

## A Shift towards E-training: Impact and Methods

**Dr. Rupa Rathee**, Assistant Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal (Sonapat), Haryana, India

**Renu**, Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal (Sonapat), Haryana, India

### ABSTRACT

*In the competitive environment training plays a very important role for the development of employees like basic skills, communication skills, aptitude skills, professional skills working in the organizations. The present study focuses on the differences between traditional training and e-training, impact of e-training on the employees and the various methods of e-training used in the organizations. An extensive literature review has been done and the data has been collected from different journals, research papers, online articles etc. The organizations are shifting from traditional training to e-training. The organization are using many methods like online coaching, you tube, smart classes, virtual reality, computer modeling etc. E-training has a positive impact on the employees as it improves employee satisfaction, enhances performance, improves technical skills, leads to overall development and better competence of the employees. By adopting e-training in the organizations, employees are happy because it is easy to use, saves the time and is flexible in the nature.*

### Keywords

*Training, e-training, impact, training methods*

### INTRODUCTION

Training is the basic idea for the development of employees in the organization. Also, it is concerned with developing a particular skill to a desired standard by training instructions and practices in the organization. Employee training is one of the best methods that is planned, ordered and directed at the employee's work on training time period. It is the art of increasing the knowledge and skill of an employee for doing a particular job. In the organization, the training specialists provide the

right direction to the employees for their performance improvement, so that they can do their work correctly, effectively and conscientiously. The use of traditional training system was time consuming and maintaining the employee's data was hectic. Therefore, there is a requirement of online training system that developed modern training schedules of the employees. It can be possible through e-training system. The training system used at different levels by employees, managers, HRs, training faculties and it has been divided into different modules. In the changing scenario, technical skills play a vital role in the development of the organization as well as the employees. In the organization, there is always a need of the training, because it is a learning process where employees improve their communication skills, aptitude skills, basic skills etc. In today's time this work has been done with the help of the online training or e-training. By adopting e-training in the organization employees are motivated, satisfied and feel happy because it is easy to use, saves the time, improves employees work performance and is flexible in nature.

Different authors have given the different definition regarding training.

**Jack Halloran:** Training is the process of transmitting and receiving information related to problem solving.

**Decenzo & Robbins:** programs that are more present day oriented, focuses on individual's current jobs, enhancing specific skills and abilities to immediately perform their job called training.

**Ricky W. Griffin:** Training usually refers to the teaching operational or technical employees how to do the job for which they were hired.

## LITERATURE REVIEW

Maxwell (2015)	The paper aimed at understanding the concept of online training, issues involved in online training and its strategic use in delivering training with effectiveness, driving competitive advantage to companies and the benefits of e-training in the organization. Continued development of various technological advances has influenced a philosophical change in learning and training.
Sriprasertpap (2015)	Information Communication Technology (ICT) was significant for the e-training. The paper aimed to design and develop online training model for blended learning in traditional classroom and in the job training. Data was examined by using percentage, mean, and standard deviations. Online training model was beneficial for appropriate instructional design and online training curriculum development in 21 <sup>st</sup> century.
Suhasini & Suganthalakshmi (2015)	This article explored the evolution of training now-a-days. It discussed the current technological trends in training like you tube, social media, smartphone as corporate training technologies are rapidly changing. The study found that trend was away from classroom training to web based training on internet and corporate intranet and computers was becoming training faster, smarter, smaller and invisible for the development of the employees.
Nagendre & Deshpande (2014)	The study explored the extent of usage of a human resource information system (HRIS) in mid to large sized organizations and the advantages they drive from the implementation of the same in human resource management and information technology. Questionnaire was used as means of data collection from 50 senior and junior HR executive/ managers in three organizations in Pune. It was found that uses of HRIS were its contribution to the effectiveness and efficiency of HR planning through HRIS skills inventory, HRIS training needs analysis.
Bhatia & Kaur (2014)	The study explored the current & expected future training trends worldwide and also discussed the value of training practices worldwide. It was found that current and future trends showed that organizations that want to retain skilled employees need to provide for ongoing development and educational opportunities.
Kulkarni (2013)	This study focuses on the analysis the literature findings on the importance of training and development and its relation with the employee's quality of work life. This development programs were improved employee performance at workplace and updates the employee's knowledge and skills.
Sharma & Sharma (2013)	The study focused on the better understanding of training philosophy through various researchers related with employee's training and development. It also highlighted the concept of HRD & corporate training, its approaches and training significance.
Muhammad Nda & YazdaniFard (2013)	The study presented a literature review on the significance of training and development on employee productivity. It was found that training and development upgrade not only improves the productivity of employees but also helpful to the organization by the development of the employees.
Ozturan & Kutlu (2010)	This study examined the level of employee satisfaction in companies where e-learning was used as a corporate training tool. Regression analysis techniques were used to determine the effects of gender, age, work experience, job level and education level. It was found that employees on the reaction-based and learning-based satisfaction of the e-learner.

