

## **Human Resource Development: A Case Study of Kathmandu Metropolitan City**

Ganesh Prasad Niraula  
Faculty of Management  
Patan Multiple Campus, Tribhuwan University, Nepal  
ganesh.niraula@pmc.tu.edu.n

Associate Prof. Dr. Bijay Lal Pradhan  
Faculty of Statistics  
Amrit Campus, Tribhuwan University, Nepal  
Email: bijaya.pradhan@ac.tu.edu.np

Bhawani Prasad Mainali  
Faculty of Education  
Mahendra Ratna Campus, Tribhuwan University, Nepal  
bhawanimainali@gmail.com

Amin Palikhe  
Faculty of Management  
Prithivi Narayan Campus, Tribhuwan University, Nepal  
a2shrestha@gmail.com

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## ABSTRACT

*The human resource development is essential to the success of every organization, it is one of the domains of human resource management that is widely studied. Because of a number of macro-level trends in recent decades, including globalization, technological innovation, increasing competition, and changes in organizational structure, the HRD focus has become more global, necessitating the need to relate performance in any part of the world. The purpose of this study is to determine how human resource development has been taken in the context of its different dimensions by the employees of Kathmandu Metropolitan City. Human resource development has greater focus on training and development, personal development, career development and performance management which can enable the KMC administration to make appropriate policies and programs to strengthen the human resources and enhances their efficiency. The qualitative case study research design was used to get the perceptions of employees. Four research questions were set to seek the answers from the participants/ informants of the metropolitan city, which were related to HRD and its dimensions. Data were gathered in verbatim form, transcribed, coded and generated theme using qualitative data software Atlas-ti. This study concludes that all the HRD dimensions; training and development, personal development, career development and performance management were effective to boost human resource development in the Kathmandu Metropolitan City.*

**Keywords:** Career Development, Performance Management, Personal Development, Training and Development

## INTRODUCTION

Human resource development is a clear endeavor by an organization to give people behavior, knowledge, abilities, and attitude that are relevant to their jobs (Hakuduwal, 2019). Enhancing organizational effectiveness and employee performance is a fundamental and continuing process called human resource development (Baniya, 2006). To ensure the vitality, competence, and productivity of its personnel, any dynamic and growth-oriented organization must emphasize HRD. It consists of the system for evaluating employees, training, career planning, organizational growth remuneration, working conditions, and the information system for human resources. Human resource development is the key to enhancing workers' abilities for prospective positions within the organization (Sthapit, 2019).

A specialized strategy known as "human resource development" molds the fundamental abilities that influence how organizations compete (Armstrong, 2014). Human resource development is a process that strengthens and improves employees' knowledge, skills, and attitudes (CIMA, 2013). Human resource development and the subsequent application of competencies are related. It enhances employee members' innovative contributions to accomplish organizational goals (Redman & Wilkinson, 2006). The three activities that make up human resource development are training, education, and development. Organizations provide training to employees as a learning opportunity so they can do their jobs more effectively. The main goal of education is to prepare people for careers that are different from their current ones. Development focuses on enhancing knowledge or skills in a certain area (Nadler & Nadler, 1989).

Human resource development is a planned effort to facilitate employees' learning of job-related behaviors, skills, knowledge and

attitude. Human resource development comprises training and development, career development and performance management (Hakuduwal, 2019). Human resource development is viewed as the synergistic combination of all three focuses, resulting in better organizational efficiency and effectiveness through more fully engaged and skilled people whose performance and work outputs are consistently linked to the organization's goals (McGuire, 2014).

The process of enhancing all professionals' knowledge, skills, and work attitudes at all organizational levels is known as human resource development (Khan, 2020). The method that human resource development specialists perform for the organization varies from country to country due to national characteristics, which are a fundamental necessity (McGuire, 2014). Human resource development? Comprises four essential components: training? Career development, performance management, and performance appraisal (Gomez et al., 2013).

