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“A Study on the Effectiveness of HRD Training Practices in Improving Employee Work Performance” in Belagavi District.

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Abstract-- Human Resource Development (HRD) training practices play a crucial role in enhancing employee competencies, improving productivity, and achieving organizational effectiveness. In a rapidly changing business environment, organizations are increasingly investing in structured training and development programs to upgrade employee skills and align individual performance with organizational goals. This study aims to examine the effectiveness of HRD training practices in improving employee work performance in selected organizations of Belagavi District.

The research focuses on key HRD training dimensions such as induction training, on-the-job training, off-the-job training, skill development programs, refresher courses, and technology-enabled learning initiatives. Employee work performance is assessed in terms of productivity, quality of work, job knowledge, efficiency, motivation, and overall job satisfaction. The study adopts a descriptive and analytical research design and is based on both primary and secondary data. Primary data were collected from employees working in selected manufacturing, service, and educational organizations in Belagavi District using a structured questionnaire. Secondary data were gathered from journals, books, reports, and relevant online sources.

Statistical tools such as percentage analysis, mean scores, and correlation analysis were used to analyze the data and interpret the relationship between HRD training practices and employee work performance. The findings provide valuable insights for HR managers, policymakers, and organizational leaders in Belagavi District to strengthen HRD strategies and develop a more competent and motivated workforce.

Keywords-- Human Resource Development (HRD), Training Practices, Employee Work Performance, Organizational Effectiveness

I. INTRODUCTION

In the contemporary business environment, organizations are facing intense competition, rapid technological changes, and evolving workforce expectations. To meet these challenges effectively, organizations must focus not only on physical and financial resources but also on the continuous development of human resources.

Human Resource Development (HRD) has emerged as a vital function of human resource management that aims at improving employee knowledge, skills, abilities, and attitudes through systematic training and development practices.

HRD training practices are designed to enhance employee competencies, improve job performance, and align individual capabilities with organizational objectives. Training programs such as induction training, on-the-job training, off-the-job training, skill development workshops, refresher courses, and technology-based learning play a significant role in equipping employees with the necessary skills to perform their duties efficiently. Effective HRD training helps employees adapt to organizational changes, increases motivation, reduces work-related errors, and enhances overall productivity.

Employee work performance is a key indicator of organizational success and is influenced by various factors, including job knowledge, skill level, efficiency, work quality, and motivation. Well-structured HRD training practices contribute significantly to improving these performance dimensions by enabling employees to perform their tasks with greater confidence and competence. Organizations that invest in employee development are better positioned to achieve higher levels of efficiency, quality output, and long-term sustainability.

In districts like **Belagavi**, which is experiencing steady growth in manufacturing, service, educational, and small and medium enterprises, the need for effective HRD training practices has become increasingly important. Organizations in the district are adopting different training approaches to enhance workforce performance; however, the effectiveness of these practices varies across sectors and organizations. There is a growing need to evaluate how far HRD training initiatives are contributing to employee work performance and to identify gaps in training design and implementation.

1. Objectives of the Study

- To study the existing HRD training practices adopted in selected organizations of Belagavi District.



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- To examine the effectiveness of HRD training programs in improving employee work performance.
- To analyze the impact of HRD training practices on employee productivity, skills, and job efficiency.
- To assess employee perceptions regarding HRD training and development initiatives.
- To suggest measures for improving the effectiveness of HRD training practices in organizations.

II. REVIEW OF LITERATURE

Nadler (1984) defined Human Resource Development as a structured and continuous process aimed at developing employee competencies to improve both individual and organizational performance. The study emphasized that systematic training programs play a key role in enhancing employee efficiency and long-term organizational effectiveness.

Swanson and Holton (2001) examined the strategic role of HRD in organizations and found that training and development activities significantly influence employee performance, motivation, and job satisfaction. Their research highlighted that organizations integrating HRD with business strategies achieve better productivity outcomes.

Noe (2010) studied the effectiveness of training programs and concluded that well-designed training practices improve employee knowledge, skills, and work behavior. The study stressed the importance of continuous training evaluation to ensure improvement in employee work performance.

Armstrong (2014) analyzed HRD practices in modern organizations and observed that training and development contribute to enhanced employee competence and organizational competitiveness. The study also noted that employee involvement and management support are essential for effective HRD implementation.

Dessler (2015) examined the relationship between HRD training practices and employee performance and found a positive correlation between training effectiveness and productivity levels.

The study suggested that regular skill development programs and feedback mechanisms improve overall work performance.

III. RESEARCH METHODOLOGY

The research methodology provides a systematic framework for conducting the present study and achieving the stated objectives. This section explains the research design, sources of data, sample design, tools for data collection, and statistical techniques used for analysis.

Research Design

The study adopts a descriptive and analytical research design to examine the effectiveness of HRD training practices in improving employee work performance in selected organizations of Belagavi District. The descriptive design helps in understanding existing HRD training practices, while the analytical approach enables evaluation of their impact on employee performance.

Sources of Data

The study is based on both primary and secondary data. Primary data were collected directly from employees through a structured questionnaire.

Secondary data were gathered from books, research journals, HRD reports, company records, and relevant websites.

Sample Design

The sample for the study consists of employees working in selected manufacturing, service, and educational organizations in Belagavi District. A convenience sampling method was used to select respondents. A total of 100 employees were surveyed to collect primary data.

Tools for Data Collection

A structured questionnaire was used as the main tool for collecting primary data. The questionnaire included both closed-ended and Likert-scale questions covering aspects such as HRD training practices, skill development, job performance, productivity, and employee satisfaction.



