

Managerial Perspectives on the Impact of HRD Programs and Psychological Empowerment on Employees' Innovation Behavior and Performance in Developing Economies

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Abstract

Enhancing employee performance is a critical priority for organizations globally. Effective human resource management is essential for fostering employees' efficiency, productivity, empowerment, and innovativeness, which together contribute to superior organizational performance. This study explores the impact of Human Resource Development (HRD) and empowerment initiatives on employee innovativeness and performance from the perspective of managers, with a specific focus on organizations in developing economies. Employing a pooled qualitative analysis, the research involved in-depth interviews with executive-level managers from four organizations in Nepal across the banking, insurance, and hotel sectors. Data were transcribed and coded using the QDA Miner software, with thematic analysis based on key constructs such as HRD, Psychological Empowerment, Innovative Behavior, and Employee Performance. Findings highlight the effective implementation of HRD practices and empowerment initiatives as critical drivers of employees' innovative behaviors and overall performance. The managers' insights provide valuable understanding of these dynamics within the context of developing economies. The study underscores the essential role of HRD and empowerment tools in enhancing organizational success by fostering employee innovativeness and high performance, particularly in developing country settings such as Nepal.

Keywords: human resource development, empowerment, innovativeness, performance, developing economies, qualitative analysis, manager perspectives

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Introduction

Human resource management (HRM) encompasses both labor welfare and personnel management, aiming to maximize employee performance in alignment with organizational objectives. It fosters humane employee–employer relationships through motivation, training and development, retention, and employee protection. Within HRM, dimensions such as Human Resource Development (HRD), psychological empowerment, innovative

employee behavior, and employee performance play significant roles in enhancing organizational effectiveness.

HRD is defined by Harbison and Myers (1964) as the process of increasing employees' knowledge, skills, and capabilities through formal education, as well as systematic and informal on-the-job training programs. Psychological empowerment, as conceptualized by Oladipo (2009), refers to an individual's cognitive state



characterized by perceived control, competence, and goal internalization. Similarly, [Knol and Van Linge \(2009\)](#) and [Spreitzer \(1996\)](#) emphasize psychological empowerment as a personal psychological experience of empowerment within the workplace. Innovative behavior pertains to employees' discretionary actions to generate and implement new and useful ideas, products, or processes, as defined by [De Jong and Den Hartog \(2007, 2008\)](#) and [Janssen \(2000\)](#). Lastly, employee performance is understood as an individual's ability to meet organizational expectations regarding results and standards, often reflected in enhanced output, adaptability to new technologies, and motivation ([Nuredin, 2016](#)).

Problem Statement

Despite ample research demonstrating a positive correlation between HRD initiatives and organizational performance ([Rizov & Croucher, 2009](#)), implementing effective HRD strategies remains a significant managerial challenge ([Bhatti & Qureshi, 2007](#)). Most existing studies predominantly rely on quantitative surveys of employees, leaving a gap in qualitative research from managerial perspectives. This gap limits a comprehensive understanding of how HRD and psychological empowerment policies are perceived and implemented by managers, and how these influence employee innovativeness and performance.

This study aims to address this gap by exploring managers' perspectives on HRD and empowerment initiatives within organizations in developing economies. Specifically, it investigates how managers observe and interpret the impact of these initiatives on employees' innovative behaviors and performance. One challenge in this inquiry is the generalizability of findings across diverse economic contexts. [Hafsi and Farashahi \(2005\)](#) question the appropriateness of applying Western management theories in developing countries, while also recognizing the importance of including these countries in mainstream scientific research to enrich management knowledge globally.

Although the study is conducted in Nepal, a developing country as classified by the [World Bank \(2023\)](#) and the [United Nations \(2024\)](#) based on Gross National Income (GNI), human capital, and economic positioning, its findings may hold relevance for other developing and emerging economies with similar contexts and HRD practices.

Research Objective

This study explores the impact of Human Resource Development (HRD) and empowerment initiatives on employee innovativeness and performance from the perspective of managers, with a specific focus on organizations in developing economies.

