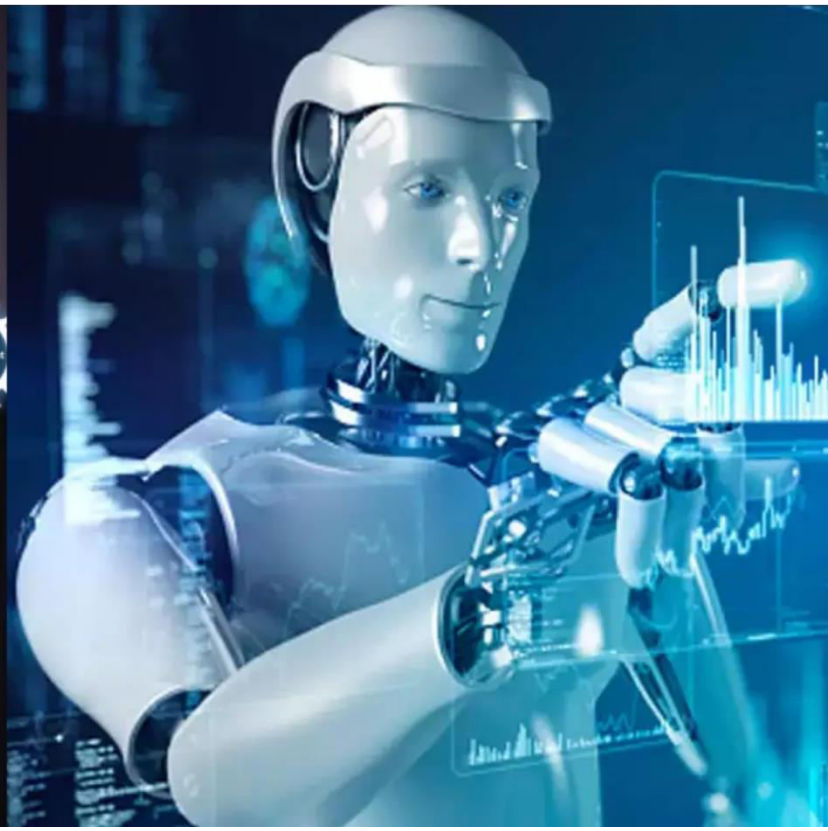
IJIRSET
International Journal of Innovative Research in Science | Engineering | Technology

ISSN(O): 2319-8753
ISSN(P): 2347-6710

International Journal of Innovative Research in Science Engineering and Technology (IJIRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 9.935

Volume 15, Issue 5, May 2026

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|www.ijirset.com |A Monthly, Peer Reviewed & Refereed Journal| e-ISSN: 2319-8753| p-ISSN: 2347-6710|

Volume 15, Issue 5, May 2026

|DOI: 10.15680/IJIRSET.2026.1505157|

The Role of Human Resource Management in Employee Training and Development for Organizational Effectiveness

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ABSTRACT: Human Resource Management plays a vital role in improving employee capabilities through effective training and development practices, which ultimately contribute to organizational effectiveness. The present study focuses on analysing the role of Human Resource Management in planning, implementing, and evaluating employee training and development programs within organizations. The main objective of the study is to examine how training initiatives influence employee performance, productivity, motivation, and overall organizational growth. The research also explores employee perceptions regarding the effectiveness of training programs and the contribution of HR practices toward skill enhancement and career development. The study is based on both primary and secondary data. Primary data were collected through structured questionnaires distributed among employees, while secondary data were gathered from journals, books, and organizational reports. Various statistical and analytical tools were used to interpret the collected data. The findings of the study indicate that effective HRM practices in training and development significantly improve employee efficiency, job satisfaction, teamwork, and organizational performance. The study further reveals that continuous learning and development programs help organizations adapt to technological and competitive changes in the business environment. The research concludes that employee training and development are essential strategic functions of Human Resource Management that support long-term organizational success and sustainability.

KEYWORDS: Human Resource Management, Employee Training, Employee Development, Organizational Effectiveness, Employee Performance, Workforce Productivity.

I. INTRODUCTION

Human Resource Management (HRM) plays a significant role in the growth and success of modern organizations. In today's highly competitive and rapidly changing business environment, organizations focus not only on technology and infrastructure but also on the development of human resources to achieve long-term success. Employees are considered valuable assets of an organization, and their knowledge, skills, abilities, and performance directly influence organizational productivity and effectiveness. Therefore, organizations invest considerable resources in employee training and development programs to improve employee competencies and prepare them to meet changing organizational requirements.

