

International Journal Research Publication Analysis

Page: 01-13

EFFECTIVENESS OF HUMAN RESOURCE TRAINING PROGRAMMES ON EMPLOYEE JOB SATISFACTION, PERFORMANCE AND PRODUCTIVITY: AN EMPIRICAL STUDY

***Dr. A. Navitha Sulthana, Dr. P. Brindha**

Assistant Professor, Department of Management Studies, Vels Institute of Science,
Technology & Advanced Studies, Chennai.

Article Received: 26 June 2026

Article Revised: 15 July 2026

Published on: 03 August 2026

***Corresponding Author: Dr. A. Navitha Sulthana**

Assistant Professor, Department of Management Studies, Vels Institute of Science,
Technology & Advanced Studies, Chennai.

DOI: <https://doi-doi.org/101555/ijrpa.3341>

ABSTRACT

Human resource training has become an essential function in modern organizations because it improves employees knowledge, skills, and ability to perform their jobs effectively. Organizations invest in training programmes to prepare employees for changing technologies, business practices, and customer expectations. Effective training not only enhances employee competency but also contributes to higher job satisfaction, improved work performance, and increased organizational productivity. The present study examines the effectiveness of human resource training programmes and their influence on employee job satisfaction, performance, and productivity. The study adopted a descriptive research design using both primary and secondary data. Primary data were collected through a structured questionnaire from 100 employees, while secondary data were obtained from books, research articles, and published reports. Percentage analysis was used to interpret the responses. The findings indicate that employees believe training programmes reduce work errors, improve confidence, enhance job satisfaction, and increase individual performance. The study concludes that well-planned training programmes create positive outcomes for both employees and organizations by improving efficiency, motivation, and productivity. Organizations should therefore continue investing in regular training and employee development initiatives to achieve sustainable growth and competitive advantage.

KEYWORDS: Employee Development, Employee Performance, Human Resource Training Job Satisfaction, Productivity.

1. INTRODUCTION

Human resources are one of the most valuable assets of any organization. The success of an organization largely depends on the knowledge, skills, and performance of its employees. In today's highly competitive business environment, organizations continuously introduce new technologies, business processes, and customer service practices. As a result, employees need regular training to update their knowledge and improve their professional skills. Human resource training has therefore become an important strategic activity that supports organizational development and employee growth.

Training is a planned learning process that helps employees acquire the knowledge, skills, and attitudes required to perform their jobs effectively. It prepares employees to handle present responsibilities while developing their capabilities for future roles. Training is beneficial for both newly recruited employees and existing employees. New employees require orientation and job-specific knowledge, whereas experienced employees need continuous learning to adapt to technological advancements and organizational changes.

Organizations conduct various training programmes to improve employee competency and enhance overall organizational performance. These programmes may include technical training, behavioural training, leadership development, communication skills, customer relationship management, safety training, and digital skill development. Effective training enables employees to perform their duties confidently, reduces workplace errors, improves teamwork, and increases job commitment.

Employee job satisfaction is another important outcome of training. Employees who receive adequate training generally feel more confident and capable of performing their assigned responsibilities. This confidence increases their motivation, reduces work-related stress, and improves their satisfaction with the organization. Higher job satisfaction often leads to stronger organizational commitment, lower employee turnover, and better workplace relationships.

Employee performance refers to how effectively employees complete their assigned tasks and contribute to organizational objectives. Training improves employee performance by enhancing technical knowledge, problem-solving ability, decision-making skills, and communication. Employees who receive continuous learning opportunities are more capable of adapting to workplace challenges and delivering quality work.

Productivity represents the efficient utilization of organizational resources to achieve desired outputs. Employee productivity increases when employees possess the required knowledge and skills to perform their work efficiently. Training minimizes operational mistakes,

improves work quality, reduces wastage, and enables employees to complete tasks within the required time. Consequently, organizations experience better customer satisfaction, higher profitability, and improved competitive advantage.

Many organizations now consider employee training as a long-term investment rather than an operational expense. Regular training programmes help organizations develop a skilled workforce that can respond effectively to changing market conditions. Organizations that encourage continuous learning create a positive work environment where employees feel valued and motivated to perform better.