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IV. ANALYSIS

Table 1:
Research Method

| Particulars | Details |
|--------------------------|---|
| Title of the Study | A Study on the Effectiveness of HRD Training Practices in Improving Employee Work Performance |
| Study Area | Belagavi District |
| Research Design | Descriptive and Analytical |
| Sources of Data | Primary and Secondary |
| Sampling Method | Convenience Sampling |
| Sample Size | 100 Employees |
| Tool for Data Collection | Structured Questionnaire |
| Statistical Tools | Percentage, Mean, Correlation |



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Table 2:
Profile of the Respondents

| Particulars | Category | No. of Respondents | Percentage |
|--------------------|-----------------|---------------------------|-------------------|
| Gender | Male | 60 | 60% |
| | Female | 40 | 40% |
| Age Group | Below 30 years | 30 | 30% |
| | 30–40 years | 45 | 45% |
| | Above 40 years | 25 | 25% |
| Experience | Below 5 years | 35 | 35% |
| | 5–10 years | 40 | 40% |
| | Above 10 years | 25 | 25% |



Table 3:
Likert Scale Used in the Study

| Scale | Description |
|-------|-------------------|
| 5 | Strongly Agree |
| 4 | Agree |
| 3 | Neutral |
| 2 | Disagree |
| 1 | Strongly Disagree |

Statistical Tools Used for Data Analysis

1. Percentage Analysis

Percentage analysis was used to analyze demographic details of respondents and their opinions regarding HRD training practices.

It helps in converting data into simple proportions for easy interpretation.

$$\text{Formula: } \text{Percentage} = \frac{\text{Number of Respondents}}{\text{Total Respondents}} \times 100$$



Table 1:
Opinion on Effectiveness of HRD Training

| Opinion | No. of Respondents | Percentage |
|-------------------|---------------------------|-------------------|
| Strongly Agree | 35 | 35% |
| Agree | 40 | 40% |
| Neutral | 15 | 15% |
| Disagree | 7 | 7% |
| Strongly Disagree | 3 | 3% |
| Total | 100 | 100% |

Interpretation:

The table shows that a majority (75%) of employees agree that HRD training practices are effective in improving work performance.

Mean score analysis was used to measure the overall level of employee agreement regarding HRD training effectiveness and work performance.

Mean Score Analysis

Formula: Mean= $\frac{\sum(fx)}{\sum f}$

Table 2:
 Mean Score of HRD Training Practices

| Statement | Mean Score | Interpretation |
|----------------------------------|------------|----------------|
| Training improves job skills | 4.25 | High |
| Training increases productivity | 4.10 | High |
| Training improves work quality | 4.05 | High |
| Training enhances motivation | 3.95 | Moderate-High |
| Training improves job efficiency | 4.15 | High |

Interpretation:

The mean scores indicate that employees have a positive perception of HRD training practices, with high agreement that training improves skills, productivity, and efficiency.

3. Correlation Analysis

Correlation analysis was used to examine the relationship between HRD training practices and employee work performance.

Formula:
$$r = \frac{\sum(XY) - n\sum X\sum Y}{\sqrt{[\sum X^2 - n(\sum X)^2][\sum Y^2 - n(\sum Y)^2]}}$$

Table 3:
 Correlation between HRD Training and Employee Work Performance

| Variables | Correlation Value (r) | Relationship |
|--|-----------------------|--------------|
| HRD Training Practices & Employee Work Performance | 0.72 | Positive |

Interpretation:

The correlation value of **0.72** indicates a **strong positive relationship** between HRD training practices and employee work performance. This shows that improvement in training practices leads to better employee performance.

The statistical analysis using percentage, mean, and correlation confirms that HRD training practices significantly contribute to improving employee work performance in selected organizations of Belagavi District.



V. FINDINGS

- a. The study reveals that most of the organizations in Belagavi District provide basic HRD training programs such as induction training, on-the-job training, and skill development programs to their employees.
- b. It was found that HRD training practices have a positive impact on employee work performance, particularly in terms of improved job knowledge, work efficiency, and quality of output.
- c. The majority of respondents agreed that training programs enhanced their skills and confidence, enabling them to perform their job responsibilities more effectively.
- d. The study indicates that employees who received regular and systematic training showed higher levels of productivity and motivation compared to those who received occasional training.
- e. The findings show that employee satisfaction and commitment increased as a result of effective HRD training practices.
- f. It was observed that some organizations lack continuous training and proper evaluation mechanisms, which affects the overall effectiveness of HRD programs.
- g. The study also found limited use of modern digital and technology-based training methods in certain organizations within Belagavi District.
- h. Overall, the study confirms that effective HRD training practices significantly contribute to improving employee work performance and organizational efficiency.

VI. CONCLUSION

The present study examined the effectiveness of HRD training practices in improving employee work performance in selected organizations of Belagavi District.

The study highlights the growing importance of Human Resource Development as a strategic function that contributes significantly to employee competence, productivity, and overall organizational performance.

The findings of the study reveal that HRD training practices such as induction training, on-the-job training, and skill development programs have a positive impact on employee work performance.

Employees who participate in regular and well-structured training programs demonstrate improved job knowledge, enhanced skills, higher efficiency, and better quality of work. The study also indicates that effective HRD training increases employee motivation, satisfaction, and organizational commitment.

However, the study identified certain limitations in the implementation of HRD training practices in some organizations, including lack of continuous training programs, inadequate evaluation methods, and limited use of digital and technology-based training tools. Addressing these issues can further enhance the effectiveness of HRD initiatives. In conclusion, the study confirms that effective HRD training practices are essential for improving employee work performance and sustaining organizational competitiveness. Organizations in Belagavi District should view HRD training as a long-term investment rather than a short-term activity.

By adopting systematic training strategies, regular evaluation mechanisms, and modern learning methods, organizations can develop a skilled, motivated, and high-performing workforce capable of meeting future challenges.

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