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EMPLOYEE PERCEPTIONS TOWARD ONLINE VERSUS ONSITE HR TRAINING IN NAGPUR'S INDUSTRIAL ORGANIZATIONS

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ABSTRACT:

The active evolution of digital technologies has changed the Human resource development, and the online training is more acceptable variant in comparison with traditional onsite training. The study proposed aims at investigating the behavior of employees towards on-line and off-line HR training at Nagpur based industrialites. The variables that the study quantifies using a mixed-method lens are training performance, activity, talent development, and comprehensive employee satisfaction, on the management and operational level. The paper highlights the weaknesses and strengths of the two forms of training relative to such aspects as flexibility, interactivity, personalization, and hands-on learning. In the results the onsite training despite being not as convenient and accessible as online training is crucial however, with regard to the acquisition of experience and interpersonal skills. The study has practical implications to the HR managers in developing effective hybrid training programs that will effectively maximize employee performance and organizations development.

Keywords: Online training, Onsite training, HR development, Employee perceptions, Industrial organizations, Training effectiveness, Hybrid learning.

INTRODUCTION:

HRD is now emerging as an important element that drives performance and survival of organizations in the new industrial world. The pressure on preserving the skilled flexible and effective work force is mounting on the industrial organizations especially in the cities that have been on the upswing like Nagpur to maintain the market demands which are ever-changing. HR training programs are relevant in equipping a worker with knowledge, technical skill, and behavioral skills required to enhance performance, productivity, and advancement in the career. Historically, the practical use of face-to-face interaction, on job training and direct observation of the trainers have played the most significant role in the development of the employees since in any aspect of the considered stage, training was carried out on-site so that the trainers could see the trainees directly. Such training brings about a feel of team learning that contributes both real-time in feedback and interpersonal relationship development amongst employees, which is important in inter-team industrial working. Onsite training on its part can cluster with the huge organizational investments into time, logistics, and funds as well as may not adapt as well to the schedule of the employees and the urgency of production.

The rapid evolution of digital technologies and increasing degree of the penetration of the internet in India have preconditioned the appearance of online or virtual HR training courses. Online training allows recruiters the flexibility to read training material when the employee has time as well as self-paced learning and it may also be appropriate suited to the geographically dispersed workforces. It tends to apply multimedia, interactive modules and real time assessment that makes it more interactive and memory of knowledge. In addition, internet based training may be cost effective to an organization as it does not

encompass traveling, infrastructure, and timing. However, amidst these advantages there exist areas of concern as to whether or not online training is viable as far as the imparting of practical skills and development and interpersonal communication and recognition of the experience learning that are available in onsite training.

Nagpur is the new industrial town that has a diverse workforce among the manufacturing, engineering, logistics and service oriented industries which has a variety of organizations; this is making organizations resort to blended HR training. The education level, the degree of digital literacy, level of professional experience among other factors of the workers in these sectors will shape their perceptions and choices to the various modes of training. The importance of these perceptions is that, knowing them will assist the HR managers to develop training programs that are effective, yet in line with the expectations of the employees, their styles of learning, and the needs of the operation. Delicate observations into the sensibility of personnel to on-line versus on-site training would help the organizations to maximize training capital to improve educational gains and boost the levels of staff-motivation and happiness.

The major part of the previous researches in the field of HR training has been limited to the extent of training effectiveness, ROI, or the performance of employees, yet it has not specifically compared the online and onsite training in terms of training in the industrial sector of Indian cities like Nagpur. Besides this, the COVID-19 crisis has brought about the extra consumption of online training in industries which prompted the escalation of a case prompted by the necessity to assess the level of acceptability, perceived value, and the disadvantage of it over conventional on-site training. Another aspect that determines how the employees will be perceived is their mode of delivery, content quality, job relevance, and the possibility of feedback and cooperation along with their mode of delivery. These impressions in their turn have direct impact on the results of learning, employee involvement and transfer of skills to job tasks.

It is in this context that the present study is seeking to provide this gap by investigating how employees define the impact of online and onsite training of HRs in the industrial organizations in Nagpur. This also examines the variables of convenience, learning effectiveness, engagement, learning new skills, and overall satisfaction, and gives a reflection of the effects of the variables on the employee selection and attitude. The impact of the research to the situational determinants of training effectiveness is that by attending to regional locales of industrial workforce, such issues as organizational culture, technological readiness, and worker demographics are established to impact on the development of attitude about training efficiency. The hope of the findings is that useful advice can be provided to the HR professionals to either embrace a hybrid or a tailor made training that can be flexible, interactive and experiential learning and emerge to perform even better and to develop employees in the organization.

