



Perceptions on HRD Practices to Organizational Performance: A Study on BRAC Learning Centre, Rangpur

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Abstract:

This study explored the role of Human Resource Development (HRD) practices in enhancing organizational performance, based on employees' perceptions. The results showed that most respondents had less than one year of work experience, yet they still highly recognized HRD as an important organizational function. Employees generally believed that effective training and development could improve productivity, reduce underperformance, and support the achievement of organizational goals. The study also indicated that insufficient training, poor onboarding, a lack of skilled employees, and improper utilization of human resources negatively affected organizational performance. Conversely, well-planned and effectively managed HRD initiatives were found to significantly enhance employee performance and promote organizational development. The study concluded that strategic investment in Human Resource Development is crucial for improving organizational performance and sustaining long-term growth.

Key Words: HRD, Training, Development, Perception, performance.

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I. Introduction

1. Research preamble

Human Resource Management (HRM) is the function within an organization focused on recruitment, management, and providing direction for the people working in the organization. It is also a strategic and comprehensive approach of managing people and the work place culture and environment (Nadler, L., (1970). The effective HRM enables employees to contribute effectively and efficiently to the overall organizational direction and the accomplishment of the organization's goals and objectives. The greatest asset of any organization is its human resources that ensure achievement of the organization's goalmouths and aims.

Human resource development (HRD) refers to the organized, planned efforts within an organization to develop the knowledge, skills, abilities, and overall capabilities of its employees. Additionally, Human resource development is a process of developing and releasing specialized knowledge with the goal of improving the performance of individuals, teams, processes, and organizational schemes. this is done to promote both personal growth and organizational effectiveness. HRD is "a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands (Werner, J. M., & DeSimone, R. L., 2012). It encompasses training, career development, performance improvement initiatives, and the overall organizational development through the efficient and effective manner by using the human potentials to growth, progress. Business is full of uncertainty and the understanding of labor contribution or human resources development is vital for management especially in the areas of boosting organizational performance and as well its profitability. The challenges of lack of skilled labor, heavy competition among firms, technological problems, low productivity and to mention but a few leads to a high rate of poor performance and poor product implementation while placing a serious limitation on product expansion and increase in performance. It is against this background that this study is being carried out to appraise human resources development in organizational performance and profitability.

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Human resource development (HRD) has become a core mechanism for organizations to build and maintain competitive advantage. The core of HRD encompasses formal training, career development systems, coaching, and broader development practices that shape employees' knowledge, skills, attitudes, and learning opportunities (Kowshik & Lee, 2025). Contemporary scholarship defines HRD as a systemic capability, rather than simply a collection of discrete interventions: when aligned with strategy and supported by leadership and culture, HRD can produce firm-level outcomes such as speed, innovation, adaptability, and overall performance.

A growing body of empirical and meta-analytic research demonstrates a strong positive correlation between training investment and organizational performance. A comprehensive review of studies has consistently found that organizational training expenditures are associated with improved performance outcomes across industries and environments (Kim & Bell, 2025). Importantly, these effects depend on enabling conditions management support, enabling climate, and alignment with organizational goals that help translate learning into measurable performance improvements (Mehner, Rothenbusch, & Kauffeld, 2025). Similarly, domain-specific interventions (e.g., creativity training) have shown moderate to strong effects on innovation performance, suggesting that well-designed HRD programs can influence diverse performance dimensions (McKay & Coombs, 2024). Mechanistically, recent meta-analytical research emphasizes knowledge and learning capabilities as mediating factors in explaining how HRD activities translate into organizational outcomes. Learning capabilities through systematic knowledge creation, sharing, and the construction of learning agility mediate the relationship between HRD and firm performance, enabling organizations to respond quickly to environmental changes (Kowshik & Lee, 2025). Leadership plays a key role here: when leaders act as learning facilitators supporting routine problem-solving and modeling continuous improvement organizations are more likely to become true learning organizations and achieve performance benefits (Kristensen, Saabye, & Edmondson, 2022).

The impact of HR development extends beyond skills acquisition. Inclusive HR strategies and employee well-being programs are key pathways to linking HR development with performance outcomes. Inclusive HR development practices can reduce friction in collaboration and increase employee engagement, thereby improving collective learning and coordination. Similarly, interventions that foster resilience and psychological resources can support sustained performance by protecting human capital from stress and turnover (Diep & Horváthová, 2024). Meta-analyses and field evidence also highlight scalable HR development models such as workplace coaching and employer-sponsored professional development that can improve individual attitudes, career outcomes, goal achievement, and well-being, thereby contributing to improved organizational performance when implemented as part of a broader HR development strategy. Despite HR development's positive average effects, scholars caution against viewing it as a "black box." Outcomes depend on program design, alignment with organizational goals, leadership and management support, and evaluation that goes beyond participant responses to measure behavioral changes and subsequent outcomes (Eshete & Birbirssa, 2024; Mehner et al., 2025). Therefore, rigorous evaluation and a systems perspective are crucial for understanding when and how investments in human resource development (HRD) yield performance returns.