Employee training and development refer to the systematic process of enhancing employee knowledge, technical skills, communication abilities, and overall work performance through various learning methods and development initiatives. Training helps employees improve their current job performance, while development focuses on preparing employees for future responsibilities and career growth. Effective training and development programs enable employees to adapt to technological advancements, improve work quality, reduce operational errors, and increase job satisfaction. These programs also help organizations improve employee motivation, teamwork, commitment, and efficiency.

Human Resource Management is responsible for identifying employee training needs, designing suitable training programs, implementing learning activities, and evaluating training effectiveness. HR managers play an important role

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in ensuring that employees receive proper guidance, technical knowledge, and professional development opportunities. Through effective HR practices, organizations can create a learning culture that supports continuous improvement and innovation. Training and development have become essential strategic functions of HRM because organizations operate in dynamic environments characterized by globalization, digital transformation, industrial competition, and changing customer expectations.

In manufacturing industries, employee training and development are particularly important because employees are required to handle advanced technologies, machinery, quality standards, and safety procedures. Proper training improves employee productivity, minimizes workplace accidents, reduces wastage, and enhances operational efficiency. Similarly, in service organizations, employee development programs improve customer service quality, communication skills, and employee engagement. Therefore, organizations across different sectors increasingly recognize the importance of HRM in employee development and organizational effectiveness.

Organizational effectiveness refers to the ability of an organization to achieve its goals efficiently through optimum utilization of available resources, including human resources. Factors such as employee productivity, performance quality, teamwork, innovation, job satisfaction, and operational efficiency contribute to organizational effectiveness. Effective training and development programs help organizations achieve these outcomes by improving employee capabilities and preparing them for future challenges. Thus, HRM practices related to training and development have a direct influence on organizational growth, competitiveness, and sustainability.

Although many organizations implement training and development programs, several issues still exist regarding training effectiveness, employee participation, skill enhancement, and performance improvement. In some organizations, training programs are conducted without proper assessment of employee needs, leading to limited effectiveness and low employee engagement. Furthermore, many organizations face challenges in evaluating whether training programs actually improve employee performance and organizational productivity. Existing studies mainly focus on general employee performance and job satisfaction, while limited research has examined the specific role of Human Resource Management in planning and managing training and development activities for organizational effectiveness, especially in manufacturing industries and developing business environments. This creates a research gap that necessitates further study.

The present study aims to examine the role of Human Resource Management in employee training and development and its contribution toward organizational effectiveness. The study seeks to analyse how HRM practices influence employee learning, skill enhancement, productivity, motivation, and overall organizational performance. It also attempts to understand employee perceptions regarding the effectiveness of training and development programs implemented by organizations.

Objectives of the Study

1. To study the role of Human Resource Management in employee training and development.
2. To analyse the effectiveness of training and development programs on employee performance.
3. To examine the relationship between employee training and organizational effectiveness.
4. To identify employee perceptions regarding organizational training and development practices.
5. To provide suggestions for improving HRM training and development strategies.

Research Questions

- What role does Human Resource Management play in employee training and development?
- How do training and development programs influence employee performance and productivity?
- What is the relationship between employee training and organizational effectiveness?
- Are employees satisfied with the training and development programs provided by the organization?

Hypotheses

- **H1:** Employee training and development have a positive impact on employee performance.
- **H2:** Effective HRM practices significantly contribute to organizational effectiveness.
- **H3:** There is a significant relationship between employee training programs and employee job satisfaction.

