

Modern Trends in Human Resource Development and Their Importance in Improving Performance in Business Organizations

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Abstract:

The study aims to reveal the impact of modern trends in human resource development on improving performance within business organizations, through a field study conducted on a group of organizations in Algeria. The study addressed six main axes (developing leadership skills, talent management, e-training, managing the multi-generational workforce, tripartite cooperation between human intelligence and artificial intelligence, and quality of life in the work environment). as research data was collected using a questionnaire tool that is considered appropriate for this type of study, as it was distributed to a sample of employees in business organizations in Algeria. The study concluded that modern practices in human resource development contribute significantly to enhancing performance within organizations and greatly affect the achievement of economic and social efficiency of the organization, so it must be dealt with according to a strategic perspective that achieves the long-term goals for the organization

Keywords: Human Resource Development; Performance; Organizations.

JEL Classification Codes: M12, O15, O31.

ملخص:

تهدف هذه الدراسة إلى الكشف عن أثر الاتجاهات الحديثة في تنمية الموارد البشرية على تحسين الأداء داخل منظمات الأعمال، وذلك من خلال دراسة ميدانية أُجريت على مجموعة من المنظمات في الجزائر. وقد تناولت الدراسة ستة محاور رئيسية وهي: تنمية مهارات القيادة، إدارة المواهب، التدريب الإلكتروني، إدارة القوى العاملة متعددة الأجيال، التعاون الثلاثي بين الذكاء البشري والذكاء الاصطناعي، وجودة الحياة في بيئة العمل. تم جمع بيانات البحث باستخدام أداة الاستبيان التي تُعد مناسبة لهذا النوع من الدراسات، ووزعت على عينة من الموظفين في منظمات الأعمال في الجزائر. وتوصلت الدراسة إلى أن الممارسات الحديثة في تنمية الموارد البشرية تسهم بشكل كبير في تعزيز الأداء داخل المنظمات، وتؤثر بدرجة عالية في تحقيق الكفاءة الاقتصادية والاجتماعية للمنظمة، ولذلك يجب التعامل معها بمنظور استراتيجي يحقق الأهداف طويلة المدى للمنظمة.

كلمات مفتاحية: تنمية الموارد البشرية؛ الأداء؛ المنظمات.

تصنيفات JEL: O31، O15، M12.

1. Introduction

Human resource is the primary element of organization in comparison with other elements, such as capital, technology and financial as the human resource functions as other elements control. Discussing about human resource, it will not be escaped from other management activities or processes including planning strategy, management development and organization development. Relevance to these management aspects is so close that it is hard for us to get out of discussing one element and others in a separate. (Mulan, 2015)

The importance of human resource development in nation development has been extensively discussed and demonstrates by outstanding scholars all over the worlds. Harbison (1993) human resources are not capital, neither income nor material resources constitutes the ultimate basis for the wealth of a nation. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate wealth, exploit material resources, build socio-economic and political organization and carry out national development. Highly skilled human resources is a pre-requisite for overall economic and national development. (Okoye and Raymond A. Ezejiofor, 2013)

The world is evolving at a rapid pace, driven by technological advancements, industrial growth, and ongoing shifts in the labor market. In parallel, the field of Human Resource Management (HRM) has seen significant progress, evolving through various stages from its inception to the present day. Alongside this, the trends in Human resource development (HRD) have also advanced, adapting to meet the demands of modern workplaces. (Teach With Us, Start your Remote job Now!, 2024)

Recent changes in the environment of business have caused the HRD function even greater significance in helping organizations keep competitiveness and make ready for the future. Technological innovations require training for affected employees. Competitive pressures are also changing the way organizations operate and the skills that their employees need. For instance, more and more organizations have been providing quality management and training in customer service in order to be in tune with rising expectations of the consumer. Organizational restructuring and downsizing implies that many employees need to be trained to assume higher responsibilities. (ICT, 2023)

1.1 Problem of the study

Although many organizations and institutions use different techniques and methods for human resource development, a new trend has emerged driven by technological progress and contemporary business intelligence that has led to a change in human resource development methods and practices, which has been confirmed by studies, as most research in this direction indicates a large gap in empirical studies on human resource development, especially with regard to the lack

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of clear models to examine how human resource development practices enhance organizational performance. In Algeria, there is a scarcity of research that addresses the contribution of modern trends in human resource development to improving performance in organizations. This idea prompted us to propose a set of research questions that can be presented as follows:

- A.** Are modern human resource development practices - such as leadership development, talent management, electronic communications and training, multigenerational workforce management, human-machine-artificial intelligence collaboration skills development, and quality of life in the workplace - positively related to employee performance?

- B.** Do human resource development practices positively affect overall organizational performance?

1.2 Importance of the study

changes have emerged in the field of human resource development in the twenty-first century, and many studies have been conducted in its wake, especially in light of global changes that have imposed many challenges on meeting the requirements of human resources in the organization. As a result, our study came as an attempt to show and discover new ways to develop employee competencies and performance. Since human resource development is required by all organizations interested in increasing performance.

Therefore, researching modern trends in human resource development is of utmost importance, as it provides valuable insights and tools that enable organizations to adapt to rapid changes and improve the effectiveness and efficiency of their human resources. By understanding these trends, organizations can implement effective strategies to enhance performance.

1.3 Aims of the study

The main objective of this research paper is to seek to uncover the various modern trends and practices that affect human resource development. This research paper also aims to provide proposals to address the challenges facing the task of human resource development in a business environment in the organization

1.4 Research Methods

The paper utilizes the methods of descriptive analysis and synthesis of scientific literature. That is data for the study were sourced from primary and secondary sources and collected from documentations through published and unpublished books, journal articles among others, and were content analyzed in relation to the scope of the paper.

To meet the above objectives, a questionnaire was conducted in order to understand the emerging reality. The questionnaire was distributed to a group of leaders, managers and workers from across the industry where a better understanding of the current research context can be obtained from experienced HR professionals. Qualitative research methodsThe questionnaire is well suited for exploration and discovery in an era of rapid and fundamental change.