## OBJECTIVES OF THE STUDY

The present study focuses on the differences between traditional training and e-training. The study also, focuses on the impaction the employees and the various methods of e-training adopted by the organizations.

## METHODOLOGY

In order to gather data for the review, a rigorous keyword search of the literature like "e-training", "online training" "e-training and development" was conducted. Many

research papers and articles were used for review. To ensure the validity of the review journals in the management disciplines were searched for any research paper and article that addressed e- training and development concept. From the selected papers those directly addressing the use of various training methods used by the organization for the development of the employees.

## TRADITIONAL TRAINING AND E-TRAINING

Training is the art of growing information and services of an employee for doing a particular job. In the technological environment, there is always a requirement of the trained and skilled employees for the development

in the organization. E-training is different from traditional training on various dimensions which have been discussed in the following table:

**Differences between Traditional training and e- training**

<b>Mechanisms</b>	<b>Traditional Training</b>	<b>e-training</b>
Sources of data and information	Counselor, text books & Printed research papers,	Web based technology or internet
Mode of communication or Interaction	Synchronous	Asynchronous
Networking area	Limited area	Unlimited area (Local area network LAN), (Wide area network WAN), (Metropolitan area network MAN)
Geographical area	Local, National	Local, National and International
Presentation style	Simple	Multifaceted
Duration of time period	More	Less
User friendly	Less user friendly	More user friendly
Freedom	Freedom is restricted, due to training is bounded only counselor, text books etc.	Freedom is unrestricted, due to different training techniques are available online. For e.g. virtual reality, learning portals, web based training etc.
Clarity	Concept clarity is limited in traditional training	Concept clarity is unlimited in online training, like graphics, videos, animations, news groups, blogs etc.

**METHODS OF E-TRAINING**

- **Online Coaching:** The term coaching means to learn. In the organization, online coaching means one-to-one interaction. It helps to improve the employee’s weak areas and try to focus on them. In this way organization provides online coaching facilities for their employee’s time to time for the development of the skills. For e.g. Infosys, HCL and Wipro provides the facility of the online training for their employees.
- **Mentoring:** In the organizations, technical specialists are available for helping the employees for their development skills: like technical skills, communication skills, aptitude skills etc. They also motivate the employees to effectively contribute in the organization. In many organizations, online mentoring is done.
- **Understudy:** In this method of job training in the organization, an employer guides their assistant for dealing the day-to-day problems under their supervision. The purpose of this study is focus on the overall supervision of their responsibilities and duties for the assistant. It is being conducted online to do it faster and smarter way.
- **Job Instruction Technology:** Job instruction technology is important for every employee

working in the organization. Because it is a detailed planning chart for the employees that is provided at the time of the training in the organization for the development of employee’s performance time to time. Step-by-step instructions are followed and focus on the aspect what employee is learnt in the job instruction technology.

- **You tube:** You tube serves various functions in training and its role as a training tool is hardly going unnoticed. A simple lecture can be transformed into a captivating training demonstration with the use of you tube videos. You tube training scope includes numerous professions and is constantly growing. There are many benefits of incorporating training videos into an online platform.
- **Workshop, Seminars and conferences:** workshop, seminars and conferences are the traditional and direct methods of the training. Number of workshops are organized at the different level in the organization for the different purpose. Seminars and conferences are organized at different level in the organization for the development of the employee’s effective work performance. Webinars are a form of web conferencing via slideshows, videos etc.
- **Classroom lectures:** Experts lectures help in motivating the employees for their effective work

performance in the organization. Due to the technological changes in the environment, online lectures are being delivered by the experts and the smart classes are being set up for employees. These smart classes help the employee for their knowledgeable skills.