This study, therefore, examined how human resource development (HRD) conceptualized as a collection of training, development, coaching, and career systems influences organizational performance through mediating mechanisms (knowledge/learning capabilities, motivation, and opportunity structure) and moderating conditions (transfer climate, facilitating leadership, and inclusiveness). By integrating project-level and contextual factors, this study aims to elucidate the pathways and boundary conditions by which HRD translates into measurable organizational advantage.

1.1. Literature review

The HR development programs arranged by the firms influence the organizational performance sustaining to the corporate market to get the competitive advantages. On the other hand, the organizational performance depends on some specific areas i.e., transparent of account, smart marketing, customers satisfaction, innovativeness, using human and non-human resources, especially proper techniques or methods of human resource development because mostly people are engaged in all several areas on business branches influenced the overall performance (Swanson, R. A., 2022). Conversely the development of human resources on some specific programs.

1.1.1. Training & development

A study focused that HRD indicated mostly on training, development, and career systems built valuable, scarce, and unique human capital, driving organizational advantage and performance and also linking to dynamic capabilities through knowledge creation and transfer. Another research shown that it primarily enhanced capabilities (skills) but also enhances motivation (through career development pathways and coaching) and opportunities (through a learning culture and knowledge sharing), led on high-performance work systems emphasized the pathway and contextual effects (Kowshik & Lee, W. H., 2025). The meta-analyses reported that a significant positive relationship between organizational-level training investments and performance outcomes, reinforcing previous findings that the link between training and performance is robust across contexts (Kim,

Chang & Bell, B. S., 2025). The reviewed and emphasized that training transfer conditions (management support, transfer climate, alignment with goals) substantially improved downstream outcomes (productivity, quality) (Mehner, Rothenbusch & Kauffeld, 2025). A new thought and revealed that creativity training is effective at all levels of the Korotkoff hierarchy, with a moderate overall effect size ($g \approx 0.68$), and was associated with innovative performance (McKay, & Coombs, 2024). HRD plays a critical role in building valuable, scarce, and unique human capital that drives organizational advantage and performance. Research highlights that HRD activities such as training, development, and career systems not only enhance employee skills but also improve motivation (through career development and coaching) and opportunities (via a supportive learning culture and knowledge sharing). These efforts connect to dynamic capabilities through knowledge creation and transfer.

1.1.2. Learning organization & learning culture

Research in higher education and services continues found that organizational learning cultures can directly improve performance through organizational learning processes and learning agility (McKay & Coombs, 2024). Further study mentioned that the lean + leaders as learning facilitators i.e., field directed that when leaders actively promote learning (routine problem solving), companies both become learning organizations and improve performance (Kristensen, Saabye, & Edmondson, 2022). Research in higher education and services displayed that organizational learning cultures directly enhance performance by fostering learning processes and agility. Moreover, when leaders act as learning facilitators encouraging practices such as routine problem-solving organizations develop into true learning organizations, which in turn improves overall performance.

1.1.3. Career development, coaching & leadership development

An article showed that employer-sponsored professional development programs improve work attitudes and career outcomes, leading to improved performance supporting investment in human resource development (HRD) beyond short-term courses (Ng, Yim & Zou, 2024). Another workplace coaching meta-analytic evidence shown that coaching improved individual outcomes and contributed to organizational outcomes (goal achievement, well-being), supporting coaching as a scalable HR development tool (Cannon-Bowers, Doherty, & Hall, 2023). Once again digital leadership development linked digital leadership capabilities (often developed through HR development) to employee performance, highlighting the value of leadership development that integrated digital capabilities (Okunola, 2025). Employer-sponsored professional development, workplace coaching, and digital leadership development all enhance individual outcomes and employee performance, demonstrating the long-term value of investing in HRD beyond short-term training.

1.1.4. Diversity, inclusion & well-being as HRD complements

The integrated report publicized that knowledge/learning capabilities mediated the relationship between learning and performance, explaining how HR development produces firm-level outcomes (speed, innovation, adaptability) (Kowshik, & Lee, 2025). The inclusive HR development reviewed and linked inclusive HR strategies to better performance, establishing mechanisms through engagement and reducing friction in collaboration/learning. Employee well-being as a pathway unified HR management, employee well-being, and performance evidence suggested that HR development that fosters resilience and psychological resources supports sustained performance (Diep & Horváthová, 2024). Recent research suggested that training satisfaction indirectly influences performance (through motivation/transfer), reminding practitioners to measure behaviors and outcomes, not just reactions (Eshete & Birbirssa, 2024). HRD enhanced performance by building knowledge and learning capabilities, fostering inclusion, and supporting employee well-being and training satisfaction also indirectly improved performance through motivation and transfer, highlighting the need to assess actual behaviors and outcomes rather than just reactions.

