RESEARCH REVIEW JOURNALS
Volume-04
Issue-02
February-2019

ISSN: 2455-3085 (Online)
RESEARCH REVIEW International Journal of Multidisciplinary
www.rrjournals.com[UGC Listed Journal]

An Empirical Investigation in Analysing the Key Determinants of Human Resource Development in Enhancing the Skill Development Among Employees in Indian ITES Industry

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ARTICLE DETAILS

Article History
Published Online: 20 February 2019

Keywords
Skill development, Human resource development, Regression analysis

ABSTRACT

In a dynamic environment, one of the critical challenges facing governments, companies and individuals is to ensure full employment for individuals and support overall economic growth for a progressive future. Therefore, this aspect must be addressed effectively so that society can develop and build a better nation. Companies are seen as a group of people who are willing to invest their knowledge to achieve collective and individual goals. Companies focus on developing individuals' general skills and abilities to achieve goals sustainably. Globalization has led consumers to improve their needs and requirements, so an organization must focus on its own responses to support a competitive market.

Human capital has been seen as the most valuable and critical asset in an organization, therefore management must take steps to develop comprehensive skills and competencies to meet the challenges of globalization and effectively respond to customer needs. Skills development enables employees and the company to achieve higher productivity, unlock new opportunities and improve the organization's productivity and efficiency. your workplace. Therefore, the development of employee skills is one of the key aspects to get the most out of everyone, and advances in technology, a competitive work structure and innovative methods make skills development an integral part of an organization's development of human resources.

1. Introduction

In the dynamic environment one of the critical challenges facing governments, corporates and individuals is to provide full employment to the individuals and sustain the overall economic growth for a progressive future. Hence, this aspect needs to be addressed in an effective manner so that the society can be improved and can enable in building better nation. Business enterprises is considered as the group of individuals who are willing to invest their skills in achieving the group and individual goals. Business enterprises are focused in enhancing the overall skills and capabilities of the individuals so as to achieve the goals in a sustainable manner. The globalisation has made the consumers to enhance their needs and requirements, hence organisation need to focus in addressing them for sustaining the competitive market place (Ismael, 2021).

It has been regarded that human capital is the precious and most critical asset for the organisation, hence the management need to take steps in building the overall skills and capabilities to enable the business in coping with the challenges of globalisation and address customer requirements efficiently. The skill development facilitates the employees and business to achieve higher productivity, support in unleashing new opportunities, enable in enhancing productivity and efficiency in the organisation, (Ganeshkumar, 2019). The top management is highly focused in offering better working conditions in order to support their employees to perform better at their work place. Hence, upskilling the employees is one of the critical aspects in realising the best out of each individual, the development in technologies, competitive work structure and innovative practices makes skill development an integral part of the human resource development in the organisation.

In order to manifest better productivity, the management need to focus in enhancing the skill set of the employees, this will support in performing the task in a better manner, achieve efficiency and realise organisational goals and objectives. This study is focused in analysing the key determinants of human resource development in supporting skill development in the organisation, Modern business enterprises always strive to perform better hence productivity and efficiency are the key tools, furthermore they also focus in analysing the needs and requirements of the customers and channelise the efforts of the employees in meeting the specific requirements.

The skill development can be attributed due to various reasons like implementation of new technology, career growth, competitive environment, implementing best practices, achieving greater productivity and efficiency etc. These aspects force the management and Human resource professional to plan for skill development in the organisation, furthermore, the changes in the needs and preferences of customers, macroeconomic and microeconomic factors result in enhancing the skill development of the employees. The management need to draft human resources policies which will enable in addressing the skill development and related requirements in the organisational. (Nazarian, 2021). Besides it is noted that the skill development needs to enhance the overall quality of the employee, provide better training and opportunities for them so as to show their potential in the organisational context.

