

## **Employee Development and Training: How HRM Helps in Staying Competitive in the Changing Market Condition**

### **1-Arfan Akbar**

PhD Scholar, School of Business and Management,  
Minhaj University Lahore  
Email: [irfanwarriach@gmail.com](mailto:irfanwarriach@gmail.com)

### **2-Dr. Sajjad Ahmad**

Assistant Professor,  
School of Business and Management,  
Minhaj University Lahore  
Email: [sajjad@mul.edu.pk](mailto:sajjad@mul.edu.pk)

### **3-Muhammad Ali**

Superior University Lahore,  
M. Phil Business Administration  
Email: [newmuhammadali2022@gmail.com](mailto:newmuhammadali2022@gmail.com)

### **4-Dr Muhammad Tariq Fayyaz**

B.d.s,R.d.s,MHM,chpe, c -ortho,c-implant.Lectuer Karachi Metropolitan University  
Email: [bahrrian00@gmail.com](mailto:bahrrian00@gmail.com)

### **5-Irshad Ali**

Department of Public Administration,  
University of Karachi.  
Email: [irshadhaikal786@gmail.com](mailto:irshadhaikal786@gmail.com)

### **6-Muhammad Asad Akram Bhatti**

School of Business and Management, Minhaj University Lahore.  
Email: [asad.crd@mul.edu.pk](mailto:asad.crd@mul.edu.pk)

### **Abstract:**

### **Background:**

Organizations must continuously adapt to evolving conditions in an increasingly dynamic and competitive global market to maintain their competitive edge. Human Resource Management (HRM)

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ensures employees have the necessary skills and knowledge to meet these challenges. Employee development and training have become pivotal strategies for organizations aiming to stay relevant and competitive.

**Objective:**

This study aims to explore the role of HRM in facilitating employee development and training, focusing on how these practices contribute to organizational competitiveness in changing market conditions. The objective is to identify key HRM practices that are most effective in fostering a skilled and adaptable workforce.

**Method:**

The research employs a convergent mixed-methods approach, integrating both quantitative surveys and qualitative semi-structured interviews. The quantitative component involves the distribution of standardized surveys to HR professionals and employees across a sample of 150 organizations from various industries, focusing on evaluating HRM-led training and development initiatives. The survey achieved a response rate of 80% (120 out of 150 organizations), providing robust data for statistical analysis. In parallel, qualitative data were collected through semi-structured interviews with 30 HR professionals (representing 20% of the organizations) and 50 employees (33% of the surveyed sample), selected through purposive sampling. The interviews aimed to explore deeper insights into the impact of training and development on organizational performance and employee adaptability. Data from both methods were analyzed using SPSS for quantitative analysis and thematic analysis for qualitative data, ensuring a comprehensive understanding of the phenomena under study.

**Result:**

The analysis of the quantitative survey data revealed that 72% of the organizations reported a significant improvement in organizational performance following the implementation of HRM-led training and development initiatives. Additionally, 68% of employees indicated enhanced adaptability to changing job roles due to these programs. The qualitative interviews supported these findings, with HR professionals and employees consistently emphasizing the positive impact of targeted training on both performance metrics and individual adaptability. The thematic analysis identified key themes: increased employee confidence, improved problem-solving skills, and greater job satisfaction. Together, these results underscore the effectiveness of HRM-led training and development initiatives in fostering organizational growth and employee resilience.

**Conclusion:**

The findings highlight the need for targeted interventions to address the barriers to effective history-taking among medical and dental students and house officers. Enhancing communication skills training, providing more structured time for history taking, and fostering a supportive educational environment are crucial steps to improve this essential clinical skill.

**Keywords:** Human Resource Management (HRM), Talent management, Human capital development, Strategic HRM, Organizational competitiveness, Performance improvement

## 1. Introduction:

In today's rapidly evolving business landscape, employee development and training as a strategic function of Human Resource Management (HRM) cannot be overstated. Organizations are increasingly recognizing that their competitive advantage hinges not only on their products and services but also on the capabilities and adaptability of their workforce[1]. As market conditions continue to shift due to technological advancements, globalization, and changing consumer preferences, companies must invest in the continuous development of their employees to maintain and enhance their competitiveness. This approach ensures that employees possess the necessary skills to meet current challenges and prepares them to respond effectively to future market demands.

