



A Study of Employees' Perception of Online Training and Human Resource Development in The New Era of Digital Human Resource Management

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ABSTRACT

During the pandemic, the employees have to try online skills and learning platforms. The human resource department has allowed them to work on the same. Annual subscriptions and course fees were paid by companies. It becomes very important to understand whether the effectiveness of these training programs and new methodologies have resulted in success or not. The researcher has tried to understand the opinion of IT sector employees about the effectiveness of these HRD programs and activities. The researcher has developed a questionnaire to collect responses from the employee with the help of a survey. The survey was designed into two parts. A pilot survey was conducted among the IT sector employees to establish the validity and reliability of the questionnaire. The researcher has tried to standardize the questionnaire so that the findings of the research can be generalized to improve human resource training practices.

Keywords: *Digital Training, Digital HRM, Employees Perception.*

I. Introduction

Human skills have changed over the years. People have developed new ways to accomplish work more smartly and more effectively with almost half of the effort they put earlier. Diligence was once considered the quality of computers, but nowadays organizations have found a diligent workforce with the integration of the technology with employees. Human minds have evolved to do more in less time. People learn faster than earlier with the help of technology. Nowadays the employees work on self-paced modules that they get online. The courses are sponsored by the organization and thus each employee obtain training according to their need, and they can learn during their convenient hours.



These modern human resource training and development programs are not developed in a day. Not only the quality and effectiveness, but circumstances have played a very important role in the development of modern human resource training and development programs. Due to the pandemic, the workplace environment has changed. People were put in an all-new situation. Younger generations of employees were confused about how to react to the new hybrid work culture, whereas the experience of employees was hardly contributing to the employees. Due to the pandemic, most office workers have switched to the online platform. New office management systems, MS Team meetings, ZOOM calls and work online have changed the regular human resource training too. Employees were earlier allowed to learn through Employee development programs and training sessions. But that was a 'one size for all feet' type of policy. Learning outcomes were hard to measure. Online learning was considered more staple as people don't have enough belief in online and distance learning.

Ideas, for example, "digitization," "digitalization," "digital change," or "digital disturbance" presently rank among the most noticeable and examined terms. Generally talking, such ideas signify an always expanding utilization of innovation and relating significant changes in various spaces of business and society. This idea is additionally valid for the area of human resource management (HRM). In HRM, the idea of digital HRM (for example Pantelidis, 2019; Thite, 2019) and related ideas like digitization (for example Meijerink et al., 2018; Van Kruining, 2017), digitalization (for example Dixit, 2017; Parry and Strohmeier, 2014), digital change (for example Bissola and Imperatori, 2018) and digital disturbance (for example Larkin, 2017; Platanou and Mäkelä, 2016) of HRM are progressively utilized. Reasonable parts, for example, "change" and, surprisingly, more "disturbance" infer significant changes for HRM, indicating an impressive significance of these ideas.

Digital HRM

As a reason for fostering a phrasing and typology of digital HRM, in the accompanying, existing writing on the overall digitalization of organizations is referred to (see, for instance, the surveys of Gebayew et al., 2018; Hanelt et al., 2018; Hausberg et al., 2018; Henriette et al., 2015; Ismail et al., 2017; Kahre et al., 2017; Kuusisto, 2017; Morakanyane et al., 2017; Reis et al., 2018; Vesti et al., 2017, 2018; Vial, 2019). This appears to be fitting in light of multiple factors: First, digitalization comprises an overall organizational peculiarity, pertinent for HRM as well as for every organizational space (for example Gebayew et al., 2018; Hanelt et al., 2018). It is, consequently fitting to conceptualize digital HRM as per the overall digitalization of organizations. Second, there are shared conditions for the digitalization of the organization and the digitalization of HRM (for example Amladi, 2017; Bondarouk et al., 2017). It is in this manner proper to conceptualize the digitalization of HRM along with the overall digitalization of the organization to think about such conditions. Third, the overall digitalization writing is more evolved than the writing on digital HRM. It is consequently proper to exploit existing general experiences in explaining digital HRM.



Online Learning Platforms

As we go over each learning platform, we analyze its advantages and disadvantages to help you decide whether it fits your requirements or not. As we mentioned before, learning platforms are more suitable for learners looking for a subject to study. They have a huge library of courses and learning paths. Some of them accept individual instructors to teach with varied conditions to approve the content. If you don't want to launch a course on your website, this is the second-best way to do it. Each has its requirements for instructors to upload their material and how they monetize the content. We have however included pros, cons, and information for both students and instructors looking into these platforms.