Literature Review

HRD Programs

In many of the researches, how effective learning could be facilitated to the employees was found to be the main focus of the organizations as their human resource development function. To represent the learning, different researchers have differently conceptualized various methods, tools or terms. Among them, training, employee development, employee education program, employee career development program, performance appraisal or management system, reward management system were found to be the most common practices. For instance, [Nadler and Nadler \(1989\)](#) forwarded three key activities involved in HRD, which include on the job and off the job training, education focused on the learning of employees' future job and development is learning that is not focused on the job. [Agqu and Ogiriki \(2014\)](#) have also used the training and development as the tools of human resource development (HRD).

[Swanson \(2001\)](#), used organization development, and personal training and development as HRD practice. [Riordan et al. \(2005\)](#), have also emphasized the training as a tool for HRD. Similarly, [Gberevbie \(2012\)](#) explored employees' capacity building through regular

apprenticeship programs, frequency of on-the-job training and career development through sponsored formal education as HRD practices. Nuredin (2016) has also used training and development as the factors of HRD. Abdullah et al. (2009) have examined training and development, teamwork, human resource planning and performance appraisal as HRD practices. Sharma and Maheshwari (2013) have explained performance, potential appraisal, career planning, career development, employee training, teamwork, monetary rewards and non-monetary rewards as the factors of HRD functions.

This study has conceptualized the factors contributing to HRD programs from the study of Demo et al., (2012). According to Demo et al., (2012), Recruitment and Selection, Involvement, Training, Development & Education, Work Conditions, Competency-Based Performance Appraisal, and Compensation and Rewards are the various constructs which compose the practices of human resource development in organizations.

Psychological Empowerment

On the basis of the study of various literatures, it is the presumption that when employees perceive that they are intrinsically motivated or in another word, psychologically empowered, they become more innovative and they can also perform in a better way. Thomas and Velthouse (1990) defined psychological empowerment more broadly as increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her role: meaning, competence, self-determination, and impact. According to the author, psychological empowerment is "changes in cognitive variables, called task assessments, which determine motivation in workers".

Spreitzer (1995), a model based on the Thomas and Velthouse (1990) approach, defines empowerment as increased intrinsic motivation manifested in four cognitions: meaning, competence, self-determination and impact (Menon, 2001). This research also has attempted to use the same Spreitzer (1995) model that includes Meaning: the value of a work goal, judged in

relation to an individual's own ideas or standards (Thomas & Velthouse, 1990); Competence: individual's belief in his or her capacity to perform activities with skill (Spreitzer, 1995); Self-determination: the feeling of having control over one's work and focuses on the individual's sense of having a choice in initiating and regulating actions (Deci et al., 1989) and Impact: a belief that one has significant influence over strategic, administrative, or operational outcomes at work (Ashforth, 1989); as the components of psychological empowerment.

Innovative Behavior

Scott and Bruce (1994), state that innovation comprises multistage processes and each stage has different activities and individual behaviors. Innovation is shaped by discontinuous activities rather than sequencing ones. According to them, innovative behavior is a complicated process consisting of three different phases: idea generation, idea promotion, and idea realization. Adding on Scott and Bruce (1994), Riaz et al. (2018), defined aspects of employees' innovative behavior, as generation, realization, and promotion of novel ideas in the organization among groups of employees or individual employees. De Jong and Den Hartog (2008), on the other hand adopt the definition which looks at innovative work behavior of employees as a behavior elicited by an individual intending to initiate and introduce novel ideas, procedures, processes, and products that could ultimately be useful to the organization. They posit that unlike creativity, innovative work behavior has a more explicit applied component that comes up with mutual benefits (Kanake & Kemboi, 2020).

This study from the study by Lukes and Stephan (2017) has adapted the Idea Generation, a behavioral aspect of creativity (Tierney et al., 1999; Scott & Bruce, 1994; Zhou & George, 2001; Janssen, 2000); Idea Search, searches of existing knowledge sources (Tang et al., 2012); Idea Communication, an important aspect of innovative behavior to receive feedback from colleagues and managers (Binnewies et al., 2007); Involving Others, involving a key individual who

takes responsibility to implement the idea (Howell et al., 2005; Lukes, 2012); Overcoming Obstacles, anticipating problems and proactively developing contingency plans (Crant, 2000), as well as acquiring funds and resources (e.g. Scott & Bruce, 1994); and Innovation Outputs, achieved changes, i.e., implemented novel ideas that changed products, services or processes in an organization (Lukes, & Stephan, 2017), to measure the innovative work behaviors of employees.