1.1.5. Measurement of organizational performance

The study used financial (return on assets, return on operations), operational (productivity, quality), innovation (new products, patents), and human capital outcomes (turnover, engagement). The strongest correlations were seen when HR development was aligned with strategy, supported transfer, and measured across behavioral/outcome dimensions led to the overall performance of an organization. Recent studies shown that HR development improved organizational performance by enhancing knowledge and learning capabilities, fostering inclusion, and supporting employee well-being. Training satisfaction also boosts performance indirectly through motivation and transfer, emphasizing the importance of measuring actual behaviors and outcomes rather than just reactions.

II. Statement of the problem

While human resource development (HRD) is widely recognized as a strategic driver of organizational performance, the pathways through which HRD contributes to firm-level outcomes remain poorly understood. Previous research emphasizes that investments in training, career systems, coaching, and leadership development can enhance skills, motivation, and opportunities, thereby strengthening organizational adaptability, innovation, and performance. However, the effectiveness of HRD depends heavily on contextual factors such as management support, a dynamic climate, goal alignment, and leadership facilitation. Furthermore, while inclusive HR strategies and employee well-being programs are associated with sustained performance, limited research integrates these diverse mechanisms into a holistic framework to explain how HRD translates into organizational outcomes.

2.1 Objectives of the study

2.1. General objective

The prime objective of this study is to investigate the role of Human Resource Development (HRD) practicing in enhancing organizational performance by examining the mechanisms, contextual factors, and pathways through which HRD initiatives translate into firm-level outcomes.

2.1.2 Specific objectives

- (i) To examine the impact of HRD practices such as training, career development, coaching, and leadership development on employee skills, motivation, and opportunities;
- (ii) To analyze the mediating role of knowledge creation, learning capabilities, and employee well-being in the relationship between HRD and organizational performance; and
- (iii) To evaluate the influence of contextual factors such as management support, transfer climate, goal alignment, and leadership facilitation on the effectiveness of HRD initiatives considered the overall organizational performance.

III. BRAC at a glance

BRAC, founded by Sir Fazle Hasan Abed in February 1972, acted as both the initiator and catalyst for innovations and changes broadened to long term sustainable poverty reduction. Over the course of its evolution established itself as a pioneer in recognizing and tackling the different dimensions of poverty considered the vision as a world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potentials, as well as mission was to empower people and communities in situations of poverty, illiteracy, disease and social injustice with the interventions aimed to achieve large scale, positive changes through economic and social programs enabled women and men to realize their potentials.

BRAC organizing the poor, especially the women, and provide platforms for them to come together, access to services, exchanged information, analyzed and raised awareness on economic, social, legal, gender and other issues concerning daily lives and communities integrated with various development programs form crucial linkages increased the productivity of the members' assets and labor and generated surplus for the organization, allowing both supported and increasingly self-reliant.

Through continuous innovation to introduce more cost-effective solutions and adapting for greater effectiveness, scale up for immediate and lasting change, integrated development programs with social enterprises and enabled, and individuals to become self-reliant. While using southern based knowledge and expertise constantly learning from people, communities, and working stated the innovation, integrity, inclusiveness, and effectiveness.

3.1. Aim of learning detachment

BRAC believes that training is a key element of the development approach focused on people and participations. Training has been introduced as an essential element of intervention strategy developed a division known as BRAC Learning Division (BLD) to address the training needs of its own as well as that of government and other non-government organizations.

It has 28 residential centers named as BRAC Learning Centers (BLCs) experienced in capacity building and training in home and abroad maintaining high standard quality. The overall objective of BRAC Learning Division is to improve the effectiveness through enhancement of human potential of its staff, program participants, and other stakeholders. To create BLCs a 'Centre of Excellence' for training on leadership and management skills, providing capacity building supported, established corporation and networks with other national, regional and international learning institutions to continuously improve learning facilities and capacities. BLD strong practiced and ensured that human resource development translated into higher productivity, innovation, and service quality as well as enhancing the better organizational performance.

3.2. Learning Centre, Rangpur

BRAC decided to establish a training and resource Centre as a part of its human development and vocational training center (BLCs) is located at Darshona in Rangpur, Bangladesh. It started its operation in 1985-1986. Students' capacity of class room is 25 for training purpose, resident seat capacity 175 with 22 Room, having a conference room with approximately 150 seats and Hall room have 300-350 seats. They provide part time baby sitter service, there have a 100-seat capacity dining.



