

A Study of the Impact of Digital Human Resource Training Practices on Employees from It Sector in Delhi NCR

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ABSTRACT

Over the last few years, human beings have been facing challenges in all dimensions of life. People fell prey to a pandemic during the last two years. Things have changed from food habits to working environments. Remote work has been accepted in its new frame of work from home. The Internet has created a virtual world around us. Human resource needs and methods have also changed. Digital human resource training has become part of modern-day HRM. The present research is a study of the effect of 'Digital Human Resource Training and Development practices. The finding of the research suggested that the effect of online training and Digital HRM is positive and the employees' job satisfaction, self-efficacy, and productivity increase if employees are provided online training.

Keywords

Human Resource Management (HRM), Digital HRM, Employee Productivity, Job satisfaction, Employees' self-efficacy

1. INTRODUCTION

Training is a systematic process that improves the knowledge, skills, and competencies of employees. It aims to enhance the work performance and productivity of the employees. Development is a progression to training that enhances the capabilities of the employees for future roles. It aims to facilitate the holistic growth of people at managerial levels. An organization is no different from its employees and hence must pay attention to the (T&D) needs of the people who work for them. Inevitably, T&D is one of the most significant elements of organizational functions. Structured training and professional development of the employees result in achieving sustainable business performance and long-term growth. Organizations use T&D as a tool to train employees to increase their work productivity. It further reaps the benefits of increased employee engagement and retention in the organization. Concentrates on a show that organizations participated in employee development see expanded efficiency and execution contrasted with organizations not focused on employee engagement. Devoted training and development cultivate employee engagement, and a more productive, serious, and drew in labor force are basic to your organization's monetary exhibition. Accomplishing these significant benchmarks begins with top chiefs and the strength of a business' Human Resources experts. HR directors and supervisors with solid administration abilities are progressively being called upon to assist with outlining vital preparation, which

solely includes powerful employee training and expert development drives. Based on several studies by different researchers, a few benefits can be understood as follows:

1.1 Holds Employees

Maintenance is quite difficult for businesses however holding solid specialists can be accomplished through vocation development. Training and development have become so unified inside organizations that it is in many cases utilized as an upper hand while employment. Offering vocation development drives assists employees with laying out a feeling of significant worth inside the organization and cultivates steadfastness, at last bringing about expanded staff maintenance and a lower staff turnover rate.

1.2 Creates Future Leaders

Focusing on employees with the abilities for the future initiative can be crucial in laying out a business for development and development. Authority ability can be procured through recently added team members, or HR experts can choose current employees as administrative applicants. As per the Society for Human Resources Management (SHRM), having proficient development programs guarantees an organization is centered around future business objectives by getting ready for promotable ability.

1.3 Enables Employees

Pioneers who feel enabled inside the working environment will be more compelling at impacting employees and acquiring their trust. Thusly, those employees will feel a more prominent feeling of independence, worth, and certainty in their work. SHRM characterizes employee independence as the degree to which an employee feels free and can arrive at their conclusions about the work they do.

1.4 Supports Workplace Engagement

Tracking down ways of reinforcing the reliable engagement of employees can decrease fatigue in the working environment, which left unrestrained can make sensations of disappointment and negative working propensities. Customary training and development drives can forestall working environment inactivity and thusly will assist organizations with laying out normal re-assessment of their employees, abilities, and cycles. Moreover, it will impact organization culture by imparting an accentuation on arranging and can provoke organization investigation and arranging as it expects businesses to survey existing ability and

assess development and development open doors inside, as opposed to using enlistment.

1.5 Constructs Workplace Relationships

At last, giving open doors to employees to investigate new themes, refine their abilities, and extend their insight can assist your colleagues in withholding from one another. During these training and development meetings, they will handle new difficulties together. They can likewise rest on each other for different learning and valuable open doors by teaming up with partners who have explicit specialized topics. Research has shown that peer-coordinated effort is their favored strategy for learning. Gaining from one another's assets not just prompts an all more balanced labor force, yet those bonds can likewise further develop maintenance and engagement.

1.6 Modern Digital Human Resource Training and Development

Current methodologies embrace the most recent and creative innovations of the current day to confer training to employees. The training directors currently have more copious training technique choices than any other time in recent memory. A couple of the cutting-edge ways to deal with T&D are:

- E-learning: With the innovative progression, e-learning (or online learning) has turned into a fundamental piece of corporate training programs.
- Gamification: A training technique wherein the coach applies the ideas and standards of various games to the training subject. It makes training captivating and invigorating for the learners.
- Computer-generated Reality: It is a cutting-edge training strategy that mirrors genuine situations utilizing complex projects and 3D devices to connect with the students and urge them to take part in various exercises.
- Researchers have tried to examine the impact of the new training methods on the employees so the researcher has selected the research problem as, "A study of the impact of Digital Human Resource Training Practices on employees from IT sector in Delhi NCR".