Employees' Performance

Rothman and Coetzer (2003), explain employee performance as employees achieving the results, goals, or standards as per the expectations set by the organization. Nuredin (2016) has used attitude, customer service and efficiency as the factors of employees' performance. Another factor that could measure employees' performance was ability to perform (Podsakoff et al., 1993). Campbell et al. (1993) identified a number of performance components which include job-specific task proficiency, non-job specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration (Seidu, 2012).

Adapted in this study, Tuuli and Rowlinson (2009) categorized employee performance into Task Performance Behaviors and Contextual Performance Behaviors, drawing from prior research. Task Performance Behaviors involve activities that directly contribute to the organization's technical core or administrative functions, as defined by Borman and Motowidlo (1993). On the other hand, Contextual Performance Behaviors encompass non-job-specific behaviors such as cooperation, dedication, and interpersonal support, noted by Borman and Motowidlo (1993), Griffin et al. (2007), and Fluegge (2008).

Dahal et al. (2021) emphasize the critical role of job satisfaction within decentralized governance structures, which aligns with findings that effective

HRD initiatives, including participative decision-making and training, improve workers' engagement and empowerment. This supports the notion that employee satisfaction is a foundation for enhancing innovative behavior in organizations.

Ghimire et al. (2022) discuss green human resource management as a sustainable practice that reinforces organizational responsibility and employee motivation. Their findings dovetail with the current research by underscoring how HRD practices can be aligned with broader sustainability goals, fostering innovation that benefits both employees and organizational outcomes.

Mishra (2018) assesses human resource capacity in construction firms in Nepal and underscores the importance of continuous training and development, mirroring the qualitative insights from managers in this study who advocate for structured HRD programs as a key driver of employee competence and innovation.

Building on this, Mishra and Aithal (2023) focus on ethical capital through HR practices, highlighting that ethical management enhances psychological empowerment—corroborating the study's finding that employees who perceive control and competence are more innovative and perform better.

The role of technology and intelligence in HRM is explored by Mishra et al. (2025), who argue for integrating artificial and emotional intelligence to enhance employee capabilities—an emerging dimension that complements traditional HRD and empowerment practices discussed by managers in this research.

Finally, Niruba Rani et al. (2024) emphasize the strategic importance of HRM in aligning employee development with organizational goals, reinforcing the view from managers that robust HRD systems and psychological empowerment foster consistent performance and innovation, even amid the challenges faced by organizations in developing economies.

Methodology

This study has used both primary as well as secondary sources of data. The executive managers who were interviewed for the primary source of data. It was aimed at knowing the influence of organizations' HRD programs and psychological empowerment practices on employees' innovative behavior and their performance. As the secondary source of data, earlier relevant research and findings were used.

The study has chosen different industrial areas: commercial banks from the banking industry, life insurance company from the insurance industry, and five star hotel from the hotel industry of Nepal. As of mid-July 2023, there were a total of 20 Commercial banks ([Nepal Rastra Bank, 2023](#)). By the end of August 2024, there were a total of 14 life insurance companies ([Beema Samiti, 2024](#)). Similarly, there were 23 Five Star hotels that were registered in Hotel Association of Nepal ([Hotel Association of Nepal \[HAN\], 2024](#)). With this, the total number of executive level managers that comprise the population for the analysis would be 57 CEO/HR Managers of such concerned companies.

For the interview, four executive level Managers/Chief Executive Officers/HR Managers were taken as the sample. A disproportionate purposive sampling technique was used to collect the questionnaire interview data for the analysis. The sample size for the analysis was determined as per [Sauro \(2015\)](#), according to which, the narrative method focuses on the individual experience and sequence of less than five respondents.

The instrument for this study was having five core dimensions related to HRD programs, four core dimensions related to employees' psychological empowerment, four core dimensions related to employees' innovative behavior and three core dimensions related to employees' performance. Thus, the interview instruments developed for this study were on the basis of instruments developed and validated by various earlier researchers. They were HRD programs by [Demo et al., \(2012\)](#);

psychological empowerment by [Spreitzer \(1995\)](#); innovative behavior by [Lukesh and Stephan \(2017\)](#); and employees' performance by ([Tuuli & Rowlinson, 2009](#)).