Figure 1: BRAC Learning Center, Rangpur

3.4. Human resource development practices of BLC at Rangpur

HRD is working persistently to achieve total quality by ensuring a trustworthy, dynamic and esteemed working environment. The practices i.e., project management and implementation skills enrichment (promise), effective communication, professional leadership, managerial soft skills development, development management, communication and presentation skills development, supportive supervisory competency development, creative thinking of high-performance team, managerial competency development, value chain management, changing life by behavioral modification, strategic planning, managerial excellence, social & emotional learning, emotional intelligence in business, basic skills of microfinance management, client protection principles, risk management. the ultimate goal of these programs in order to maximization of organizational performance.

3.5. Scope of the study

This study aimed to investigate the impact of human resource development practices on the organizational performance of the BRAC Learning Center in Rangpur, Bangladesh. Clearly, the success of any organizational activity depends largely on the expertise of its employees. Therefore, all employees should possess the skills, attitudes, and experience necessary to effectively perform their tasks, and human resource development is crucial to achieving this goal. Human resource development is a process of cultivating and unlocking expertise, with the goal of improving the performance of individuals, teams, processes, and organizational systems.

IV. Study methods and materials

4.1. Research design

The study is primarily descriptive in nature, supplemented with some quantitative tools, making it a mixed approach. It examined the role of human resource development practices on organizational performance at BRAC Learning Center, Rangpur, using both primary and secondary data. Descriptive research was chosen to provide detailed insights into the characteristics and phenomena under study (Malhotra, 2001).

4.2 Target population

Firstly, the researcher has selected the area of this study considered Bangladesh as geographical location. Secondly, this research focused the organization mentioned as BRAC institution having different branches or organs. Thirdly, it has been designated a particular area among branches mentioned as BRAC Learning Centre. Finally, this learning selected the study area is BRAC Learning Centre, Rangpur. The total existing employees are 80, in specified study, declared as the target population.

4.3. Sample Size and technique

For selecting appropriate sample size, task of the researcher is to identify the population of the study area employed 80 employees used simple random sampling technique through lottery method to select the 67 respondents from the population.

4.4 Questionnaire design

The study used a structured questionnaire to collect data from employees of BRAC Learning Center, Rangpur. The questionnaire had two sections: the first covered respondents' demographic profiles (education & experience), and the second focused on human resource development practices and their impact on organizational performance. All questions were close-ended, and data were collected from a sample of 67 employees.

4.5. Statistical tool

It took the custom of descriptive statistics inputted the data into MS Excel and got the output practiced MS Excel and MS Word to get the desired outputs and formulate a single data and further procured the next secondhand mean value of the data to identify the role.

4.6. Data sources

For preparing a report, it used basically two sources for collecting data and necessary information. The data can be collected from both the primary (questionnaire survey & KIIs) sources and secondary sources are company's daily service statement, leaflet, annual report, research or articles publications, reports, websites mentioned the organization with branch and head office, and various existing sources.

4.7. Data presentation

The research collected primary data by conducting a survey of 67 employees by using questionnaire method used Likert scale which has five categories and each scale had a specific point i.e., (a) Strongly Agree [5], (b) Agree [4], (c) Neutral [3], (d) Disagree [2], (e) Strongly Disagree [1]. It also fixed an average level of score of employee survey. The obtained value measured on average score of standard = Obtained Score of Standard / Total Number of Respondents engrossed mean value. Study taken decision from it by its score range given if the score is 5 or up to 5 then it is strongly agreed, 4.00-4.99 agree, 3.00- 3.99 neutral, 2.00-2.99 disagree, below 2 strongly disagree.

V. Data analysis and discussion

The survey is designed to obtain information regarding the role of HRD on organizational performance practiced in the selected area. The survey questionnaire comprises 15 questions which are developed through the study of the literature. It is designed to better understand the role of HRD on organizational performance in BRAC Learning Center, Rangpur. The questionnaire is distributed to several employees between the ages of below 20 to above 50. Data has been collected on 58/67 employees and analyzed which are presented by tables or frequency. They are given below:

Table 5.1. Level of education of the respondents

Particulars	Frequency	Percent	Comments
SSC	00	00	Here the maximum number is about master and the lower is SSC or nil. So, the organization did not have any employees included the specified respondents.
HSC	03	4.48	
Honors	17	25.37	
Master's and above	47	70.15	
Total	67	100	

Source: Field Survey, September 2023

The table (5.1) mentioned that the education levels of the organization captured the high-profile persons. The highest amount of the respondents was 47 (70.15%, highest) completed master program. On the other hand, the SSC passed employees were (.00%, nil) absent because this institution employed the level of education regarding SSC but the moderate amount was about 17 (25.37%, moderately) passed honors program. It was thus clear that the respondents had sufficient education. Education builds human capital that raises productivity when it's used and predicted that schooling increased workers' knowledge/skills, which improved performance and earnings; modern evidence confirms the productivity link, especially where skills are actually deployed on the job.