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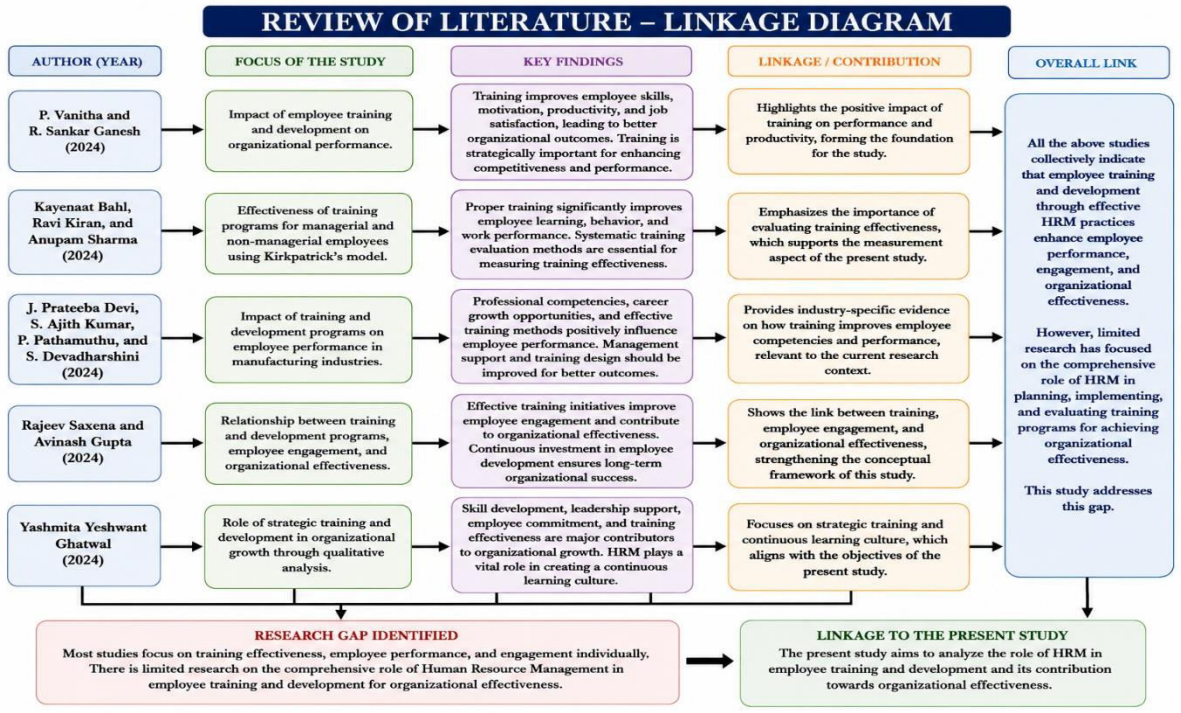
II. REVIEW OF LITERATURE

1. **P. Vanitha and R. Sankar Ganesh (2024)**
   The study examined the impact of employee training and development on organizational performance. It found that training programs improve employee skills, motivation, productivity, and job satisfaction, leading to better organizational outcomes. The research emphasized the strategic importance of training in enhancing competitiveness and performance.
2. **Kayenaat Bahl, Ravi Kiran, and Anupam Sharma (2024)**
   The study evaluated the effectiveness of training programs for managerial and non-managerial employees using Kirkpatrick's model. The findings revealed that proper training significantly improves employee learning, behaviour, and work performance. The research highlighted the importance of systematic training evaluation methods in organizations.
3. **J. Prateeba Devi, S. Ajith Kumar, P. Pathamuthu, and S. Devadharshini (2024)**
   The research analysed the impact of training and development programs on employee performance in manufacturing industries. The study found that professional competencies, career growth opportunities, and training methods positively influence employee performance. It also suggested improving management support and training design for better effectiveness.
4. **Rajeev Saxena and Avinash Gupta (2024)**
   The study assessed the relationship between training and development programs, employee engagement, and performance. The findings showed that effective training initiatives improve employee engagement and contribute to organizational effectiveness. The research recommended continuous investment in employee development strategies for long-term organizational success.
5. **Yashmita Yeshwant Ghatwal (2024)**
   The study explored the role of strategic training and development in organizational growth through qualitative analysis. The findings identified skill development, leadership support, employee commitment, and training effectiveness as major contributors to organizational success. The research emphasized the importance of HRM in creating a continuous learning culture within organizations.



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III. RESEARCH METHODOLOGY

Research methodology refers to the systematic process used to collect, analyse, and interpret data related to the research problem. It helps in conducting the study scientifically and ensures the reliability and validity of the research findings. The present study focuses on analysing the role of Human Resource Management in employee training and development for organizational effectiveness. The methodology adopted for the study includes research design, sampling methods, data collection techniques, data analysis tools, and identification of variables.

Research Design

The study is based on a **descriptive and analytical research design**. The descriptive research design is used to understand employee opinions, perceptions, and experiences regarding training and development practices within the organization. It helps in describing the existing HRM training practices and their influence on employee performance and organizational effectiveness.

The analytical research design is used to examine the relationship between Human Resource Management practices, employee training and development, and organizational effectiveness. The study analyses how training initiatives improve employee skills, productivity, motivation, teamwork, and overall organizational growth.

Nature of the Study

The study is both **quantitative and qualitative** in nature. Quantitative analysis is used for statistical interpretation of employee responses collected through questionnaires, while qualitative analysis helps in understanding employee opinions and organizational training practices.

