

# DEVELOPMENTAL HUMAN RESOURCE AND BUSINESS PERFORMANCE: PROPOSING INTERVENTIONS FOR FUTURE STUDIES

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**ABSTRACT:** *In the fast-changing world of business today, companies are facing increased competition due to advances in technology, changing consumer demands, and the rise of new markets. To succeed in this dynamic landscape, organizations must focus on nurturing their most important resource: their employees. Developmental human resources (HR) strategies have become a key tool in improving employees' skills, encouraging innovation, and boosting overall business performance. This article investigates how developmental HR practices, meaningful work opportunities, and servant leadership can play a role in driving success within an organization. Research in this field shows the various aspects of developmental HR, such as employee training opportunities, career development opportunities, and developmental performance appraisal, and how they can serve to bring a sense of meaningfulness to work, which can result in furthering business performance. The review presents a notable framework for scholars to investigate and outline how businesses in the current competitive world can bolster their performance through developmental HR.*

**Keywords:** Developmental HR, Meaningful Work, Business Performance, Servant Leadership

## 1. INTRODUCTION

Nowadays, the global landscape changes often, resulting in fiercer competition among businesses. Technological breakthroughs, consumers' tastes, and emerging markets have caused serious pressure on firms to be ahead of their counterparts [13]. Therefore, developmental HR has become more critical than ever before. For organizations to survive in this competitive market, they must invest in their employees, who are their most important resources. Developmental HR is instrumental in enriching employees' competencies, driving innovation, and improving business performance. This will eventually enable them to respond better to changing market dynamics, capture new opportunities, and achieve sustainable success in an increasingly competitive global marketplace. Developmental Human Resources (also known as Developmental HR) is a strategic approach within human resource management that focuses on nurturing and enhancing employees' skills, knowledge, and abilities. This contrasts with conventional HR practices, which tend to concentrate heavily on such administrative tasks as hiring and firing workers or managing payrolls but not the growth of the workforce or organization development. Essentially, developmental HR believes in investing in the personal professional growth of its staff because it considers this beneficial not only for the individual employee but also for overall organizational success and competitiveness. It recognizes that people are assets that can only be fully utilized through continual learning and support. A significant aspect of developmental HR relates to developing robust training programs for staff members. Based on workshops, seminars, web-based training programs, or practical experience undertaken by the company's employees themselves, all these contribute towards building a learning culture, which is key to any enterprise in the development stage.

## 2. LITERATURE REVIEW

### 2.1 Developmental HR:

According to Kuvaas [22], developmental HR comprises employee training opportunities, career development opportunities, and developmental performance appraisals. It

has been noted that developmental HR can be a hidden gem for organizations in order to enhance several end outcomes [2, 3]. These developmental HR activities are different and distinct from the administrative HR practices that are mainly focused on the clerical activities related to personnel.

### 2.2 Employee Training Opportunities

A cluster of popular studies has emphasized the importance and role of HRM resources, such as employee training, on individual behaviors and outcomes [5]. Employee training opportunities refer to the extent to which employees perceive their organization's HR practices are supportive of their needs in relation to learning and development [22]. The definition presents training as an act of kindness and one of the basic rights for any worker. Among the other responsibilities of HR are facilitating trainings or giving workers chances to gain more skills. This is an indication that an individual worker in any organization's human resources department should embrace improving his or her knowledge and skills through continuous training. Costen & Salazar [14] state that "training involves offering necessary skills and knowledge that an employee needs to perform their role and responsibilities as per organizational standards," indicating that this activity aims at making employees productive. Furthermore, according to Kuvaas [22], training opportunities represent a very important developmental HR asset that has strong linkages with staff behaviors as well as job-related outputs.

Similarly, it is widely acknowledged that employees' training plays a crucial role in enhancing organizational success, leading to increased productivity levels, job satisfaction rates, and turnover ratios, among other benefits. In order for individuals in organizations to excel in their jobs, they must pass through various types of training that are part of developmental HR practices, such as workshops, seminars, and online learning platforms, among others. Becker & Gerhart [9] demonstrate the positive influence of training on employee productivity and organizational performance, as well as the significance of integrating training programs with the objectives of the organization. Additionally, Noe et al. [28] contend that developmental HR plays a significant role in creating the culture of learning and development required

to enable organizations to adapt to changes in technology and market dynamics. This will be achieved through workshops, seminars, or online learning platforms, which are some types of developmental HR approaches that offer relevant and timely opportunities for employees to improve their performance so that they can contribute positively towards the attainment of organizational goals.