Table 5.2. Length of service of the respondents

Particulars	Frequency	Percent	Comments
1 Year or Below	22	32.83	Noted that the maximum respondents below 1 year experienced regarding job service. On the other hand,
1 to 3 Years	16	23.88	

3 to 5 Years	19	28.36	the minimum experienced in serving length was about the job.
5 to 7 Years	03	4.47	
7 and above	07	10.46	
Total	67	100	

Source: Field Survey, September 2023

The table (5.2) focused that the majority 22 (32.83%, Maximum) of the respondents were below the one-year service length in that organization. Besides having this on the service length 03 (4.47%, minimum) of the employees were in between five to seven years. It was to be noted that the others services durations moderately three to five years. Nearly to the maximum 19 (28.36%, moderate) percentage the provided service in the specified organization. Employees with longer organizational tenure tend to show higher in-role performance and organizational citizenship behaviors (OCBs) and however, this positive effect tends to diminish as tenure increases (i.e., the marginal returns drop off with very long tenure) a kind of curvilinear relationship (Uppal, 2017).

Table 5.3. Human resource development a vital issue which must not be neglected in an organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	11	55	Total score/total respondents = 4.03 mean value (positive)
Agree	49	196	
Neutral	05	15	
Disagree	02	04	
Strongly Disagree	00	00	
Total	67	270	

Source: Field Survey, September 2023

From the above (5.3) table, the researcher got that the mean value of the employees surveyed 4.03. So, it illustrated that respondents strongly accepted that human resource development provided an energetic subject which must not be mistreated in an organization. HRD practices such as talent development, training, organizational development, and career development were shown to significantly enhance organizational effectiveness (Keltu, T. T., 2024). Added that HRD positively influences both employee performance and organizational effectiveness, especially in knowledge-based institutions (Elshaer, 2024).

Table 5.4. The success of any organization depends on how effective the human resource development has been managed.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	37	185	Total score/total respondents = 4.52 mean value (positive)
Agree	28	112	
Neutral	02	06	
Disagree	00	00	
Strongly Disagree	00	00	
Total	67	303	

Source: Field Survey, September 2023

From the above table (5.4), the study mentioned that the mean value of the workforces plotted is 4.52 (average value). It meant that the most of the personnel were strongly settled that, the success of any organization depends on how effective the human resource development has been accomplished. A substantial and growing body of empirical research found that HRD practiced (training & development, career development, learning systems, and performance development) are positively associated with employee outcomes (skills, engagement, commitment) and higher organizational performance (productivity, innovation, service quality). Recent field studies across sectors (manufacturing, education, ICT, health) confirm this positive association and shown that HRD translated into measurable organizational outcomes when implemented systematically.

Table 5.5. The productivity enhanced in order to reduce poor performance in an organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	26	130	Total score/total respondents = 4.22 mean value (positive)
Agree	33	132	
Neutral	05	15	
Disagree	03	06	
Strongly Disagree	00	00	
Total	67	283	

Source: Field Survey, September 2023

The above table (5.5) mentioned, this learning perceived the middling value of the member of staff reviewed was 4.22 (mean). So, it could be said that the efficiency enhanced in order to reduce meagre performance in an organization. Poor organizational performance often had roots in low employee yield, high absenteeism, lack of engagement, inadequate training, and poor work environments. Addressing productivity was therefore not just a cost matter but a strategic lever for improvement. Recent studies emphasized that productivity enhancements were among the most effective ways to reduce poor performance (wasted time, errors, low morale) (Dangol, P., 2020). In the private banking sector in Noakhali, Bangladesh showed that both on-the-job and off-the-job training significantly increase employee performance, motivation, job satisfaction, and productivity (Fatema, Al-Amin, 2021).

Table 5.6. Ineffective utilization of human resources results in poor performance in an organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	29	145	Total score/total respondents = 4.36 mean value (positive)
Agree	33	132	
Neutral	05	15	
Disagree	00	00	
Strongly Disagree	00	00	
Total	67	292	

Source: Field Survey, September 2023

From the above table (5.6), this research got the mean value of the employee survey 4.36 (mean value). It proved that the most of the respondents reflected the ineffective utilization of human resources lead to in poor concert in the organization. It shown that shortages/mismatches employees lacking required skills or having skills the job didn't use carry measurable productivity costs at firm and economy levels (Rotea & Ploscaru, 2023). Whereas, new firm-level evidence using job-worker allocation quality found that better matching associated with higher productivity, implying that misallocation depresses performance (Erdogan, & Bauer, 2021). Case and sector studies document that where roles were ill-defined, employees did "benched," or politics block meaningful assignments, capacity sited idle and public-sector performance drops straight evidence of utilization failure (dem Esen, Adem Esen, 2022).

