Re-Skilling HR in Changing Business Scenarios (A Literature Review)

Harsimran Kaur[1*] and Chhavi Krishna[2]

[1]PGDM Student, Asian Business School, Noida, Uttar Pradesh, India. Email: harsimrank398@gmail.com
[2]Assistant Professor, COER - School of Management, Roorkee, Uttarakhand, India.
Email: chhavikrishnas@gmail.com
*Corresponding Author

Abstract: With the rapid change in the global environment and technology, Indian corporate and industry are facing a big hurdle to fixing existing job due to shortage of skilled manpower. Government of India has also taken initiative for skilling and re-skilling manpower that is "Make in India". As Indians, people resist changing. They always need a push to get adapt to new things. Re-skilling the employees would ultimately benefit the organization and also help employees in their self-growth. Today the world cannot slow down the rate of technological advancement (Cloud Computing, Microsoft 365, Digitization, Automation, Artificial Intelligence) to stay in market competition, the organization slow down need to invest more in learning & development (L&D). In this research paper, the main focus would be on the main elements that complement of digital work and how the organization and individual employee's growth depend upon the human re-skilling and how this will compliment post-covid-19.

Keywords: Behaviour, Employee attitude, Pandemic, Re-skilling, Technology.

I. Introduction

Changing technologies like Artificial Intelligence (AI), Machine Learning (ML), deep learning, cloud computing & data science are rapidly changing the world for the work by making complex decisions into simple decisions and boosting efficiencies in the organization. The new digital reality and especially this COVID-19 pandemic has posed numerous challenges in the organizations in terms of re-skilling their workforce. In the recent survey, it was believed that 38% of global CEOs agreed to the fact that they're extremely concerned about the availability of key skills which is a threat to future business growth.

In India, the picture is particularly low or negative. If a recent report revealed that around 60% of Indian companies are preparing themselves to boost the data and analytics capabilities, most of the companies are facing challenges because of non-availability of skilled talent. Going back in 1918, the world had faced pandemic at that time also name- H1NI. It affected the health of people around the world and the global economy as well. It was believed that 1/3 of the world's population was affected and it was suspected that approx. 50 million people died. But, the worse was that at that time there were no such things were available at that time (AI&ML). There was a lack of communication which resulted into huge losses to the organization.

Today we are facing the same pandemic situation but with Novel coronavirus that is COVID-19. This time the government of India has launched the app naming AAROGYA SETU APP, which helps one to access if you have been near to a person who is infected by COVID-19 by looking through a database of that person, this is done by the help of phone's location data and Bluetooth. This all is possible because of AL & ML the need for new technologies requires both employers and employees to focus on re-skilling in order to stay relevant and competitive. So, one could now easily understand the importance and need of (AI & ML) and why is it important not only in the health field but otherwise also that organizations do not face any losses and challenges.

But, as we all can see the current situations, where all most all the companies had been doing WFH (work from home) and will also continue to do that till the end of this year. For that one need to be well trained when it comes to digitalization. While reading a lot, attending many webinars, and listening to the good experiences personalities. At this point in time of COVID-19 situation, an organization need to focus more upon re-skilling employees as compare to up-skilling employees.

Re-skilling employees will help them to learn new skills so that they can perform multiple tasks which is need of an hour whereas up-skilling help employees to learn new skills to do the same job with different techniques.

A. Five Top Technologies of Today and Their Impact on Jobs

Here are the major five key technologies that are distorting jobs in the organizations and will continue to do that in order to rule the current and post COVID-19 situations.

Fig. 1

- *Artificial Intelligence (AI):* Nowadays businesses are increasingly using the AI-based solutions for deep insights and efficiencies which boost the innovation and decision-making strategies which leads to the growth of an organization. The growing AI-driven automation has the potential to eliminate approximately 73 million jobs by 2030 and it is believed that automation and all the changes in the technology will give rise to the jobs but the requirement of the job is skilled-based employees. These new roles would help in the development of the organization, programming, testing. AI architect will be as one of the finest jobs in the near future, and robotics architects, nurses in the hospital and control of AI systems will also be high in demand. On the other hand, roles like cybersecurity engineers, business analysts, HR analysts and financial analysts will also be having a changing demand in the near future and will require re-skilling. Professionals are opting to re-skill employees according to new technologies to remain relevant.