Critical evaluation thus refers to the fact to the fact that employee training and the availability of adequate training opportunities are important developmental HR components for any organization. However, little exists about the subject matter regarding employees' training enriching business-level performance, particularly in the post-pandemic era. In addition, suggestions from the previous literature have pointed this out as a crucial research gap demanding immediate empirical investigation.

### 2.3 Career Development Opportunities

Prominent scholars have subsequently drawn attention to career development opportunities as an essential HR element for enhancing work engagement considerably within organizations. It is about how much workers think that their organization or human resources department is interested in their growth needs. [17]. Employees' commitment and motivation are enhanced by career development as they look for growth opportunities within their organizations. Career development is a crucial component of developmental HR that provides promotion pathways to employees and supports their long-term careers. In this regard, Arthur et al. [6] conducted a study that showed that firms with sponsoring career development programs had higher levels of satisfaction and commitment compared to those without such practices, hence improving organizational performance. Developmental HR fosters career development through means like mentoring and coaching, job rotation, and leadership skills training to enable them to identify fields where they can grow in the business environment.

### 2.4 Developmental Performance Appraisal

Developmental performance appraisal refers to attitude-, skill-, or knowledge-building activities that may lead to improved employee effectiveness. KPIs Key performance indicators are becoming increasingly important tools used when aligning an organization's strategy with its overall goals. This has led to two types of appraisals, i.e., developmental and administrative/evaluative appraisals. Nonetheless, evaluative performance appraisal differs from developmental performance appraisal in several ways about this issue since, "according to Boswell and Boudreau [11], it outlines key abilities and strengths of an individual, identifies weaknesses in them, and sets targeted goals for improvement purposes. indicating areas that need more training, respectively. However, these methods evaluate individuals' tasks against set criteria or prior ones in terms of linearity with practical jobs because, according to Boswell & Boudreau [11], developmental performance appraisal is concerned with outlining the core competencies and strengths of an individual, identifying weaknesses, establishing targeted goals, and underlining development needs, respectively. Evaluative performance appraisal, on the other hand, involves comparing one's past achievements while the employee's current output follows a predetermined criterion

or level of quality. Thus, they are both right since it also implies that appraisals have dimensions that extend beyond evaluating what employees earn against their grades yet play significant roles in further developing an employee's efficiency through linking personal performances to corporate goals via feedback, mentoring guidance, and acknowledgment.

However, Kuvaas [21] has noted that there is little empirical research available between organizations regarding developmental performance appraisals. Although it is believed that performance appraisals do shape employee behavior, this belief is more theoretical than practical at times. Developmental HR subscribes to a proactive approach to performance appraisal, treating it as a developmental rather than evaluative tool. Developmental performance appraisals have been linked by research carried out by DeNisi and Murphy [15] to higher levels of employee engagement and motivation due to constant feedback mechanisms and support for continued improvement. Developmental HR practices enable performance appraisal through regular sessions in which managers offer feedback to employees, set goals departmentally, and ensure that they are on track toward milestones while providing effective constructive criticism that can foster human resource development. In addition, work done by Murphy & Cleveland [27] underscores the need for organizations to adopt performance appraisal approaches that are based on strengths as opposed to weaknesses, hence optimizing individual and team talent utilization. Lastly, developmental HRM practices have been instrumental in creating a learning enterprise where every member can maximize his or her potential towards achieving organizational goals.

Looking at performance appraisal from Murphy & Cleveland's [27] point of view, it is a platform where people can interact and communicate effectively, which in turn can help various organizations prevent performance appraisal conflicts. Developing such an understanding thus makes sense for Boswell & Boudreau & [11], for they argue that if taken as a process of communicating, making decisions, and handling performance concerns, this would help in their argument on how performance appraisal plays a more promising role. According to Ahmed [2], developmental performance appraisal is not only a holistic approach to appraising or identifying all aspects of an individual, including strengths, weaknesses, expertise, and skills, but also entails a comprehensive development plan based on these elements. In contrast to the general evaluative-performance appraisal, it is different.

