

How Does Digital HRM Transform Training to Learning in Organizations?



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ABSTRACT: Have you ever attended training sessions and learned nothing after that? It would be a nightmare for the organizations but this situation is not so rare in reality. Employee training and development play a vital role in the growth and success of every organization. As a result, they are putting more effort into ensuring its efficiency. Digital technology has assisted in the transformation of human resource management (HRM), enabling the use of more effective and efficient training techniques as well as changing the nature of training into learning. Accordingly, HRM technology empowers employees to take responsibility for their development, making them active learners. In this way, digital HRM has transformed employee training programs to more flexible and personalized learning journeys, with a greater emphasis on self-paced learning and feedback for long-term effectiveness. In this discussion, we explore how digital HRM has transformed training into employee-led continuous learning journeys that foster a culture of self-awareness, responsibility and effectiveness.

KEY WORDS: training, learning, digital HRM

KEY CONCEPTS

Digital Human resource management

In recent years, the way Human Resource Management (HRM) is conducted has undergone major changes. The advent of digitalization has given birth to a new concept in HRM, known as Digital HRM. Digital HRM can be defined as the use of digital technologies to manage HR processes and practices and furthermore, enhance the integration of various functions to support relevant stakeholders systematically (Thite, 2018)

Many researchers have pointed out significant benefits of applying technology into HRM via HRIS, e-HRM and now digital HRM. By automating and integrating HR processes, Digital HRM can save time and eliminate errors in data management. This also led to more efficient HR operations and improved employee experiences (Obeidat (2016); Siam & Alhaderi, 2019). Digital HRM systems provide accurate metrics that enable HR managers to make data-driven decisions, leading to better business outcomes. With such benefits, implementation of Digital HRM systems requires careful planning and consideration. It is suggested that successful implementation of Digital HRM requires appropriate assessment of the organization's needs, selecting the right technology, involving HR practitioners, creating a culture of openness towards technology adoption, and providing adequate training and support (Bondarouk et al., 2017).

TRAINING AND LEARNING

Training is an integral part of organizational development, as it provides employees with the skills, knowledge, and abilities they need to perform their jobs effectively and efficiently (Elnaga & Imran, 2013). Some traditional training methods, such as classroom-based lectures, seminars and demonstrations, are often used in organizations, but they may face several challenges. First, it can be costly and time-consuming, especially if employees need to travel to attend a training session. It can also be inflexible, and may not cater to the varying learning styles of employees. This leads to situations when employees feel reluctant to attend training or gain little after being trained. In fact, organizations do not only want to train employees, it is expected that employees learn what are trained to them. So let's see the differences of training and learning which are two related but distinct concepts in the context of employee development in organizations.

Training usually refers to a planned process of developing skills, knowledge, and attitudes of employees (Elnaga & Imran, 2013) through organized activities, such as classroom lectures, workshops, on-the-job training, e-learning, etc. The goal of training is to

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improve job performance and productivity by equipping employees with necessary skills and knowledge they need to perform their jobs effectively. Training can be designed and delivered by trainers or seniors who have specific expertise and knowledge in the subject matter.

On the other hand, learning refers to the acquisition of knowledge, skills, and attitudes through various means, including training, social interactions, reading, self-study, observation, and experience. Sloman (2005: 2) stated that learning can be described as 'a self-directed, work-based process leading to increased adaptive capacity.' Unlike training, learning is not necessarily structured, planned or even intentional (Garavan, Heraty, and Barnicle, 1999). As a result, employees can learn on their own, from colleagues, mentors, or supervisors, and through various informal ways. Learning can occur through various forms, including experiential, discovery, or collaborative learning.