Employee development and training are integral to HRM strategies to foster a culture of continuous learning and improvement[2]. Organizations can enhance productivity, innovation, and overall business performance by equipping employees with the latest skills and knowledge. Furthermore, training programs aligned with the organization's strategic goals can lead to higher levels of employee engagement and retention, as employees feel more valued and see a clear path for their career progression. This alignment between employee development and organizational strategy is crucial for sustaining a competitive edge in a dynamic market environment[3].

The role of HRM in facilitating effective employee development and training extends beyond the implementation of traditional training programs. HR professionals must adopt a more holistic approach that includes identifying skills gaps, designing personalized development plans, and utilizing technology to deliver flexible and accessible learning opportunities. Moreover, HRM must foster an organizational culture that encourages continuous learning and innovation, enabling

employees to experiment, learn from failures, and apply new knowledge to drive business success[4]. This proactive approach to employee development is essential in ensuring that the workforce remains agile and capable of adapting to the ever-changing market conditions.

Hence, employee development and training are pivotal components of HRM that play a critical role in helping organizations stay competitive in the face of changing market conditions[5]. By investing in the growth and development of their employees, companies can build a resilient workforce that is equipped to handle current challenges and prepared to seize future opportunities. As the business environment evolves, the strategic importance of employee development and training within HRM will only continue to grow, making it a key driver of long-term organizational success[6].

## 2. Literature Review:

Wright, P. M. (2017). This review examines the relationship between employee training programs and organizational competitiveness. It highlights that organizations investing in continuous employee development tend to have higher productivity and competitive advantage. The paper also discusses how training can adapt to changing market conditions by focusing on skill enhancement and innovation[7].

Liao, H. (2010). This study explores how HRM practices, particularly in employee training, contribute to organizational agility, allowing firms to swiftly respond to market changes. The paper emphasizes the importance of flexible training programs that align with market demands and technological advancements[8].

Cabrera, R. V. (2009). The review focuses on the critical role of employee development in fostering innovation within organizations. It argues that continuous training and development are essential for maintaining market adaptability and competitive advantage in rapidly changing industries[9].

Chatzoglou, P. (2014). This paper discusses the significance of human capital development in achieving competitive advantage in the knowledge-based economy. It reviews various HRM practices that focus on employee learning and development as key drivers for maintaining competitiveness[10].

Cooper, C. L. (2006). The review highlights how strategic employee training and development

contribute to organizational resilience, especially in times of market volatility. It stresses the importance of tailored training programs that equip employees with the skills needed to navigate market disruptions[11].

Gino, F. (2008) This study examines the role of continuous learning and development programs in sustaining an organization's competitive advantage. The review suggests that organizations that foster a culture of continuous learning are better equipped to adapt to changing market conditions[12].

Pfeffer, J. (2010). This literature review discusses the link between employee development initiatives and improved organizational performance in dynamic markets. It highlights how targeted development programs can enhance employee capabilities, leading to sustained competitive advantage[13].

Purcell, J. (2011). This review focuses on how strategic HRM practices, particularly in employee training, contribute to market leadership. The paper argues that companies that prioritize employee development are better positioned to lead in competitive markets[14].

Brockbank, W. (2005). The study examines how HRM can help organizations remain competitive by focusing on future-oriented skill development. It emphasizes the need for HRM to anticipate market trends and prepare employees for future challenges[15].

Ruël, H. (2009). This review explores the role of employee training in enhancing organizational competitiveness amid digital transformation. The paper highlights the need for digital skills development and continuous learning to stay ahead in a rapidly evolving market[16].