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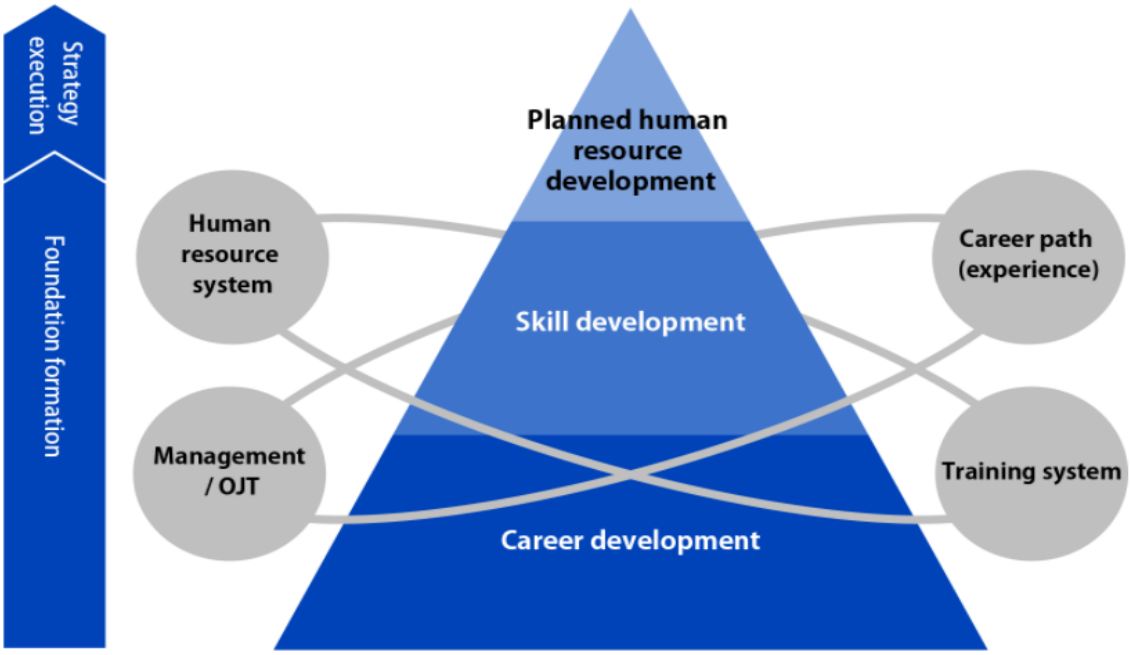
Many studies have stated that enhancing the skill of the employee's support in increasing their overall capabilities, talents, moreover, it is considered as an investment from organisational perspective as it supports in increasing productivity and economic development. Furthermore, it is stated that the skill development and providing better training will enhance the productivity, enable the employees to realise the group and individual goals, support in promotion and assist in overall social and economic development of the society in the long run.

The major aspect of the human resource development involves in managing the human capita through continuous training and skill development, provide better working environment, financial and non-financial incentives so as to enhance the performance of the employees. The strategic efforts taken by the human resources department is to focus in offering enhanced skill development by optimising the leadership and interlinking the employees to harness their potential.



(Source: Muyters, &Hondeghem, 2021)

2. Problem statement

The human resource management is poised in serving the overall human capital needs and requirements of the organisation based on the changing circumstances, mission and vision of the organisation, also the department is focused in reducing the skill gap, provide more training, working environment and other facilities to the employees so that they can perform better in their work place. (Muyters, 2021). In the current globalisation, companies require HR department to upskill the candidates so that they can meet the organisational requirements effectively. The human resource acts as strategic link between the employees and management so as to realise the needs and demands of the customers. In the digital economy, organisations are creating the competency mapping in order to understand the current skill level of the employees across various domains and provide them the necessary training, upskilling so that they can equip their skill and perform their process and activities for realising organisational goals and also move higher in the career ladder.

Therefore, it is necessary for the management and human resource executives in understanding the overall productivity and realise the goals of the organisation. The study involves in understanding the critical determinants of understanding Human resource development in enhancing the skill development among employees in Indian ITES industry.

3. Review of Literature

The role of HRD has become essential in identifying and identifying gaps and shortcomings in employees' leadership skills, as they are key players and require more strategic focus and maintenance through demand forecasts. It is difficult, but HRD does so through its long-term strategic planning initiatives, which is in line with the organization's mission and changes in the organization's external environment. Depending on skills, whether it is innate qualities or acquired knowledge. (Khan, 2019). If it's a mastered skill, it's because you learned it. Since the skills acquired are acquired through education and training within the organization, the organization's training plan must be adapted to the company's strategy. According to the authors, there is a direct connection between the quality of human resources, the development of employees and business success, so this can be achieved with three human resources: "Firstly through performance evaluation. Secondly, by developing the employees' learning potential. and thirdly, to balance task training with training for the development of the individual as a whole. "