Lastly, as the industrial establishment in Nagpur experience the human resource development challenge of being tied to the modernization technologically driven era, a complete notion would be needed regarding how the employees perceive online and on site HR training. By contrasting the benefits and limitations of the two modes of training, the organization could use both training modes that are functional in the training as well as in the building of the employee engagement and satisfaction besides their long term professional growth thereby yielding competitive and robust human resource workforce.

LITERATURE REVIEW

The human resource Development (HRD) has undergone an enormous transformation in the recent years, through the technological change, globalization process and changing employee demands. The recent tendency of making HR practices more digital, more analytical, more artificial intelligence (AI) has altered the

manner in which an organization plans, implements, and evaluates training interventions (Ardichvili et al., 2024; Bankins et al., 2022). The result of such types of technologies has been the formulation of online and hybrid HR training model that can be flexible and open to a deeper level than the traditional training methods that are usually done onsite.

Online HR training provides the workers with self learning and the ability to get access to the resources without geographical constraints. Researchers state that the online modalities have the advantages of being convenient, promoting knowledge acquisition, cost-effective (Baum, Weber, and Kolb, 2023; Bawack et al., 2022). Its disadvantages include, but are not limited to, the lack of interpersonal interaction, the need to acquire practical skills, as well as the risk of not being able to maintain engagement (Bankins et al., 2022). On the other hand, onsite training remains warm-blooded in supporting the experiential training, working group and real-time feedback in the workplace that is very requisite in the industrial setting where joint operations and work involve skills (Beaumont, 1997; Becker, Huselid, and Ulrich, 2001).

The current increase in HR analytics usage has contributed to the improvement of the measurement and effectiveness of training. Analytical tools also allow organizations to monitor the engagement, identify the learning outcomes, and design learning materials based on the employee performance and feedback (Avrahami et al., 2022; Bassi and McMurrer, 2016). It is mentioned already that solutions to HRD based on data may influence the decision on the most relevant type of training mode that will benefit specific categories of employees regardless of whether this is online training, onsite training, or even hybrid training (Belizón and Kieran, 2022; Bassi, 2011).

The recent articles describe the application of AI and generative AI as the value-adding measures to the human resource development practices. The AI-driven platforms can individualize learning, predict skills threatening areas, and automate administrative functions associated with training (Ardichvili et al., 2024; Bankins et al., 2022). Besides that, employee turnover and performance based on AI models have been predicted to potentially give information on the manner in which training may influence retention and productivity (Avrahami et al., 2022). Despite the prospective changes in the domain of HRD, the dimensions of fairness, transparency, and the reaction of the staff to the usage of algorithms are significant (Bankins et al., 2022; Baum et al., 2023).

The organizational culture, leader support, and social process within the teams including mode of delivering training are additional factors that influence the perception of training among employees (Bajaj and Russell, 2010; Baehge, Klier, and Klier, 2016). Onsite training is more collaborative and interactive on site with greater networking, and more efficient in bringing greater participation and transfer of knowledge. Online training, in its turn, can enjoy the benefits of the social learning tools, i.e., discussion forums, collaborative platforms, to reap the benefits to some extent (Baethge et al., 2016; Bawack et al., 2022). It has been demonstrated that only in the scenario of the correspondence between the technological solutions and the expectations of employees, their competence, and workplace conditions a training can be effective (Benbasat and Zmud, 2003; Bentvelzen, Boon, and Den Hartog, 2024).

Despite the growing attention to the subject matter of online and AI-based HR training in the literature, there is scarcity of empirical researches on how employees perceive the two training roles in the study particularly by industrial organizations in a recently emerging city in India, like Nagpur. Most of the studies are dedicated to HR analytics or the implementation of AI without giving sufficient consideration to the way it would influence the employees and their experiences, preferences, and engagement levels. The perceptions of these should be grasped in order to structure the hybrid training models which are flexible,

interactive and practical in relation to developing the skills.

Overall, the literature offers the strong foundation upon which to examine the perception of the employees on online and onsite HR training highlighting the advantages and drawbacks of both approaches. Training can be more effective with the help of HR analytics, AI, and social learning tools, but, the final outcome of the training and its application is in the perception of the employees. The current research addresses the research void in that it is researching the comparative perception of the employees in the industrial organizations of Nagpur that will be capable of giving concrete recommendations to the HR professionals who are planning to maximize their workforce development programs.