2. LITERATURE REVIEW

The literature review is an integral part of any research [1,14]. For a better understanding of the research problem and related issues, the researcher has studied several studies. Few noteworthy contributions are mentioned here. As per the researcher, training has a positive impact on employee performance. [2,13], the author of this paper has compared the importance of training programs and the performance of training departments in service and manufacturing sectors in India. The author does suggest that further research can be conducted to study other aspects of training such as training need identification, training methods, and training evaluation. Chaitra V H [5] has done "A study on Employee perception on training and development at SAIL". The study focuses on understanding employees' perception of T & D. it emphasizes how factors such as job promotion, the applicability of skills developed during the training program, opportunity for new assignments; work itself may lead to employee satisfaction or dissatisfaction with the training program. Dr. N.P. Maheshwari and Parul Garg [3] have done work under the title "Training and development programs in BHEL making it - A Healthy, Wealthy and Wise Corporate". Only a few years ago, training was considered to be a major peacetime function of the defense services for inculcating discipline in the fighting forces. But recently, the term training has acquired a wider connotation. Both

the government and the private business have now embraced enthusiastically, the training idea, an essential aid to the efficient operation of the services as well as to the attainment of the organizational goals.

Negi, P., & Kaur, [4,15] conducted a screening and review of academic-practitioner literature. Research articles, conceptual studies, review papers, and other relevant content on the topic were accessed and reviewed through web sources and databases such as Proquest, EBSCO host, and Google scholar to achieve the objective of the study. This study could act as a frame of reference for researchers and could enable practitioners to develop an enhanced understanding of the "Digital workplace" and its implications for Human Resource Management. Halid, H., [7,12] reviews several studies and discuss the concept and various aspects of digital HRM. This study mainly relied on secondary data only. The findings would be important for organizations in assisting them to implement digital HRM effectively and thus improve their performance. In addition, the findings would be able to help researchers by providing the basis to understand the impact of digital HR on organizational performance. Varadaraj, A., [8,11] found that digitalization in HRM will make it more efficient and relevant in the future. Without digital transformation, HRM will lag far behind the demands of the organization worldwide. This research paper tries to highlight the role of digital HRM in improving the performance of the organization. The data used for this research are secondary. The outcome of the research would be very important for a business organization to implement digital human resource management and also for improving and enhancing organizational performance. El-Kot, G[10] 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. The Egyptian context and Digital Transformation Strategy 2030 are explored with a focus on the role of HRM in facilitating the transfer to Digital Egypt.

A review of literature helped to revisit and read articles and research papers on outbound training adapted in various organizations. However, empirical research and evaluation suggested a multi-variate study should be conducted to know the HR training and development need of the employees of NCR.

3. RESEARCH METHODOLOGY

2.1 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
- To study the effectiveness of digital Human Recourse Development Practices from a multidimensional perspective emphasizing- employees' self-efficacy, performance, and employees' satisfaction.

2.2 Hypotheses

H01: There is no significant impact of Digital Human Recourse Development Practices on employees' self-efficacy

H02: There is no significant impact of Digital Human Recourse Development Practices on employees' satisfaction

H03: There is no significant impact of Digital Human Recourse Development Practices on employees' performance

Sampling

Population: All the IT companies in India will make the population universe of the present research.

Sample location: National Capital Region (NCR) has been considered for the present sample location. The researcher has selected Gurugram, NOIDA, and Delhi for the present study. Sampling Techniques: Probability Sampling Technique (Simple Random Sampling) for the selection of respondents in these cities.

4. ANALYSIS AND FINDINGS

H01: There is no significant impact of Digital Human Recourse Development Practices on employees' self-efficacy. 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.

Table 1: Correlations

		Digital Human Recourse Development Practices	Employees' self-efficacy
Digital Human Recourse Development Practices	Pearson Correlation	1	.594**
	Sig. (2-tailed)		.000
	N	1200	1200
Employees' self-efficacy	Pearson Correlation	.594**	1
	Sig. (2-tailed)	.000	
	N	1200	1200
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation between Digital Human Recourse Development Practices on employees' self-efficacy is 0.594. It shows that there is a significant relation between Correlation between these two variables. Correlation value lies from -1 to +1. A value from 0.400 to 0.600 is moderate whereas the value of 0.600 and above shows a high correlation. Thus, the null hypothesis will be rejected and it could be said that there is a significant impact of Digital Human Recourse Development Practices on employees' self-efficacy. Self-efficacy in employees is very important. It's builder go-getter attitude in people. The confidence one has on his capabilities is known as self-efficacy. Modern-day businesses look forward to employees who can anticipate changes and do not fear new projects.