Hussain (2020) suggests that the methodology to be used in this learning process depends on goals at the hierarchical level. But "the relevance of a particular strategy depends on the participants' age, intelligence, motivational background, performance history, and autonomy." The authors highlighted and emphasized the methods of "training at work" and mentorship as popular and appropriate methods of leadership development. (Ali 2021). In addition, classes, games, simulations, projects, case studies, experiments, guided

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readings, role-plays, seminars and programmed instructions, etc. are probably more effective than formal learning methods. Silent knowledge is always difficult to share and learn without practical work, but it can be mastered in some way through group exchanges of conversations, exercises and cases. The authors believe that competence is not built up at once. (Falola, 2014). Of course, it takes time to develop and deliver the results, so employees should be considered permanent, not contingent.

It should be noted that traits such as emotions, attitudes and cognitive origins are inherent and therefore unlearnable. But "skills are not related to competence, but to an employee's willingness and ability to use competence in a given situation." HRD organizes all these educational activities. (Bakalikwira, 2017). But HRD educators and practitioners need to remember that the role of HRD has become more dynamic and strategic in this changing environment, so HRD needs to be more innovative and advisory, that is, address organizational issues: change, education and learning. They can make a good contribution to achieving organizational goals if they act as leaders as well as facilitators of change, and they must be proactive rather than reactionary.

4. Research methodology

This study is more focused in analysing the key determinants of human resource development in enhancing the skill development among employees in Indian ITES industry. The researcher uses descriptive research design as it enables in understanding the aspect of HR in enhancing the skill development among the employees. The researcher uses both primary and secondary data source for performing the analyses, the secondary data source includes online library like EBSCO, Google scholar, published journals etc. whereas the primary data is collated through the questionnaire. The researcher has issued questionnaire to 150 respondents who are chosen through convenience sampling, however only 137 filled in questionnaires were received and are used for analysis.

5. Hypothesis statement

There is no statistical difference between productivity& efficiency and skill development of employees in the organisation

There is no statistical association among the bridging the talent gap and skill development of employees in the organisation

There is no statistical difference between the achieving organisational goals and enhancing skill development of employees in the organisation

6. Analysis

This section provides detailed analysis on the data which are collected from the respondents, the researcher uses SPSS data package for performing the analysis.

Table 1: Demographic analysis

Demographic	Particulars	Frequency	Percent
Gender Category	Male	92	67.20
	Female	45	32.80
Age Category	Less than 30 years	37	27.00
	31 - 40 years	52	38.00
	41 - 50 years	17	12.40
	Above 50 years	31	22.60
Typeoffamily	Joint family	59	43.10
	Nuclear family	78	56.90
Currently living in	Metro City	82	59.90
	Non-metro City	55	40.10
Management Cadre	Lower-level management	40	29.20
	Middle level management	82	59.90
	Process Head	15	10.90
Total experience	Less than 3 years	35	25.50
	4 - 8 years	35	25.50
	8 - 12 years	26	19.00
	12 - 16 years	9	6.60
	Above 16 years	32	23.40

Based on the above table it is noted that 67.20% were male and remaining were female, 38.00% were in the age group between 31 - 40 years, 27.00% were of less than 30 years age, 22.60% were more than 50 years and remaining were in the age group between 41 - 50 years. Furthermore, 56.90% were in the nuclear family and remaining were in joint family, 59.90% are currently living in metro city and remaining were in Non-metro City.

59.90% were in the middle level management, 29.20% were in the lower-level management and remaining were working as Process Head.

Correlation analysis

The next part in data analysis is to perform coefficient of correlation between independent variables: Productivity and

Efficiency; Bridging talent gap and achieving organisational goals and dependent variable: Enhancing skill development.

Table 2: Correlation analysis

	Productivity and Efficiency	Bridging talent gap	Achieving organisational goals	Enhancing skill development
Productivity and Efficiency	1	.897**	.844**	.836**
Bridging talent gap	.897**	1	.855**	.849**
Achieving organisational goals	.844**	.855**	1	.766**
Enhancing skill development	.836**	.849**	.766**	1

From table 2, the coefficient of correlation is high between Bridging talent gap and Enhancing skill development with +0.849, whereas the correlation between Productivity and Efficiency and Enhancing skill development is +0.836 also Achieving organisational goals and Enhancing skill development have correlation of +0.766. Hence all the coefficient of correlation is more positive in nature.