- *Machine Learning:* ML is one of the hottest topics in the field of IT. This is the application of the AI which is increasingly shaping the future work and jobs. ML is making such a breakthrough that none of us can imagine. This is becoming an integral part of our lives that we are making use of them in our daily lives. Taking a few examples such as facial recognition in our smartphones, self-driven or automatic cars, censored doors etc. Just a few years ago these things are merely illusions but now we are actually using them in our daily part of our lives. This is why AI and ML are the most widely chosen domains

for re-skilling among working tech professionals in India.

- *Data Science and Analytics:* As companies increasingly turn to data to drive their business functions be it strategy to supply chain, sales or marketing, everything in between, there has been a 45% increase in analytics and data science jobs in recent years. In the near future every organization would be in need of employees having certification courses of analysts (Marketing, HR, IT, Operations, Finance) but the supply of skilled resources has failed to keep up, nearly 97K data science and analytics positions are currently vacant across India due to a lack of qualified talent. Majority of these vacant job openings are for junior level roles with less than five years of experience. Clearly, re-skilling is the need of the hour for professionals as well as for the organizations. It can be clearly predicted that a person lack of these technical skills will be unemployed in the near future.

There are few universities that are offering a Masters degree in Data science with great learning. This helps in gaining technical knowledge which one can even learn while doing a job. The aim of this program is to teach industry-relevant skills which is need of an hour while giving practical knowledge.

This is becoming more important in this rapidly changing world and their needs.

- *Cloud Computing:* While retraining for the age of CC has been an imperative for some years now and the demand for skilled professionals in cloud technologies still in need. Studies have shown that the lack of cloud computing expertise can cost enterprises which will result into lost revenue and fewer innovations. If any organization is having a skilled professional in cc then it would help them analyse the designed structured data, manage big data in a matter of a minute. This will in turns helps in decision making super easy with fewer errors and mistakes and will save the time of an organization.

- *Cyber Security:* As the world is going digital we do need the security of each and every data. But the challenge is how to secure the new working practices. It has been observed that 48% of companies revealed that they did not have overall information of security policy and 44% lack the employee security awareness training program reason is the lack of cybersecurity skilled employees to drive these initiatives.

Lack of these professionals will lead to a leak of the information which is not bearable by nay of the organization.

Source: https://www.cybercureme.com/wpcontent/uploads/2019/05/rgOcI1557207528.png

Fig. 2

B. The Need for Re-Skilling is Real

Although the literacy rate in India is rising, it does not directly mean that fresh graduates entering the job market are employable. As per multiple research and surveys, it has been found out that over half of engineering and commerce graduates lack soft skills expected by employers.

With the introduction artificial intelligence, data science etc. technology has changed the way we do our jobs and is deemed to make many jobs redundant in the coming years, mass lay-offs are predicted in the IT industry despite a shortage of data analysts, machine learning and artificial intelligence experts, cybersecurity. Post the COVID-19 most of the jobs that will be out in the market would be in the field of IT but whom they will hire, the one who has these technical skills in them. Re-skilling & Up-skilling of the employees are becoming the need of this time outer wise the survivor of the individual employees in the job will be difficult.

Also, many Indian IT industries have realized the need for re-skilling and are beginning to invest in skill training of their existing employees IT certification training and boot camp training courses as it is cost-effective compared to hiring fresh talent.

C. Why Up-Skilling and Re-Skilling are Essential for Every Generation of the Workforce?

It is a common misconception that training is limited only to the early years of one's career and other skills can be picked up on the job. This is largely untrue, re-skilling is relevant to every generation that's in or entering the workforce. In fact, 55% of employers feel that a shortage of skills is causing an inability to innovate effectively.

By 2020, approximately 80% of all job roles will require digital competencies yet, only a fraction of the current workforce is digitally native.

In addition, there is an increasing awareness of the need for soft skills. After cloud computing, creativity is now the second in-demand skill in the world. This is why employers are ready to invest in L&D initiatives that encourage soft skills like creativity.

Let us now look at how companies can are working upon L&D programs with a focus on multigenerational up-skilling and re-skilling.

D. How Re-Skilling Complements Hiring?

Hiring employees skilled in new-age digital technologies may seem like the best way to fill up vacancies quickly. While hiring new talent may be unavoidable in certain cases, hiring new employees may also give the very high price companies have to pay for it. Add to it the cost of training the new hire in the company's work practices and culture and it becomes clear that re-skilling employees are a more cost-effective and practical alternative to all out hiring. Up-skilling the existing workforce not only helps organizations to build an internal talent but also improve employee stickiness, productivity, and efficiency – all of which positively impact the bottom line.