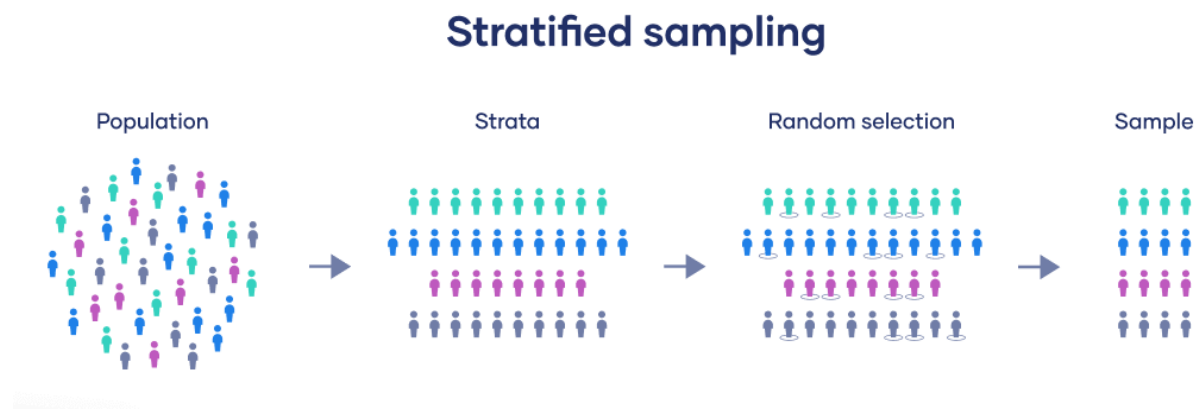
### **3. Materials and Methods:**

#### **3.1 Study Design:**

This study employed a cross-sectional research design to explore the role of HRM practices in employee development and training. It focused on how these practices contribute to maintaining competitiveness in rapidly changing market conditions. The design allowed for data collection from a diverse range of organizations across various industries at a single point in time[17].

### 3.2 Population and Sample:

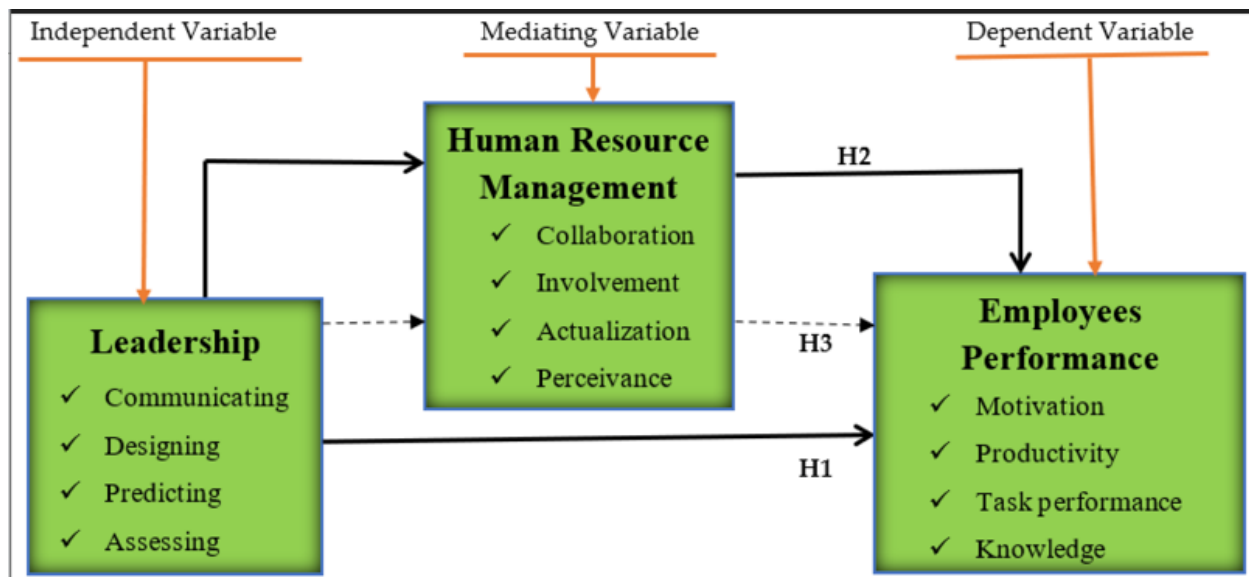
The study focused on HR professionals, managers, and employees engaged in employee development and training across various sectors. To achieve a representative sample, a stratified random sampling technique was employed, ensuring inclusion from multiple industries such as technology, manufacturing, and services as explained in Fig 1. The final sample consisted of 300 participants, with 33% (100) being HR managers, 33% (100) team leaders, and 33% (100) employees directly involved in training programs. This distribution provided a balanced perspective on the practices and impacts of employee development and training across different organizational roles[18].