Training and development, management development, performance management, career development, and organization development are the five main components of human resource development (Sthapit, 2014). The alignment of future employees with the organization's principles, values, and procedures, which develops its human resources in the long term (Osibanjo & Adrenji, 2013) Line managers engage in HR in three different ways: conceptually knowing why they should, practically implementing their participation through a thorough understanding of their responsibilities in HR, and emotionally believing in the significance of their participation in HR (Maxwell & Watson, 2006). People resources are the key to organizational success in the present era of globalization. In the long run, an organization's success is heavily reliant on the caliber and quantity of its people resources (Swain & George, 2007). According to Drucker (2006) the most valuable asset of a 21st-century institution is its knowledge

workers and their productivity, while a 20th-century company's most valuable asset was its manufacturing equipment. A strong and engaged staff is unquestionably the most important of the three intangible assets to support an organization's value-creating, information capital, and organizational capital operations (Kaplan & Norton, 2004; Alipour, Salehi and Shahnava, 2009).

Managers and officials in Nepalese banks often do not believe in the benefits of investing in human resources and developmental activities. They either employ agencies or their own hiring procedures. In particular, the idea that people should be seen as valuable assets is not widely accepted (Adhikari, 2010). In the Management Development Scenario (MDS) reports produced by the Management Association of Nepal, the fact that institutions of all types have increased their emphasis on HRD has been seen as a sign of progress (Pant, 2006). Human resources must not be viewed as commodities to be employed and fired based on the organization's short-term whims; rather, they must be fostered and developed. Good people can remedy bad policies, processes, and rules, but it is never the other way around (Hassan, Hashim, and Ismail, 2006). The capital and biggest metropolitan area of Nepal is Kathmandu. The Kathmandu Metropolitan City (KMC) is the hub of the Kathmandu Valley which is located in the Himalayas. To the southeast of the city, in Lalitpur, are five kilometers (3.1 miles); to the east, in Bhaktapur, fourteen kilometers (8.7 miles) (KMC, 2022). There are 2225 employees currently working in the Kathmandu Metropolitan City (Gyawali, 2018).

Although the local governance act of the Nepali government, which imposes all codes of conduct on employees, is followed by Kathmandu metropolitan cities, in 2077 Falgun it promoted 1550 employees as being devoted to the metropolitan city and its job to the stakeholders. For employee administration, it has three groups: administration, technical, and miscellaneous (KMC, 2020). Many

studies have attempted to describe and clarify the application of human resource development dimensions in various private and public organizations in the recent years to precisely understand its implications on the actions of employees and workers and the impact on their behavior. The purpose of this research was to ascertain the relationship between HRD dimensions and human resource development in Kathmandu Metropolitan City.

This study aims to examine the Human Resource Development of Kathmandu Metropolitan City. It also aims to determine the current general attitude of administrative employees toward HRD. Through the analysis of HRD dimensional factors like:

- How are training and development related with HRD?
- Is there any relationship between Personal Development and HRD?
- How is career development related to HRD?
- What is the relationship between performance management and HRD?

## **LITERATURE REVIEW**

Shuck et al. (2014) found that when using the paradigm of happiness, efficiency, and turnover, the anticipated performance rise projected in collaboration with human resource development practices may be cancelled out if there were insufficient levels of perceived support. Forster (2018) found that line managers play a significant role at the front lines of HRM. HR responsibilities must be carried out at the front lines of an organization to ensure that successful people management techniques flourish and extraordinary levels of employee involvement and dedication predominate, which may be used to promote individual, team, and organizational performance. Ferdian, Azis, Presito, Darmawan (2020) mentioned organizations'

image can have a big impact on how appealing a company is to job seekers. Being a member of the squad alone might make them happy. Just enhancing employee happiness can help human resource personnel increase levels of involvement. Guest (1997) revealed that effective commitment and performance-related human resource management techniques have a growing and supportive relationship. According to the research, organizations should have a beneficial and fruitful relationship between their human resources policies and practices in the twenty-first century. Shuck & Wollard (2010) revealed that every human resource development practitioner and academic is concerned about the results of having human resources in firms participate successfully and even passionately to the success of their organizations. They concluded that positive workplaces are conceivable, desired, and attainable. The idea of employee involvement has received a lot of attention from the vast majority of people who are committed to their work.