The basic purpose of the questionnaire was to ascertain the general trends in HRM practice in organizations, the changes and innovations that have taken place in the past few years, and the outcomes that organizations expect to achieve through HR innovations.

1.5 Significance of the Study

The study is of great importance to researchers and human resources experts, as it works to enhance the concepts of human resources development, as well as analyze the relationships between new trends in human resources development, and their association with performance variables in business organizations. The analysis provides insight into the comprehensive human development climate that builds performance in the organization. It will help researchers conduct future research on these multiple aspects.

1.6 Limitations

Since the study is based on secondary data taken from books and magazines, its impact is limited in light of the current environment that is witnessing rapid change, and the results reached were influenced by the conditions of the human resources development climate prevailing around the world, as well as the new practices and methods that are being applied in organizations.

2. Introduction to Human Resource Development

2.1. Definition of (HRD)

Human resource development (HRD) is a relatively novel field of functional practice and academic study. In last two decades, human resource development was the fastest growing area of management development, due to the great interest of organizations in the face of intense competition and changes in the business environment .HRD has progressed from the narrow concept of training into a more complex approach to learning and developing knowledge at the individual and organizational level.The term HRD was introduced by Leonard Nadler (2012), he described it as a set of related processes which are aimed at behavioral change. (Ali & Jaafar, 2019) Many scholars explain human resource development in a wide range of definitions. Human resource development is activities which are dominated by intention to improve of individual, group, work process, and organization expertise and performance. (Swanson R. H., 2001) Within the framework of this definition, the

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concept of HRD refers to formal and explicit activities that will enhance the ability of all individuals to reach their full potential. By enhancing the skills, knowledge and abilities of individuals, HRD serves to improve the productivity of people in their areas of work – whether these are in formal or informal settings. Increased productivity and improvements to the skills base in a country supports economic development, as well as social development. (Africa, 2009)

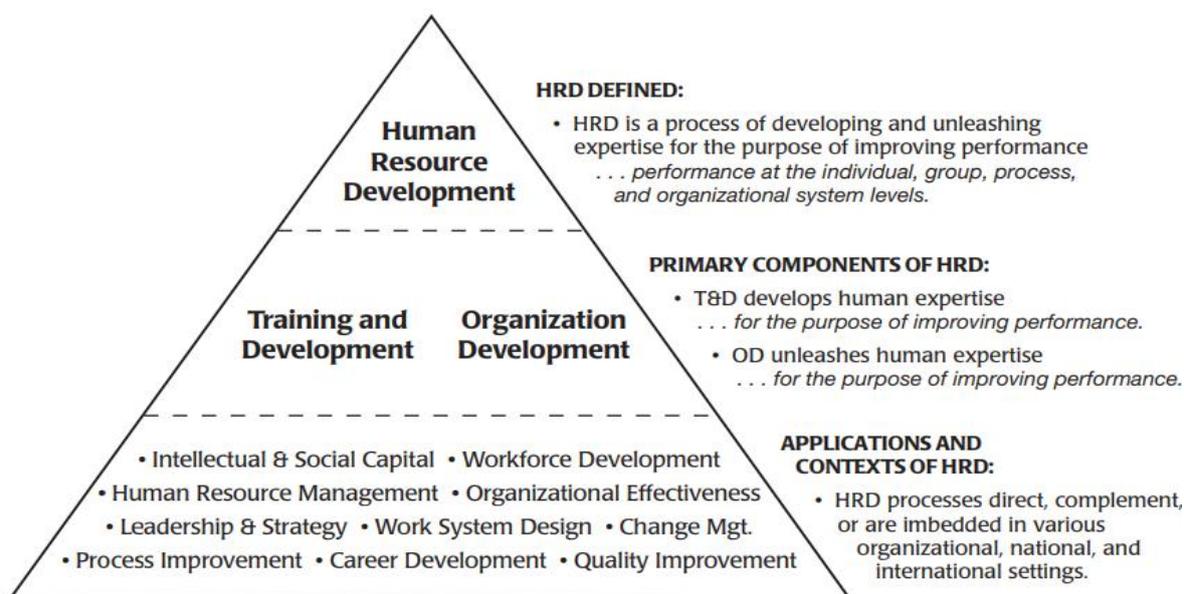
HRD is a process of developing and unleashing expertise for the purpose of improving performance.

– The domains of performance include the organization, process, group, and individual levels.

– The primary components of HRD include organization development (OD is the process of systematically implementing organizational change for the purpose of improving performance) and training and development (T&D is the process of systematically developing expertise in individuals for the purpose of improving performance).

– HRD processes take place on under a wide variety of titles that direct, complement, or are imbedded in various organizational, national, and international settings. (Swanson R. A., 2008)

Fig . 01: human resource development



Source: ext (Swanson R. A., 2008)

The figure above is inspired by a study conducted by a team in 1987. (McLagan, 1989) did examine the “what is HRD? question and discovered that there was unanimous agreement by team members on a basic description of HRD that included the three areas of training and development, organization development, and career

development. The study team then developed and proposed the following narrative definition of HRD based on the basic framework HRD is the integrated use of training and development, career development, and organization development to improve individual and organizational effectiveness. (Chalofsky, 1992)

2.2.Important characteristics of HRD

Human resource development is a continuation step of the workforce supply process which aims to ensure and maintain the available workforce continues to meet the required qualifications so that it is in line with the company's strategic planning and the company's goals can be achieved as planned. (Salasiah, Jamil, Jubaidi, & Ghufron, The Role of Human Resource Management in the Organization, 1992)

