

# Agile Workforce: Embracing Digital Evolution

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**Abstract:** This investigation explores the evolving landscape of labour in the digital era and the imperative for businesses to adapt their models to remain competitive. The primary objective is to assess the efficacy of E-training in cultivating employee agility and resilience amidst technological shifts. Employing a survey methodology, a sample of 802 managers from both public and private sector enterprises in India was examined. The findings underscore the critical role of providing workers with access to transformative technologies, particularly digitalization, to enhance their nimbleness and productivity. In an era characterized by rapid digital advancements, organisations must invest in E-training initiatives to equip their workforce with the skills necessary to navigate the evolving technological landscape. This study contributes valuable insights into the importance of leveraging digital tools and training strategies to foster employee adaptability, ultimately enhancing organisational competitiveness in the digital age.

## 1 INTRODUCTION

Despite significant advancements in understanding how individuals adopt new technology, there has been limited integration of this knowledge into contemporary thinking, particularly concerning employee-related aspects that can influence digital transformation. Existing models predominantly focus on technology processes and strategies, often neglecting other crucial factors that impact the successful adoption and utilization of new technologies within organizations. This oversight can lead to gaps in fully understanding the holistic effects of technology adoption, particularly how it impacts employees' day-to-day experiences and overall job satisfaction. Until recently, there has been a scarcity of frameworks addressing the impact of technology on employee and work-related outcomes (Trenerry et al., 2021). This gap highlights the need for more comprehensive approaches that consider both technological and human elements in digital transformation initiatives. Recent developments have seen the emergence of worker-centric frameworks designed to assess and enhance Industry 4.0 environments. These frameworks draw inspiration from earlier models of work-related wellness,

integrating research on technology adoption with indicators of work-related well-being, such as job satisfaction and work engagement (Kaasinen et al., 2018).

By acknowledging that workers' initial perceptions of new technologies are shaped by factors at individual, organizational, and environmental levels, these frameworks provide a more nuanced understanding of the adoption process. This holistic approach ensures that both individual and organizational well-being are considered, facilitating a smoother transition to digitally transformed workplaces. The integration of these elements helps create a more supportive environment where employees feel valued and engaged, ultimately contributing to the success of digital transformation efforts. As businesses navigate digital transformations, prioritizing employee happiness becomes increasingly imperative. Workplace resilience and adaptability, although not extensively studied in connection to digital transformation, are likely to significantly impact the outcomes of this process for both individuals and organizations (Mangalaraj et al., 2023). Resilient and adaptable employees are better equipped to handle the challenges and uncertainties associated with technological changes, leading to

more positive outcomes in terms of job satisfaction, engagement, and overall productivity.

Therefore, it is crucial for organizations to develop strategies that foster these qualities among their workforce. By doing so, they can not only enhance the effectiveness of their digital transformation initiatives but also promote a healthier, more supportive work environment that benefits both employees and the organization as a whole.

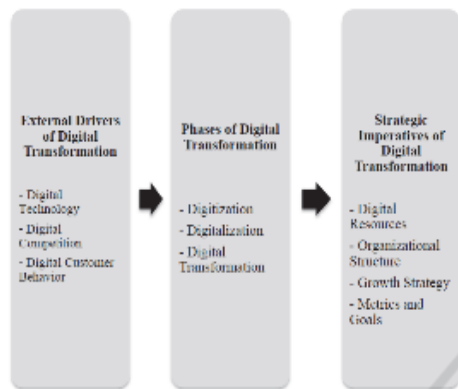


Figure 1: Flow of digital transformation (Verhoef et al., 2021).

As technological advancements continue to accelerate, the demand for qualified workers faces a corresponding challenge. Companies and

governments alike are grappling with the imperative to reskill and upskill their workforces. Key attributes such as critical thinking, analytical prowess, problem-solving skills, self-management, flexibility, and resilience are increasingly coveted by employers (Ghosh et al., 2021). Projections for the future labour market suggest a widening gap in essential skills, posing a significant concern for businesses worldwide (World Economic Forum, 2020).

This study centres on the efficacy of online training courses designed to enhance workers' adaptability and resilience in the face of rapidly evolving technology. It seeks to evaluate the effectiveness of online training methodologies in equipping employees with the necessary skills and knowledge to navigate swiftly changing technological landscapes. By delving into pertinent literature, this research aims to inform the development of tailored e-training programmes that foster employees' adaptability and resilience in the digital age, addressing a critical need in contemporary workforce development strategies.

