as the outcome produced by an individual when executing the tasks delegated to them. Similarly, Hamid and Hassan (2015) define work performance as the extent to which an employee successfully completes job-related activities and demonstrates relevant skills.

Various indicators can be used to assess employee performance. These include the quality of work delivered, the volume or achievement of set targets, the timely completion of assigned tasks, the degree of responsibility shown toward duties, and how employees present themselves professionally (Bernardin & Russel, as cited in Sutrisno, 2010; Simamora, 2004; Samson, Waiganjo, & Koima, 2015; Hamid & Hassan, 2015).

As highlighted by Bernardin and Russel (cited in Sutrisno, 2010), four main indicators are typically used to assess individual employee performance:

1. **Quality** – This refers to the degree to which work outputs or processes meet established standards or desired objectives, reflecting accuracy, precision, and excellence in task execution.
2. **Quantity** – This measures the volume of output produced, such as the number of units completed, transactions processed, or tasks accomplished within a given time frame.
3. **Cost Efficiency** – This indicator evaluates how effectively an employee utilizes organizational resources—such as human capital, finances, technology, and materials—to maximize productivity while minimizing waste or unnecessary expenditure per unit of output.
4. **Need for Supervision** – This reflects the level of independence demonstrated by an employee in carrying out job responsibilities. A lower need for supervision indicates that the employee can perform tasks effectively without constant oversight to prevent errors or inappropriate actions.

According to Simanjuntak (cited in Widodo, 2015, p. 132), employee performance is influenced by three main factors:

1. **Employee Competence and Personal Attributes** – This includes aspects such as educational background, training and development opportunities, work ethic, level of motivation, mental attitude, and physical well-being. These individual characteristics significantly impact how effectively an employee can perform their duties.
2. **Supporting Work Conditions** – This refers to the availability and quality of facilities and environmental factors that affect work performance, including the physical work environment and provisions related to employee welfare and comfort.

3. External Organizational Factors – Also known as supra-facilities, these encompass broader influences such as government policies, regulations, and the management of industrial relations that may impact the workplace and employee performance indirectly.

METHODE

The research methodology employed in this study is a systematic literature review. This approach involves a comprehensive process of identifying, evaluating, and synthesizing all available research findings related to a specific topic (Kitchenham, 2007). To support the literature search, bibliometric data analysis techniques were applied using VosViewer 1.6.1.9 software. This tool facilitates the mapping and visualization of thematic relationships between the topic of human resource development and other associated themes, thereby enhancing the depth and efficiency of the literature review process (Haidarravy et al., 2023).

However, not all previously published studies are included in this review. Only those that meet specific inclusion criteria are selected to ensure relevance and reliability in the findings (Haidarravy & Anshori, 2023), as outlined below:

The selection of prior studies for this review was based on the following inclusion criteria:

1. The sources must be peer-reviewed scientific articles.
2. Studies must originate from reputable academic journals.
3. Only research published within the timeframe of 2020 to 2023 was considered.
4. A minimum of 25 relevant scientific articles were selected using the Google Scholar database as the primary search platform.
5. The studies must focus on the topic of "Human Resource Development and Employee Performance", using this or closely related keywords during the search process.

Based on the aforementioned inclusion criteria, the initial stage of the research involved the planning phase, which centered on formulating clear and focused research questions (RQs). Drawing from the background presented in the introduction, the following research questions were developed: RQ 1: Does human resource development (HRD) have an impact on improving employee performance within organizations or companies? RQ 2: What role does human resource development (HRD) play in enhancing employee performance in organizational settings?

RESULT AND DISCUSSION

RQ. 1 Does human resource development (HRD) have an impact on improving employee performance in an organization/company?

Employee performance involves multiple dimensions, including the fulfillment of assigned duties, achievement of set targets, demonstration of relevant competencies, and contribution to organizational objectives in an efficient manner. The standard of service delivered by an organization is closely linked to the behavior and conduct of its employees, which are shaped by the effectiveness and consistency of human resource development and performance management strategies (Alnawfleh, 2020).

Development refers to a structured and intentional process through which

employees acquire job-specific knowledge, skills, and competencies. It is a form of learning intervention designed to equip individuals with the capabilities necessary to enhance their work performance (Abdulrahman & Mshelia, 2022). As a critical component of human resource management, development has emerged as one of the fastest-growing areas within personnel-related functions. Its significance lies in its potential to improve both individual and organizational efficiency and productivity (Sherifah et al., 2022).