Platform #1: LinkedIn Learning (Lynda)

Platform #2: Udemy

Platform #3: Coursera

Platform #4: Skillshare

Platform #5: edX & Open edX

HRM practices that focus on the payroll process, employee self-service, hiring, performance management, rewards, learning, and development have an impact on the performance of the organization. As this sector is predominantly dependent on its positively motivated employees for achieving operational efficiency, the study deals with the influence of technology in enhancing organizational performance and the perception of its employees. The present research has considered the most vital service sector for the study i.e., the Information Technology sector. The IT sector is the fastest moving technology sector, skill sets are extremely volatile. An employee who is valuable to an organization with his presentation skills may be of no use as technology changes. Organizations cannot ignore their contribution. They should provide adequate training and development opportunities to make them valuable. In the light of the above discussion, researchers have decided problem statement as 'A study of employees' perception for online training and human resource development in the new era of digital human resource management.'

II. Literature Review

The literature review is an integral part of any research (Jaiswal, 2018). A few noteworthy contributions are as detailed in this paper.

Tracey, J Bruce, Hinkin, Timothy R, Tannenbaum, Scott I, Mathieu, John E (1997), in their work stress that pre-training motivation had a direct influence on two levels of training reaction and application level of cognitive learning. Self-efficacy and motivation are two important factors for relevant training outcomes. Roger Dean Fuller (2006), here the author talks about the mechanisms that activate the outdoor management learning process and transfer. The researcher here proposes further work into demystifying factors that enhance learning transfer. Querubin S. Yap and Jon K. Webber (2015), the authors here have investigated the leadership practices adopted in a training department where outsourced as well as internal employees work together to create a positive



corporate culture. Varadaraj, A. found that digital Human Resources will assist organizations through the optimization of Social, Mobile, Analytics, and Cloud (SMAC) technology, towards management and responsibility in helping them to ensure that assumptions and expectations within the organization drive the right behavior. El-Kot, G., Leat, M. explore digital HRM in Egypt by highlighting the importance of digital HRM functions, the strategic role of digital HRM, the importance of the digital workplace, and the digital workforce to achieve Egypt Vision 2030.

Few researchers have considered job satisfaction, performance, and a few other variables in the context of training. The researcher feels that multi-variate research should be conducted in the context of the training and development of employees. Digital HRM is a recent and new method. Last 04 to 05 years studies have focused on it. Due to COVID, things have changed a lot. The researcher finds a gap in the existing literature that no contemporary research has been done. The researcher finds that a study can be conducted considering the use of online training of employees that has not been done earlier.

III. Research Methodology

Objectives of the Study

The current study aims to investigate the effectiveness of digital Human Resource development from a multi-dimensional perspective. Accordingly, the research objectives can be stated as follows:

- To study the existing digital Human Recourse Development Practices

Hypotheses

Null Hypothesis (H_0 1): There is no significant difference in the opinion of employees of IT firms about the effectiveness of Digital Human Recourse Development Practices.

Alternate Hypothesis (H_a 1): There is a significant difference in the opinion of employees of IT firms about the effectiveness of Digital Human Recourse Development Practices.

Sampling Techniques:

Probability Sampling Technique (Simple Random Sampling) for the selection of respondents in these cities.

A **Simple Random Sample** is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected.

This method is the most straightforward of all the probability sampling methods since it only involves a single random selection and requires little advanced knowledge about the population. Because it uses randomization, any research performed on this sample should have high internal and external validity. The researcher has made a sample size of 400 for sampling symmetry in all three cities. The researcher further extended the sample size up to 1200 respondents.



Development of Research Tool

The selection of research tools is a very crucial part of the research. The research tool must be clear, valid, and reliable to achieve the objective. Based on objective questions are framed in a manner to collect appropriate data from respondents.

20 questions were taken for questionnaire testing. A sample size of 160 respondents is selected for testing the questionnaire. The result of the test is discussed below:

1) Validity

Validity-related issues are considered first. It involves the language of questions and their interpreted meaning. It was found that though the questions give statistically acceptable results the language of a few questions is required to be changed. Thus, researcher used a questionnaire with 20 questions.

2) Principal Component Findings

The collected data has been recorded on SPSS 22. The data has no missing value. Further to find the number of factors evaluated by the principal component finding is done. The data was analyzed by Dimension reduction under factor analysis. The extraction method principal component is used with direct oblimin rotation (Keeping rest standardized SPSS settings). Oblimin rotation is used as the researcher feels that there may be some correlation among the extracted factors. Small coefficients below 0.40 are suppressed.