Regression analysis

The regression analysis provides the extent of relationship between independent variables and dependent variable

Table 3: Regression analysis

Variables	B	t	P Coeff.
(Constant)	0.187	0.95	0.344
Productivity and Efficiency	0.374	3.471	0.001
Bridging talent gap	0.471	4.504	0.00
Achieving organisational goals	0.045	0.503	0.616
F Value	132.389		
R Squared	0.749		

The table 3 states that R squared is 0.749 or 74.9% hence the model is considered to be the best fit, also the F value is 132.389 and p coefficient is 0.00 which is less than 5% level of significance. The regression equation can be stated as

Enhancing skill development = 0.187 + 0.374 x Productivity and Efficiency + 0.471 x Bridging talent gap+ 0.045 x Achieving organisational goals

Testing of hypothesis

In order to test the hypothesis, the researcher has used the non-parametric test which is chi square analysis

Hypothesis 1: There is no statistical difference between productivity& efficiency and skill development of employees in the organisation.

Table 4: Cross tabulation between Enhancing skill development of Productivity and Efficiency Crosstabulation

	Productivity and Efficiency				
Enhancing skill development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strongly Disagree	2	5	0	0	0
Disagree	1	10	2	0	0
Neutral	0	0	14	2	4
Agree	0	0	1	9	30
Strongly Agree	0	0	0	12	45
Chi-Square Tests	Value	df	P Coeff		
Pearson Value	207.458a	16	0.00		
Likelihood value	160.835	16	0.00		

From table 4, it is noted that the p coefficient is 0.00 hence alternate hypothesis is accepted hence concluded that there is a statistical difference between productivity& efficiency and skill development of employees in the organisation.

Hypothesis 2: There is no statistical association among the bridging the talent gap and skill development of employees in the organisation.

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Table 5: Cross tabulation between Bridging talent gap and Efficiency Crosstabulation

	Bridging talent gap				
Enhancing skill development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strongly Disagree	1	6	0	0	0
Disagree	6	5	2	0	0
Neutral	0	0	11	3	6
Agree	0	0	1	9	30
Strongly Agree	0	0	0	2	55
Chi-Square Tests	Value	df	P Coeff		
Pearson Value	211.843a	16	0.00		
Likelihood value	159.453	16	0.00		

From table 5, it is noted that the p coefficient is 0.00 hence alternate hypothesis is accepted hence concluded that there is a statistical association among the bridging the talent gap and skill development of employees in the organisation.

Hypothesis 3: There is no statistical difference between the achieving organisational goals and enhancing skill development of employees in the organisation.

Table 6: Cross tabulation between Enhancing skill development of Productivity and Efficiency Crosstabulation

	Achieving organisational goals				
Enhancing skill development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strongly Disagree	3	4	0	0	0
Disagree	5	6	1	1	0
Neutral	0	0	13	1	6
Agree	0	0	1	20	19
Strongly Agree	0	0	2	22	33
Chi-Square Tests	Value	df	P Coeff		
Pearson Value	185.355a	16	0.00		
Likelihood value	143.357	16	0.00		

From table 6, it is noted that the p coefficient is 0.00 hence alternate hypothesis is accepted hence concluded that there is a statistical difference between the achieving organisational goals and enhancing skill development of employees in the organisation.

From the overall analysis it can be stated that the skill development is essential in organisational context and human resource managers, operational heads and others are channelising the resources to enable them in upskilling on new areas so that they can able to perform better and support in realising the organisational objectives in an effective manner.

7. Conclusion

In order to show better productivity, management must focus on developing the skills of its employees, which will help them do the job better, achieve efficiency and achieve the organization's goals and objectives. This study focuses on the analysis of key factors in the development of human resources to support organizational skills development. Modern companies are always striving to be more efficient. Therefore, productivity and efficiency are important tools. customers 'and employees' efforts to meet specific requirements. Key aspects of human resource development are human capital management through continuous training and skills development, which provides a better working environment and financial and non-financial incentives to improve employee performance. The HR department's strategic efforts are focused on providing the development of improved skills by optimizing management and realizing the full potential of employees. The staff acts as a strategic link between employees and management to meet customers' needs and requirements. In the digital economy, organizations conduct skills surveys to understand the current skills levels of employees in different sectors and provide them with the training and development they need to equip their skills and carry out their processes and activities to achieve organizational goals. and climb higher in your career.

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