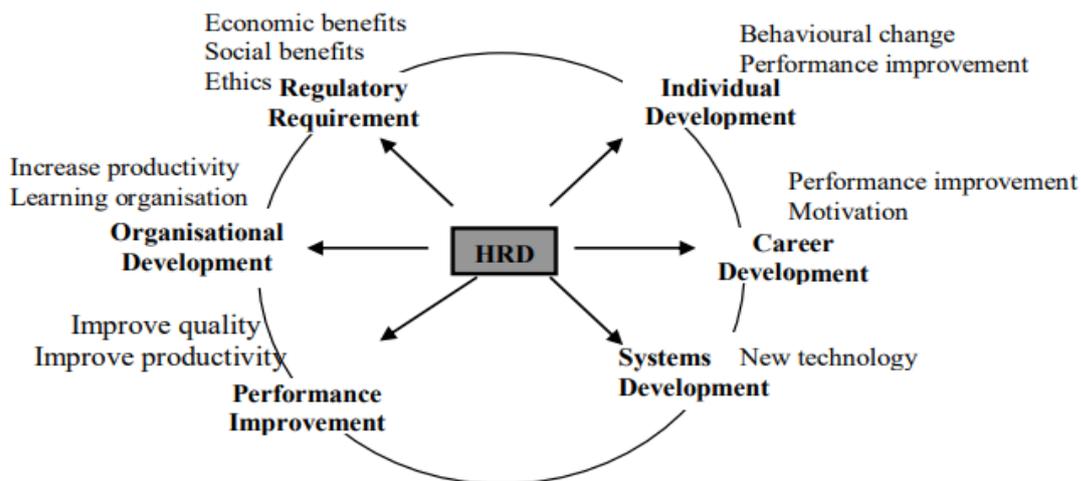
Therefore, human resource development must be characterized by several characteristics which we mention as follows :

- HRD is a system and HRD develops the competencies at all levels.
- HRD is continuous and planned development effort.
- The ultimate object of HRD is to contribute to the professional well-being, motivation and pride of the employees. (Riasudeen, 2008)

2.3.General Purposes of HRD

Behind the theoretical debates concerning the nature of HRD, there is a set argument pertaining to the purpose of HRD. The purposes of HRD are said to influence the nature and extent of HRD activities being implemented (Abdullah, 2009)

Fig. 02: Purposes of HRD



Source: (Abdullah, 2009)

Therefore, it is evident from the diverse perspectives of various writers and researchers that there is no consensus on the conceptual and theoretical purposes and functions of Human Resource Development (HRD). The goals of HRD appear to be shifting and evolving in line with organizational strategies and objectives.

Additionally, the concepts and purposes of HRD are believed to align with the specific requirements and structures of individual countries. (McLean, 2001)

2.4.HUMAN RESOURCE DEVELOPMENT FUNCTIONS

Human resource development, can be a stand-alone function, or it can be one of the primary functions within the HRM department. An ASTD-sponsored study by Pat McLagan in 1989 identified the HRD roles and competencies needed for an effective HRD function. This ASTD study documented a shift from the more traditional training and development topics to a function that included career development and organization development issues as well. The study depicted the relationship between HRM and HRD functions as a “human resource wheel.” The original HR wheel from McLagan identified three primary HRD functions: (1) training and development, (2) organization development, and (3) career development. We will discuss these functions in greater detail. (DeSimone, 2012)

2.4.1 Training and Development :

Preparation and development are necessary for establishing the necessary abilities that give people the opportunity to perform certain tasks through planned training. As a result of occupying a certain job certain types of training for individuals are used in order to improve their skills and knowledge. For some of them emphasis is on technical training, that is how to use the equipment and software within the enterprise, while others focus on skills training to work with others and how to plan and solve problems.

The goal of the training is that of raising the experience of those who take part in certain courses in their fields. The developing methods of the employees may be classified in methods directly connected to their positions (at their working place) and methods which are not directly connected to their position (of their working place). The first category differs from the second due to the fact that they are more efficient for the development of the personal, because they can be adapted to the training, attitude, expectations and attributions of each individual. (mihai popescu. Amalia florina popescu, 2012)The training requirement in the organization covers the following:

- Training and development have the potential to improve labour productivity;
- Training and development can improve quality of that output, a more highly trained employee is not only more competent at the job but also more aware of the significance of his or her action;
- Training and development improve the ability of the organization to cope with change; the success implementation of change whether technical (in the form of new technologies) or strategic (new product, new markets, etc.) relies on the skill of the organization’s member. (Smither, 2005)

2.4.2 Organization Development

Organizational development has been defined in various ways. For example, Cummings & Worley (2005) define Organization development as a system wide application and transfer of behavioural science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness. (Cummings, 2005)

Organizational development aims at providing deep relations within groups and helping them to anticipate, initiate and manage change. In the organizational development the enterprise is viewed as a whole which can be improved through human resources by increasing their training, skills and communication among its employees. (POPESCU, 2012)

2.4.3 Career Development

Chalofsky (1989) states that career development services have emerged as part of HRD functions, beginning in the early seventies. In this era, firms began sending recruiting counsellors to schools in order to provide career guidance and counseling to students. At the same time, they provided their employees with advice on how to pursue their career goals within the organisation. They made efforts to select high-potential employees and to plan for the career progression of these employees, with the purpose of retaining and directing highly skilled employees intended for top management. Eventually, career counselors began to recognise the need for career development services for their employees and quickly integrated these services into the HRD function. (Brotheridge, 2008) In this context, we refer to Simonson's definition: Career development is an ongoing process of planning and directed action toward personal work and life goals. Development means growth, continuous acquisition and application of one's skills. Career development is the outcome of the individual's career planning and the organization's provision of support and opportunities, ideally a collaborative process. (Simonsen, 1997)

3. Human Resource Development Strategies in Light of Modern Trends and the Transformations Brought About by the International Business Environment

Before discussing the modern trends in human resource development that have emerged from the international business environment, we can review the evolution of human resource development across various historical periods, as well as discuss some concepts that contributed to the emergence of these modern trends.

3.1.1 The Historical Evolution of Management Thought in Human Resource Development

The evolution of HRD could be understood by knowing its history. Discussing HRD history is going to improve the knowledge of the HRD profession of origin, HRD development and the importance of HRD. The discussion includes (1) Beginnings of Labor and learning; (2) The origin of contemporary HRD.

3.1.2 Beginnings of Labor and learning

HRD was born since our most primitive ancestor who learned how to use wood, stone, and fibers before fire and metal was known. They learned to fulfill their needs for surviving their life. Next, they imitate tools consciously. At the beginning learning process was a conscious process. The person who achieved mastery of making a particular tool became a trainer. At that time men (husband) used to have higher education. (Pramanik, 2019)

3.1.3 [100 B.C–300 A.D]: The influence of the greeks and romans

Greek education, during its "golden age," focused on individual development, intellectual inquiry, and moral, aesthetic, and civic education. However, the Greeks disdained manual labor, viewing trades like farming and shoemaking as menial and not suitable for education, though apprenticeship training among lower classes did develop vital skills.