Table 5.7. Human resource development led to accomplishment of company's objectives.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	23	115	Total score/total respondents = 4.09 mean value (positive)
Agree	31	124	
Neutral	09	27	
Disagree	04	08	
Strongly Disagree	00	00	

Total	67	274	
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Source: Field Survey, September 2023

From the above table (5.7), the researcher noted that the mean value of the employees gaged is 4.09 (average). It directed the greatest of the employees strongly fixed that human resource progress led to success of firm's objectives or purposes. In manufacturing firms found that HRD components such as training & development, employee ability, attitudes, behavior, and the organizational context are positively associated with organizational performance (Hamadamin, & Atan, 2019).). It suggested that when HRD inputs did well managed, companies achieve their performance objectives that strategic HRM practices with human capital development and employee commitment as mediators positively influence sustainable competitive advantage. This implied that HRD (as part of strategic HRM) supports firms in achieving strategic objectives (Niguse, Borji, & Kant, 2025).

Table 5.8. Human resource training and development leads to organizational growth.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	37	185	Total score/total respondents = 4.52 mean value (positive)
Agree	28	112	
Neutral	02	06	
Disagree	00	00	
Strongly Disagree	00	00	
Total	67	303	

Source: Field Survey, September 2023

From the overhead table (5.8), the scholar grown that the mean value of the employee inspected 4.52 (average). So, there to be mentioned that employees are strongly agree with the comment that human resource training and development led to organizational growth. Evidence suggested specific (task-related) training was particularly effective at boosting incremental innovation and process improvements, while general training helped build human capital that supported longer-term growth strategies. Several recent papers unpacked these differential effects (Sheehan, Garavan, & Morley, 2025). Training raised skills, knowledge, and task proficiency that directly increased worker productivity and quality of outputs aggregated across the firm, these translate into higher production and revenue (Daniel, C. O., 2018).

Table 5.9. Inadequate training of employee had an adverse effect on the organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	29	145	Total score/total respondents = 4.11 mean value (positive)
Agree	23	92	
Neutral	09	27	
Disagree	06	12	
Strongly Disagree	00	00	
Total	67	276	

Source: Field Survey, September 2023

From the above table (5.9), the study specified that the mean value of the employee survey was 4.12 (average value). It demonstrated that the inadequate training of employee had an opposing consequence on the organization. Reviews shown that insufficient, low-quality, or poorly transferred training was consistently associated with negative organizational outcomes i.e., lower productivity, higher error rates, increased turnover, reduced innovation, greater stress and presenteeism, compliance/safety failures, and higher costs (rework, inspections, legal exposure) (Aboagye, Björklund, 2019). The effect appeared both at the individual (performance, wellbeing) and aggregated organizational level (productivity, financial outcomes) (Uslu, & Kisbu-Sakarya, 2021).

Table 5.10. Lack of adequate skilled workers led to poor performance and a decline in organizational growth.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree	28	140	Total score/total respondents = 4.25 mean value (positive)
Agree	31	124	
Neutral	05	15	
Disagree	03	06	
Strongly Disagree	00	00	
Total	67	285	

Source: Field Survey, September 2023

From the above table (5.10), research focused the nasty value of the members of staff examined is 4.25 (mid value). So, lack of adequately trained workers led to poor performance and a decline in organizational progress. It shown that skills shortages and skills mismatches (i.e., workers lacking the skills companies need or whose skills are underutilized) often associated with lower productivity, reduced innovation, slower investment, and weaker growth prospects for companies (Borgonovi, & Suarez-Alvarez, 2025). Focusing on employer module data and analyzing companies reporting skills gaps, found that companies also reported lower productivity, difficulty adopting new technologies, and limited investment mechanisms, all of which commanded to slower organizational growth. Policymakers and companies increasingly view skills gaps as a material constraint on organizational and national economic performance (Baier & Rittmannsberger, 2025).

Table 5.11. Human Resource Development had a significant impact on organizational performance.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	33	165	Total score/total respondents = 4.40 mean value (positive)
Agree [4]	29	116	
Neutral [3]	04	12	
Disagree [2]	01	02	
Strongly Disagree [1]	00	00	
Total	67	295	

Source: Field Survey, September 2023

The above table (5.11) noted that the mean value of the respondents reviewed 4.40 (average). So, it mentioned that human resource development did have a weighty impact on organizational outcomes. A large and growing body of rigorous evidence shown that HRD especially training & development, career development, and learning systems implemented as part of coherent HR bundles had a significant, positive effect on organizational performance (productivity, innovation, service quality, financial outcomes) when implemented and supported properly (Kim, Chang & Bell, 2025).