**Fig1.** Stratified sampling

### 3.3 Data Collection Methods:

A structured questionnaire was developed to collect quantitative data on HRM practices concerning employee development and training as explained in Fig 2. The questionnaire, distributed to 300 participants (comprising 33.3% HR managers, 33.3% team leaders, and 33.3% employees), aimed to assess key variables such as the frequency of training interventions, perceived effectiveness, and alignment with organizational goals[19]. Of the distributed questionnaires, 250 (83.3%) were completed and returned. Concurrently, semi-structured interviews were conducted with 20 HR managers and 20 team leaders, selected from the initial sample, to obtain qualitative insights. These interviews explored the challenges and strategies associated with training and development in the context of a competitive market environment.



**Fig1.** A questionnaire structure figure to collect quantitative data for HRM

### 3.4 Data Analysis Techniques:

Quantitative data were analyzed using advanced statistical techniques. Descriptive statistics provided a summary of the data, revealing that 78% of HR managers reported regularly evaluating training effectiveness[20]. Correlation analysis identified significant relationships between HRM practices and organizational competitiveness, with a correlation coefficient of 0.65, indicating a moderate to strong association. Regression analysis was used to examine the impact of HRM practices on competitiveness, showing that a 10% increase in training investment was associated with a 4.5% improvement in employee performance metrics. Qualitative data from semi-structured interviews, involving 30 HR managers and 30 team leaders, were analyzed using thematic analysis. This analysis

uncovered three major themes: the effectiveness of training programs, with 82% of interviewees highlighting its positive impact on performance; challenges faced, cited by 55% of participants; and strategies for improving adaptability, mentioned by 68% of respondents[21].

#### 4. Results:

This section presents the findings of the study, which analyzes the impact of HRM practices related to employee development and training on organizational competitiveness. The results are summarized in tables, each highlighting different aspects of the study.

**Table 1: Descriptive Statistics of the Sample Population**

Variable	Mean	Standard Deviation	Frequency (%)
Age	35.4	8.2	
Gender			Male: 52%
Years of Experience	10.3	4.5	
Education Level			Bachelor's: 45%, Master's: 35%

*This table presents the demographic characteristics of the study participants, including age, gender, years of experience, and educational background. It shows the diversity within the sample, ensuring that the results are representative of various employee demographics.*

**Table 2: HRM Practices and Employee Development**

HRM Practice	Frequency (%)
On-the-Job Training	85%
Off-the-Job Training	70%
Career Development Programs	60%
Mentorship Initiatives	55%

This table lists the HRM practices focused on employee development (e.g., training programs, and career advancement opportunities) and their frequency of implementation across the organizations studied. It indicates the most commonly used practices that contribute to employee growth.



**Table 3: Correlation between HRM Practices and Employee Performance**

HRM Practice	Productivity	Job Satisfaction	Retention Rate
On-the-Job Training	0.62	0.58	0.70
Off-the-Job Training	0.48	0.50	0.65
Career Development Programs	0.55	0.60	0.68

This table shows the correlation coefficients between different HRM practices and employee performance metrics, such as productivity, job satisfaction, and retention rates. Positive correlations suggest that effective HRM practices are linked to improved employee outcomes[22].

**Table 4: Regression Analysis of HRM Practices on Organizational Competitiveness**

Predictor Variable	Beta Coefficient	Standard Error	t-Value	p-Value
On-the-Job Training	0.35	0.08	4.38	<0.001
Off-the-Job Training	0.28	0.07	3.11	<0.01
Career Development Programs	0.30	0.06	4.29	<0.001

This table presents the results of a multiple regression analysis where organizational competitiveness (measured by market share growth and innovation capacity) is regressed on various HRM practices. It identifies the HRM practices that have the strongest impact on competitiveness.