### 2.5 Critical Review:

A closer look at developmental performance appraisal reveals its significance as an employee strategic wellbeing program [29]. It also helps identify areas that need improvement to bear more fruit. Thus, another implication can be drawn from this view: developmental performance appraisal could have greater importance for personnel working in the service industry due to responsive job practice enhancement by the organization.

On the other hand, Kuvaas [21] points out that limited empirical work has been done on the trend towards developmental HRM practices until now. One author claims

that this kind of assessment has potential impacts on fulfilling motivational needs, which may promote commitment among workers. This author concludes that there are several outcomes or behaviors in employees that are predicted by having performance appraisal as a prominent trait within any developmental HR system. Specifically, a developmental performance appraisal might be used strategically to shape employee behaviors so they align with organizational goals [20]. The contention is that these reactions need to be investigated and documented; hence, Levy and William [23] called for further field research on the influence of performance appraisal reactions on employee behaviors and outcomes.

### **2.6 Developmental HR and Business Performance**

This is because extensive implementation of Developmental HR practices predicts business performance across multiple dimensions in many ways. For one, within Developmental HR, the emphasis on staff training opportunities aligns individual competences with organizational goals thus promoting a well-equipped workforce ready to face upcoming challenges. Aguinis and Kraiger [1] notes that organizations investing in the training of their employees report higher productivity levels, increased innovation capacities as well as overall performance improvements. Secondly, career development opportunities facilitated by Developmental HR help create an engaged and motivated workforce that results into high job satisfaction rates low turnover levels and better loyalty. Thirdly, developmental performance appraisal mechanisms fostered by developmental HR create an environment of continuous learning as well as improvement within such organizations. Performance based human resource system: ongoing feedback from regular meetings between supervisors has been found to be more effective than formal appraisal feedback provided annually.

Moreover, inadvertence by the proactive nature of developmental performance appraisal ensures that potential performance issues are addressed quickly, so as to avoid harm and maximize productivity. Altogether, the integration of Developmental HR practices positively aligns with company's financial indicators such profitably, competitiveness and responsiveness to market changes. This is a trend that has seen businesses adopt developmental HR approaches in order to ensure sustainable success in the global business environment where human capital is becoming increasingly recognized as strategic [32].

### **2.6 Meaningful Work:**

In addition, literature on positive employee and general work wellbeing underscores the importance of meaningful work [10]. Furthermore, Hackman & Oldham [16] defined this term as "the degree to which people experience their work roles as valuable and worthwhile." To put it simply, meaningfulness at work represents an individual's belief about his or her job counting for something important [3]. When you clearly understand the work, you are doing, your own abilities, and how they can make a valuable contribution to the organization or social life, this is when you will feel meaningfulness at your place of work. Relevant literature regarding meaningful work connects it with job satisfaction [25] and motivation for working [12].

This study therefore suggests that there will always be a part played by individual perceptions of what constitutes personal meaningfulness in relation to creating employees' sense of engagement at their workplace [4]. On the other hand, spirituality in reference to the workplace confirms that some people find happiness in performing happy jobs, works, or duties [24]. Here, both authors also suggest that such research would be useful because having more meaning in life could also be associated with social wellbeing. Conversely, meaningless work is characterized by a lack of meaning, detachment, and indifference [26].

The relevance of this study was the content and implementation of developmental HR practices for the creation of meaningful work experiences, thus fostering business performance. A sense of purpose, not just task completion, is the foundation of meaningful work. These HRM initiatives create conditions in which employees believe that their work has some significance. First, by creating various training opportunities that are found under the umbrella of the developmental HR approach, as part of organizational workforce development strategies, these programs assist staff members to learn new skills and competencies, thereby increasing their perceived mastery over their job tasks. Such studies demonstrate that people who perceive their jobs as challenging and growing are more likely to experience a sense of meaningfulness at work [30]. Similarly, through developmental HR programs such as mentoring schemes or leadership development courses organized within organizations, enhance autonomy and control over their career growth are enhanced. This alignment between an individual's career goals and organizational objectives helps employees find more importance in what they do in an organization. In addition to this, development performance appraisal emphasizes continuous learning as well as feedback for the purposes of retaining good talent within organizations [30]. The developing human resources department also recognizes workers' contribution to services delivered by seeing achievements made by them and showing empathy for specific strengths, which makes them feel important, thus adding more meaning to careers lived through any organization.