Derven (2008) claimed that becoming a "business partner" has long been the Holy Grail for HR, which is why the idea of training needs analysis (TNA) is now regarded at a strategic level as a result of partnerships it has forged with various human resource departments. Durkovic (2011) emphasized HRD as a generic function of HRM, as developed human resources are the fundamental element and prerequisite for the growth and competitiveness of the enterprise; high-quality workers can carry and sustain competitive advantage; and they are the requirement for business operation of all business systems characterized by quick, dynamical, complex, and not always predictable changes in the environment. Dilworth found strategic change management, integration of learning processes, knowledge management, career development, healthy and productive workplaces, in-sourcing and out-sourcing of training, team building, leadership development,

application of technologies to HRD, and socio-technical fit were determined to be the core elements of HRD.

Mitsakis (2019) found HRD executives are crucial to the survival and expansion of businesses in complicated and dynamic commercial contexts. They must be proactive trend-setters who proactively place themselves and their departments inside the board of directors of the organization. By doing this, they advance HRD practices and have the power to intervene and change the atmosphere and culture of the workplace. When it comes to the process of genuine organizational change, HRD may have the biggest impact on the company. With the knowledge that people are the company's most valuable asset, HRD is particularly trained and well-positioned to direct employee development in order to improve organizational performance and implement organizational transformation. HRD plays a variety of functions at the company (Thoman & Lloyd, 2018). Wilson. & Tizkaria (2017) emphasized that organizational citizenship behaviors, counterproductive workplace behaviors, and job withdrawal, each of which has a significant impact on the success of the organization, are also related to employee job satisfaction (EJS). Rosalia, et al. (2020) found an assessment of managers' and workers' perspectives on the implementation of a human resource system based on the principles of corporate social responsibility (CSR) can be made using the strategic resources and human resource development indicator. Employees who receive coaching to improve their skills are more likely to give their best to the tasks at hand.

Swarnalatha & Prasanna (2012) found the creative employee is successful in a new position. Employees who receive coaching to improve their skills are more likely to give their best to the tasks at hand. The creative employee is successful in a new position. Antoni (2010) found the responsibility of career management is



shifting more and more on the individual. Organizations also have a significant impact. Recognizing the importance of maintaining a competent personnel as the primary means of gaining a competitive advantage, the most advanced businesses create and implement integrated management career systems that are advantageous to both them and their employees.

Pradhan & Shrestha (2022) found that the most important aspect in employee involvement, training, and development is career planning. Employee participation in service sector firms is positively impacted by career planning, training, and development since these two factors are seen as a substantial and valuable predictor of employee involvement in the organization and fulfillment of given activities. Biswakarma (2015) found that employees' behavioral decisions to leave Nepal's banking industry were negatively impacted by job participation. Age and gender both have an impact on job participation and turnover intentions. Niraula (2022) found organizations use a variety of educational strategies and programs to enhance their workforce on a regular basis, in recent years, training and development have been an increasingly important strategic priority.

Lama (2021) found that selecting and appointing employees has a favorable and significant impact on employee satisfaction. Training and development, compensation, and performance review all had a favorable and significant impact on employee satisfaction among commercial bank employees in Kathmandu. Niraula (2022) found that in Nepalese commercial banks, training and development had a greater impact than other factors. The majority of bank employees, it has been observed, have prioritized training and development over other factors. To solve staffing challenges and overcome the challenge of attracting, engaging, and retaining not only adequate staff but also employees with fundamental knowledge, experience, and enthusiasm, human resource

development (HRD) is by far the most significant aspect (Carlback et al., 2024). The feeling of inclusion is diminished by centralized decision-making. Two main concerns further threaten the sustainability of these HRD initiatives: insufficient socialization that incorporates community feedback, which compromises the quality and comprehensiveness of program assessments (Sakir et al., 2024).