In contrast, the Romans were pragmatic, adopting Greek ideals but focusing more on laws and institutions to shape society. Roman education emphasized practical skills taught through family apprenticeship, but manual labor was similarly undervalued. Over time, Roman education declined, becoming increasingly artificial, with the Christian Church eventually replacing it as the primary influence on education during the Middle Ages. Despite their differences, both Greek and Roman educational systems left lasting impacts, with the Greeks being most influential in the philosophy of personal and intellectual development.

3.1.4 [300–1300 A.D]: The middle ages

During the Middle Ages, training methods were influenced by historical events and the growing influence of Christianity, which became the official religion and took a leading role in society after the fall of the Roman Empire. Christianity replaced Greco-Roman culture and education with religious teachings, focusing on moral discipline and spiritual education, radically transforming the nature of education during that period.

A.Monastic School Influence

Christian discipline placed great importance on the spiritual value of labor, which was central to monastic life during the Middle Ages. As intellectual life declined, monasteries became key centers for preserving knowledge and providing education. Monks were skilled in manual and mechanical arts, agriculture, and various trades, and they trained others in these fields. Monasteries also operated self-sufficient agricultural and industrial functions. In addition to manual labor, monastic life emphasized intellectual and artistic pursuits, such as reading, writing, manuscript production, painting, music, and sculpture. Outside monasteries, apprenticeships

became the primary way to learn specialized trades and improve one's economic standing.

B. The Apprenticeship Method

Apprenticeship has been a crucial method of training throughout history, serving as a key institution for skill development outside formal schooling. It has traditionally involved passing knowledge and skills from master to apprentice, with most people, even in progressive nations, receiving education this way until the 19th century, including in professions like law and medicine. Apprenticeship follows three stages: apprentice, journeyman, and master. Apprentices trained under a master for about seven years, receiving both technical and moral instruction. After mastering basic skills, they became journeymen, earning wages while working under various masters. Finally, upon demonstrating mastery of their craft, journeymen could become masters themselves, starting their own businesses and training new apprentices. (Swanson R. H., 2001).

3.1.5 [1400–1800 A.D]: The Renaissance

was the renaissance era. Social, politics, and science were developed in the renaissance era. Martin Luther, John Locke, Jean-Jacques Rousseau, and Johan Pestalozz played important roles. The renaissance ideas were: (1) secularism; (2) sensory learning; and (3) apprenticeship; and (4) manual training. Martin Luther (1483-1546) argued that churches shouldn't dominate people education. Luther encouraged education for all people, not only for the rich but also for the lower level society, no matter male and female. He encouraged courses of mathematics, music, history, and science. Sensory learning idea was stated by John Locke (1632– 1704). He created the combination of education, moral and intellectual. According to him, education must base on logical thinking and have benefit for life. Next, Jean-Jacques Rousseau (1712-1778) who was strengthens moral values for educational process. He came to conclusion that experience is the best teacher. It contributed to develop technical training. Johan Pestalozz was known as father of manual training. He developed educational process which started from the simple to the complex one. (Pramanik, 2019)

3.2 The origin of contemporary HRD

Education process started when European came to North America. Their coming lead to the policy of education for free. Then America began industrial era in the eighteenth century, and the education emphasized to work in industry. Unfortunately, industrial era declined apprenticeship because apprenticeship seemed unsuited to work nature in industry. Industrial workers should be trained in another way. After that, in the 1800s the government established training and corporation schools which

used to be called factory schools. This kind of schools provided skills need by workers and its concept was adopted by some companies such as General Electric, Ford, and Goodyear. Then, before 1884, the concept of factory schools was implemented in public high schools in Cleveland, Boston, Minneapolis, and other cities. In 1874, the first Chautauqua Assembly which was funded by an Ohio industrialist was established. This technical training which was known as vocational education was supported by the government. And at 1900s the number of vocational education increased significantly. In the twentieth-century, the need of linking training and business was urgent. It encouraged establishing The National Association of Corporation Schools which focuses on needs of personnel or HRD. In World War I Allen and Kane (Pramanik, 2019). Within the framework of the previous approach, the training method was presented in the form of the following steps: (1) find problem; (2) create a specific plan; (3) act; (4) check outputs. Next, in World War II, Training within industry (TWI) was established, and at that the four-step training method is going to attain (1) performance; (2) quality; and (3) human relations. The performance was for individual and organizational level. In order to link TWI and performance, there was created Job Instruction Training (JIT) and Job Safety Program (JSP). JIT was prepared for supervisor who must able to break down the job for their sub-ordinate. JSP was for employees to help them work safely in new environment at the industry. For reaching TWI and quality was created Job Method Training (JMT). This program was for guiding employees if they found problem of quality. This was the basic of HRD analysis implementation. Job Relations Training (JRT) program was given to supervisors to improve their ability in human relations with their employees. And this became the origins of contemporary HRD. (Swanson R. H., 2001)

3.3 Human Resources and the Fifth Industrial Revolution (IR 5.0)

A report has revealed that humanity has entered the Fifth Industrial Revolution (IR 5.0), representing a profound collaboration between humans and artificial intelligence. It is believed that this revolution began in 2020, with the rising role of artificial intelligence pushing it to its peak.

Researchers expect a leap in how artificial intelligence interacts with humans, moving from text commands to "multimodal interaction," a shift referred to as the "cognitive era." Anticipated changes include the development of robots capable of seeing, hearing, and touching, as well as the use of brain-computer interfaces like Elon Musk's Neuralink chip.

