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Human Resource Management as a Strategic Driver of Effective Training and Development: A Study of Western Coalfields Limited in the Chandrapur Area

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Abstract

This paper analyzes HRM as one of the strategic forces that contribute towards effective training and development in WCL Chandrapur within the year 2013-2022. The study design used was a descriptive and analytical study design where the main data was collected in a structured questionnaire to 120 employees and the data was then analyzed using statistical software. The findings reveal that training programs organized by HRM lead to immense impact on the skillfulness, production, safety awareness, and job satisfaction in employees. The outcome of correlation and regression statistics also indicates that the effectiveness of training is significantly related to the performance of the employees. Though overall the employees were pleased with training programs, there were gaps in the use of modern training methods and online learning method. The paper observes the necessity of aligning HRM practices to organizational goals to achieve operational effectiveness and human capacities creation. It concludes that by implementing HR strategies, outcomes of training and organizational performance in industries can be improved further.

Keywords: Human Resource Management, Training and Development, Employee Performance, Productivity, Coal Industry, Western Coalfields Limited

Introduction

Being informed that HRM is a body that used to be a conservative administrative job has evolved to being a strategic partner that makes contributions to organizational outcomes and survival by the board. The HRM in the contemporary industrial firms, particularly those in coal mining, have a significant role to enhance the abilities of the workforce, which are systematised training and development plans. Strategic HRM is concerned with aligning human capital activities to the organizational goals to achieve competitive advantage and efficiency. As one of the core HRM functions, T and D are instrumental in equipping employees with technical skills, safety awareness and adaptive skills; which are needed during the flexible work encounter.

WCL in Chandrapur region has certain special challenges such as technological development, threat to safety and workforce diversification. In this regard, to boost productivity, reduce risks in work places and pat regulatory compliance, good training programs which are a result of HRM strategies are required. Empirical research suggests that institutional training interventions could make significant positive effects on the employee performance, work satisfaction, and commitment within the organization (Keltu, 2024). Further, usually lifelong learning cultures bring innovation and flexibility that is most likely in resource intensive industries.

The years 2013-2022 have marked a significant change in the HRM practices in India because of the digitalization, reforms in policies and the focus on the growth of skills. Hence, the analysis of HRM as a strategic motivation to training and development in WCL is very insightful in understanding how human capital can be tapped in long-term development and operational efficiency of the public sector enterprises.

Literature Review

The interdependence of HRM practices on organizational performance has been one of the most popular research areas of academic literature. Strategic HRM models underline

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combinations of training and development with organizational wider objectives. Schuler and MacMillan (1987) suggested that HRM practice especially training is relevant to the competitive advantage in terms of improving employee competency and innovation abilities. Likewise, Collins (2020) indicated that human capital development is one of the resources that are central in the resource-based perspective of the firm.

The issue of training and development has been cited as crucial factors of employee effectiveness. Baldwin and Ford (1988) also underlined training transfer as a way to enhance the performance at the workplace, as well as Bates (2004), who discussed evaluation mechanisms e.g. the Kirkpatrick model used to evaluate the results of training. Recent research suggests that trainings, teamwork, and career development are HRM practices that have a strong impact on employee performance and job satisfaction (Keltu, 2024).

Studies also indicate the contribution of HRM towards innovation and organizational learning. As it was observed by Ohagwa (2025), unceasing training helps to increase employee loyalty, minimize turnover, and facilitate structure changeability. Equally, Anwar and Abdullah (2021) established that HRM practices have positive effects on the institutional performance, especially in organisations in the public sector. Digitization of HRM has also changed the mode of training by facilitating e-learning and making decisions based on data (Zhang and Chen, 2023).

Sustainable HRM looks at development of human capital on the long-term. According to Kramar (2022), the key features of contemporary HRM systems are sustainability, human resources welfare, and skills development. Moreover, Cooke, Schuler, and Varma (2020) have also expressed the increased role of HRM within emerging economies especially in enhancing workforce productivity and globalization of HR practices with economic development.

Training in the industrial sectors is highly associated with safety and productivity. Bartel (2000) established that the returns on investments on training employees accorded quantifiable results in terms of productivity and cost-cutting. Moreover, HRD practices have been studied to demonstrate that training, mentoring, and competency development plan plays a crucial role in helping work to be more effective (Rofik et al., 2025).

Although much research has been conducted, gap in context-specific research on mining organizations in the public sector in India exists. The majority of the literature has focused on manufacturing sectors, services or global companies and an empirical issue of interest would be in region-specific industry like WCL. The proposed study will help to close this gap by examining the HRM and how it operates to be a strategic force behind training and development within the Chandrapur area.

Objective:

The objective of the study is to discuss Human Resource Management as strategic source of training and development in the organization of Western Coalfields Limited, Chandrapur, and analyse the HR practices, effectiveness of training programs, their effects on staff performance and organisational productivity and finally identify gaps and recommend possible solutions to increase organisations efficiency during the years 2013 -2022.