## 2 LITERATURE REVIEW

Table 1: E-HRM Practices: Enhancing Efficiency and Performance.

Author	Findings
Kumar & Kumar (2021)	E-training at a hydroelectric plant in Himachal Pradesh improved employee behaviours and resilience, proving adaptable and cost-effective for modern companies.
Al-Shorman et al. (2021)	Factors like PEU, CIS, PUS, and TEC significantly influence people's decisions to use e-training, as evidenced by a survey of private university employees.
Milon et al. (2022)	Bangladesh's private sector could benefit from adopting e-HRM practices like e-communication, e-training, and e-recruitment, identified through a survey among HR professionals.
Oyuru (2023)	E-recruitment positively impacts employee performance in Nigerian banks, enhancing service delivery and HR management efficiency, according to a study on e-HRM practices.

## 3 RESEARCH METHODOLOGY

A multi-stage random sampling approach was employed to select a representative sample of managers from both public and private sector enterprises in India, spanning lower, medium, and top management tiers. A total of 1000 questionnaires were distributed, evenly split between online and offline modes, resulting in 802 returned questionnaires and an impressive response rate of

80.2%. The OCTAPACE profile tool was utilized to construct a learning agility instrument, influenced by the prevailing organizational culture. E-training technology was leveraged to assess outcomes post-measurement of individual and organizational performance. The refinement of all measurement tools was undertaken with the input of experienced practitioners from diverse backgrounds across both public and private sector domains.

In summary, the study meticulously selected its sample, leveraging a robust sampling methodology, and utilized a blend of online and offline distribution channels to achieve a commendable response rate. By incorporating established instruments and refining them in collaboration with seasoned practitioners, the study aimed to comprehensively gauge learning agility and its relationship with organizational culture and performance outcomes.

#### 4 RESULTS AND ANALYSIS

Data samples were collected from workers of both genders, with 78.02% being male and 22.08% female, spanning across different age groups and levels of experience.

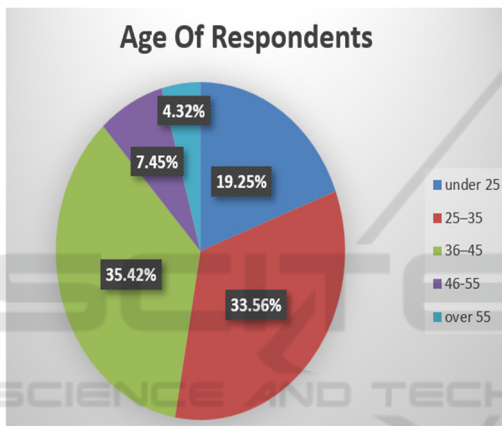


Figure 2: Age of Respondents.

The survey encompassed a diverse range of respondents, reflecting varying levels of experience within the workforce. Among the participants, those with less than two years of experience constituted 17.30%, while those with two to five years made up 19.99%. The distribution continued with cohorts spanning from six to thirty-plus years, indicating a balanced representation across career stages. A total of 96 items were evaluated, categorised into four key domains: training agility, organisational culture, e-training technology, and outcome. Each item was assessed using a Likert-type scale, ranging from 1 to 5, capturing nuanced perceptions across the spectrum of workplace dynamics.

Drawing upon the OCTAPACE framework by Ghosh et al. (2021), the survey delved into dimensions such as staff empathy, support for innovation, and technological readiness. With 24 items clustered within eight dimensions, the tool provided a comprehensive lens to gauge

organisational culture. Sample items, such as 'Policies Facilitate Employee Learning Development' and 'Encouragement for Innovation', exemplify the nuanced aspects explored. The scale's range, from 'very unhappy' to 'extremely satisfied', facilitated a nuanced understanding of respondents' attitudes towards workplace dynamics, offering insights crucial for organisational development and improvement initiatives.

Table 2: Cronbach's Alphas.