John Nosta believes this revolution will alter our understanding of humans and machines as distinct categories. He noted that integrating sensory capabilities into artificial intelligence represents a philosophical shift in how we think about human

and artificial intelligence, fundamentally changing how humans live, work, and perceive themselves. (murata, 2024)

3.4 Advantages of Human Resource Development in the Context of the Fifth Industrial Revolution

The long-term advantages of adopting Industry 5.0 align with its core values. For example, these include improved talent attraction and retention, increased energy efficiency, and enhanced overall flexibility. The following benefits help enhance competitiveness and relevance by successfully adapting to a changing world and new markets:

- A. Talent Attraction and Retention:** Each year, it becomes increasingly challenging for companies to attract and retain the skilled and talented workforce needed to compete. When workers are merely machine operators, they are deprived of the challenges and creative inputs that drive human achievement. The principles and technologies of Industry 5.0 provide a more advanced and engaging work environment, which can help increase employee satisfaction and loyalty.
- B. Sustainability and Competitiveness:** In today's business world, sustainable practices are no longer an option but rather an expectation from stakeholders, particularly in resource-intensive and energy sectors. Companies that prioritize sustainability will be more attractive to potential investors, employees, and consumers. Adopting Industry 5.0 practices will enhance the economic performance of industries while ensuring environmental sustainability.
- C. Resilience:** The ability to respond to disruptive changes, such as trade wars, pandemics, and climate impacts, has become a fundamental component of business management. Industry 5.0 technologies play a crucial role in developing resilience and adaptability through data collection, automated risk analysis, and enhanced security. (murata, 2024)

3.5 Modern Trends in Human Resource Development in Light of the Transformations Emanating from the Contemporary International Business Environment

Organizations that are committed to fully utilizing their human resources, having a workforce that is diverse in terms of age, gender, ethnicity, country, culture, lifestyle, religion, sexual orientation, and many other characteristics requires finding new ways of managing their workforce. The increasing diversity of the workforce, combined with changing attitudes within society, present challenges for organizations and their employees such as change management, conflict management, managing the multigenerational workforce, managing 5R's, globalization, striking work-life

balance, succession planning, talent management, etc. Some of the challenges being faced by HR managers in a global business environment are discussed below (Ugochuks Okolie, challenges of hrm in a global business environment, 2019):

3.5.1 Trend One: Leadership Skills Development

The human resources department is responsible for helping managers become good coaches and advisors to their subordinates, creating effective training and development programs for both new (orientation) and existing employees (skills development), engaging in such training and development programs, estimating the company's need for training and development programs, and evaluating the effectiveness of training and development programs. (Salasiah, Jamil, Jubaidi, & Ghufon, 2023)

3.5.2 Trend Three: Talent Management

The functional units have failed to confront crises due to neglect in talent management within human resources. Therefore, organizations have focused on their employees by discovering and managing their talents and investing in them through training and job enrichment, which enhances communication and participation in decision-making, leading to positive outcomes such as increased profits, product and service development, and higher job satisfaction and customer satisfaction.

Talent management requires specific foundations and frameworks, as highlighted by the SPHRi (Senior Professional in Human Resources International) certification program, which emphasizes continuous development that begins with learning activities such as training and mentoring. This knowledge is then translated into practical experiences through job rotation and promotions, enabling employees to apply what they have learned and develop their skills in various areas. (Bakkah, 2024).

3.5.3 Fifth Trend: E-learning training

Technology has provided an infrastructure for various institutions, making it easier for individuals seeking to develop their leadership skills and apply them in human resource management through numerous websites and online platforms dedicated to this field. These platforms offer intensive training and online courses. Additionally, they provide certifications that qualify individuals to work in organizations, such as the aPHRi, SPHRi, and PHRi certifications. Those who obtain these certifications are considered qualified to manage and lead human resources and take on its tasks and functions. (Bakkah, 2024)

3.5.4 Managing Multi-Generational Workforce

Organizations these days have employees belonging to multi-generations who fall under various age groups. These generations are classified as Baby-Boomers I, Generation Jones or Boomers II, Generation X, and Generation Y. Baby-Boomers are people who feel comfortable with their traditional ways and they do not like to come

out of their comfort zone. They tend to believe that hard work and sacrifice are the price to pay for success. They value health, wellness, personal growth, and diversity and they have a strong sense of entitlement. Generation X and Y born people grew up with the most technological advances and changes, they have a preference for positive feedback but are willing to learn and develop, they are comfortable with multitasking, change, and innovation and they are willing and able to work effectively in teams .However, Healthfield (2004) holds that generation X and Y born people will move from workplace to workplace without any hesitation and are akin to free agents who will decide where and why they should work. The emergence of this new breed of the workforce will create additional responsibilities for HR professionals who have to provide a wide range of services in a different configuration in a bid to carry this group along in employees' employment relationshi. (ugo chuks okolie, 2019)

3.5.5 The Twelfth Trend: Triple Collaborative Work ; Human-Machine-Artificial Intelligence

As the lines between human tasks and machine functions blur, a holistic approach to AI in the workforce will become crucial for sustained business growth. This isn't about machines replacing people, it's about the ways machines and people will work together. According to the Deloitte AI Institute's report tracking GenAI trends, 79% of leaders from AI-fueled organizations expect GenAI to transform their organizations within three years. (deloitte, 2024)

3.5.6 Quality of Life in the Workplace

Quality of life at work refers to "the measures that make it possible to reconcile the improvement of working conditions for employees with the overall performance of the company. This concept particularly focuses on the issue of work-life balance." It seems that quality of life in the workplace is one of the top priorities for companies this year and next. This human resource trend is based on a central question: How can we improve the quality of life at work for employees? It now appears that pool tables and nap rooms are not enough if the atmosphere among employees is not good.