Bhattarai (2013) found that the government of Nepal had not built a planned HRD system. Yet, there have been several techniques in place that may be HRD mechanisms but are not considered to be such, such as performance appraisal, potential appraisal, etc. Including career advancement and performance management. Adhikari & Gautam (2006) found Nepalese business organizations, lack appropriate training and development as well as career development programs. Swanson & Holton, (2009) mentioned HRD as a subsystem that works within the larger host system in order to advance, support, harmonize, and, occasionally, lead the host system. Consider a business that manufactures and sells cars to consumers. Responsible HRD would constantly be on the lookout for this company's main objective and consider itself as supporting, directing, or shaping the different components of the intricate vehicular organizational system. Bhandari (2010) identified an absence of study on the impact of employee motivation and commitment on the public sector. Rewards and other observable motivational tools were perceived as influencing factors of HR outcomes in the general Nepali context. Many employees in Nepal think that going to work for someone else is only a formality to get paid each month. The employees of government-owned businesses including Nepal Bank Limited, Rastriya Banijya Bank, and the Agricultural Development Bank don't take their duties seriously and instead think they'll get paid once they've entered their daily attendance in the register (Pandey,

2008b). Politics in the workplace can lead to employment unhappiness, which can result in employee turnover or plans to leave the organization (Macey & Schneider, 2008). Costs associated with employee turnover greatly damaged organizational performance and the growth of Nepal's commercial banks (Khadka, 2013). Employees may be dedicated to their organization and the position they have, but they might not have given it their best effort. It can be challenging and hard for managers to balance their physical, mental, and emotional efforts while carrying out their duties (Shrestha, 2019).

Performance evaluation programs, organizational culture, and employee attitudes are all positively connected with effective training. Junior officers of public listed commercial banks were shown to be more in favor of the banks' training strategies than senior officers. Employees in both public and private banks who have less work experience are more positive about the effectiveness of training (Dhungana, 2008). Regardless of the size of the organizations where they work, employees who are invested in their work both physically and psychologically are assets (Pandey, 2008b). According to Okoye & Ezejiofor (2013) it has been established beyond a reasonable doubt that training, motivating tools, and other employee development initiatives help people do their various roles more effectively, which in turn promotes the growth of human resources and organizations

According to Lama (2021), recruiting and selection have a favorable and considerable influence on employee satisfaction. Training and development, remuneration, and performance review all had a favorable and significant impact on employee satisfaction among commercial bank employees in Kathmandu. Albrechi et al. (2014) argued the organization's system-wide procedures for recruitment, socialization, performance management, and training and development must be supported and strategically integrated.

Human resource development should be prioritized. Image of the company can have a big impact on how appealing a company is to job seekers. Being a member of the squad alone might make them happy. Human resource planning (HRP) can help raise engagement levels and develop human resources by merely improving employee satisfaction. Yet, if combined with Perceived Organizational Support, both will significantly influence the causal relationship between HRP and engagement (Ferdian et al., 2020). Public and its stakeholders is crucial for a government body like KMC. The development of human resources aids in preparing workers for new positions. It enables people to acquire new attitudes, abilities, and information needed to assume leadership roles. Also, it facilitates the development of efficient firm succession planning strategies by identifying the employees' strengths and weaknesses. Enhancing people's abilities and competencies for organizational activities through human resource development (HRD) results in better performance and higher organizational effectiveness. HRD enhances the knowledge and abilities of current human resources to enable adaptability by aligning with changes in the external environment (Nadler, 1969).

The development of HR is essential in the twenty-first century as governments and professional organizations work to provide the general public and consumers with current and cutting-edge services. An effective and productive workforce is required for this. Therefore, all businesses should place a high priority on developing their human resources to increase knowledge, competencies, and abilities that reduces attrition and tiredness at the workplace (Rao, Rao, and Yadav, 2001). An organization needs top management commitment and involvement, policy deployment, process control and improvement, R&D, training and education, upholding supplier relationships and empowerment, and customer interactions in order to achieve overall success (Pradhan, 2017).

Gyawali (2018) mentioned HRD focuses on preparing employees to operate productively and effectively for the company. It is a method that supports other development initiatives, especially those that focus on employment and reducing inequality. Human development, which includes education, training, health, nutrition, and decreased fertility, is also seen as being synonymous with HRD. It guarantees that businesses have enough human resources with the skills they need to accomplish their objectives.