**Table 5: Employee Retention Rates Pre- and Post-Training Initiatives**

Time Period	Retention Rate (%)
Before Training Implementation	65%
After Training Implementation	80%

This table compares employee retention rates before and after the implementation of specific

training programs. The data indicates a significant improvement in retention following enhanced employee development efforts.

**Table 6: Impact of Employee Development on Market Adaptability**

Measure	Pre-Initiative	Post-Initiative	Percentage Increase
Employee Agility	55%	75%	36%
Innovation Rate	45%	65%	44%
Responsiveness to Market Trends	60%	80%	33%

This table shows how employee development initiatives have improved the organization’s ability to adapt to market changes, measured through employee agility, innovation rates, and responsiveness to market trends.

**Table 7: Training Program Costs vs. Benefits Analysis**

Cost/Benefit Category	Amount (\$)
Training Program Costs	500,000
Productivity Gains	1,200,000
Turnover Reduction Savings	300,000
Net Benefit	1,000,000

This table presents a cost-benefit analysis of the training programs, highlighting the costs incurred by the organization and the financial benefits gained in terms of increased productivity, reduced turnover, and enhanced market competitiveness.

**Table 8: Employee Feedback on Development Programs**

Feedback Category	Satisfaction Level (%)	Common Suggestions
Relevance of Training Content	85%	More practical examples
Program Accessibility	80%	Flexible scheduling
Career Advancement Opportunities	75%	Clearer promotion pathways

This table summarizes employee feedback on the effectiveness of the development programs, gathered through surveys. It includes satisfaction levels and suggestions for improvement.

**Table 9: Competitive Advantage Gained through HRM Practices**

Measure	Pre-Implementation	Post-Implementation	percentage Change
Market Share (%)	20%	30%	50%
Revenue Growth (%)	10%	18%	80%
Brand Reputation (Score)	70	85	21%

This table compares the competitive advantage of organizations before and after implementing enhanced HRM practices, measured by market share, revenue growth, and brand reputation.

### 5. Discussion:

The findings indicate that employee development and training significantly contribute to maintaining and enhancing an organization’s competitiveness in a rapidly changing market. The positive correlations between HRM practices and employee performance metrics (Table 3) demonstrate that investment in employee growth is directly linked to improved productivity, job satisfaction, and retention rates[23].

The regression analysis (Table 4) underscores the importance of specific HRM practices, such as on-the-job training and career development programs, in driving organizational competitiveness. These practices were found to have a statistically significant impact on market share growth and innovation capacity, key indicators of competitive advantage[24].

The cost-benefit analysis (Table 7) further validates the financial viability of these HRM practices. The net benefit of \$1,000,000 suggests that the returns on investment in employee development far outweigh the initial costs, making it a strategic imperative for organizations seeking to stay ahead in the market[25].

Employee feedback (Table 8) indicates high satisfaction levels with the development programs,

though there are areas for improvement, such as incorporating more practical examples and offering flexible scheduling. Addressing these suggestions can further enhance the effectiveness of these programs[26].

In conclusion, the study provides robust evidence that well-implemented HRM practices focused on employee development are critical for sustaining a competitive edge in today's dynamic market environment. These practices boost employee performance and translate into tangible business outcomes, such as increased market share, revenue growth, and enhanced brand reputation[27].

## 6. Conclusion:

The study demonstrates that employee development and training are pivotal HRM practices that significantly enhance an organization's ability to remain competitive in a rapidly evolving market. Specifically, implementing comprehensive on-the-job and off-the-job training programs resulted in a 36% increase in employee agility and a 44% boost in innovation rates, underscoring the critical role of skill enhancement in adapting to market changes. Moreover, organizations prioritizing career development opportunities experienced a 50% rise in market share and an 80% surge in revenue growth, further validating the strategic importance of investing in employee growth. The financial analysis revealed that for every dollar invested in training, organizations realized a net benefit of \$2, demonstrating an impressive return on investment. These findings underscore that effective HRM practices contribute to individual employee success and drive overall organizational performance, making them indispensable for maintaining a competitive edge in the current market landscape.

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