Rather than re-skilling employees in a single skill, many corporates are looking at 'multi-skilling' employees in a cluster of technologies such as AI, ML, data science, and more. This helps employees shift with ease whenever required, making them relevant for a longer period of time. In the IT sector, India's 1.4 million-strong workforce of mid-level managers finds itself at the centre of re-skilling and restructuring programs across organizations.

Source: https://zinnov.com/wp-content/uploads/2019/12/sblog-n-01-1024x548.jpg

Fig. 3

E. T&D OR L&D, Which One is Effective?

The automation of the workforce is the new normal concept not only in India but worldwide. According to the McKinsey, it is believed that more than 62% of the employees' worldwide need to be replaced or retrained so by 2023.

Now it becomes the responsibility of the L&D team to make them train the new skills in order to achieve the organization's goals. But as being the Indians, people do not change easily as they believe in comforting themselves temporarily.
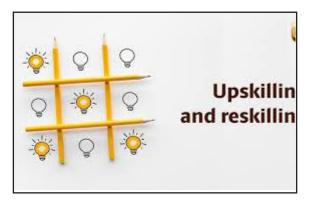
Taking an example of the Amazon, they have adopted the automated warehouse automation, with the help of their existing employees. Amazon has thought to reskill 1/3 of their warehouse employees rather than a layoff.

Reskilling can be cheaper than rehiring, as they have to go through the whole process again to hire a new skilled employee which is will involve hiring cost.

L&D need to focus more then ever before this is because if training is given to the employees, who know that they have understood the concept or not.

T&D is just like that trainer has completed is a task, but L&D means we are actually making them work upon the real scenarios so that one can make sure that the concept is clear.

F. Do Hiring Process Need to be Revised?

Source: https://images.assettype.com/smeadvisor%2F2020-02%2F94ab2eca-c256-40ca-b976-35fcaac67593%2F18th_FEB_Articles_07.jpg?auto=format&q=35&w=1200&h=750

Fig. 4

Yes, it is a time where you can easily get a candidate who is good at technology and even if he's not that good we can give them training and make them learn about the changing technology so technology is not the huddle for the growth of the organization, what huddles is the behaviour & right attitude. One would like to work with those who are good when it comes to behaviour. One needs to be less aggressive and more polite because even if one is getting a good salary but the attitude and the behaviours is not right then will you continue or will you hire that candidate as an employee if his/her attitude is not right?

Taking a very basic example - you want to hire a new domestic helper (maid), there are 3 people that you're shortlisted who are fit, all-rounder to work at your home. All three are referred by someone in your known, whom you'll choose at the end?

Probably the one who will take care of your family and behaved well with them in your absences, whom you can rely upon. This

is what the companies are looking forward to any candidate with similar ideas.

In my opinion, technical skills are not the barrier you should consider while hiring any employee rather one should see the behaviour, the attitude, and the way of thinking.

II. LITERATURE REVIEW

Jogaiah (1990) has presented an in-depth analysis of the training and development of executives in the Indian power sector. Apart from providing a strong theoretical and conceptual observation on training and development of executives, it highlights problems and prospects concerning personnel policies. HRD policies and practices relating to executive training and development and institutional training network in the power sector.

Subbarao (1993), Presented various developments in the HRM in a comprehensive form. He attempted to look into the current trends in the Human Resource function with a view to outlining the future development that is likely to take place in the years ahead. While discussing job analysis, job evaluation, employee benefits, recruitment and selection, line staff conflicts, social responsibility policies, etc., he has also analyzed the organizational culture and climate, organizational policies, organizational effectiveness, followership, participative management, dual-career problems, qualify of work-life, quality circles and organizational development in detail.

According to Larsson (1997), learning as the responsibility of the individual observing that everyday life is enough in itself to produce a widening gap in knowledge between those who choose to learn and those who do not. Even without educational intervention, learning will occur because it is a part of every person's everyday life. Hence provided employees take responsibility for their own learning, they could develop their education of the whole man simply through their experience of work and life.

Brinkerhoff (1997) highlighted that the unsupportive superior ignores, dis-encourages skills use or punishes employees who are not going to use the skills they have learned. The unsupported employee will continue to repeat old behaviours with the result that Manager and employers will come to view training as or a waste of time.

Nowadays in organizations, work is characterized by rapid changes, an increasingly diverse workforce and competitive business environments (Cascio, 1998; Goldstein, 2002; Smith et al., 1997). Employee's development, and more specific training, can help individuals and organizations work more effectively adapt to the changing environment and achieve individual and organizational goals (Kindsley, 1998).