Although many organizations conduct training programmes, evaluating their effectiveness remains important. Measuring employee perceptions helps organizations understand whether training objectives are achieved and whether additional improvements are required. Understanding the relationship between training, job satisfaction, performance, and productivity enables management to make better decisions regarding future employee development programmes.

Therefore, this study examines the effectiveness of human resource training programmes and their impact on employee job satisfaction, employee performance, and employee productivity. The findings of this study may help organizations strengthen their training policies and improve overall organizational effectiveness.

1.1 Objectives of the Study

1. To examine the effectiveness of human resource training programmes.
2. To analyse the relationship between HR training programmes and employee job satisfaction.
3. To evaluate the influence of HR training programmes on employee performance.
4. To examine the contribution of HR training programmes towards employee productivity.
5. To provide suggestions for improving organizational training programmes.

1.2 Research Hypotheses

H₁: Human resource training programmes have a positive effect on employee job satisfaction.

H₂: Human resource training programmes have a positive effect on employee performance.

H₃: Human resource training programmes have a positive effect on employee productivity.

2. LITERATURE REVIEW

Human resource training has become an important strategy for improving employee capability and organizational performance. Researchers have consistently reported that well-

designed training programmes help employees acquire new knowledge, improve their skills, and perform their jobs more efficiently. Training also supports employee motivation, job satisfaction, career growth, and organizational productivity. Recent studies continue to confirm that organizations investing in employee learning achieve better business outcomes than those that do not.

2.1 Human Resource Training Programmes

Human resource training refers to a planned process through which employees acquire the knowledge, technical skills, and behavioural competencies required to perform their jobs effectively. Training may be provided to newly recruited employees as part of induction or to existing employees to improve their professional skills and prepare them for changing organizational requirements.

According to Mayfield (2011), systematic training programmes developed using structured models such as ADDIE improve employee learning and organizational effectiveness. Effective training begins with identifying employee needs, designing suitable programmes, implementing learning activities, and evaluating outcomes.

Modern organizations provide different types of training, including:

- On-the-job training
- Off-the-job training
- Technical skill training
- Behavioural training
- Leadership development
- Digital skills training
- Safety and compliance training

These programmes enable employees to adapt to technological changes, improve service quality, and contribute more effectively to organizational objectives.

2.2 HR Training and Employee Job Satisfaction

Employee job satisfaction reflects the degree to which employees feel positive about their work, responsibilities, and organizational environment. Employees who receive adequate training generally experience greater confidence because they understand their work better and possess the necessary skills to perform their duties successfully.

Kosteas (2023) found that employer-sponsored training has a significant positive effect on employee job satisfaction. Employees who participate in organizational training programmes report higher satisfaction levels and lower intentions to leave the organization.

Similarly, Toumahuw (2023) reported that job training strengthens employee motivation and improves job satisfaction by increasing employees' confidence and competence in performing their work responsibilities.

Wilson et al. (2023) also observed that carefully planned online training programmes improve employee satisfaction because employees appreciate opportunities for continuous learning and professional development.

These findings suggest that training is not only a learning activity but also an important factor influencing employee attitudes towards their jobs.

2.3 HR Training and Employee Performance

Employee performance refers to the quality, efficiency, and effectiveness with which employees perform their assigned duties. Organizations expect training programmes to improve individual performance by enhancing technical knowledge, communication, decision-making, and problem-solving skills.

A recent review by Abd Razak and Zahidi (2024) emphasized that successful transfer of training to the workplace significantly improves employee job performance. Employees perform better when newly acquired knowledge is applied to real work situations.

Maunsell-Terry and Taşkın (2023) compared competency-based and traditional training approaches and concluded that combining both methods produces better employee performance, higher motivation, stronger engagement, and improved customer satisfaction.

Batta, Bandameeda and Parayitam (2023) further demonstrated that training and development positively influence employee performance through improved job satisfaction and better human resource practices.

These studies indicate that organizations should treat employee training as a long-term investment rather than a short-term expense.

2.4 HR Training and Employee Productivity

Employee productivity refers to the efficient utilization of employee knowledge, time, and organizational resources to achieve organizational goals. Training enhances productivity by reducing operational errors, improving work quality, minimizing wastage, and increasing efficiency.

A systematic literature review by Selviyanti et al. (2023) concluded that training and development programmes consistently improve employee capability, organizational productivity, and business sustainability across different industries.