Table 5.12. Human resource development leads to high performance of adequately managed in an organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	26	130	Total score/total respondents = 4.40 mean value (positive)
Agree [4]	29	116	
Neutral [3]	06	18	
Disagree [2]	05	10	
Strongly Disagree [1]	01	01	
Total	67	275	

Source: Field Survey, September 2023

The revealed table (5.12), researcher found that the score value of the employees' inspection 4.10 (average). So, it proved that participants were strongly decided with the comment that human resource development directed to in height performance of tolerably managed in an organization. When HRD (training, career development, learning systems, coaching, career pathways) implemented strategically and with strong implementation fidelity, it consistently associated with higher individual and organizational performance (task performance, innovation, productivity, service quality). Conversely, poorly designed or unsupported HRD yields weaker or no performance gains (Ulrich, M. D. & Wright, P. M., 2024).

Table 5.13. Poor performance of workers as a result of inadequate orientation by the company/organization.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	21	105	Total score/total respondents = 3.97 mean value (positive)
Agree [4]	31	124	
Neutral [3]	09	27	
Disagree [2]	04	08	
Strongly Disagree [1]	02	02	
Total	67	266	

Source: Field Survey, September 2023

From the overhead table (5.13), it had to be cleared that researcher noted the mean value of the defendant's checkup was 3.97 (moderately average). So, it alleged that poor performance of workers was as a result of scarce orientation by the firm/organization.

Research cleaned that inadequate orientation (poor onboarding and socialization) allied with lower employees' performance, higher early turnover, reduced assignation and commitment, more errors and safety incidents, and ultimately worse organizational outcomes (productivity, quality, and retention) and structured, well-managed onboarding produces substantially better performance and retention than informal or absent orientation (Zhai, Huang, & Tian, 2025).

Table 5.14. Adequate training and development of employees result in high rate of performance which in return leads to organizational growth.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	27	135	Total score/total respondents = 4.30 mean value (positive)
Agree [4]	34	136	
Neutral [3]	05	15	
Disagree [2]	01	02	
Strongly Disagree [1]	00	00	
Total	67	288	

Source: Field Survey, September 2023

From the noted table (5.14), this study got that we can see the mean value of the employee survey is 4.30 (average value). So, adequate training and development of employees result in high rate of performance which in return leads to organizational growth. In terms of training i.e., coaching, on-the-job practice, follow-up and managerial involvement are crucial for transfer of training to improved job performance (Wu, & Zhang, B., 2025). Besides, the development opportunities improve job satisfaction and organizational commitment, increasing discretionary effort and reducing turnover (lower recruitment costs and continuity loss) improve firm efficiency and capacity for sustained growth (Kim, Chang, & Bell, 2025).

Table 5.15. Inadequate human resource development programs had a negative impact on the organizational performance.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	36	180	Total score/total respondents = 4.48 mean value (positive)
Agree [4]	27	108	
Neutral [3]	04	12	
Disagree [2]	00	00	
Strongly Disagree [1]	00	00	
Total	67	300	

Source: Field Survey, September 2023

From the above table (5.15), this investigation found that the mean value got of the participants survey was 4.48 (average estimation). So, employees were strongly agreed that insufficient human resource expansion had an adverse effect on the organizational performance. Lack of or poor development increase's role stress, burnout and perceived breach of the psychological contract which reduce engagement and discretionary effort and elevate early turnover, further damaging performance. At workplace reports also exposed rising burnout and HR concerns, amplifying the harmful effects of weedy HRD (Mdhlalose, 2022). Managers must be able to coach and support transfer; weak managerial practice undermines HRD investments.

Table 5.16. A decrease in organizational performance is as a result of unplanned human resource development by the company.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	26	130	Total score/total respondents = 4.27 mean value (positive)
Agree [4]	33	132	
Neutral [3]	08	24	
Disagree [2]	00	00	
Strongly Disagree [1]	00	00	
Total	67	286	

Source: Field Survey, September 2023

The upstairs table (5.16), researcher noted that the mean value of the contestants' inspection was 4.27 (mean value). Then, it supposed that a decrease in organizational performance had as a result of unexpected human resource growth by the company. The leadership and others hard or soft skills development and people-analytics warn that poorly planned HRD can produce unintended consequences (role stress, withdrawal, conflict) if not managed careful (Mehner, Rothenbusch, & Kauffeld, 2025). This underscores that HRD implemented without planning/fit can backfire.

Table 5.17: An increase in organizational performance directed as a result of effective human resources development in a company.

Response of The Respondents	No. of the Respondents	Score Obtained	Average Score
Strongly Agree [5]	27	135	Total score/total respondents = 4.33 mean value (positive)
Agree [4]	36	144	
Neutral [3]	03	09	
Disagree [2]	01	02	
Strongly Disagree [1]	00	00	
Total	67	290	

Source: Field Survey, September 2023

From the above (5.17), this investigation focused that the mean value of the employee survey is 4.33. So, we can say that employees are strongly agreed that increase in organizational productivity is as a result of effective human resources development in a company. There was growing evidence that effective human resource development (HRD) well designed training and development, career development, onboarding, coaching, and other learning systems strategically coordinated and supported in the workplace improved individual and organizational performance (productivity, innovation, service quality, and often financial results). This effectiveness had particularly pronounced when HR development was embedded in a coherent HR system (e.g., high-performance work systems/personal development and development systems) and supported by transition support (e.g., manager coaching, on-the-job training).