KMO and Bartlett's Test:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	3787.971
	Df	190
	Sig.	.000

Kaiser-Meyer-Olkin (KMO) Test is a measure of how well-suited data is for factor analysis. Different scholars of statistics have different views on accepting KMO value. In practice value between 0.80 to 1.00 is excellent. A value between 0.60 to 0.80 is middling. The value of research data is 0.744 (above 0.70) which can be considered acceptable for sampling adequacy.

The sig. value for Bartlett's Test of Sphericity is 0.000. For factor analysis to be recommended suitable, Bartlett's Test of Sphericity must be less than 0.05. So, the current data is adequate for factor analysis.

The total variance explained table shows that found components have Eigen Values above 1. These are the factors that are measured by the research questionnaire. The Cronbach's alpha value for the questionnaire is 0.825. Generally, a value above 0.70 is considered acceptable. Therefore, the present questionnaire can be considered reliable. Further in Item – Total statistic table shows that there is no major change in the reliability if any of the items is removed. So, no item is removed from the questionnaire.



IV. Findings of The Study

The researcher has tried to examine different aspects of digital human resource training and development. Each statement in the questionnaire has drawn a specific outcome. The findings of the research are as follows.

- 1) In a sample of 1200 respondents, almost 43% of employees have said that they have started getting online digital training and development opportunities. They said that their organization uses an online employee training program.
- 2) 46% of employees (n=1200) feel that online training is effective.
- 3) 47% of employees (n=1200) felt that online skill upgradation is easier. In the modern context, it is very much true. Udemy, Upgrade, Lynda, etc. got acceptance in the employment market. Employees have to think less about the travel time to the institute, working hours, and other learning constraints in the process of online skill upgradation.
- 4) Most employees believe that online human resource development and training is more effective than an offline or physical training session.
- 5) Employees get the option to choose to learn a variety of skills in the digital human resources training program. Earlier at the time of physical training and development sessions, HR has to prioritize the need of employees. Then the most desired skill set was arranged for the employees. In this process, resources were not used with enough effectiveness. But an employee can get desired skills training even at the cost of lunch during physical sessions.
- 6) Employees' self-confidence boosts after each digital training session increases.
- 7) Employee participation increases after digital training sessions. Almost 60.20% (722 employees out of 1200) agree or strongly agree that they have started voluntarily participating in new projects.
- 8) Digital training and employee development make the inner self of employees stronger. As 737 employees out of 1200 believe that their train session has increased their confidence.
- 9) 68.3% (819 employees out of 1200) employees feel that their new skills added to their profile increase their role in the organization.
- 10) 780 employees believe that digital human resource development activities work for their capacity enhancement. Usually, capacity enhancement-like terms were applied in goods production. But in the booming service sector, individuals are considered as a production unit. Their new skill will help them to produce more.
- 11) 986 employees believe that the opportunities provided by the company, in the form of digital training and human resource development activities, increase their commitment to the organization. Organizations spend on employee training. With new skills employees may get attracted to outside organization activities. But the respondents in the present research are of the firm belief that the employee commitment to the work.