Building a strong the nation's human resources would strengthen its competitive advantage and serve as the cornerstone of sustainable development, highlighting its benefits and potential (Diep, 2022). Development of employees increases dedication, openness to change, societal well-being, cost efficiency, and the ability to implement macroeconomic variables (Gyawali, 2018). The development of every nation and its citizens depends greatly on the development of its human resources. It will help to promote the value of education and training for students with the development of human resources, encouraging sustainable socio-economic development (Diep, 2022).

In today's world, human resource development is essential. One of the most important variables influencing a nation's economic prosperity is investing in its human capital. The true foundation of human progress is education. Without education, sustained development cannot be accomplished (Akhter, 2015). The supporting function of HRD in ensuring employee competency to meet current performance demands is crucial for operational success. As important factors in determining corporate strategy, HRD can provide even more strategic benefit (Torraco & Swanson, 1995).

The economics theory of human resource development was developed by (Swanson & Holton 2009) and focused on understanding the structure, processes, and strategies for

increasing human resources inside the organization. How to distribute resources as inputs to produce the best results is the core emphasis of economic theories of human resources. Economic theory focuses on the input-output ratio to increase productivity by utilizing the organization's human resources. Swanson (2004) affirms that because it discusses age, profession, behavior, knowledge, and practice related to human resource development in organizations, the psychological theory of human resource development is very helpful in understanding and improving the mindsets of adult and professional individuals. The focus of psychological theory is on examining age-related changes in human behavior.

According to Maslow (1970) "human needs exist in a hierarchy, only when lower- order needs are satisfied can higher order needs be activated and serve as sources of motivation". The human resource development also influence by the Maslow's need hierarchy theory because if lower order needs of human beings are not satisfied, they are not motivated and fully devoted with the work they are associated with.

## **METHODOLOGY**

The main objective of this study is to examine the relationship between HRD dimensions and the human resource development of Kathmandu Metropolitan City (KMC). The study employed qualitative research and a case study method to perform an empirical study of the issue by participation of employees in Kathmandu Metropolitan City located in the capital city of Nepal. There were 2300 (KMC, 2023) employees in KMC who were working in different posts that served as the study's population. More than 10 employees were participated in the interview as sample. The sample size for a qualitative study should range from

10 to 50 for inclusive and fair consideration (Creswell et al., 2018). The study falls under multiple realities. Data were collected through unstructured and open ended questions from primary sources of the offices of Kathmandu Metropolitan City. Both officer and director level employees, who were the part of policy formulation and implementation were interviewed and observed during data collection procedure. A judgmental sampling method was applied to get precise and complete information from the informants. A Judgmental sampling is also known as purposive sample (Etikan & Bala, 2017). Qualitative data analysis is not a step-by-step process rather it is a linear process, the collection and analysis of data takes place simultaneously (Bougie & Sekaran, 2019). The study used thematic analysis of data to know the main themes, analyzing them, and preparing a final report. The researcher transcribed, coded, thematized, summarized, and presented the data for analysis by using Atlasti software.

## **RESULTS AND FINDINGS**

Results of this study include findings and interpretations of the findings using interview and observation of the sample units. Employees, including responsible officials and participants/informants, were questioned about the training and development and its relationship with HRD during interview, they opined as follows: Human resource development (HRD) and training and development (T&D) are closely related concepts that are frequently used synonymously. Within the field of human resources, they are separate but related concepts. Training is the process of imparting particular knowledge and skills to employees in order to improve their performance at work. It concentrates on raising employees' competencies in light of their present positions and duties. By addressing specific skill gaps and knowledge

shortages, training's main objective is to improve both individual and organizational performance. Workshops, seminars, on-the-job training, e-learning, and other learning initiatives can all be used to conduct training programs.

