

Editorial: April 2026 Issue

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Welcome to the *International Journal of Human Resource Development Practice Policy and Research* April 2026 issue. We are continuing to bring you articles of international interest to both scholars and practitioners in the areas of human resource development, people management, and beyond. We are particularly seeking HRD scholars doing research that generates instrumental knowledge for application and who want to get their published research findings into the world of practice, and evidence-based HRD/HRM professionals and managers who want to share their personal experiences of evidence-based practice. This month's issue is truly international, with research articles from Iran, Ghana, Sri Lanka, the UK, and the United States. The theory-practice nexus remains a critical feature of *IJHRDPPR* and in this issue, we have six research articles and three perspective articles, which bring together the identification of practice orientated challenges and solutions.

Our first three articles in this issue concern using leadership to improve organizational performance. Hurtienne and Hurtienne explored Equity Leadership (EL) and its impact on employee engagement. Using thematic analysis of qualitative data, the authors found that there are three steps to synergizing the organization using EL: hiring for mission fit and EL capability; developing individual trusting relationships; and leveraging employee strengths. Hurtienne and Hurtienne's findings can be applied to leadership training to develop traits that will increase employee engagement. Alhassan and Bell explored Situational Leadership Theory (SLT) and its impact on staff development also using thematic analysis of qualitative data. The study's findings underscored the need of understanding context in choosing an SLT style when developing staff, especially when developing leadership training. Our third article by Halliday and Stewart used a unique analysis technique — Futures and Foresights Analysis (FFL) — to investigate leadership development of women. The authors concluded that influencing the direction of leadership development is a key challenge that HRD practitioners need to meet, and that FFL can help them do that. They also concluded that there is still much work to be done before the "glass ceiling" is

shattered. Brought together, these three articles provide a contemporary view of organizational practice and the challenges faced by many in organizational settings.

Our fourth article by Khiabani, Ismail, Ebrahimi, Poursedighi, and Barmaki investigated the relationship between Human Resource Development Climate (HRDC) and employee performance using Structural Equation Modelling. The authors developed a model where the relationship between HRDC and employee performance was moderated by organizational commitment and perceived organizational support. HRD practitioners can use this model to improve employee performance by increasing organizational commitment and perceived organizational support. Khiabani et al. provided numerous examples of how to do so.

Our fifth article by Bandara, Law, and Tkachenko studied training transfer during the COVID-19 pandemic. Using statistical analysis, the authors investigated the interactive effects of gender, supervisory support, and workplace context on training transfer. The authors found that both supervisory support and the workplace environment had an impact on training transfer outcomes during a crisis period. Bandara et al. provided three major recommendations for HRD practitioners during a crisis: prepare supervisors for employee training both pre- and post-training; collaborate with line managers to create a transfer-supportive climate; and encourage leaders to be visible with their support for the training.

Our final research article by Loidl, Zulauf, Sung, and Chahine is a literature review using PRISMA to investigate skill development for digital transformations in organizations using the Continuous Change Model (CCM). Their review noted the importance of skill development for successful digital transformation change efforts in organizations. The authors provided a practitioner toolkit for all four phases of the CCM, with useful change management tools recommended.

We have three Perspectives articles for you this issue, written by practitioners about organizational issues.

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Our first article by Chugh discusses Agentic Human Resources (HR). Agentic HR redesigns HR into an intelligent operating system. Chugh offers a roadmap to transform your HR system into an intelligent one, overcoming budget obstacles, technical complexity, and resistance from your organization. Chugh also discusses the areas where human oversight is still needed in HR. Our second Perspectives article by Crowther, Jones, and Scattergood explores how a model known as FERresearchmeet can assist the continuous professional development of further education leaders. These meets are cost-effective and shape knowledge in different sectors that can affect both policy and practice. Our third Perspectives article by Craig looks at mergers and acquisitions and how cultural due diligence on the part of HRD and organization development practitioners makes all the difference in whether or not they will be successful. Cultural due diligence is just as important as financial, and cultural clashes between organizations lead to failures. Craig offers HRD and OD practitioners recommendations on conducting successful cultural due diligence before a merger or acquisition. Perspectives papers play a pivotal role in the identity of *IJHRDPPR* as a practice orientated journal, and we are always keen to receive submissions from practitioners in HRD/OD roles, regardless of sector.

Looking ahead, the Journal has a special issue planned for later this year. This Special Issue will be guest-edited by Alan Johnston, Steven Cock, and Susie Walsh and will comprise articles from the University Forum for HRD (UFHRD) conference in June 2026 in York, UK.

In the meantime, we hope that you enjoy April's articles, and we look forward to accepting submissions for general HRD-related articles of international interest to scholars and practitioners at <https://mc.manuscriptcentral.com/ijhrdppr>. We accept research and conceptual articles (which undergo peer review) and perspectives articles (which do not, but are published at the Editors' discretion). Perspectives articles are case histories or reflective papers on practice by HRD practitioners who wish to share their insights and lessons learned with our readers. Further details on the types of papers and guidance are available on the journal website at <https://reference-global.com/journal/IJHRD>. We look forward to hearing from you!

In this issue we are saying hello and many thanks to Dr. Alan Johnston, of York St. John University, who joins us as Associate Editor. Alan has already guest-edited last year's special issue about the role of technical vocational education and training (TVET) in workforce development internationally and will guest-edit our next special issue. We are also saying hello to our new publishing platform, Paradigm.