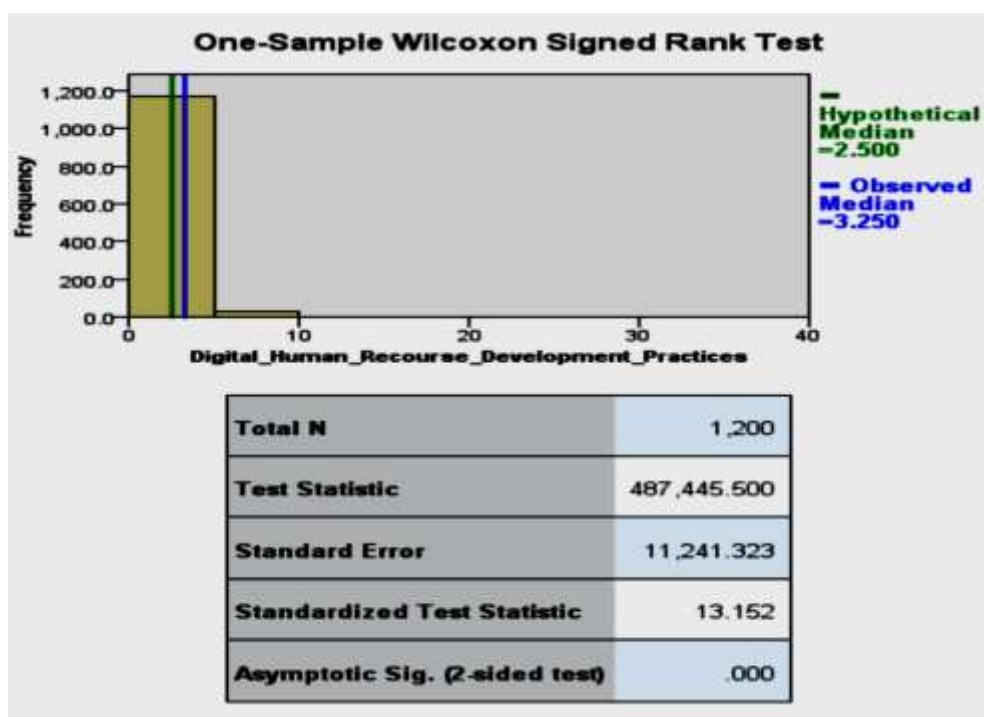


- 12) Training and human resource development always remained a part of Human resource management (HRM) practices. It has to be understood that digital human resource development does not serve a new purpose but serves an existing purpose in a new way. Employees earlier faced issues of work priority, cost of attending the session, and other issues. Digital programs are live as well as recorded and self-paced modules. Employees appreciate this convenience as 616 (51% approx.) employees strongly agree that the new employee development methodology has solved their time clash issue.
- 13) 775 employees in the survey have either agreed or strongly agreed that they are more comfortable in digital human resource activities.
- 14) 843 employees out of 1200 (70.3%.) either agree or strongly agree that the human resource development department should arrange more online skill upgradation opportunities for employees.
- 15) It sector employees in the present survey have a firm belief that digital training increases their contribution to their job.
- 16) **H₀₁**: There is no significant difference in the opinion of employees of IT firms about the effectiveness of Digital Human Recourse Development Practices.

The researcher has collected the response for **Digital Human Recourse Development Practices** with the help of 05 items. The sum of the scores represents the score for Digital Human Recourse Development Practices. For evaluative ease, the researcher has taken the mean of the scores. As the score from each respondent will lie from 01 to 05, for no significant difference, the researcher has the hypothesis median as 2.5. Then Wilcoxon sign rank test has been performed.

Sig value of 0.00 suggested that there is a significant difference in the opinion of the response of the employees. Further, we can see that the observed median is 3.25 which is higher than the hypothesized median. It suggested that people are having a positive response to the Digital Human Recourse Development Practices

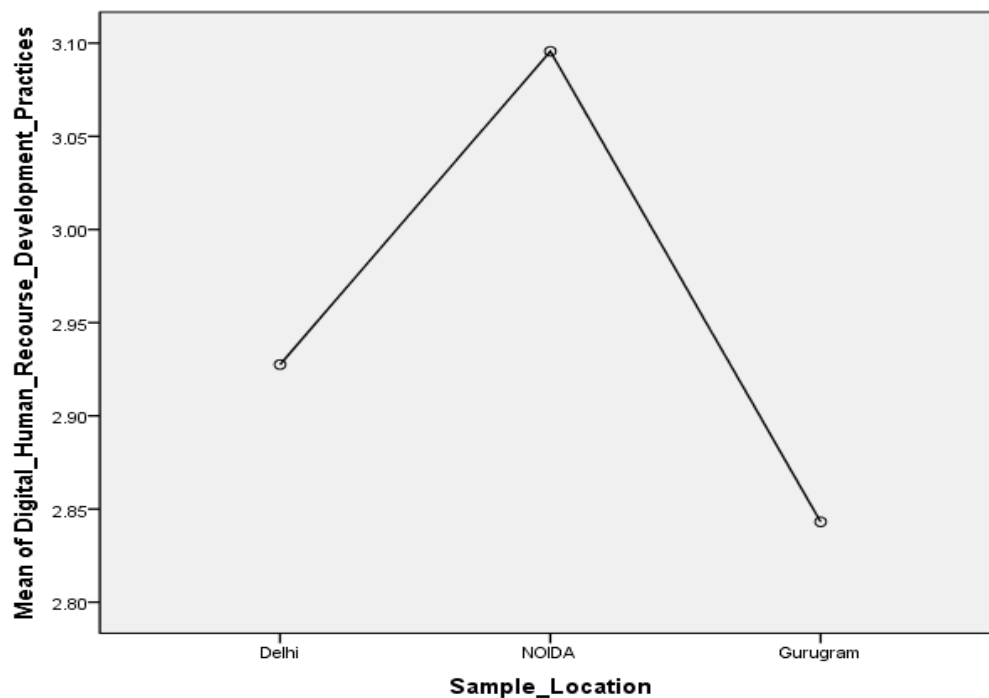
Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The median of Digital_Human Recourse Development_Practices equals 2.500.	One-Sample Wilcoxon Signed Rank Test	.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