The objective of development is to foster employees' overall development and potential while preparing them for upcoming obligations and challenges within the organization. Employee leadership, strategic thinking, problem-solving, and other talents that might be needed for higher-level responsibilities are nurtured through development programs. Development programs are more comprehensive and future-focused than training, which is frequently occupation-specific. The term HRD serves as an umbrella for both training and development. It includes all procedures, plans, and initiatives that businesses implement to raise the potential, expertise, and capabilities of their workforce. In determining the organization's training and development needs, creating appropriate training programs, and putting staff development plans into action, HRD functions are crucial. To pinpoint skill gaps and growth possibilities in the workforce, HRD specialists consult with managers and leaders.

In a nutshell, HRD must include both training and development. Training is concentrated on providing employees the precise skills they need for their current duties, whereas development takes a more comprehensive approach and aims to get workers ready for future responsibilities and career prospects. Both of these tasks are under the direction of HRD, which makes sure they are in line with the organization's strategic objectives and employee growth strategies (Field note, 2023). When employees, officials and participants/informants, were questioned about the personal development and its relationship with HRD during interview, they opined as follows: The development of human resources (HRD) and personal development do really have a significant relationship. As



they both concern the development, enhancement, and progress of individuals within an organizational setting, they are closely related and frequently intertwined.

Personal development is the process of continuously improving one's abilities, knowledge, skills, and potential in order to accomplish both personal and professional goals. Self-improvement, self-awareness, and self-directed learning are all part of it. Organizations' initiatives to improve the abilities, knowledge, and skills of their employees are included in HRD. It seeks to coordinate individual growth with corporate objectives, enhancing the performance and effectiveness of the organization as a whole. HRD and personal development occur within the framework of an organization. Organizations understand that making investments in employee advancement increases worker satisfaction, engagement, and product. HRD programs are frequently created by organizations to meet both individual and organizational goals. Organizations can develop a workforce that is more prepared to handle new problems by giving employees opportunities for personal development. In a nutshell, there is a mutually advantageous relationship between personal development and HRD. People who actively pursue personal development contribute to the success of the organization, while organizations that invest in HRD efforts create environments that support personal progress. Building a knowledgeable, enthusiastic, and flexible team that can prosper in today's dynamic corporate environment requires both perspectives (Field note, 2023).

When employees, officials and participants/informants, were questioned about how career development was related to HRD during interview, they opined as follows: Human resource development (HRD) and career development are closely related since career development is a subset of HRD that focuses primarily on the development, promotion, and evolution of an individual's

career within an organization. Together, career development and HRD make sure that employees have the chances, tools, and support they need to advance their careers and gain advantages for the company. Initiatives for career development are made to match a person's goals and abilities with the objectives and requirements of their company of choice. Employees can effectively contribute to the success of the organization by finding these alignments and establishing opportunities for them to do so. Employees benefit from HRD initiatives like training, workshops, and mentorship that help them develop new skills and improve old ones. These skill-development exercises help employees become more competent and adaptable, which directly advances their career.

HRD practices help an organization find possible growth possibilities. This could entail locating prospective career paths, opportunities for promotions, and lateral moves that can aid in a person's career advancement. HRD can help set up mentoring and coaching relationships so that knowledgeable people can support and advise staff members as they advance their careers. These connections can assist staff members in setting objectives, gaining knowledge, and making wise career decisions. Higher employee retention rates can result from a well-structured career development program that is backed by HRD. Employee retention is higher when they see that their career aspirations are being encouraged and supported. In a nutshell, career development is an essential component of HRD that emphasizes personal development within an organizational environment. It entails coordinating an employee's goals with the organization's goals, offering chances to improve one's skills, and laying out distinct career paths. HRD is crucial in supporting these procedures and making sure that employees' career development initiatives are in line with the strategic objectives of the company (Field note, 2023).

When employees, officials and participants/informants, were questioned about relationship between performance management with HRD during interview, they opined as follows: Human resource development (HRD) and performance management are two related ideas in the field of organizational management and human resources. Although they each have a unique purpose, they are closely related and frequently operate together to improve employee performance and add to the overall success of a firm.

Performance management is the planning, monitoring, and evaluation of employee performance with the aim of effectively achieving both individual and corporate goals. It entails establishing precise performance standards, giving feedback, holding performance reviews, and putting measures into place to boost worker performance. Performance management seeks to improve productivity, promote continuous development, and connect individual performance with organizational goals.

