

Exigency of Re-skilling for Organization and Employees Growth

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Abstract

Human re-skilling is an important driver to helping the organization and employee towards inclusive growth as well as sustainability. Today the world cannot slow the rate of technological advancement. In today's world the biggest driven is digitization, Automation and Artificial Intelligence reshape whole organizations growth. so in the view of this the organization should adopt the reskilling or upskilling of their existing employee to ensure the workforce with the skills required for the future. A different skill brings the opportunities for organizations as well as employees to do the better performance and stay throughout the long journey. To stay in the market competition the organization or employees needs to invest more in training and development. In this article we are going to highlight how the organizational and individuals employees growth depending upon the Human Re-skilling by focusing on different research paper and HR consultants views.

Keywords: Use about five key words or phrases in alphabetical order, Separated by Semicolon.

1. The context

The world is moving towards fourth industrial revolution with new technologies insisting to new age skills such as social, media, cloud etc. Day by day the nature of work changing and also new technologies are evolving. This type of changes in technology entirely impact on employees as well as the organizations. To overcome this or to stay update in the market they are required to work with skill gap. Organization must act on this gap by giving goal oriented reskilling to their employee. Not only organization required technological advancement but also need human cognitive skill such as Innovation, Cross Functional, Technical, Self direction, Problem Solving, Decision Making and Collaboration. By this blend of human and technology the organization move in a good direction. To start reskilling the organization should analyze the skill gap in the lieu of current technological advancement. The organization should find out the training need identification among the employee by skill matrix. By finding this, the organization can create a workforce for acquired managed on an ongoing basis as per the organization goal. Great reskilling programme meets both organization needs and changes in environment. For the improvement in productivity the organization should adopt the attributes like New Machine, New Technology, Automation, New improved equipment, Good business environment along with enhancing the skill of the workforce. Maintaining of skill needs throughout the life time so, individual can accumulate knowledge, skills and competencies through formal, informal and non-formal approach, like machines non maintenance of knowledge and skills deteriorate with time. Adaptation to shifting labour market needs requires uninterrupted learning and a considerable paradigm shift from the current education system model. Learning methods across all formats and time frames, including reskilling and upskilling, need to be adapted to foster curiosity, creativity, imagination, build confidence in continued learning, and inspire a desire for continued growth and development. Throughout the lifetime learning trajectory, a flexible, learner-centered approach is needed to

provide both foundational and experiential learning, as well as empower learners to shape their individual skills acquisition trajectory. This system will need to strategically integrate key including companies, employers and learners themselves to continue to shape the system and work collaboratively to provide high quality reskilling and upskilling opportunities for the growth of employee as well as organization.

2. Literature review

Jogaiah (1990) has presented an in-depth analysis of 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 on 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 outline 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, quality 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 behaviors with the result that Manager and employers will come to view training as or waste of time.

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

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 millions 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.

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 contributes to desired workplace attitudes, which may in turn influence behaviours such as absenteeism and turnover.

According to **Schmidt (2007)**, Training is one of the most important functions that directly contribute to the development of 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.

Lawrence S. Kleiman defines training and development as a planned learning experience designed to provide workers with competencies needed to perform their current or future job. Employees are trained on the job or through special in-house training programmes. An outside training may be utilized to enhance, update or develop specific skill of the employees. In the development of HR, training and development functions are combined together for developing skills as well as basic aptitudes, leading to continued personal growth. It includes training of employees to perform their jobs and retaining of employees as their job requirements change. Encouraging the development and growth of more effective employees is another facet.

3. Objective of the study

- To study the methods of reskilling employees.
- To analyze the impact of human reskilling on organization.

4. Methodology

Generally, it is not possible to include the entire universe in the sample for the purpose of a study. Hence, keeping in view of the

scope of the present study, it has been decided to choose the sample units on the basis of representative sampling. For the purpose, opinions of 10 HR expert's views have taken. The data are collected from both primary and secondary source. Under secondary sources help of books, journals and the materials published in internet have been taken into consideration.

Research Paper and HR Consultants Views on Reskilling: McKinsey Global Institute Report 2018:

The world of work faces an epochal transition by 2030, jobs lost, Jobs gained: Workforce transitions in a time of automation, as many as 375 million workers- roughly 14 percent of global workforce- may need to switch occupational categories as digitization, automation, and advances in artificial intelligence disrupt the world of work. The kinds of skills companies require will shift, with profound implications for the career paths individuals will need to pursue. As for solutions, 82 percent of executives at companies believe retraining and reskilling must be a least half of the answer to addressing their skills gap. Large companies, senior executives see an urgent need to rethink and retool their role in helping workers develop the right skills for a rapidly changing economy-and their will to meet this challenge is strong.