The relationship between meaningful work and business performance is mediated by developmental HR practices, which can be used to affect important organizational outcomes. A study conducted by Rosso et al. [30] revealed that employees who consider their jobs meaningful experienced high levels of job performance and creativity, as well as demonstrated citizenship behaviors. The intrinsic motivation linked to meaningful work generates commitment to the organization's objectives, improving job satisfaction, reducing turnover rates, and increasing employee retention [33]. Moreover, having a sense of meaning in a role fosters a positive climate of trust, collaboration, and innovation—three key drivers of business performance. Staff members who find meaning in their job tend to exhibit adaptive behaviors such as proactive problem solving and knowledge sharing, leading to organizational agility and resilience. Additionally, customer satisfaction is boosted when workers experience an environment with authentic interactions built around meaningful connections; this stems from the fact that

customers are human beings, not machines. Consequently, employees who find deep significance in their jobs are more likely to develop healthy relationships with customers, which ultimately lead to better service quality and improved customer experiences.

Further, this mediation effect of meaningful work affirms the strategic importance of creating a work environment that nurtures employees' sense of purpose, fulfillment, and contribution through constructive developmental HR practices for enhancing business performance. In other words, organizations should prioritize developmental HR initiatives that promote meaningful work experiences so as to cultivate a high-performance culture capable of sustaining firms in today's very competitive world.

**2.7 Interaction of Servant Leadership**

On the other hand, servant leadership is concerned about others' needs, fostering collaboration among people in working teams or groups for enhanced outcomes. More importantly, this exposes servant leadership's positionality as far as relevance between significant employment opportunities and business success. This emphasizes supportiveness at the workplace so that individuals can feel important and encouraged to contribute to the organization. This implies that servant leadership increases the significance of work experiences by linking employees' leadership style with the principles of meaningful work such as autonomy, purpose, and recognition. For example, servant leaders allow their subordinates to find meaning in their activities through providing them with significant options for growth, autonomy over decision-making processes, and recognition of their contributions. Moreover, servant leaders create an atmosphere where there is trust, openness, and authenticity, thus fostering meaningful work experiences [18].

Additionally, servant leadership moderates the relationship between meaningful work and business performance by amplifying the positive effects of meaningful work on employee engagement, motivation, and commitment. Servant leadership makes employees feel like they belong in a community with a shared purpose, thereby increasing the perceived meaningfulness of their jobs. As Sendjaya et al. [31] noted above, servant leaders influence employee behavior, which may go beyond what is expected of them, enabling discretionary effort or proactive behaviors that enhance organizational success. Therefore, by accepting responsibility for performance improvements in relation to various organizational metrics at different levels—individual as well as team levels

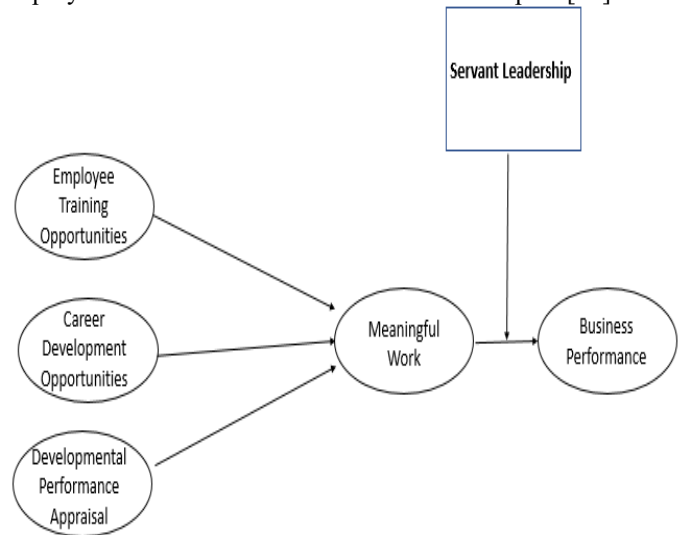
Furthermore, the incorporation of servant leadership between meaningful work and business performance moderates an organization's capacity to learn, adapt, and withstand change. The creation of a culture that encourages learning by leaders who serve is important in the process of making mistakes as opportunities for growth, accepting feedback as a tool for improvement, and encouraging knowledge sharing among team members [31]. Servant leaders enable organizations to adapt to new market conditions, take advantage of emerging opportunities, and cope with challenges better by fostering the encouragement of experimentation and the development of a growth mindset [7]. Additionally, they prioritize enhancing employees' potential, thereby creating reservoirs

of talented personnel who can drive future business performance sustainably.