Similarly, Candana et al. (2023) reported that employee professionalism combined with effective training contributes significantly to higher employee productivity and organizational performance.

These findings support the view that organizations can improve productivity by continuously investing in employee learning and development.

Overall Relationship among Training, Job Satisfaction, Performance and Productivity

Recent human resource management research shows that training influences several employee outcomes simultaneously. Rather than affecting only technical skills, training also improves employee confidence, engagement, motivation, commitment, and workplace relationships.

Studies have shown that organizations providing regular training experience better employee satisfaction, improved performance, higher productivity, and stronger organizational commitment. Employees who believe that their organization invests in their professional development are more likely to remain committed and contribute positively towards organizational goals. Therefore, the existing literature clearly supports the positive relationship between human resource training programmes and employee outcomes.

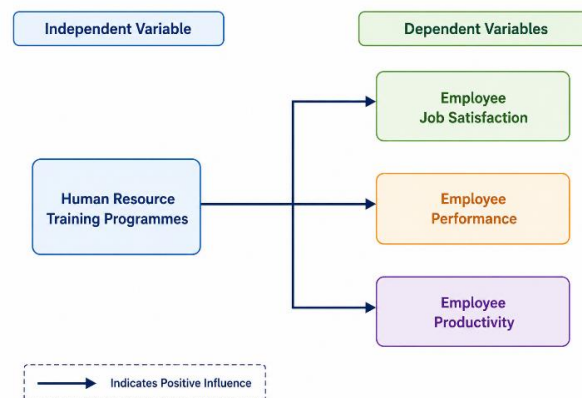
3. RESEARCH GAP

Although many studies have examined employee training and development, several research gaps remain.

1. Most previous studies have focused on either employee performance or job satisfaction individually, while limited research has examined job satisfaction, employee performance, and productivity together in a single framework.
2. Many studies have been conducted in developed countries, whereas fewer studies have focused on employees working in Indian organizations and similar developing economies.
3. Rapid technological changes require organizations to continuously update employee skills, making it important to reassess the effectiveness of training programmes in the current business environment.

The present study attempts to address these gaps by examining how human resource training programmes influence employee job satisfaction, employee performance, and productivity using data collected from employees through a structured questionnaire.

3.1 Proposed Conceptual Framework



Source: Author's Proposed model

The above proposed conceptual framework illustrates the proposed relationship between Human Resource Training Programmes and the three employee-related outcomes examined in this study. Human Resource Training Programmes are considered the independent variable, while Employee Job Satisfaction, Employee Performance, and Employee Productivity are the dependent variables. The framework assumes that effective training programmes positively influence employees by enhancing their knowledge, skills, and competencies, leading to higher job satisfaction, improved work performance, and increased productivity. The arrows indicate the hypothesized positive relationship between the independent variable and each dependent variable. This framework forms the basis for developing the research hypotheses and guides the empirical investigation of the study.

4. RESEARCH METHODOLOGY

The present study adopted a descriptive research design to examine the effectiveness of human resource training programmes and their impact on employee job satisfaction, employee performance, and productivity. Both primary and secondary data were used for the study. Primary data were collected from 100 employees through a structured questionnaire consisting of close-ended questions measured on a five-point Likert scale, while secondary data were gathered from books, research journals, conference papers, and published reports related to human resource management and employee training. The respondents were

selected using the convenience sampling technique based on their availability and willingness to participate in the survey. The study considered Human Resource Training Programmes as the independent variable, whereas employee job satisfaction, employee performance, and employee productivity were treated as the dependent variables. The collected data were organized, tabulated, and analysed using percentage analysis to understand employees' perceptions regarding the effectiveness of training programmes. The findings were interpreted through tables and descriptive explanations to draw meaningful conclusions regarding the role of training in improving employee outcomes and organizational effectiveness.

5. DATA ANALYSIS AND INTERPRETATION

TABLE 1: ERRORS AND MISTAKES HAVE REDUCED AFTER ATTENDING TRAINING PROGRAMMES.