The term "human resource development" (HRD) refers to a broader field of activities and tactics aimed at improving employees' knowledge, talents, and attitudes in order to increase performance and support corporate growth. Training and development programs, career development plans, leadership development, coaching and mentoring, and other initiatives that support employees' professional development and general well-being are all part of HRD. Performance management and HRD are mutually beneficial because they both contribute to the success of the organization. They are related in different forms like goal alignment, skill development, career development, motivation and engagement, identification of development requirements, feedback and arrangements, and continuous improvement.

In summary, HRD efforts offer the tools and resources to improve employees' capacities and support their progress within the firm, whereas performance management provides the

framework for evaluating and enhancing employee performance. These procedures work together to create a highly productive, engaged, and qualified workforce that supports organizational success (Field note, 2023).

## DISCUSSION

The main objective of this study is to find out the relationship between HRD dimensions like training & development, personal development, career development and performance management with human resource development of Kathmandu Metropolitan City. The concept of training and development (T&D) and human resource development (HRD) are interconnected yet distinctive. T&D emphasizes rectifying skill gaps while imparting specialized abilities to improve current job performance. It makes use of workshops, in-person instruction, and online learning. Development, on the other hand, prepares workers for future positions by developing broader abilities like leadership and problem-solving. Both are included in HRD, which aims to increase the potential and skills of employees. HRD plays a crucial role in determining needs, developing training programs, and carrying out employee development, which involves leader consultations. To achieve corporate goals, T&D improves existing talents while Development prepares personnel for upcoming responsibilities. This results is in line with the findings of Niraula & Niroula (2022), Nadler (1970), Rao, Rao and Yadav (2001) and Gyawali (2018). However Dhungana (2008) declined and not fully agree with that training and development has been the effective tool to improve employees' performance in the Nepalese organizations.

Personal development (PD) and human resource development (HRD), which concentrate on individual development inside enterprises, have a crucial relationship. Personal development is

the ongoing improvement of abilities, knowledge, and potential for both individual and collective success. It also includes self-awareness and self-directed learning. In order to improve performance, HRD covers programs that develop individuals' capacities by coordinating personal development with organizational objectives. The benefits of investing in employee progression for businesses include increased productivity, engagement, and satisfaction. HRD programs support both individual and corporate goals, developing a workforce capable of meeting new challenges. A workforce that is knowledgeable, driven, and flexible can succeed in today's dynamic business environment thanks to the interaction between personal development and HRD. This result is also found in the study of Akhter (2015), Torraco & Swanson (1995), Diep (2022). However Macey & Schneider (2008) and Shrestha (2019) were not interested to include personal development in the development of human resources in the organizations.

As a subset of HRD that focuses on an individual's career advancement inside an organization, career development is intimately related to HRD and is thus a key component of both fields. Because of this cooperation, employees are given the tools and support they need to advance their careers, which is advantageous for both them and the business. Career development helps employees better contribute to the success of the company by coordinating personal objectives with organizational requirements. Career advancement is directly impacted by HRD interventions like training and mentoring that help skills be improved. In order to help people advance their careers, HRD identifies growth opportunities, such as promotions and lateral movements. By supporting and developing professional aspirations that are in line with corporate strategies, a well-structured career development program with HRD support increases employee retention. This

result is consistent with the results of Hakuduwal (2019), Pradhan and Shrestha (2022), Swarnalatha & Prasanna (2012) and Antoni (2010). However Pandey (2008a), Khadka (2013) and Shrestha (2019) were not interested to include career development as a tool to develop human resources in the organizations.

In organizational management, HRD and performance management are connected concepts. Through specific criteria, feedback, and metrics, performance management entails planning, assessing, and optimizing employee performance for both individual and organizational goals. Using training, career development, mentoring, and other methods, HRD incorporates larger tactics to improve employee knowledge, skills, and attitudes, supporting growth and organizational success. Through goal alignment, skill development, career advancement, inspiration, feedback, and continual improvement, they work together. While performance management offers the structure for evaluating and improving performance, HRD empowers people and promotes their advancement. Together, these two strategies cultivate a talented, motivated workforce for overall organizational success. This result is consistent with the results of Obino & Jerotic (2014), Sundaray (2011) and Costello (1994). However, this results is inconsistent with the results of Bhattarai (2013) and Hakuduwal (2019).