ManpowerGroup Talent Shortage Survey 2018:

Employers around the world are facing the most acute talent shortage in 12 years, and India is among the top 10 most-affected markets with 56 per cent of employers are facing difficulty in filling vacant positions here, says a survey by ManpoerGroup 2018 Talent Shortage Survey. Almost 40,000 employers surveyed globally, 45 per cent are struggling to fill roles. The worst affected country across the world in terms of talent shortage is Japan, as 89 per cent employers said they faced difficulty in filling positions, followed by Romania (81 per cent) and Taiwan (78 per cent). As companies go digital and roles transform, finding candidates with the right blend of technical skills and human strengths, such as communication, collaboration and problem solving, is more important than ever, the survey said, adding that top drivers of talent shortage are lack of applicants, experience and hard skills. Others in the top 10 most affected countries include Hong Kong (76 per cent), Bulgaria (68 per cent), Turkey (66 per cent), Greece (61 per cent), Singapore (56 per cent) and Slovakia (54 per cent)

World Economic Forum 2018:

As the types of skills needed in the labour market change rapidly, individual workers will have to engage in life-long learning if they are to remain not just employable but are to achieve fulfilling and rewarding careers that allow them to maximize their employment opportunities. For companies, reskilling and upskilling strategies will be critical if they are to find the talent they need and to contribute to socially responsible approaches to the future of work. For policy-makers, reskilling and retraining the existing workforce are essential levers to fuel future economic growth, enhance societal resilience in the face of technological change and pave the way for future-ready education systems for the next generation of workers.

Shine and NHRD 2018:

Indian professionals, re-skilling multiple times could be the new normal due to the constant need to upgrade skill-sets to efficiently handle a wide variety of tasks, the significance of re-skilling, 94 per cent of chief human resources officers (CHROs) feel Indians need to re-skill themselves to stay relevant and grow in their career

International Data Corporation 2017

"International Data Corporation (IDC) forecasts worldwide spending on digital transformation (DX) technologies to be more than \$1.2 trillion in 2017 3(IDC, 2017). TWIC wants to be part of this growth story and for that we must get our workforce digitally equipped. We have 2 options – 1. Recruitment of lateral talent and/or 2. Reskilling the existing workforce. So, our objective should be to have X% digitally skilled workforce by next year with full coverage targeted in 2 years thereafter."

NASSCOM, 2017

“Re-skill is the one mantra that can prepare the \$154-billion-strong information technology industry for the challenging future that lies ahead. The industry is marching on to become \$350 billion by 2025, and to reach that aspirational goal re-skilling employee is critical. The IT industry is continuously pounded by newer and powerful technologies like automation and by political and economic upheavals globally. It has to create a niche for itself and once again repeat the cycle of learning, unlearning and re-learning. The industry needs to re-skill nearly 1.5 million people.

NASSCOM HR Summit 2016:

The growth of digital technology over traditional technology from 5 % to 38% over the next decade. Due to changing technology and skill sets in demand, there will be gradual shift of the industry towards automation and around 5 to 10% of existing jobs may be automated in the next 10 years significantly changing existing skills across job functions. While technology will displace some jobs, it will also lead to creation of some new jobs- biotech, nano-tech, and smart technologies to name few. The report estimates that 60-70% of existing workforce will be need to be re-skilled in technology, domain, social and thinking.

Saadia Zahidi, Head of Education, Gender and Work, World Economic Forum.

“What we need to prepare individuals for the future of work is nothing short of a reskilling revolution. The platform and our public-private collaboration model are designed to change the game on adult reskilling and unlock the holistic push that will be needed to bring the world’s training systems up to speed for the challenges of the 21st century,”

Rajesh Gopinathan, CEO and MD, Tata Consultancy Services, India.

“Digital technologies are transforming the world around us – including the way we work and the nature of relationships between businesses and employees. So it’s critical to provide people around the world with access to education that is relevant and contextual, to gain skills that move them from consumers to creators in this new digital economy. Only then will we harness the abundance of potential talent that’s currently untapped. I am proud of our pledge to help reskill over 1 million people by 2020 as part of Closing the Skills Gap 2020,”

Jonas Prising Chairman & CEO ManpowerGroup:-

With record talent shortages around the world, employers should shift their focus from just in time hiring strategies to becoming builders of talent for today and tomorrow. Developing the right blend of people, skills, processes and technology is the only way to execute your business strategy, create value and improve people’s lives. With new assessments, big data and predictive performance we have the best tools to identify adjacent skills, help people shift into emerging roles and create clear career paths. For individuals, the appetite for learning and continuous upskilling will be the route to better employment security. For organizations, creating a culture of learnability so that people are equipped and open to adapt — to move within the company or elsewhere — is not just an operational imperative it must be a strategic priority. In this Skills Revolution this is how we will find solutions to talent shortages, accelerate growth and help people build new skills for sustainable, meaningful careers for the long term.

Mr. R. Chandrasekhar, President, NASSCOM :

Domain specialization and greater need for soft skills have become the new patterns that we are witnessing throughout the sector. In this new world order, technology and automation have taken the center stage, and companies are deploying them at a rapid pace to enhance productivity. This trend will bring in a sea change in talent re-structuring and deployment, creating healthy competition and re-skilling opportunities.

HR Expert Views on Methods of Reskilling Employees:

- Conducting in-house functional training programme by

trainer.

- Outsourcing of agency to reskilling to the employee.
- Reskilling the employee through cross functional training by employee exchange programmes.
- Employees grooming by mentoring or by coaching.
- Reskilling the employee by giving value addition course.
- To encourage the employee for developing managerial skill by employee engagement.
- Quality enhancement by short term value addition project for long term goal.

5. Conclusion

From the views of different Research paper and HR consultant it is ascertained that to make internationally competitive and to boost economic growth further, a skilled workforce is essential. More you move towards the Knowledge economy, it becomes increasingly important for it to focus on advancement of the skills and these skills have to be relevant to the emerging economic environment. Human reskilling is very important for employee as well as organization to compete with this challenging and changing world. It also directly related to employee but its ultimate effect goes to organizations growth because the end user is organization itself.

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