Bartlett (2001) found a positive relationship between training and organizational commitment and recommended that human resource development professionals adapt new research methods to demonstrate to organizational decision-makers

that training and development contribute to desired workplace attitudes, which may in turn influence behaviours such as absenteeism and turnover.

Training is defined as "the planned and systematic modification of behaviour through learning events, programmes and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively", whereas, development as "the growth or realization of a person's ability and potential through the provision of learning and educational experiences" (Armstrong, 2003).

Nequin and Bladwin (2003) emphasized the importance of Management and the trainee's immediate supervisor in providing pre-programmed support and thus facilitating post programme transfer of learning.

According to Schmidt (2007), Training is one of the most important functions that directly contribute to the development of the human resource. Training is a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirement of the job.

Saraswathi (2010) said that in most Indian organizations, the normal practice is to promote people on the basis of past performance. She argues that most young executives joining organizations are career-minded, ambitious and looking for fast growth. According to Appah et al. (2011), organizations all over the world invest several million on recruitment, selection, training and development, promotions, transfers and compensation of human resources for the performance of their respective organizations. Human beings are the active agents, who accumulate wealth, exploit material resources, build social, economic and political organizations and carry forward national development. Clearly, a nation that is unable to develop the skills and knowledge of its people and to utilize them efficiently in the national economy will be unable to develop anything else.

III. Objective of the Study

- To study the methods of re-skilling employees.
- To analyze the impact of human re-skilling on an organization.

IV. Methodology

Duration of Study: The data that has been collected and is from the last 1-5 years that is 2015-20. Some of the data is based upon assumption in relation to future possibilities.

Data Collected: All the information that is collected is based upon secondary data. Under secondary sources were books,

journals and the materials published over the internet have been into consideration & expert opinions.

V. Conclusion

From the above study, it can be concluded that it's very important to provide the right kind of skills to employees for better employment opportunities. The companies must put more emphasis on re-skilling than hiring IT professionals for saving their time and money. The research suggests that employee attitude towards re-skilling is influenced by factors like Need oriented, Appropriate re-skill training, Soft skill training, Value Addition, Updated knowledge and Advanced Growth. Further, the managers involved in the planning of skill training and the re-skilling program must consider the above factors. It is also concluded that now organizations must work upon learning & development rather than training and development. We cannot change the growth of technologies rather we need to brush up our own skills and learn to adapt new changes that are becoming today's need.

References

[1] PwC, "Your workforce needs reskilling,". [Online]. Available: https://www.pwc.com/us/en/services/hr-management/library/workforce-reskilling.html

[2] India Today, "The widening skills divide," [Online]. Available: https://www.indiatoday.in/magazine/nation/story/20180813-the-widening-skill divide-1303343-2018-08-03

[3] J. B. Barney, "Is the resource-based "view" a useful perspective for strategic management research? Yes," *Academy of Management Review*, vol. 26, no. 1, pp. 41-56, 2001.

[4] J. M. Bartunek, S. L. Rynes, and R. D. Ireland, "What makes management research interesting, and why does it matter?," *Academy of Management Journal*, vol. 49, no. 1, pp. 9-15, 2006.

[5] M. H. Bazerman, "Conducting influential research: The need for prescriptive implications," *Academy of Management Review*, vol. 30, no. 1, pp. 25-31, 2005.

[6] M. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, New York: Free Press, 1985.

[7] M. Porter, "What is strategy?," *Harvard Business Review*, vol. 74, pp. 61-78, November/December 1996.

[8] R. L. Priem, and J. E. Butler, "Is the resource-based "view" a useful perspective for strategic management research?," *Academy of Management Review*, vol. 26, no. 1, pp. 22-40, 2001.

[9] D. G. Raff, "Superstores and the evolution of firm capabilities in American bookselling," *Strategic Management Journal*, vol. 21, no. 10/11, pp. 1043-1060, 2000.

[10] G. Ray, J. B. Barney, and W. A. Muhanna, "Capabilities, business processes, and competitive advantage: Choosing the dependent variable in empirical tests of the resource-based view," *Strategic Management Journal*, vol. 25, no. 1, pp. 23-37, 2004.

[11] R. S. Schuler, "Strategic human resource management: Linking people with the needs of the business," *Organizational Dynamics*, vol. 22, pp. 19-32, 1992.

[12] R. S. Schuler, and S. E. Jackson, "Linking competitive strategies with human resources practices," *Academy of Management Executive*, vol. 1, no. 3, pp. 207-220, 1987.

[13] N. Siggelkow, "Evolution toward fit," *Administrative Science Quarterly*, vol. 47, pp. 125-159, 2002.