## CONCLUSION

Most of the participants/informants of Kathmandu Metropolitan City agreed Human resource development (HRD) and training and development (T&D) are related but distinct concepts. Through workshops and online learning, T&D fills in skill gaps for performing present job duties while development gets ready for future positions which develops employees' potential and skills in support of organizational objectives. The informants were aware

the relationship between HRD and personal development (PD) that works hand in hand to promote continual skill and knowledge development for both individual and group success. HRD links individual growth to organizational goals, boosting engagement and output. HRD empowers employees to take on new challenges and adapt to the fast-paced organizations' environment. On response to Career development and HRD they were of view that career development supports personal and corporate goals through initiatives like training and mentorship, fostering goals in line with organizations' strategies, and HRD finds growth opportunities and improves employee retention. The employees were positive about HRD and performance management which promote alignment, skill progression, career advancement, and continuous improvement. HRD improves organizational performance by enhancing staff capabilities through methods like training and mentorship. Employees of Kathmandu Metropolitan City are given more authority by metrics and feedback, which encourages contributions to the effectiveness of the organization as a whole.

### **Implication**

Regarding the implications of these findings, the study provides a forum for discussion for all parties engaged and interested in learning how crucial HRD is for organizations, even in developing countries, to enhance performance of the employees working for government as well as private organizations. This study on human resource development in Kathmandu Metropolitan City has some limitations that may guide future research. Training & development, career development, personal development and performance management are only four areas of human resource development that were selected for unit of observation. As a unit of analysis, human resource development has been chosen. To

increase the generalizability of the findings, future researchers can consider adding additional aspects HRD including employee engagement, succession planning, compensation and benefits plans, talent management, organizational growth, recruiting & retention, manpower planning etc. Examining the relationship with HRD in academic and other government organizations might be useful for researchers.

Investing in human resource development has many advantages for Kathmandu Metropolitan City. Creating a productive and public friendly workplace culture, increasing overall performance, and enhancing decision-making, talent retention, and stakeholders' satisfaction are a few of these benefits. These factors combine to strengthen the KMC's services, supporting Nepal's objectives for good governance and development initiatives.

### **Study Contribution**

As part of human resource development, it is crucial to analyze how administrative-level employees perceive their jobs. Activities aimed at developing human resources are thought to be important for motivating staff members and building a supportive culture. Particularly in terms of strategic human resource development, organizations that use human resource development approaches have shown considerable increases in performance and efficiency (Niraula & Niroula, 2022). This research will also help KMC policymakers create effective policies and strategies and facilitate their implementation. The results of this study will shed light on the significance of human resource development for KMC and its existing situation for the administrative team, concerned employees, and students. Additionally, academics and researchers can use this work as a reference to perform additional research on related subjects. It has been observed that foreign banks operating in Nepal follow the governance codes of their parent businesses



and enhance the bank's overall performance by implementing best practices (Pradhan et al., 2023). The corporate government procedures of joint venture commercial banks should serve as a model for Nepalese government entities as well.

### **Study Limitation**

The evaluation of this study is based on the qualitative and perceptual viewpoints of the employees of the Kathmandu Metropolitan City, who could be biased and make perceptual mistakes in relation to the HRD dimensions of the KMC and methods of developing their human resources. This study may have had a small sample size, which could have diminished the analytical strength and generalizability of the results. It's possible that the sample size won't adequately reflect the entire population.

This study has taken some employees' perceptions of only human resource department of KMC to find out their knowledge on HRD and its dimensions. This study cannot be generalized as a result. The study's design, data collection, analysis, and result interpretation may be influenced by the researchers' own beliefs, values, or expectations. This bias may affect the findings' objectivity and validity. Some frequently used variables, such as management development, skill development, change management, and others are not included in this research. Furthermore, other government institutions will be overlooked in support of the Kathmandu Metropolitan City.

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