Personal visits were made in order to take the interviews of the managers. Pooled analysis has been adopted to select the managers of the organizations to interview. Pooled analysis is often used when the results of individual studies do not allow for a firm conclusion to be drawn ([Taioli et al., 2003](#)). Respondents for the study were four managers from four different organizations who were selected on the basis of pooled analysis of a study by [Adhikari \(2023\)](#), of which two were the CEO of two commercial banks, one CEO was from the a life insurance company and the next one was the HR Manager of a Five Star Hotel from Nepal. Interview with the HR Head of Hotel Shangrila took place physically in an office apart from her regular office where other daily official errands could not create disturbances. Interview with the HR Head of Reliance Insurance Company Limited also took place physically at 6 o'clock in the evening time when most of the employees in the department had already left their office and no disturbances from them had been felt. The interview lasted for almost two hours. Interviews with the CEO of Machhapuchhre Bank Limited and CEO of Siddhartha Bank Limited could not happen physically and a mail interview was conducted for them.

This study uses qualitative analysis of the responses collected from the executive-level managerial employees. According to [Patton \(2002\)](#), qualitative methods are used when you want to find out "what people do, know, think, and feel by observing, interviewing and analyzing documents". In the words of [Bhandari \(2020\)](#), qualitative research involves collecting and analyzing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for research. According to [Flick \(2013\)](#), qualitative data analysis involves categorizing and

interpreting linguistic (or visual) data in order to draw conclusions about the implicit and explicit dimensions and patterns of meaning-making in the data as well as what is represented in them. The narrative method was used to describe and analyze the qualitative data. As far as applicable, this study has followed the APA, 7th edition format in its reporting.

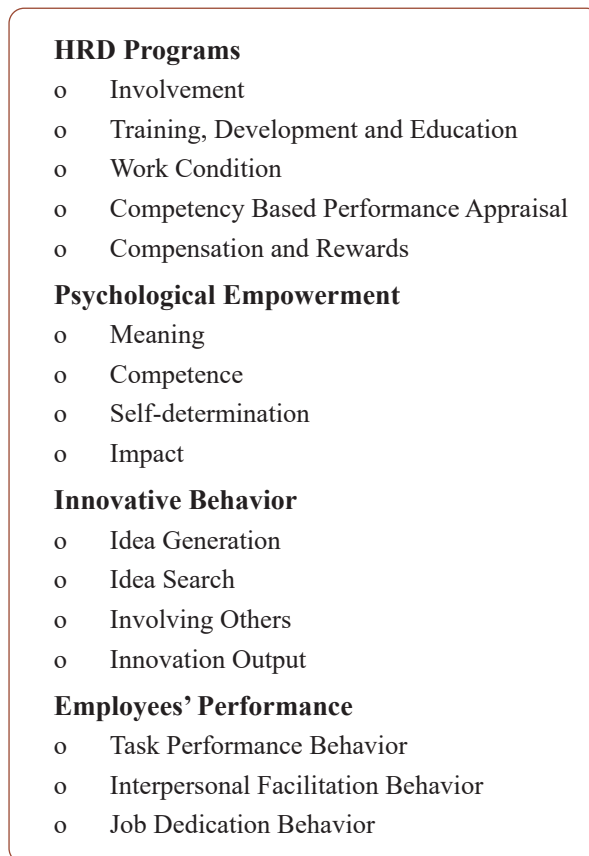
Results and Discussion

To analyze the qualitative data obtained from the interview, a computer application called QDA Miner was used. In the application, all the

transcribed interview responses from the managers of four organizations were imported. Each of them was separately filed here denoted as cases as per the terminology used by the software QDA Miner. Based on the discussion in the literature review and the nature of the responses in all cases, various thematic areas were identified and coded accordingly. Coding is a way of indexing or categorizing the text in order to establish a framework of thematic ideas about it (Gibbs, 2007). The coding of the qualitative data is reflected in Figure 1.