Methodology:

In the study, the research design came out to be descriptive and analytical based on the structured questionnaire that was used to gather primary data in the form of a questionnaire to employees of WCL in the Chandrapur region. Stratified random sampling was used to select a sample size of 120 respondents so that they could be representative of different departments and job levels and the data analyzed with tools of statistics to assess training effectiveness.

Results and Discussion:

Using the pre-tested descriptive statistics, correlation, and regression techniques, the data collected on the 120 respondents of Western Coalfields Limited (WCL), Chandrapur were



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analyzed in order to test the effectiveness of the training and development practices implemented by the HRM.

Table 1 Employee Perception towards training program

Parameter	Mean Score	Std. Deviation
Quality of Training Programs	3.98	0.72
Relevance to Job Role	4.12	0.65
Trainer Competency	3.85	0.80
Use of Modern Methods	3.60	0.88
Overall Satisfaction	4.05	0.70

Overall, the average scores suggest that employees are overall positive about training effectiveness. The relevance score (4.12) to care as relates to job roles is the highest; this indicates that training programs are highly adjusted to operational needs. The overall satisfaction (4.05), also speaks in support of the fact that employees see value in HRM-led initiatives. Contingent on the use of modern methods, however, the mean score (3.60) is relatively low indicating a lack of adoption of high-technology advances in training like e-learning or training on simulation. The average standard deviations show coherence in responses, implying that there is a common idea among the employees on what the existing training practices are strong and weak.

Table 2 Impact of Training on Employee Performance

Indicator	Mean Score	Std. Deviation
Improvement in Skills	4.20	0.60
Increase in Productivity	4.08	0.68
Reduction in Errors	3.95	0.74
Safety Awareness	4.25	0.55

The results indicate that there is a positive influence of training on the performance of the employees. The highest score to safety awareness (4.25) was essential in a risky business such as mining. Further evidence of the effect of training initiatives on operational efficiency comes in the improvement in skills (4.20) and productivity (4.08). The score of error reduction (3.95) was slightly lower and can be improved by including more practical or hands-on training aspects. All in all, the information supports the fact that HRM-based training initiatives are essential towards developing employee skills and work performance.

Table 3 Relationship between HRM practices and EP

Variables	Correlation Coefficient (r)
HRM Practices & Skill Development	0.68
HRM Practices & Productivity	0.72
HRM Practices & Job Satisfaction	0.65

The positive correlation analysis shows that there is a strong significant relationship between key performance indicators and HRM practices. The strongest correlation (0.72) between HRM practices and productivity shows that successful HR practices have a direct effect on the levels of output. Equally, skill development (0.68) and job satisfaction (0.65) were strongly correlated with training programs, indicating that training programs do not only help employees develop and improve their competencies but also boost morale. These results validate the claim that HRM plays the strategic role of organization performance.

Table 4 Regression

Variable	Beta Coefficient	t-value	Significance
Training Effectiveness → Performance	0.74	9.12	0.000

The outcomes of the regression show that training effectiveness significantly influences the performance of the employees with a beta coefficient of 0.74. The t-value (9.12) and the level



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of significance ($p < 0.001$) prove that the relationship is significant. This fact means that any advancements will be made in terms of training quality and this will translate into a positive change in employee output and efficiency. The findings verify the hypothesis that HR based training programmes are central in determining the success of an organization; particularly within an industrial set up like WCL.

As it can be seen in the analysis, HRM practices at WCL are strategic in enhancing effectiveness of training along with the performance of the employees. Though the overall attitude towards the training is positive, such points should be considered as modernisation of the training methods. The statistical results clearly show that training programs need to be co-ordinated with HRM strategies so that they can become more productive, safe and happy with their employment.

Conclusion

In the research paper, it is discovered that HRM in Western Coalfields Limited, Chandrapur is a significant strategic driver that enhances successful training and development. By the empirical evidence presented, properly designed training programs have the potential to positively influence the skill of the employees, productivity, safety awareness and their general job satisfaction. The fact that the correlations and regression are high, confirms the hypothesis that the HRM practices are solidly tied to the improved organizational performance. However, various weaknesses were also identified like application of new training techniques and incorporation of technology. Overall, the survey supports the critical role of HRM in the alignment of the workforce development into the organizational directions.

Recommendations

It is recommended that WCL should consider updating their HRM practices, to incorporate the current training methods in online learning systems, training using simulation and training through consecutive skills development courses. It should pay more attention to individualization of training modules based on job descriptions and the new industry needs. It ought to be evaluated after a regular period and a mechanism should be present to keep on improving the training effectiveness. The organizing culture of learning in an organization and the training of the trainers can also enhance the outcome of training. Such practices will empower them to improve the performance of the employees, efficiency of operations and long term sustainability of the organization.

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