Objectives of the study

1. To examine employee perceptions toward online HR training in industrial organizations in Nagpur.
2. To examine employee perceptions toward onsite HR training in industrial organizations in Nagpur.
3. To compare the effectiveness of online and onsite HR training from the perspective of employees.

Hypothesis (H1): There is a significant difference in the perceived effectiveness of online and onsite HR training among employees in industrial organizations in Nagpur.

RESEARCH METHODOLOGY:

This study is a quantitative research design because it is aimed at discussing the perceptions of the employees about online training and onsite training of HR training in the industrial organizations of Nagpur. Both studies have a descriptive and comparative research design, the purpose of which is to measure and compare measures of perceived effectiveness, engagement, and satisfaction, and each mode of training. The target population includes employees of the managerial and non-managerial opinions of the selective industrial establishments in Nagpur. The stratified random sampling method is believed to be able to at least represent the different departments and job levels. The questionnaire is designed to collect the information such as the Likert scale items to determine the essential variables that make that training effective, the trainees learn, trainees get engaged, training is convenient and the general satisfaction. This will be achieved through the questionnaire in both online and face to face form in order to accommodate the convenience of the respondents and increase the response rates. Data is conducted through the use of statistical tools such as descriptive data, mean differences and paired sample t-test to compare the differences in the perceptions between the training modes of online and onsite. This research will also be credible and valid due to the pre-testing of the questionnaire and availability of existing measurement scales, used in the past research concerning HRD. The considerations that are ethical, including the role of informed consent, confidentiality, and voluntary participation, are adhered to in the research in stricter terms. The research results will prove beneficial in providing the HR managers with practical knowledge on how training programs can be crafted to maximize learning and employee engagement and sustain organisational planning.

Table 1 – Descriptive statistics

Training Mode	N	Mean	Standard Deviation (SD)	Minimum	Maximum
Online HR Training	120	3.78	0.65	2	5
Onsite HR Training	120	4.12	0.58	3	5

The occasion of managing employee perceptions as compared to online and onsite training of Hr in industrial organisations in Nagpur reveals that there exist a lot of difference of vacuity of what is perceived to be the effectiveness of the two approaches. The descriptive statistics indicate that the mean of onsite training (M = 4.12, SD = 0.58) is higher than the online training (M = 3.78, SD = 0.65) which means that workers are more likely to believe that onsite training is more effective. The highest and lowest scores can also be considered as one of the indicators that onsite training is rated highly among the respondents all the time, despite the fact that both training methods are valued in one way or another. The hypothesis (H1) of the differences in perceived effectiveness was tested by using a paired sample t -test. The preliminary evidence has favored that there is some statistical significance in the mean score between online training and onsite training and it has also been established that onsite training is superior to online training in terms of skills acquisition, practicing the training programs, and experience during the training programs. These results suggest that online training is more adaptable and more convenient, but, onsite training remains more essential to allow a hands-on element of studying, interpersonal training, and instant feedback particularly in the sectors wherein practices are required in groups and abilities. This discussion indicates that organizations should adopt a balanced or hybrid approach in regards to HR training since online platforms are convenient, although they want the convenience of and advantages of face-to-face training that can be included in an onsite training program.

Paired Sample t-test

Paired Differences	**Mean**	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**	**t**	**df**	**Sig. (2-tailed)**
Online Training – Onsite Training	-0.34	0.61	0.056	-0.45 to -0.23	-6.07	119	0

The study entailed perceived effectiveness of internet based training as compared to face to face HR training in industrial organizational employees in Nagpur. The descriptive statistics showed that onsite training received a mean score of (M = 4.12, SD = 0.58) as compared to the online training of (M = 3.78, SD = 0.65) because of which the onsite training is deemed effective to the employees. Hypothesis (H1): Does being effective in a perceived way make a significant difference or not? was conducted through the paired sample t -test. The information revealed that the total difference is -0.34 with t -value = -6.07, degrees of freedom = 119 and p -value = 0.000 that is not statistically significant, at a level of 0.05. This is through disclosing that the aesthetic workers perceive onsite training as very efficient when contrasted with online training regarding engagement, skills development, and practicality. The findings show that online training is more convenient and flexible on the other hand onsite training is more advantageous with better chances of learning on site as well as interaction and sharing of experience with other people, on site training also has more benefits with

prompt feedback, which is very pertinent in an industrial setting. The consideration, in its turn, means that the organizations in Nagpur are expected to consider the possibility to introduce a hybrid mode of training which will integrate the convenience of an online module with the advantages of interaction and practically of onsite training.