- Numerous employees today are investing more energy in the workplace due to job insecurity, workplace requests, saw

vocation needs, monetary tensions, etc. Self-efficacy then again has been characterized in different ways: as the conviction that one is equipped for acting in a specific way to achieve specific objectives, as an individual's conviction about their capacities to create assigned degrees of execution that exercise impact over occasions that influence their lives. It is a conviction that one can execute the courses of activities expected to oversee planned circumstances. Digital human resource activities will surely make a difference in the self-efficacy of the employees. Especially in the IT sector, where technology changes overnight, employees can easily update their skills and can feel more capable with the contemporary needs.

- H02: There is no significant impact of Digital Human Recourse Development Practices on employees' satisfaction

Table 2: Correlations

		Digital Human Recourse Development Practices	Employees' satisfaction
Digital Human Recourse Development Practices	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.000
	N	1200	1200
Employees' satisfaction	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.000	
	N	1200	1200
**. Correlation is significant at the 0.01 level (2-tailed).			

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The correlation between Digital Human Recourse Development Practices on employees' satisfaction is 0.509. It suggests a positive and moderate correlation between Digital Human Recourse Development Practices on employees' satisfaction. The null hypothesis will be rejected and it could be said that there is a significant relationship between there is a significant impact of Digital Human Recourse Development Practices on employees' satisfaction. Researchers have asked employees to respond to their satisfaction level due to digital employees' training and development. It is considered that job satisfaction is a function of multiple factors. The researcher has limited the scope of job satisfaction for the satisfaction level due to digital employees'

training and development. The variable must be interpreted adequately before implementing the findings for policy making. HR managers must not become reluctant to implement other predictive factors for job satisfaction with the present finding. Yet, digital employee development and training programs help to increase job satisfaction levels. It shows that companies are concerned with employee growth. Employees become able to meet the need of the hour at all their convenience.

- H03: There is no significant impact of Digital Human Recourse Development Practices on employees' performance

Table 3: Correlations

		Digital Human Recourse Development Practices	Employees' performance
Digital Human Recourse Development Practices	Pearson Correlation	1	.611**
	Sig. (2-tailed)		.000
	N	1200	1200
Employees' performance	Pearson Correlation	.611**	1
	Sig. (2-tailed)	.000	
	N	1200	1200

**, Correlation is significant at the 0.01 level (2-tailed).

The correlation between Digital Human Recourse Development Practices on employees' performance is 0.611. It shows that the correlation between the two variables is very high and of the Digital Human Recourse Development Practices. Thus, the null hypothesis is rejected and it could be said that there is a significant impact of Digital Human Recourse Development Practices on employees' performance.

Digital HR practices, specialized training, and employee development program are effective to improve productivity. The researcher has tried to keep the track of employees' productivity by asking about their appraisals at the workplace. These appraisals were not limited to increment or promotion or any official recognition e-mail. They have to share their informal appreciation at work too. There are several indicators of performance and employee productivity. Formal recognition of work may take time. So, work environment appreciations were also included.

Both general abilities and vital abilities have a positive relationship with employee efficiency. The reasonable

ramifications would be rules for preparing specialists and HR managers guaranteeing a blend of general and explicit (key) preparation to influence efficiency.

- The researcher has tried to find the key impact areas of digital human resource development and training. Different questions related to the issue have been put together to find significant data. The researcher further proposes a 'Digital Training Triode'. In the center of the triode, we can imagine Digital Human Recourse Development Practices at the core of the triode and Employees' Self-Efficacy, Employees Satisfaction, and Employees' Performance at the periphery. As per the need of the organization, Human resource managers can switch the focus among these three, during the selection of an employee development program. Out of three, the selected variable will be on the top.