Figure 1

Distribution of Codes by Thematic Areas



Chalofsky (1992) defined HRD as the study and practice of increasing the learning capacity of individuals, groups, collectives and organizations

through the development and application of learning-based interventions for the purpose of optimizing human and organizational growth and

effectiveness. Under the theme HRD Programs, involvement; training, development and education; work condition; competency-based performance appraisal; and compensation and rewards were coded.

The term psychological empowerment refers to factors that affect one's own psychological state and focuses on the psychological impact of workplace empowerment. The employee's organizational behavior is influenced by their responses to these factors, not the conditions of the work context (Knol & Van Linge, 2009; Spreitzer, 1996). Meaning, competence, self-determination and impact were coded under the theme of employees' psychological empowerment.

In work roles, groups, or organizations, innovative behavior, according to De Jong and Den Hartog (2007), is behavior oriented toward the development and application of novel ideas.

The codes, idea generation, idea search, involving others, and innovation output were coded under the theme innovative behavior.

As per Rothman and Coetzer (2003), the accomplishment of a task in comparison to pre-established accuracy, completeness, cost, and speed standards, the initiatives taken, the creativity with which employees solve problems, and the resourcefulness with which they allocate their resources, time, and energy all contribute to an employee's performance. Similarly, Sultana et al. (2012) define performance as the accomplishment of certain tasks in comparison to established or preset accuracy, completeness, cost, and speed requirements. Under the employees' performance theme, task performance behavior, interpersonal facilitation behavior and job dedication behavior were coded. After coding, the coding frequency has been generated as shown in Table 1.