Response	Number of Respondents	Percentage
Strongly Agree	32	32%
Agree	38	38%
Neutral	18	18%
Disagree	10	10%
Strongly Disagree	2	2%
Total	100	100%

Interpretation

Table 1 shows employees opinions regarding the reduction of work-related errors after attending training programmes. A majority of the respondents (38%) agreed and 32% strongly agreed that training programmes helped reduce mistakes at work. Only 12% expressed disagreement, while 18% remained neutral. The findings indicate that training programmes improve employees' understanding of their work and contribute to greater accuracy and efficiency in performing job responsibilities.

Table 2: TRAINING PROGRAMMES INCREASE EMPLOYEE JOB SATISFACTION.

Response	Number of Respondents	Percentage
Strongly Agree	20	20%
Agree	53	53%
Neutral	23	23%
Disagree	4	4%
Strongly Disagree	0	0%
Total	100	100%

Interpretation

The results indicate that training programmes positively influence employee job satisfaction. More than half of the respondents (53%) agreed and 20% strongly agreed that training improved their job satisfaction. Nearly one-fourth of the respondents remained neutral, while only 4% disagreed. This finding suggests that employees value learning opportunities provided by their organizations and perceive training as an important factor contributing to job satisfaction.

6. DISCUSSION

The findings of the present study clearly indicate that human resource training programmes positively influence employee job satisfaction, performance, and productivity. Most respondents agreed that training reduced work-related errors and enhanced their confidence in performing assigned tasks. This suggests that employees who receive adequate training develop a better understanding of organizational procedures and become more competent in handling workplace responsibilities.

The study also revealed that employees who participated in training programmes reported higher levels of job satisfaction. Learning new skills and gaining professional knowledge increase employees' confidence and create a sense of personal achievement. Employees who feel supported by their organization through continuous learning opportunities are more likely to remain motivated and committed to their work.

Furthermore, the findings support earlier research indicating that effective training contributes to higher employee performance and organizational productivity. Employees with improved knowledge and technical skills are able to complete tasks more efficiently, minimize operational errors, and deliver better quality work. These improvements ultimately benefit the organization through enhanced productivity and improved service quality.

Overall, the study confirms that investment in employee training creates positive outcomes for both employees and organizations.

7. FINDINGS

The major findings of the study are as follows:

1. A majority (70%) of respondents agreed that training programmes reduced work-related errors.
2. Most employees believed that training improved their understanding of job responsibilities.

3. Approximately 73% of respondents agreed that training programmes increased their job satisfaction.
4. Employees reported that training enhanced their confidence and work performance.
5. Training programmes contributed to improved productivity by enabling employees to perform tasks more efficiently.
6. Employees considered continuous learning essential for career development and organizational success.

8. SUGGESTIONS

Based on the findings, the following suggestions are proposed:

- Organizations should conduct regular training programmes to update employee knowledge and skills.
- Training programmes should be designed based on employees' job requirements and organizational objectives.
- Feedback from employees should be collected after every training programme to improve future training effectiveness.
- Organizations should combine on-the-job and off-the-job training methods to enhance practical learning.
- Digital learning platforms and technology-enabled training should be adopted to improve accessibility and learning outcomes.
- Periodic evaluation should be conducted to measure the impact of training on employee performance and productivity.

9. MANAGERIAL IMPLICATIONS

The findings of this study provide valuable implications for human resource managers and organizational leaders. Human resource training should be viewed as a strategic investment rather than an organizational expense. Organizations that regularly conduct training programmes can develop a skilled and competent workforce capable of meeting changing business demands. Effective training enhances employees' knowledge, confidence, and technical skills, which ultimately improves their job performance and overall productivity.

Management should identify employees' training needs through regular performance evaluations and feedback mechanisms. Training programmes should be aligned with organizational objectives and employees' job responsibilities to ensure maximum effectiveness. Organizations should also encourage continuous learning by introducing digital

learning platforms, workshops, seminars, and skill development programmes. Periodic evaluation of training outcomes is essential to determine whether employees are applying the acquired knowledge in their workplace. A supportive learning environment not only improves employee performance but also increases job satisfaction, organizational commitment, and employee retention.

10. LIMITATIONS OF THE STUDY

Although the study provides useful insights into the effectiveness of human resource training programmes, it has certain limitations.