VI. Findings

After analyzing the entire questionnaire, study come up with some distinct findings. The summary of findings is given below: -

1. When divided the data of the respondents according to educational level, found that most of the respondents had master's degree and above. [Table- 5.1]
 2. It divided the data of the respondents according to their length of service, noted that most of the respondents had served in the organization for below 1 year. [Table- 5.2]
 3. The employees are strongly agreed that human resource development is a vital issue which must not be neglected in an organization. [Table- 5.3, Page No. 29]
 4. Study mentioned that the mean value of the workforces plotted is 4.52 (average value). It meant that the most of the personnel were strongly settled that, the success of any organization depends on how effective the human resource development has been accomplished. [Table No. 5.4]
 5. This study found that, employees were strongly agreed that, productivity be enhanced in order to reduce poor performance in an organization. [Table- 5.5]
 6. According to the survey, employees were strongly agreed that ineffective utilization of human resources results in poor performance in an organization. [Table- 5.6]
 7. From the table and graph, it evidenced that, employees were strongly agreed that human resource development led to accomplishment of company's objectives. [Table- 5.7]
 8. By the employee survey showed that, employees strongly agreed human resource training and development leads to organizational growth. [Table- 5.8]
 9. Most of the employees believed that, inadequate training of employee had an adverse effect on the organization. [Table- 5.9]
 10. Employees strongly agreed that, lack of adequate skilled workers led to poor performance and a decline in organizational growth. [Table- 5.10]
 11. According to the employee survey, it could be found that, they strongly agreed that, human resource development has a significant impact on organizational performance. [Table- 5.11]
 12. Employees were strongly agreed that, human resource development pushed to high performance of adequately managed in an organization. [Table- 5.12]
 13. According to the employee responded, most of the employees were agreed that, poor performance of workers was as a result of inadequate orientation by the company/organization. [Table- 5.13]
 14. The results from the employee's showed that, employees were strongly agreed that, adequate training and development of employees resulted in high rate of performance which in return influenced to organizational growth. [Table- 5.14]
 15. According to the survey, most of the employees strongly agreed that, inadequate human resource development had a negative impact on the organizational performance. [Table- 5.15]
 16. Most of the employees strongly agreed that, a decrease in organizational performance noted as a result of unplanned human resource development by the company. [Table- 5.16]
 17. Research found that, employees were strongly agreed that, an increase in organizational performance was as a result of effective human resources development in a corporation. [Table- 5.17]
- Finally, it can be said that, the role of human resource development on organizational performance is significant in BRAC Learning Center, Rangpur.

6.1. Results from KIIs

The results of key informant interviews support the findings of the survey and further highlight the critical role of human resource development in organizational performance. Key informants emphasized that structured training and development programs can significantly enhance employee skills, productivity, and overall efficiency. They pointed out that newly hired employees typically require appropriate onboarding training and ongoing capacity-building initiatives to effectively fulfill their job responsibilities. Informants also noted that inadequate planning and improper use of human resources can lead to performance decline and hinder

organizational growth. Additionally, effective human resource development practices are considered essential for aligning employee capabilities with organizational goals and maintaining long-term performance. Overall, the key informant interviews confirm that strategic and well-managed human resource development initiatives are crucial for improving employee performance and achieving organizational growth.

6.2 Summary of the findings

Research has found that although many employees have limited tenure, they still highly recognize human resource development as a key factor in driving organizational performance. Both survey results and key informant interviews confirm that effective training, onboarding, and well-planned human resource development initiatives can enhance productivity, employee performance, and organizational growth. Conversely, inadequate training, improper use of human resources, and poorly planned human resource development practices can negatively impact performance. Overall, the findings emphasize the importance of strategic investment in human resource development in achieving sustained organizational success.

VII. Conclusion

Human Resource Development (HRD) practices at specified branch such as training, career development, coaching, mentoring, performance appraisal, and succession planning plaid a crucial role in shaping organizational performance. When effectively designed and implemented, these practices enhance employees' skills, motivation, and engagement, which in turn improve productivity, innovation, service quality, and overall competitiveness of the organization. HRD also strengthens organizational culture, builds leadership pipelines, and ensures that employees are adaptable to changes in technology and market demands ensured the best performance of an organization. Conversely, weak or unplanned HRD practices often result in skill gaps, low morale, and poor organizational outcomes.

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