HR leaders will focus on arranging practices that ensure quality of life at work. Experts recommend active listening to employees to understand their concerns and find solutions together. This objective, intensive process is organized according to the company's size and extends over several weeks to increase efficiency. However, the results in terms of productivity, engagement, and employee loyalty are undeniable. (jisr, 2024)

3.The Impact of Modern Trends in Human Resource Development on Improving Business Performance in Organizations

3.1 RESEARCH HYPOTHESES

Modern Trends in Human Resource Development and Their Importance in Improving Performance in Business Organizations

H1. Leadership Skills Development has a positive impact on Performance in the organization

H2. Talent Management has a positive impact on Performance in the organization

H3. E-learning training has a positive impact on Performance in the organization

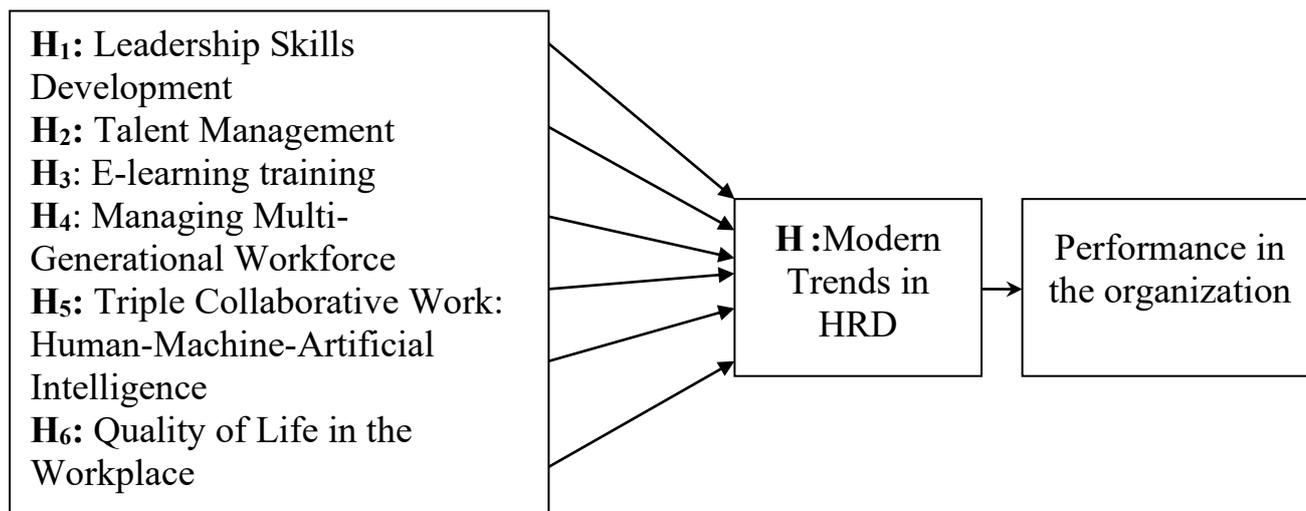
H4. Managing Multi-Generational Workforce have a positive impact on Performance in the organization

H5. Triple Collaborative Work: Human-Machine-Artificial Intelligence have a positive impact on Performance in the organization

H6. Quality of Life in the Workplace has a positive impact on Performance in the organization

.Figure 1 demonstrates the hypothesized research model which proposes that HRD constructs i.e.Leadership Skills Development ,Talent Management, E-learning training, Managing Multi-Generational Workforce, Triple Collaborative Work: Human-Machine-Artificial Intelligence and HR Technological are positively related to Performance in the organization.

Fig.0 3 : The proposed research model



To assess the impact of modern human resource development trends or practices (developing leadership skills, talent management, communications and e-training, managing a multi-generational workforce, developing human-artificial intelligence-machine collaboration skills, quality of life in the workplace) on organizational performance and enhancing effectiveness.

3.3. Research questions

Are the concepts of human resource development (developing leadership skills, talent management, e-training, managing a multi-generational workforce, tripartite collaborative work: human-machine, artificial intelligence and human resource technology) positively related to improving performance in the organization?

3.4 Research design, sample and data collection

The study aimed to explore the role of modern human resource development trends in improving organizational performance. The field study focused on human resource specialists, including managers, department heads, engineers and workers in Algerian business organizations. Participants were asked to have an educational level lower than a high school diploma or higher. The questionnaire is based on a five-point Likert scale (see Appendix 1).

It consists of two sections, the first section collects general information about the respondents such as age, gender, job title, educational level and experience.

The second section includes the elements that measure the structure of human resource development in the organization, which are leadership skills development, talent management, e-learning training, multi-generational workforce management, and tripartite collaborative work: man, machine, artificial intelligence, and human resource technology, and finally the responsive variable, which is improving performance in business organizations. The study was conducted in five well-known states in Algeria: Algiers, Tlemcen, M'Sila, Oran, and Tissemsilt. A statistical approach was used using a descriptive analytical method to conduct the research, where more than 180 people were contacted randomly and of different ages and categories, and as a result, about 150 questionnaires were retrieved. After examining the data obtained from the respondents by focusing on the questionnaires that contained comprehensive and relevant information for the comprehensive analysis. 27 of these questionnaires were excluded as incomplete and therefore excluded from the descriptive analysis. After careful evaluation of the accepted questionnaires, 123 fully completed questionnaires were selected as a final sample acceptable for the study. An acceptable sample size represents a strong representation of the population, allowing reliable and statistically significant opinions to be extracted about attitudes and opinions relevant to the study.

3.5 Analysis of data

The analysis of data was conducted by using Statistical Package for Social Sciences (SPSS IBM Version 27) and R. Summaries of the results were presented using tables, percentages, means and standard deviations to determine the demographic structure of the respondents, and Pearson's correlation coefficient was used to assess the associations between the various study variables. Regression analysis was used to assess the impact of the independent variables (HRD) and employee performance on the corresponding dependent variable (PO) and To estimate how one variable explains another.