Population of the Study

The population of the study consists of employees working in manufacturing organizations. Employees from different departments such as production, administration, human resources, quality control, and operations were considered for the study. The population includes employees who have participated in organizational training and development programs.

Sample Size and Sampling Method

A sample of **100 employees** was selected for the study. The respondents were chosen using the **convenience sampling method** because it allows easy access to employees who are available and willing to participate in the survey. The sampling method helped in collecting data within a limited time period and ensured adequate responses for analysis.

Sources of Data

The study is based on both **primary data** and **secondary data**.

Primary Data

Primary data were collected directly from employees through a structured questionnaire. The questionnaire contained close-ended questions related to employee training, skill development, job performance, employee satisfaction, and organizational effectiveness. Responses were collected from employees working in different departments of the organization.

Secondary Data

Secondary data were collected from books, research journals, articles, company reports, websites, magazines, and previous research studies related to Human Resource Management, employee training and development, and organizational effectiveness. Secondary sources helped in understanding theoretical concepts and previous research findings.

Data Collection Methods

The major method used for collecting primary data was the **questionnaire method**. The questionnaire was designed in a simple and understandable format to obtain accurate responses from employees. In addition to questionnaires, information from published journals, research papers, and online databases was also used for the study.

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Variables of the Study

Independent Variable

- Human Resource Management Practices
- Employee Training Programs
- Employee Development Activities

Dependent Variable

- Organizational Effectiveness
- Employee Performance
- Employee Productivity
- Employee Satisfaction

Scope of the Study

The study focuses on understanding the role of Human Resource Management in employee training and development and its contribution toward organizational effectiveness. The research helps organizations identify the importance of training programs in improving employee skills, motivation, performance, and organizational productivity. The study is useful for HR managers, researchers, employees, and organizations in developing effective training and development strategies.

Limitations of the Study

- The study is limited to a selected sample of employees.
- The research is based mainly on employee responses collected through questionnaires.
- Time constraints limited the collection of a larger sample size.
- Some respondents may have provided biased or incomplete information.

IV. DATA ANALYSIS AND INTERPRETATION

The collected data were analysed using percentage analysis, tables, charts, correlation, and simple statistical interpretation. The analysis was conducted to understand employee opinions regarding training and development practices and their impact on organizational effectiveness.

Table 1: Employees' Opinion on Training Programs Improving Job Performance

Response	Number of Respondents	Percentage
Strongly Agree	40	40%
Agree	35	35%
Neutral	15	15%
Disagree	7	7%
Strongly Disagree	3	3%
Total	**100**	**100%**

Interpretation

The above table shows that 40% of employees strongly agree and 35% agree that training programs improve their job performance. Only 10% of employees expressed disagreement. This indicates that training and development programs positively influence employee performance and productivity within the organization.

Table 2: Employee Satisfaction Towards Training and Development Programs

Satisfaction Level	Number of Respondents	Percentage
Highly Satisfied	38	38%
Satisfied	42	42%
Neutral	12	12%
Dissatisfied	5	5%
Highly Dissatisfied	3	3%
Total	**100**	**100%**

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Interpretation

The table reveals that 80% of employees are either satisfied or highly satisfied with the training and development programs provided by the organization. This indicates that employees consider training programs beneficial for skill enhancement, career growth, and work efficiency.

Table 3: Impact of Training on Employee Productivity

Opinion	Number of Respondents	Percentage
Significant Impact	45	45%
Moderate Impact	32	32%
Low Impact	15	15%
No Impact	8	8%
Total	**100**	**100%**

Interpretation

The analysis indicates that 45% of employees believe training programs have a significant impact on productivity, while 32% reported a moderate impact. Only a small percentage of employees felt that training had little or no impact. This shows that effective training programs improve employee efficiency and organizational productivity.

Table 4: Relationship Between HRM Practices and Organizational Effectiveness

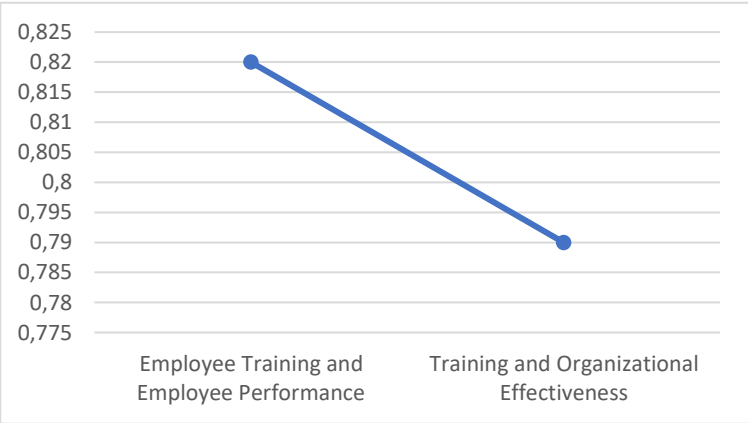
Response	Number of Respondents	Percentage
Strong Relationship	48	48%
Moderate Relationship	30	30%
Weak Relationship	14	14%
No Relationship	8	8%
Total	**100**	**100%**