- The study was conducted with a sample size of only 100 respondents, which may not fully represent all employees.
- The study adopted convenience sampling; therefore, the findings cannot be generalized to all organizations.
- Only percentage analysis was used for data interpretation, limiting deeper statistical analysis.
- The study focused on employees' perceptions and responses collected through questionnaires, which may involve personal opinions.
- The research considered only three outcome variables: job satisfaction, employee performance, and productivity. Other variables such as employee engagement, organizational commitment, and employee retention were not included.

11. SCOPE FOR FUTURE RESEARCH

Future researchers may expand this study by including a larger sample size from different industries and geographical regions. Advanced statistical techniques such as correlation, regression analysis, Structural Equation Modeling (SEM), or Partial Least Squares Structural Equation Modeling (PLS-SEM) can be used to examine the relationships among variables in greater detail. Future studies may also investigate the influence of training on employee engagement, organizational commitment, innovation, leadership development, employee retention, and organizational performance. Comparative studies between public and private sector organizations or between manufacturing and service industries may provide additional insights into the effectiveness of training programmes.

12. CONCLUSION

Human resource training programmes play a significant role in improving employees' knowledge, skills, and professional competencies. The findings of the present study indicate

that effective training positively influences employee job satisfaction, job performance, and productivity. Employees who receive appropriate training develop greater confidence, perform their work more efficiently, and contribute more effectively to organizational goals. Training also helps reduce work-related errors, improves the quality of work, and enhances employees' ability to adapt to changing organizational requirements.

The study concludes that organizations should consider training as a continuous process rather than a one-time activity. Regular assessment of employee training needs, well-designed training programmes, and systematic evaluation of training outcomes are essential for improving organizational performance. By investing in employee learning and development, organizations can build a motivated workforce, enhance productivity, and achieve long-term competitive advantage. Therefore, effective human resource training remains an essential component of sustainable organizational success.

REFERENCES

1. Abd Razak, N. A., & Zahidi, N. H. (2024). Transfer of training on employee job performance: A literature review. *International Journal of Academic Research in Business and Social Sciences*.
2. Ahmad, N., Iqbal, N., Mir, M. S., Haider, Z., & Hamad, N. (2014). Impact of training and development on the performance of employees. *European Journal of Business and Management*, 6(13), 58–68.
3. Alhowaish, J. A. (2024). Training and development: Enhancing employee performance. *Journal of Global Economy, Business and Finance*, 6(11), 41–45.
4. Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
5. Batta, H., Bandameeda, A., & Parayitam, S. (2023). Training and development, job satisfaction, and employee performance. *Global Business Review*.
6. Candana, D. M., Sari, D. P., & Putra, R. E. (2023). Employee professionalism, training, and productivity: A literature review. *Journal of Multidisciplinary Perspectives in Business and Investment Studies*.
7. Dziuba, S., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human–Technical Facility–Environment*, 2(1), 18–25.
8. Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137–147.

9. Kosteas, V. D. (2023). The effect of employer-supported training on employee job satisfaction. *British Journal of Industrial Relations*.
10. Kumari, N. (2011). Job satisfaction of employees: A study of organizational factors. *European Journal of Business and Management*, 3(4), 11–21.
11. Mayfield, M. (2011). Creating training and development programs: Using the ADDIE method. *Development and Learning in Organizations*, 25(3), 19–22.
12. Noe, R. A. (2023). *Employee training and development* (9th ed.). McGraw-Hill.
13. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74–101.
14. Selviyanti, S., Rahman, A., & Hidayat, R. (2023). Training and development as drivers of employee productivity: A systematic literature review. *Management and Sustainability Review*.
15. Shahnavaaz, A., Alipour, M., & Salehi, M. (2009). A study of on-the-job training effectiveness: Empirical evidence from Iran. *International Journal of Business and Management*, 4(11), 63–68.
16. Society for Human Resource Management. (2023). *The training and development landscape report*. SHRM.
17. Timsal, A., Awais, M., & Shoaib, O. (2016). On-the-job training and its effectiveness: An employee perspective. *South Asian Journal of Banking and Social Sciences*, 2(2), 1–12.
18. Toumahuw, R. (2023). The influence of training on employee performance and job satisfaction. *Dinasti International Journal of Education Management and Social Science*.
19. Wilson, A., Brown, P., & Thomas, J. (2023). Online employee training and its influence on job satisfaction and organizational performance. *European Journal of Education and Learning Technology*.