3.6 Results

Table 1 presents the demographic profile of the respondents, revealing that the majority possess an educational level higher than a high school diploma. Specifically, 23.6% hold a doctorate, 26% have a master's degree, and 21.1% hold a bachelor's

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degree, representing less than a quarter of the participants. The high educational level of the majority of the sample is a positive indicator for obtaining reliable and good results. We also find that the distribution of sample members across age groups is good, as more than 29.3% of respondents fall within the age group of 20-30, and 23.6% fall within the age group of 41-51, which contributes to the presence of a diverse and different set of viewpoints in the responses. In addition, a large percentage, estimated at (60.2%) of respondents, have more than 10 years of practical experience in the field, and more than half of the participants (51.2%) are ordinary workers, which gives the sample a broad representation of the community or the total sample

Table 01: The demographic data of the respondents

Items		frequency	percentage
1. educational level of the respondents	Secondary school	36	29,3
	Bachelor degree	26	21,1
	Master degree	32	26
	Doctoral degree	29	23,6
2. profession of the respondents:	Manager	10	8,1
	Department Head	20	16,3
	Engineer	30	24,4
	Worker	63	51,2
3. age of the respondents	20-30 years	36	29,3
	31-40 years	26	21,1
	41-50 years	32	26,0
	Over 50 years	29	23,6
4. work experience of respondents:	1-5 years	21	17,1
	6-10 years	28	22,8
	More than 10 years	74	60,2

3.6.1 Reliability of the instrument

The reliability of the instrument was evaluated using the Hills (1986) method, which considers that if the value of the Cronbach's alpha index is greater than 0.60, it indicates the reliability of the scale. The research instrument included about 40 questions, distributed as follows: 5 questions were allocated to the direction of developing leadership skills, 6 questions were allocated to the direction of talent management, 6 questions were allocated to the direction of electronic communications and training, 6 questions were allocated to the direction of managing the multigenerational workforce, 6 questions were allocated to the direction of developing the skills of cooperation between humans, artificial intelligence and machines, and 5 questions were allocated to the direction of quality of life in the workplace. In addition, there are 5 questions allocated to performance in the

organization. Table 2 shows that Cronbach's alpha ranges from 0.782 to 0.914, indicating that the scale is reliable.

Table 02: The test Alpha's Cronbach for the reliability

N°	variables	mean	S.D	LSD	TM	E-L	MMW	H-AI-M	QLW
1	LSD	3,37	0,45	1	0,78	0,78	0,87	0,73	0,7
2	TM	3,65	0,64	0,78	1	1	0,86	0,84	0,88
3	E-L	3,65	0,64	0,78	1	1	0,86	0,84	0,88
4	MMW	3,36	0,61	0,87	0,86	0,86	1	0,67	0,81
5	H-AI-M	4,71	0,5	0,73	0,84	0,84	0,67	1	0,8
6	QLW	4,27	0,48	0,7	0,88	0,88	0,81	0,8	1

3.6.2 Descriptive statistics

Table 3 represents, according to the study requirements, the descriptive analysis of the data and the correlation matrix between the study variables. Based on the outputs of the SPSS K system, the averages, standard deviations and correlations are presented. We find that most of the average scores corresponding to human resource management practices (leadership development, talent management, E-learning training, Managing a multigenerational workforce, Developing Skills for Human-AI-Machine Collaboration,, and quality of work life) range between 3.36 and 4.70, with standard deviations ranging between 0.454 and 0.639, indicating that the selected organizations or the study sample show or have a strong level of modern human resource management practices. As is clear from the table, the average score for performance in organizations is 4.708, with a standard deviation of 0.872, reflecting a high level or significance of performance within the study sample organizations. In addition, the organization's performance has an average score of 3.596 and a standard deviation of 0.639. The results also show that all constructs are positively related to each other.

Table 03: Descriptive Statistics

variables	mean	S.D	LSD	TM	E-L	MMW	H-AI-M	QLW
LSD	3,365	0,45	1	0,78	0,78	0,87	0,73	0,7
TM	3,654	0,64	0,78	1	1	0,86	0,84	0,88
E-L	3,654	0,64	0,78	1	1	0,86	0,84	0,88
MMW	3,361	0,61	0,87	0,86	0,86	1	0,67	0,81
H-AI-M	4,708	0,5	0,73	0,84	0,84	0,67	1	0,8
QLW	4,271	0,48	0,7	0,88	0,88	0,81	0,8	1

To test the hypothesis regression analysis was applied to estimate how the independent variable could explain the dependent variable. Table 5 shows that HRD constructs i.e. (Leadership Skills Development, Talent Management,

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E-learning training (Managing a Multigenerational Workforce, Developing Skills for Human-AI-Machine Collaboration, Quality of Life in the Workplace (Performance in the organization)) have a positive significant impact on employee performance at the $p < 0.01$ level of significance. This means that the linear combination of HRD constructs can explain 96.8% of the employee performance (R square = .968).

Moreover, the positive significant impact relationships include, (1) Leadership Skills Development ($\beta=0,369$, $p<0.000$) supports H1; (2) Talent Management ($\beta=0,356$, $p<0.000$) confirms H2, and (3) E-learning training, ($\beta=0,117$, $p<0.000$) supports H3, (4) Managing a Multigenerational Workforce, ($\beta=0,357$, $p<0.000$) supports H4, (5) Developing Skills for Human-AI-Machine Collaboration, ($\beta=0,306$, $p<0.000$) supports H5, (6) Quality of Life in the Workplace, ($\beta=0,233$, $p<0.000$) supports H6.

To test the hypothesis, regression analysis was applied to estimate the extent to which the independent variables could explain the dependent variable. Table 4 shows that HRD trends or practices (leadership development, talent management, E-learning training, multigenerational workforce management, human-AI-machine collaboration skills development, and workplace quality of life) have a significant positive impact on organizational performance at the significance level of $P < 0.01$. This indicates that the sum of HRD trends or practices can statistically explain 95.9% of organizational performance (R -square = 0.959). Furthermore, significant positive impact relationships include: (1) leadership development ($\beta = 0.369$, $p < 0.000$) supporting H1; (2) Talent management ($\beta=0.356$, $p<0.000$) confirms H2, (3) E-learning training, ($\beta=0.117$, $p<0.000$) supports H3, (4) Multigenerational workforce management, ($\beta=0.357$, $p<0.000$) supports H4, (5) Human-AI-Machine collaboration skills development, ($\beta=0.306$, $p<0.000$) supports H5, (6) Workplace quality of life, ($\beta=0.233$, $p<0.000$) supports H6.