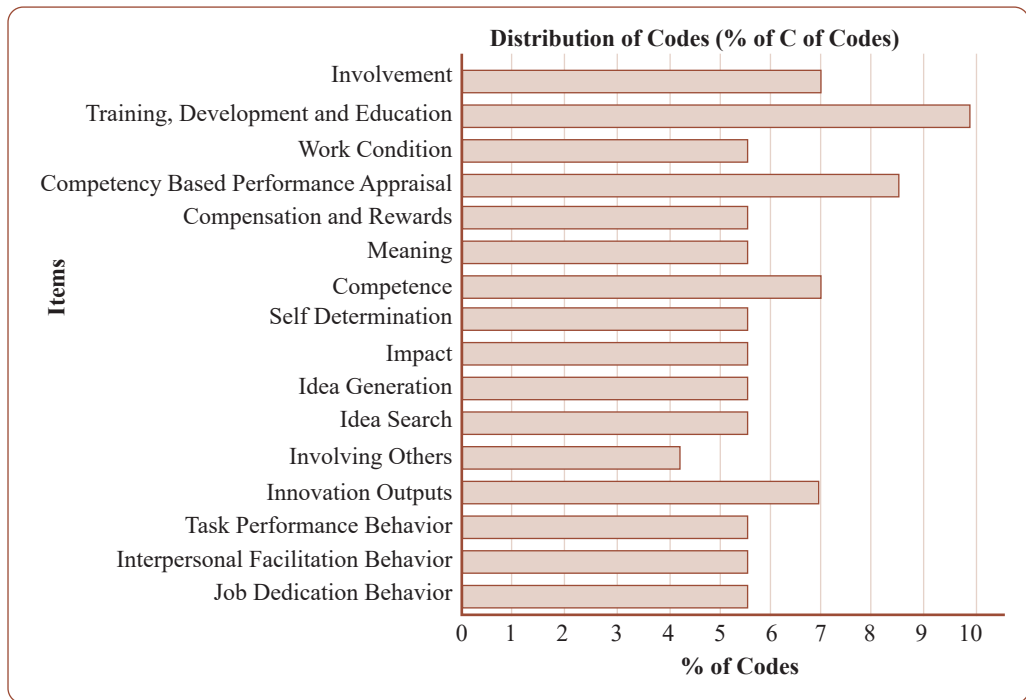
Table 1

Coding Frequency of Qualitative Data

Category	Code	Count	% Codes	Cases	% Cases
HRD Programs	Involvement	5	7.00%	4	100%
HRD Programs	Training, Development and Education	7	9.90%	4	100%
HRD Programs	Work Condition	4	5.60%	4	100%
HRD Programs	Competency Based Performance Appraisal	6	8.50%	4	100%
HRD Programs	Compensation and Rewards	4	5.60%	4	100%
Psychological Empowerment	Meaning	4	5.60%	4	100%
Psychological Empowerment	Competence	5	7.00%	4	100%
Psychological Empowerment	Self-determination	4	5.60%	4	100%
Psychological Empowerment	Impact	4	5.60%	4	100%
Innovative Behavior	Idea Generation	4	5.60%	4	100%
Innovative Behavior	Idea Search	4	5.60%	4	100%
Innovative Behavior	Involving Others	3	4.20%	3	75%
Innovative Behavior	Innovation Output	5	7.00%	4	100%
Employees' Performance	Task Performance Behavior	4	5.60%	4	100%
Employees' Performance	Interpersonal Facilitation Behavior	4	5.60%	4	100%
Employees' Performance	Job Dedication Behavior	4	5.60%	4	100%

Similarly, the frequency distribution of the codes expressed in terms of the percentage has

been shown in Figure 2.

Figure 2*Codes Distribution of Qualitative Data*

Discussion of Managers' Perspectives

In this part, to analyze what managers have observed and experienced regarding various HR aspects in their respective organizations was an attempt. Analyzing the executive-level managers' perspectives with respect to their HRD programs and psychological empowerment practices with the outcomes reflected in terms of their employees' innovative behavior and performance was the objective of this study. In this process, four cases (organizations) were taken for the interview. On the basis of the coding and retrieving in QDA Miner, the manager's perspectives regarding the impact of HRD programs and employees' psychological empowerment practices on employees' innovative behavior and their performance have been discussed here.

Regarding the HRD practices and programs in the organizations, managers have claimed that the managers conduct regular interactions and meetings with their employees. The involvement of

the employees with the use of job rotation, on-the-job training (OJT) and participative approach in decision making have been observed as increasing. Regarding the training, development and education, annual budgets were being allocated. Such programs were found to be conducted either in a scheduled way, or recommended by supervisors or assessed via performance appraisal or need-based and were normally provided by either internal experts or by external experts, or even by the regulating agencies. Regarding the working conditions, managers have claimed that they had maintained OHS as per Labor Act, 2017. As per them, they conduct regular training and meetings to discuss the issues related to working conditions. As stated by a manager:

We have maintained the occupational health and safety environment as per the rule of the Government of Nepal. We have sufficiently provisioned the fire extinguishers. We have a separate cell with a medical doctor with a 24 hour nurse on duty. We frequently provide

training to the employees on workplace health and safety. We have a separate health and safety policy.

Some of them also had crisis management teams. In most organizations, the performance appraisal standards were based on the target achievements which were normally provided to their employees in their TOR. In addition, there were other criteria as well for the assessment of the employees' performance like discipline, attitude, behavior, attendance, punctuality, MBOs, etc.. Managers have claimed that they had properly linked their compensation and rewards with performance appraisal and which were competitive enough in the industry. A manager said:

In the beginning I think we had the highest provision of compensation and rewards in the industry. There has been competitive pay in this industry. Our compensation and rewards are linked with target attainment. There is a mechanism for employee compensations and rewards where the immediate supervisor used to be the appraiser.

Regarding the employees psychological empowerment practices in their organizations, the manager's perspective has shown that if any employee does not feel his/her own importance and is not competent enough in their workplace, they cannot sustain. So those who are continuing must have positively perceived their importance and competence in their jobs. The ownership of the job assigned to them also must have let them feel that they are important to the organization. Hiring on the basis of meritocracy, OJT, and regular training and development programs must have made them competent in the job. As per managers, the liberty of decision-making was varied depending on the nature of the organization and the job in it. Some of the managers have claimed that their employees were autonomous to use their judgment in decisions so they must have felt self-determined. But in others, though the decision-making was not distributed the feedback provided by the employees was acknowledged, so they feel that their

employees were self-determined. All the managers have granted the credits to their employees for the whole outcomes of their organizations. Citing that their employees were impactful, one manager said:

Whatever results and performance demonstrated by Siddhartha Bank today is entirely from the collective efforts made by the employees of the Bank.

Similarly, in the view of another manager:

We are around 5th or 6th position in some major performance indicators among the new entrants' companies in this industry. Although it keeps fluctuating, our renewal rate is above 85%. Premium collection is also progressive. This is just because of our employees, agents and policyholders. So, they are highly impactful and influential to the outcomes.