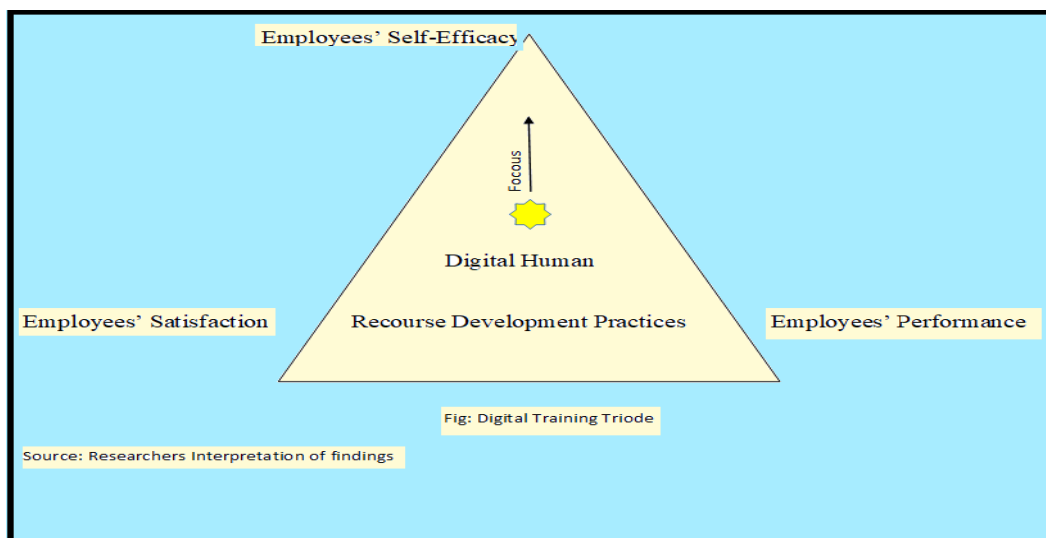


Figure 1: Resource development Practices

- Employee development and training needs can be divided into two parts. One part is the dynamic skill needs. This HR department should arrange recent and contemporary changes and needed skills. Like during work from home, online working and other office management systems have been introduced. Employees must be provided training for it. It can be considered dynamic training and employee development. Whereas product briefing, market interaction, employee induction, leadership, etc. can be considered static training which can be done with the help of video and audio sessions.
- Work performance after the digital sessions have been improved. Employees in the present survey have a firm belief that they have been appreciated for their work after a digital training session. If very assume that employees' time and efforts are their investments, so we can say that employees have very firm ROI perceptions.
- Employees strongly feel that they become more result oriented after training sessions. Here researcher has found a limitation in the present study. The type of training that they have gone through has not been asked. The researcher has put statement 18 in a questionnaire with an assumption that as the respondents are technical employees (IT sector) and may have opted for technical skills upgradation and their goal orientation like managerial skills may not have seen much effect. But the findings suggest the inverse of the expectations. Most IT sector employees have said that they have become more result oriented after training sessions. The researcher can only make an assumption again for this anomaly that most employees felt the need for managerial skills certification. When, during lockdown due to COVID 19 pandemic, companies allowed them to pursue online courses they opted for managerial courses.
- With the data in statement 18 of the questionnaire, the researcher has made another finding that now employees tried to be 'Jack of several tasks' rather being 'master of one.' Findings also affirmed years old theory that middle and senior-level managers should have a mix of technical and human skills.
- Employees believe that their performances have improved after the digital human resource development session.
- Employees feel better about their productivity after the digital training sessions.

5. CONCLUSION

Researchers have tried to find the impact and relation of different employees aspect and digital human resource training programs. The researcher has found that there is a significant difference in the opinion of employees of IT firms about the effectiveness of Digital Human Recourse Development Practices'. 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. There is a significant impact of Digital Human Recourse Development Practices on employees' self-efficacy. Digital human resource activities will surely make a difference in the self-efficacy of the employees. Especially in the IT sector, where technology changes overnight, employees can easily update their skills and can feel more capable with the contemporary needs. Researchers have found that there is a significant impact of Digital Human Recourse Development Practices on employees' satisfaction. Digital employee development and training programs help to increase job satisfaction levels. It shows that companies are concerned with

employee growth. Employees become able to meet the need of the hour at all their convenience. Researchers have found that there is a significant impact of Digital Human Recourse Development Practices on employees' performance. The researcher has tried to contribute to the issue dedicatedly and perfectly. But no research is complete in itself. The present research also has a few limitations. Researchers have asked employees to respond to their satisfaction level due to digital employees' training and development. It is considered that job satisfaction is a function of multiple factors. The researcher has limited the scope of job satisfaction for the satisfaction level due to digital employees' training and development. The researcher has considered the trainees for the present research, opinion of HR managers will be contributing to the study. Every research problem has several aspects so does the present one. The researcher has tried to adhere to the set objectives of the present research. The research has achieved its objectives and the limitations seem to be another aspect of the problem, which can be referred to as a scope of future research.

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