Basic differences of Training and Learning

Training	Learning
Usually planned and formal process	Self-directed, not necessarily structured
Providing employees with specific skills and knowledge necessary to perform their jobs effectively	The process of acquisition of knowledge, skills, and attitudes, building personal life-long values
Through organized activities, such as classroom lectures, workshops, on-the-job training, e-learning, etc.	Through various means, including training, social interactions, reading, self-study, observation, and experience

Overall, the key difference between training and learning is that training is usually structured and planned, with specific learning objectives and delivery methods, while learning is more organic and flexible. Training is often focused on job-specific skills and knowledge, while learning can encompass broader subjects that go beyond the workplace context. Antonacopoulou (2001) states that training should be viewed as an ongoing process of learning, where individuals and organizations seek to enhance their knowledge and skills through continuous experimentation and reflection

DISCUSSION

As mentioned above, organizations provide training in order for their employees to learn and gain essential knowledge and skills to improve performance. So how can digital HRM (Human Resource Management) support that?

With the support of technology and especially the systematic integration to enhance employee experience, digital HRM has foster followings aspects to create learning environment:

Social Learning - social learning theory was introduced and developed by John Dewey (cited by Bingham and Corner, 2010). It emphasizes the learning process of human by modeling, observation and so on. In organisations, digital HRM has facilitated social learning by online platforms, such as internal online forums and communication channels that make it easier for employees to collaborate with each other and share knowledge. By working collaboratively, employees feel more responsible for their learning and development, and can even create new learning content that they can share with colleagues (Bingham and Corner, 2010).

Self-paced learning - With the support of digital HRM systems, employees can now take charge of their learning pace and choose which areas they want to learn. This level of flexibility empowers employees to take ownership of their learning, setting their own pace, and choosing the areas that they wish to focus on.

Enhanced Learning experience: Gamification, virtual reality (VR), AI integration and other interesting approaches have been introduced to learning environment and prove their effectiveness (Chuang 2014). Gamification is where training is done in the form of games that are engaging and fun for employees, making learning more enjoyable and effective. Meanwhile, VR enhances learning experiences via simulation of job-based scenarios to prepare employees for practical situations. AI with Chat GPT technology is changing and innovating the way people approach knowledge and will soon become a super assistant for each staff. Digital HRM embraces integrated technology to support the learning process.

Learning Management Systems (LMS) and e-learning: Digital HRM has made it easier for organizations to manage their training programs by integrating LMS into their HR systems or open an online classroom like Google Classroom or Teams to store materials and create tests. Online training videos are organized systematically so employees can access whenever they want and

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also re-attend the class whenever they need. Managers, on the other hand, can easily track the learning progress and/or suggest new training content. IBM - a leading giant in technology industry has applied a digital learning platform replacing the conventional one. The new platform supports employees to publish their work and review peers' working patterns to learn and develop themselves (Varadaraj & Wadi, 2021)

Overall, digital HRM has supported training in organizations transforming into active learning for more efficient, effective, and engaging workforce. It has also made it easier for organizations to track the progress of their employees and evaluate the effectiveness of training programs.

IMPLICATION

In the realm of academic research, digital human resource management (HRM) and its continuously evolving technology remain interesting research topics, particularly in the area of training and development. Although digital HRM provides employees with more opportunities and tools to improve themselves, it also requires a high level of self-discipline. Furthermore, the integration of modern technologies, such as artificial intelligence (AI), may limit individuals' creativity and lead to unwanted dependence, highlighting the need for further research in this area.

For practitioners, the implementation of digital HRM can improve the learning environment within organizations, ultimately leading to increased efficiency and effectiveness in training. Thus, leaders should build and apply learning systems that provide learners with more flexibility and learning opportunities, while also supporting effective feedback and coaching processes for both employees and managers. With such systems in place, organizations no longer need to worry about wasted investments in training programs with little to no results.

In conclusion, the digital HRM systems offer more employee-led learning and development programs. With self-paced learning and the ability to choose what to learn, employees take responsibility for their learning, and the shift from training to an ongoing learning journey is more personalized, supportive of employees' self-awareness and responsible attitude towards a continuous learning mindset.

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