The researcher failed to accept the null hypothesis and it can be said as ‘there is a significant difference in the opinion of employees of IT firms about the effectiveness of Digital Human Recourse Development Practices’.

- 17) The researcher has collected responses from 03 different locations i.e., NOIDA, Delhi, and Gurugram in Delhi NCR. The researcher has further tried to know the difference among the three respondent cities.

Descriptive								
Digital Human Recourse Development Practices								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Delhi	400	2.9275	1.16270	.05814	2.8132	3.0418	1.00	5.00
NOIDA	400	3.0956	1.24658	.06233	2.9731	3.2182	1.00	5.00
Gurugram	400	2.8431	1.13220	.05661	2.7318	2.9544	1.00	5.00
Total	1200	2.9554	1.18516	.03421	2.8883	3.0225	1.00	5.00
ANOVA								
Digital Human Recourse Development Practices								
	Sum of Squares		df	Mean Square		F	Sig.	
Between Groups	13.219		2	6.609		4.735	.009	
Within Groups	1670.896		1197	1.396				
Total	1684.115		1199					



Descriptive statistics suggest that the F value is 4.735 and the sig value is .009 (below 0.05) so it can be said as there is a significant difference in the opinion of the respondents from these 03 cities.

The mean plot suggests that the respondents from NOIDA highly feel that there is a significant contribution of Digital Human Recourse Development Practices in their career. They have given a higher score to the Digital Human Recourse Development Practices in comparison with any other city.

NOIDA is a hub for IT sector companies. Employees have more chances of getting opportunities within and outside organizations. Office of Wipro, HCL, and many other tech giants are in NOIDA. In case of outside the organization opportunity employees need not worry to change their residence as the new and old work place may have joint boundaries. This opinion of employees of NOIDA may also depend on the multiple opportunities as they can change not only their company but their roles also. Employees' positive response is also representative of the fact that HRM activities will become digital in the coming future. This will not only reduce the cost that was incurred during the physical session but also fulfill the need of every employee as they can go for their choice of workshop or courses, inside and outside the organization.

- 18) An assessment schedule can be made so that employees' needs can be known. HR development can make arrangements for the in-house training program for that need.
- 19) The HR department can make pre-recorded videos and self-paced modules considering the needs of the employees. Employees may change over a period but the designations will remain intact. So, it will be a one-time investment for the department if they develop their schedule.



- 20) Human resource departments can make tie-ups with universities so that they can develop quality courses for their employees. Few banks have developed ties with Manipal University for the training of their recruits.
- 21) HR can use self-paced digital programs for training purposes. Bisleri, the packaged drinking water company, uses pre-recorded videos to train its sales force. Similar digital recorded sessions will be handy for training as an employee can play them on his phone.

V. Conclusion

During the research process, the researcher has found that a few vital areas can be considered to improve HRM practices. A more specific study can be conducted to know which type of training programs are preferred by employees. For engineering and other technical employees where the work is done on machines, the scope of digital training can be examined. The HR manager's opinion on digital HR practices can be a research problem for future research. The researcher has found a limitation in the present study. The type of training that they have gone through has not been asked. Their opinion may have given some new domains of digital human resource training.

Researchers think that online platforms are effective, as long as you understand what you can achieve with the lessons they provide. What do I mean by that? Well, most of those online courses are introductory, which means that they provide a nice and convenient way for learners to get in touch with whatever is of interest to them. They are usually 4–6 weeks long, after all. That said, if someone wants to go deeper, there are now more advanced courses provided (at least in Coursera and Udacity). However, what someone needs to have to make the most out of them is self-commitment because online courses lack the physical presence of a teacher, mentor, etc. One of the biggest advantages of online education is remote access to your desired classes. The researcher has tried to bring a vital human resource development issue. The findings can be used by HR managers and policymakers for better training and development.

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