Constructs	Cronbach's Alpha
Training Agility	0.975
Organisational Culture	0.993
E- Training technology	0.985
Outcome after analysis	0.941

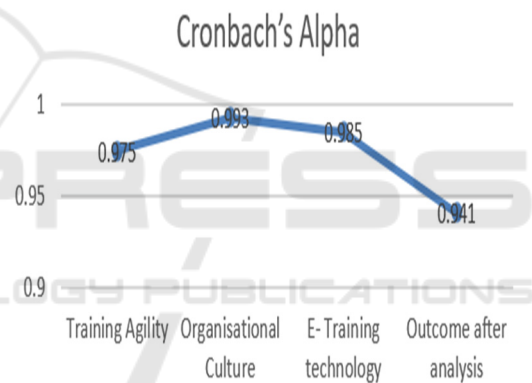


Figure 3: Cronbach's Alpha.

The table below illustrates the correlation among the variables.

Table 3: Correlations among Variables.

Variables	1	2	3
Training Agility	1		
Organisational Culture	0.634**	1	
E - Training Technology	0.567**	0.729**	0.578**
Outcome	0.565**	0.656**	1

\*p < 0.05, \*\*p < 0.01.

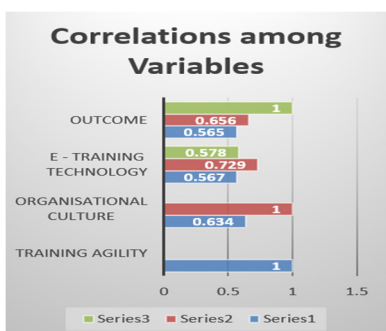


Figure 4: Correlation among variables.

In the dynamic landscape of business, adaptability is paramount for managers to navigate swiftly changing environments. A recent investigation delved into the correlation between learning agility and outcomes, highlighting its critical role in successful performance. The study also explored the interplay between culture and online learning as a mediator between learning agility and results. The conclusions underscored the significance of learning agility in accurately predicting outcomes. Managers with a propensity for agile learning can effectively steer their companies towards success by optimizing resources, innovating new processes, and delivering high-quality products and services.

Furthermore, the study revealed that managers with robust learning capacities are more adept at meeting official performance standards and fulfilling assigned duties and responsibilities. This aligns with previous research findings and emphasizes the pivotal role of learning agility in managerial effectiveness. Moreover, the investigation identified culture as a moderator in the relationship between learning agility and performance, highlighting the importance of fostering an OCTAPACE culture within organisations.

In essence, the study recommends nurturing a culture grounded in openness, trust, pro-action, autonomy, authenticity, collaboration, confrontation, and experimentation. Such a culture not only enhances performance but also facilitates the manifestation of learning agility in achieving organisational goals. Additionally, the utilization of e-training technology emerged as a key mediator between learning agility and outcomes. The findings suggest that e-training enhances learning agility and effectiveness by providing access to diverse online resources tailored to individual educational needs.

Moreover, individuals proficient in learning exhibit superior performance when adequately supported through e-training technologies. This underscores the potential of e-training to enhance

employee expertise and provide up-to-date knowledge for efficient job performance. The study's implications may prompt businesses to integrate e-training technologies, thereby fostering continuous employee education and facilitating goal attainment. Ultimately, the significance of e-learning in the workplace is underscored, as it not only promotes ongoing learning but also contributes to enhanced job performance and organisational success.

## 5 CONCLUSION

The investigation's findings highlight the positive impact of online learning technologies on the performance of agile learners. Consequently, businesses are shifting their focus towards crafting strategies that leverage e-training technology. Employers have a responsibility to ensure easy access to e-learning platforms and the requisite tools for their staff. Meeting basic training needs and tailoring instruction to individual employees' requirements are also imperative. Managers play a crucial role in encouraging learners to acquire new skills to adeptly engage with advancing technology. By facilitating opportunities for staff to learn and experiment with newly acquired ideas, managers effectively harness the potential of e-training technology. Those who stand to benefit the most from this approach are workers who exhibit flexibility in their learning methods.

In essence, the investigation underscores the pivotal role of e-training technology in enhancing performance outcomes. This prompts businesses to adopt a proactive stance towards integrating such tools into their developmental strategies. Ensuring accessibility to e-learning resources becomes a fundamental aspect of employers' obligations, alongside meeting diverse training needs and fostering a culture of continuous learning. Through proactive guidance and support, managers can empower employees to embrace evolving technologies effectively. By embracing e-training solutions, organisations pave the way for flexible learners and workers to thrive in an increasingly dynamic digital landscape.

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