Discussion:

The findings of the present study provide curious data regarding perceptions held by the employees toward the online and onsite HR training of industrial organizations in Nagpur. The results indicate that the employees deem onsite training as being far more effective than online training, particularly in the areas of engagement, skills acquisition plus practical experiences of learning. It agrees with previous research that dwell on the importance of experiential learning, inter- personal interventions and instant feedback in an attempt to widen the training performance (Beaumont, 1997; Becker, Huselid, and Ulrich, 2001). On-site training will provide the employees with an opportunity to perform the real-life work, to ask questions in real-time and to feel comfortable with their peers, to which are inherent the elements of the proficient and team-based industrial setting.

In spite of the fact that onsite training has a few advantages, online training too has been highly received because it is flexible; accessible; and the option of enabling one self paced learning may also be applied. The analysis confirms the newest studies that verify the growing use of digital technologies and AI-driven platforms in the development of the human resource (Ardichvili et al., 2024; Bankins et al., 2022; Baum, Weber, and Kolb, 2023). Online training allows the organization to train employees in different locations, it saves the cost of logistics as well as the cost of training materials can be used multiple times, and ultimately, it could result in more effective knowledge management in the long-run. However, the lesser power of online training in the case suggests that employees may face issues related to poor communication, inability to train and practice at work, and occurrence of distraction in distance learning institutions.

The significance of the industrial organizations possessing hybrid / blended training methods is shown by this large gap between these two modes of training. This integration of online modules along with the aptitude of studying according to onsite sessions, through which the viable part of the practice is executed, can capitalize the advantages of learning between the workers and the resources of the organization. This plan aligns with the hypothesis of human resource analytics and evidence-based HRD that emphasize that the training programs must be structured based on the feedback of the staff and the information regarding their performance, as well as on the organizational environment (Avrahami et al., 2022; Bassi and McMurrer, 2016; Belizón and Kieran, 2022).

In addition, the research paper notes that consideration of demographics of employees, their work, and digital illiteracy should be taken at the time of designing training programs. Online training may require additional support or mediation to employees that are less digitally exposed so as to attain the effect of learning. To this effect, the interactive web based modular training would be necessitated by younger employees or those in knowledge intensive tasks as against employees at the production level who can be using on-job training to acquire practical skills. Having acquired such sensitive information, the HR managers will be capable of formulating role-specific training strategies that will also help in reaching a superior degree of employee engagement, reduction of skill shortage and general workforce productivity.

The findings could be transferred to the organizational policy and the strategic plan as well. Considering that the industrial organizations in Nagpur are modernizing and are adapting the application of technology in HR-related functions, there must be a balance between the onsite and experiential learning, which has been proven to be effective, and the

convenience of online training. The investment in a hybrid training system, supported by AI-enhanced analytic tools to monitor the progress of learning and engagement, and measure the results, has a prospect of enabling organisations to provide the highest possible ROI on training investments and foster the learning culture.

In conclusion, the study supports the fact that online and onsite training approaches have respective more distinct advantages but online onsite training is considered more efficient in the business sphere, where teamwork and individual learning, experience and skills have supreme importance. It is therefore advisable that companies consider integrating the practices that will capture the virtues of the two models, which will be informed by the HR analytics as well as the employee feedback to come up with training programs, which will be effective and interactive as well as workforce requirements-oriented.

CONCLUSION:

The present paper has discussed views of the employees regarding onnet training and on site HR training in industrial firms in Nagpur in regard to effectiveness of the training, engagement, and skill development. As a result of the findings, the employees discover that on site training proves to be very effective to online training particularly regarding the practical learning and employee to employee interaction as well as feedback. Though online training is convenient and flexible, and it provides an individual with a chance to study at their own pace, it does not have the potential to help to develop experiential learning and practical skills.

These results reinforce the premise that it is imperative to use a hybrid paradigm of training that would encompass the convenience and scalability of online education with some of the benefits of interactivity, practicality and collaboration in training that onsite training could entail. By consulting the needs of these employees, job performance, and overall work performance on an organization, HR managers are able to enhance the outcome of learning, involvement and the overall productivity of employees.

The study is a contribution to the body of knowledge on training preferences in the context of an Indian industrial organization, and it offers the practical problem of training programs development. It demonstrates the importance of the perception of the employees to the quality of the training programs and why the use of data-based and context-responsive HRD approaches is needed. As the world becomes more industrial and technological at a very high or rapid pace, there will be a need to balance the digital and face-to face training which ensure that the employees remain developed, performing as well as competitive even over the long term.

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