The enhancement of employee performance through targeted development initiatives is a key driver of organizational sustainability. By aligning personal growth with company goals, development programs help boost individual effectiveness and commitment (Nwali & Adekunle, 2021). Scholars have long emphasized the central role of development in effective HRM practices (Aldhukair & Abunar, 2021). Whether focused on physical, social, intellectual, or cultural aspects, development initiatives are essential for fostering both personal growth and enhanced productivity within organizations (Jeni & Al Amin, 2021). Ultimately, such efforts contribute significantly to the long-term success and resilience of any organization.

The primary goal of management development programs is to strengthen both individual employee capabilities and overall organizational effectiveness. The necessity for such development typically emerges when there is a discrepancy between current employee performance—either at the individual or group level—and the expected standard of performance. In such cases, a competency analysis is conducted to determine whether a performance gap exists and what developmental interventions may be required.

Development plays a vital role in leadership growth and is primarily aimed at improving employees' professional skills and competencies. Traditional approaches to development can be either formal or informal in nature. To sustain economic progress and maintain high levels of organizational performance, it is essential to maximize employee contributions toward achieving company objectives through structured development initiatives.

As a core component of human resource management, development contributes significantly to enhancing an organization's capacity to achieve favorable outcomes (Hasanah et al., 2023). It is recognized as a continuous process that refines human abilities and expertise, ultimately influencing how employees think, act, and engage with clients or stakeholders (Ismael et al., 2021). Numerous studies have found a strong positive relationship between development activities and employee performance. These initiatives enhance individual and organizational effectiveness by improving employees' knowledge, technical and soft skills, competencies, and behavioral attitudes (Nmadu et al., 2021).

RQ. 2 What is the role of human resource development in improving employee performance in an organization/company?

In today's highly competitive business environment, organizations or companies must possess strong and sustainable resources to maintain their position relative to competitors. One such critical resource is human capital, and developing this resource is widely recognized as an effective strategy for improving employee performance. According to Munaty et al. (2022), development refers to systematic and intentional efforts aimed at enhancing employees' skills, knowledge, and attitudes within an

organization.

Organizations typically implement development through structured and well-designed programs. Selecting the most suitable type of development ensures that employees acquire and maintain the competencies required to perform their roles effectively (Carolin Tiara et al., 2023). As the business landscape continues to evolve, there is a growing necessity for companies to consistently refine and update their human resource development practices.

Prior studies conducted by Bhutto et al. (2022) and Daniel (2020) emphasize that development plays a pivotal role in empowering employees, making them valuable assets for achieving both personal and organizational success. Furthermore, Cahya et al. (2021b) argue that for development programs to be effective, appropriate methods should be determined in advance based on the nature of the tasks and the specific needs of the participants. The ultimate goal of development is to enhance employees' capabilities across affective (attitudinal), cognitive (knowledge-based), and psychomotor (behavioral) domains. It also prepares them to adapt to workplace changes and overcome challenges they may encounter in their daily responsibilities (Bariqi, 2018).

The implementation of development initiatives is not only essential for employee growth and skill enhancement but also delivers significant benefits to the organization by boosting overall performance. Employee performance serves as a key indicator of work outcomes, reflecting how well individuals contribute to the achievement of organizational goals. From another perspective, performance can be defined as the measurable results of an employee's efforts, aligned with or contributing toward company objectives. Fundamentally, employee performance represents the outcome of work activities, evaluated based on the extent to which organizational targets are met through the assessment of job results (Hidayat & Aziz, 2022).

CONCLUSION

From the findings and analysis presented, it can be concluded that development is a structured learning process aimed at equipping individuals or organizations with new competencies, knowledge, and insights to enhance performance in specific roles or fields. This process involves various activities designed to build capacity and improve expertise over time. Development encompasses not only the acquisition of practical and technical skills but also the enhancement of interpersonal abilities such as leadership, communication, and teamwork. Unlike short-term training, development takes a long-term and continuous approach to strengthening the overall capabilities of employees and organizations. It plays a crucial role in boosting employee performance, fostering a proactive and adaptable workforce, and ultimately supporting the realization of organizational goals and business success.

Acknowledgments

We would like to thank for all people helping finishing this paper

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