- **Computer Modeling:** computer modeling helps in the constructing, manipulating the mathematical and graphical representation of the economic, social and engineering types of situations. It shows the overall progress of the organization with the help of the computer modeling.
- **Audio-visual Methods:** audio and visual presentation plays an important role for the employees in the organization. Audio and visual methods motivates the employees for improving the work performance with the help of the online videos and smartphones. Online visualization can interact with on screen datebook and other facility like slide show and online presentation is conducted. Audio and visual method is very popular among the organization.
- **Simulations and Virtual Reality:** Nowadays training environments have two forms. These are traditional and virtual training environments. In both environments, one of the important problems is routine analysis and assessment. In traditional training systems, routine analysis is done easily through observation techniques, whereas in virtual ones analyzing employee's attitudes and routine is a significant problem. Online training applications like web train: virtual live classes, first class: messaging and communications solutions, wiki, blogs, etc. are the examples of the simulations and virtual reality, used in providing meaningful information and surfing in web based virtual reality for the employees.

## IMPACT OF E-TRAINING ON EMPLOYEE IN THE ORGANIZATION

Organization are using e-training programs for the growth of their employees. E-training for the employee is necessary to raise the productivity and their development. Employee's skills should be enhanced with the help of computerization to meet the technological changes. E-training has a positive impact on the employees as it improves employee satisfaction, enhances performance,

improves technical skills, leads to overall development and better competence of the employees.

- **Employee satisfaction:** E-training program increases the employee satisfaction level. Employee take less time to perform their task and duties by adopting the e-training. Training can affect employees' job satisfaction, organizational commitment, turnover rates and organizational justice which all showed a positive relation with organizational performance (Owens 2006). Employee satisfaction in organizations was measured with the help of e-learning which is a corporate training tool. The study determined the effects of gender, age, work experience, job level and education level on employee satisfaction. It was found that personal course duration has the greatest impact on satisfaction. It also indicated that regression co-efficient for education level, personal course duration and number of logins are statistically significant to measure the employee satisfaction with the help of e-learning training tool (Ozturan&Kutlu 2010).The job satisfaction matters a lot for the performance of the organization, the employees will perform better if they are satisfied with their job(Amin 2013).
- **Employee performance:** Employee performance includes all aspects which directly or indirectly affect and relate to the work performance of the employees. Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to perform job related work and hence achieve more employee commitment towards the organizational goals (Huselid 1995) and (Ichniowski et al.1997). Training provides better knowledge and skills to perform more effective work in the organization for the development of the employee (in training) for the firm (Kamoche& Mueller 1998).The training increases the skill and competence that improves morale and productivity (Sheeba 2011).
- **Improving the technical skills of the employees:** training is organized for the development of the employees in the organization. The employees learn technical skills and quality of work for their development. Because requirement of training is needed every time in the organization for the new and existing employees. E-training is a continuous process of the improvement in quality work that focuses on the knowledge, skill, ability and attitude

to perform the job for the development of the employee with technical skills (Taylor 1961). Training is the art of intervention to improve organization's service quality in stiff the competition by improvement in technical skills of employees (Manju & Suresh 2011).

- **Improving overall development and competence of the employee:** employee development refers to the activities that developed the employee's basic skills, communication skills, knowledge skills and aptitude skills etc. In current business scenario employee development is gaining an increasingly critical and strategic imperative in organizations (Abdul Hameed 2011). Change Development programs worth devoting so much time in the organizations consider the progress of workforce and therefore invest in the training. The training improves the learning skill and ability that increase self-confidence and efficiency to do work in the organization (Sheeba 2011). Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein & ford 2002) and (Khawaja & Nadeem 2013). Continuous employee development in the organization need to invest in order to maintain employees and organization development (Khawaja & Nadeem 2013).

## CONCLUSION

Training is the basically used for the development of employees in the organization. The organizations are shifting from traditional training to e-training. In the competitive environment, ICT (information and communication technology) plays a vital role for the success of the employees as well as the organization. The organization are using many methods like online coaching, you tube, smart classes, virtual reality, computer modeling, webinar etc. It is difficult to conclude online training is equally, more or less effective than traditional training, but it is certainly a smarter and faster way. E-training has a positive impact on the employees as it improves employee satisfaction, enhances performance, improves technical skills, leads to overall development and better competence of the employees. Online training helps to reduce the human burden because it is easy to use, there is freedom to access it anywhere & anytime, it is cost effective and user friendly also.

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