The perspectives of the managers regarding the innovative behavior of their employees had been reflected differently. For instance, there were various views regarding who generates or searches for new ideas in their organizations. Some have said, most of it comes from their employees whereas others have said it depends upon the level of management. Very few ideas are generated and searched from the lower-level employees. Regarding the innovative idea generation in their workplace, a manager said:

Major new ideas come from brainstorming sessions with employees.

Those organizations which were more focused on teamwork had a high tendency of ideas or solutions coming collectively. In others, sales and marketing departments were more contributing for bringing such ideas and solutions. The implementation of new ideas or solutions was dependent on the feasibility, cost-benefits analysis, and other aspects as well. Indirectly emphasizing the precise application of all the innovative ideas or solutions that were put into effect, an executive stated:

We have a process before practicing any innovative idea. First, the newly-came idea is discussed in the team. Then the feasibility

of such an idea is tested. In the feasibility analysis process, it may get changed or modified as well and if so, it is informed to the source. Then only it is forwarded for practice. But as I remember, most of them have been implemented.

The managers' opinions on their employees task performance behavior appeared to be consistent in stating that they perform inconsistently. because a lot of factors, like the type of work, employee level, seasonality, etc., affect it. They all agreed that the employees were generally meeting their goals, and those who didn't were given training and development. Regarding effective teamwork (interpersonal facilitation) behavior with the employees, all managers had comparable things to say. Emphasizing this, the manager said:

Almost all workers work on teams. Sometimes, team issues do come as it is obvious in the team work but that has not been seen as highly disrupting.

Employees' performance regarding the job dedication behaviors have been observed as positive in all organizations. According to the executive managers, issues with self-control and self-discipline may arise early in an employee's tenure, but they eventually go away and employees begin to embrace challenging tasks with enthusiasm, which is an ongoing process. However, one senior manager noted that the improper employee union initiatives can cause disruptions in our (Nepali) context. Regarding their workers' work-related commitment, one management says:

The disciplinary, honesty, and regulation-related concerns were quite difficult in the early days of our company. However, they are now somewhat few yet incomplete. The belief that "you must be self-disciplined, self-controlled, and self-regulated to sustain" in the organization has been accepted by everyone.

In a nutshell, the analysis of this study suggests that the HRD policies and programs among the organizations of developing countries like Nepal are continuously formulated and

executed in an effective way. Although they are not entirely empowered to make decisions, managers claim that employees are psychologically empowered and have a favorable perception of their own significance, competence, and ownership in their jobs. Employees' innovative behavior is observed to be diverse in emerging economies such as Nepal. Employees in some organizations are very innovative, while in others, their level of innovation depends on their department or level of work, and in some cases, it depends on the nature of work they do. The top executives had noticed inconsistent performance from the employees due to many factors, including seasonality, nature of the job, and employee level. Generally speaking, however, employees in developing economies do accomplish their targets.

Conclusion

This study examined executive-level managers' perspectives on Human Resource Development (HRD) programs, psychological empowerment practices, and their impact on employees' innovative behavior and performance within organizations in a developing economy context. The findings indicate that HRD initiatives such as regular training, on-the-job learning, job rotation, and participative decision-making are actively implemented and contribute positively to employee development. Organizations also maintain workplace safety and allocate appropriate budgets for these programs.

Managers perceive that employees generally experience psychological empowerment through a sense of competence, importance, and ownership of their roles, even though decision-making autonomy varies depending on organizational structure and job nature. Employee innovative behavior differs across organizations and departments, with some relying on collective brainstorming and others noting innovation primarily from certain units like sales and marketing. The process for implementing new ideas is structured and involves feasibility assessments prior to adoption.

Regarding employee performance, managers report variability influenced by factors such as job type, employee level, and seasonality; however, overall performance targets are generally met. Teamwork is widely practiced with manageable challenges, and job dedication improves over time despite initial issues with self-discipline or union-related disruptions.

HRD practices and psychological empowerment efforts in Nepalese organizations appear effective in fostering employee competence, innovation, and satisfactory performance. These insights highlight the critical role of HRM initiatives in driving organizational success in developing economies, while also reflecting contextual nuances that shape employee behavior and outcomes.

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