In conclusion, servant leadership moderates the relationship between meaningful work and business performance by creating a supportive work environment, which increases employee engagement and commitment as well as facilitates organizational learning and agility. Leaders can use the principles of servant leadership in order to magnify the positive impacts that meaningful work has on employee motivation and well-being and ultimately drive organizational success within today's dynamic and competitive business environment.

**3. WAY FORWARD**

The synthesis between developmental HR practices, meaningful work experiences, and servant leadership in enhancing organizational performance offers room for further research. One way forward is to delve deeper into how developmental HR initiatives specifically impact an employee's perception of what constitutes his or her role in the organization so as to maintain the desired level of employee engagement. This may be done by examining different types of training programs, career development opportunities, or even performance appraisal practices that are offered by companies, thus giving some insights about purposefulness, autonomy, or significance at the workplace at one time or another. Finally, analyzing boundary conditions as well as contingencies moderating the relation between meaningfulness at work and company productivity would provide insight into specific factors that facilitate implementation or hamper it when making targets attainable through the actualization process from the abstract notion of perception. Factors such as organizational culture, leadership styles, and industry-specific dynamics may influence the effectiveness of developmental HR practices and servant leadership in fostering meaningful work and driving performance improvements. Another area that could be explored is the longitudinal effects of these programs on a company's performance over certain periods of time, whereby information based on employee opinions about their employer's treatment can be used to measure impact [19].



**Figure: Conceptual frame work of the study**

Moreover, if we examine contextual factors, including the size of the organization, geographical location or industry sector itself, it will help us cross-culturally and cross-sectoral compare these practices, enriching our understanding of whether these practices are universal or contingent. In general, future research should aim at expanding on what has been well documented so far and seeking new ways to understand the role that HRD plays in creating meaningful work within diverse organizational settings.

#### 4. PROPOSED FRAMEWORK:

Based on the critical review of the work, the current study proposes the following framework of study for aspiring authors on the topic:

The current study proposes, following a critical review of the literature, that developmental HR can significantly help make the work meaningful for employees, enabling them to understand the work and its significance, thus resulting in better work outcomes that boost business performance. The study also proposes that organizations with servant leaders can significantly boost meaningful work and business performance.

#### 5. CONCLUSION:

In conclusion, it is clear that the interplay of developmental HR practices, meaningful work experiences, and servant leadership exposes the complex dynamics of contemporary workplace performance. Developmental HR measures are crucial to arming employees with skills, opportunities, and support so as to enable them to find meaning in their jobs. Organizations create a culture of continuous learning, growth, and engagement through investing in employee training, career development, and performance appraisal practices that sustain business success.

In addition, the link between developmental human resource practices and business performance is mediated by meaningful work, which shows how important it is to design workplaces that give priority to employees' internal motivations, values, and aspirations. Moreover, servant leadership emerges as a critical moderator that magnifies the positive impacts of meaningful work on business performance. Servant leaders fostered supportive, empowering working conditions that enhanced employees' sense of worth and inspired them to give their best. By cultivating such values as trust, collaboration, and learning, servant leaders make organizations more adaptive to change by navigating uncertainty and seizing emerging opportunities. Our review suggests that going forward, companies must continue focusing on incorporating both developmental HR approaches and servant leadership philosophies into their organizational cultures. This will enable organizations to unlock new levels of performance innovation as well as resilience by encouraging meaningful job encounters, which give every employee an opportunity to attain their full potential. Thus, creating an alignment between developmental HRM, meaningfulness at work, and servant leadership can be seen as a sustainable method for achieving success in the modern competitive world under dynamic operational environments.

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