Table 04: Summary of regression analysis for test H1, H2, H3, H4, H5, and H6

R	R Square	Adjusted R square	Std.error of the Estimate				
0,979	0,959	0,957	0,117				
			Unstandardized Coefficients		Standardized Coefficients	t	sig
			B	Std.error	Beta		
	(constant)	-0,388	0,137			-2,822	0,000
	Leadership Skills Development	0,461	0,057	0,369		8,107	0,000
	Talent Management,	0,366	0,049	0,356		7,438	0,000
	E-learning training	0,103	0,055	0,117		1,874	0,000
	Managing a Multigenerational Workforce,	0,332	0,056	0,357		5,911	0,000
	Developing Skills for Human-AI-Machine Collaboration,	0,349	0,049	0,306		7,097	0,000
	Quality of Life in the Workplace	0,276	0,052	0,233		5,292	0,000

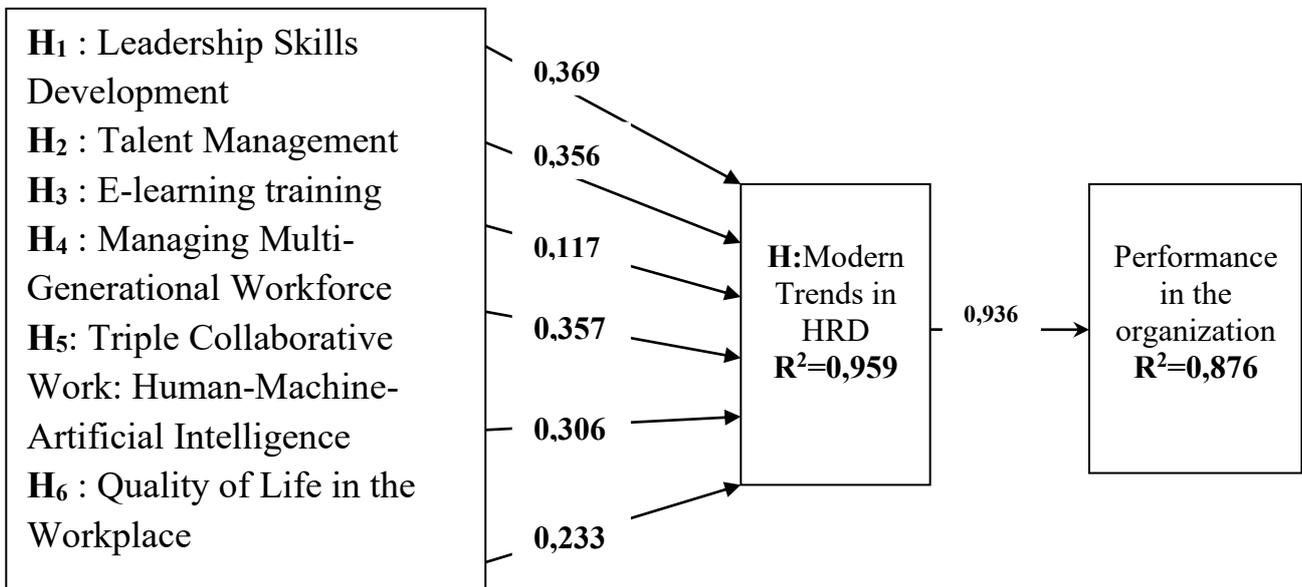
a. dependent variable : Performance in the organization

Table 5 shows that there is a statistically significant relationship between modern trends or practices of human resource development and performance in the organization at a significance level of $P < 0.00$. This means that the linear combination of modern trends or practices of human resource development can explain 97.6% of the changes that occur in performance in the organization (R-square = 0.876) and the rest is due to other factors. The results also showed that the standard beta value (0.936) for the organization's performance, which means that a change of one standard deviation in the independent variable will cause a change of 0.936 in the dependent variable, which in our model represents the performance in the organization. Therefore, the validity of the overall H is verified.

Table 05: Summary of regression analysis for test H

R	R Square	Adjusted R square	Std.error of the Estimate			
0,936	0,876	0,857	0,20003			
Model	Unstandardized Coefficients		Standardized Coefficients	t	sig	
	B	Std.error	Beta			
	(constant)	-0,230	0,123		-0,185	0,000
	Performance in the organization	0,996	0,034	0,936	29,241	0,000

a. Dependent variable : Performance in the organization



4. Conclusion and discussion

Our study enabled us to know the impact of human resource development trends and practices on the organization's performance, and hypotheses H₁, H₂, H₃, H₄, H₅, H₆, and H were verified by revealing the existence of a significant and positive

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relationship between human resource development trends and practices and the organization's performance.

The results showed that the studied factors such as leadership skills development, talent management, e-training, multi-generational workforce management, cooperation between artificial intelligence, humans, and machines, and quality of life in the workplace all have positive effects on the organization's performance.

The study showed that human resource development is no longer limited to developing traditional skills, but has gone beyond that and has become a comprehensive and multidimensional functional integration that supports creativity and innovation in the organization, enhances cooperation between different generations working in the organization, and works to encourage integration between various modern and new technologies and human capabilities.

In this context, developing leadership skills has become an important necessity in the organization and has become the cornerstone of institutional performance in the organization, as professional leaders can lead work teams in the organization towards achieving goals and can also contribute to developing a work environment that encourages the emergence of innovative ideas. Talent management also plays a pivotal role in attracting appropriate human competencies, which enhances the organization's competitiveness and its ability to achieve performance. As for e-learning or training, its impact is clearly evident in improving the skills of the workforce, in line with the renewed technological transformations. Managing the workforce from multiple generations has also proven effective in creating a dynamic work environment rich in diverse experiences, which enhances cooperation between different generations and enriches the culture in the organization. The study also highlighted the importance of tripartite cooperation between human intelligence, artificial intelligence and machines, as this cooperation contributes to creating integration between artificial intelligence and human energies and leads to accelerating the decision-making process and achieving higher levels of performance in the organization. The impact of the quality of life in the workplace on the performance of the workforce cannot be forgotten, as the study showed that a positive work environment that provides a balanced place between the professional and personal lives of workers naturally leads to improving the level of worker satisfaction and raising their performance, which contributes to improving the organization's performance for the better, and hence the importance of workplace quality as part of the human resources development strategy.

5. Recommendations

Based on the results reached above, the study recommends that organizations should keep pace with modern practices for human resources development such as

improving the quality of life in the workplace, as well as investing in technology in order to achieve comprehensive and integrated cooperation between artificial and human intelligence in order to achieve the organization's long-term goals.

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