Interpretation

The above data show that most employees believe there is a strong relationship between HRM practices and organizational effectiveness. Proper HR strategies related to training, motivation, and employee development contribute significantly to organizational growth and operational efficiency.

Correlation Analysis

Variables	Correlation Value (r)
Employee Training and Employee Performance	0.82
Training and Organizational Effectiveness	0.79



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Interpretation

The correlation analysis shows a strong positive relationship between employee training and employee performance (0.82). Similarly, training and organizational effectiveness also show a positive correlation (0.79). This indicates that effective training and development programs improve employee efficiency and contribute toward organizational success.

V. RESULTS AND DISCUSSION

The present study examined the role of Human Resource Management in employee training and development for organizational effectiveness. The findings of the study indicate that training and development programs have a significant positive impact on employee performance, productivity, motivation, and organizational growth. Most employees expressed positive opinions regarding the effectiveness of training programs conducted within the organization. The analysis also revealed that HRM practices play an important role in identifying employee training needs, improving professional skills, and enhancing workplace efficiency.

The study found that a majority of employees believe that training programs improve their technical knowledge, communication skills, and overall job performance. Employees who participated in regular training programs showed higher levels of confidence, teamwork, and productivity compared to employees who received limited training opportunities. The findings further indicate that employee satisfaction levels increase when organizations invest in career development and continuous learning programs.

However, the study also identified certain challenges associated with training and development practices. Some employees reported that training programs were not conducted regularly, while others felt that certain training sessions lacked practical application. This slightly differs from previous studies that mainly focused on the positive outcomes of training programs. The present study highlights the need for organizations to regularly assess employee training requirements and design practical, job-oriented training sessions that meet organizational and employee needs.

The study provides important practical implications for organizations and HR managers. Organizations should consider training and development as strategic investments rather than routine HR activities. Effective training programs help organizations improve employee efficiency, reduce operational errors, increase employee motivation, and strengthen organizational competitiveness. HR managers should conduct regular training needs assessments, evaluate training effectiveness, and encourage continuous learning practices within the organization.

The findings are also useful for policymakers and educational institutions. Policymakers can encourage skill development initiatives and employee learning programs to improve workforce quality and industrial productivity. Educational institutions and training centres can design industry-oriented programs that help employees adapt to changing technological and organizational requirements. Overall, the study emphasizes that effective Human Resource Management practices in employee training and development are essential for achieving long-term organizational effectiveness and sustainable growth.

VI. CONCLUSION AND SUGGESTIONS

The study concluded that Human Resource Management plays a significant role in employee training and development for achieving organizational effectiveness. Effective HRM practices help organizations improve employee skills, knowledge, productivity, motivation, and job performance. Training and development programs also contribute to employee satisfaction, teamwork, operational efficiency, and organizational growth. The findings of the study indicate that organizations that invest in employee learning and development achieve better performance and competitive advantage.

The study further revealed that employees generally have positive perceptions regarding organizational training programs. Most respondents agreed that training programs improve technical competencies, communication skills, and overall workplace efficiency. Statistical analysis also confirmed a positive relationship between employee training and organizational effectiveness.

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Despite these positive findings, the study has certain limitations. The research was limited to a selected sample size and focused mainly on employee responses collected through questionnaires. Time constraints restricted the collection of data from a larger population. In addition, employee opinions may vary based on organizational culture, work environment, and industry type.

Based on the findings of the study, the following suggestions are recommended:

- Organizations should conduct regular training needs assessments to identify employee skill gaps.
- HR managers should design practical and job-oriented training programs that match organizational objectives.
- Organizations should encourage continuous learning and career development opportunities for employees.
- Modern training methods such as digital learning, workshops, and interactive sessions should be adopted to improve employee participation and learning effectiveness.
- Management should regularly evaluate training programs to measure their impact on employee performance and organizational productivity.
- Organizations should provide equal training opportunities to employees at all levels to ensure overall workforce development.

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