

Up-skilling and re-skilling of Hr employees for the future work force: Employability, career path and job performance in the digital era”- A case study in Bangalore City

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DOI: <https://doi.org/10.66856/ijmc.2026.8.3.8082>

Abstract

The advanced in AI, cloud computing, digitalization and automation brought significant transformation in the HR job nature and work place requirements. In this context, role of up-skilling and re-skilling emerged as importance strategies for improving employee capabilities, employability and career prospects. The present study examined the awareness level and effect of skill development programmes on the employability, career path and job performance. The sample size of the study is 180 HR employees working in the different sectors in Bangalore city of Karnataka. The study applied reliability, KMO Bartlett's test, and CFA and SEM techniques. The result proved that awareness and organizational support have significant positive effect on the participation of employees which turn contributed significantly to the improvement in employability, career growth and job performance. In contrast, challenge reported as negative effect. The study concludes that, continuous investment in employee skill development substantially strengthen the employability and improved the job performance.

Keywords: Up-skilling, re-skilling, HR jobs, skill development, employability and job performance etc

Introduction

In this dynamic business environment employees should focus on the continuous acquiring of new knowledge and skills, which increase their competency in the industry. Through continuous upgrading of skills employees can perform their jobs effectively than earlier. The organizations also recognized the importance of skill development and encouraging their workforce towards knowledge and skill development which makes them productive, competent and adaptable. Besides, companies can achieve their future targets through high skilled employees as the changing industry and market requirements. The up-skilling refers to the enhancing the exiting skills to perform the present jobs more effectively and productively, on the other hand re-skilling deals with acquisition of new set of skills to performance new jobs o roles generally result of automation, AI and digitalization etc. The up-skilling and re-skilling not only enhanced the efficiency and productivity of existing employees in the organization but also reduced the dependency on the external sources. Now-a-days growing adoption AI, automation, digitalization, cloud computing, data analytics and other emerging technologies by the organizations raise the importance of continuous learning to the employees. In HRM perspective re-skilling and up-skilling not only training and development of employees, but strategic investment in human capital which gives significant contribution for employee's job performance, satisfaction, career growth, innovation, employability, employees retention and organizational productivity etc., Thus re-skilling and up-skilling emerged as essential component of modern human resource development. In this regard, understanding and analyzing of awareness, experience, perception, participation, and measuring the impact of the training programmes is very essential from organizations and academic perspective. Thus, present study focuses on the measuring the awareness

and effective re-skilling and up-skilling programmes of HR employees in the Bangalore city of the Karnataka State.

Review of Literature

Aji John (2025) ^[1] study revealed that, HR strategic approach towards skill development of employees leads to the workforce adaptability, satisfaction in the job and success of the organization in the long run. Johnson and Lee (2020) ^[3] study proved that adoption of structured training programmes in the organizations ensures the stability in the employment exclusively in emerging sectors. Similarly, Williams and Roberts (2017) ^[5] study revealed that organization which implemented training and development programmes experience of greater employee's engagement and productivity. Smith *et al.* (2019) ^[2] study revealed that companies offered online learning programmes experienced the result of high employee's retention rate and job performance. Besides, Brown (2018) ^[4] provided positive effect of up-skilling and re-skilling activities on the employee's satisfaction and reduced the work stress in the organizations. Bedi (2019) reveals that while substantial resources have spent on various skill development programme in India, there is a very little evidence on effectiveness in reaching their intended target and in generating employment opportunities. Klueve *et al.* (2017) made a meta-analysis of 67 skills training interventions in developed and developing countries found that on average the programmes improved employment outcomes and resulted in higher earnings (Klueve *et al.*, 2017, p. 142). Glick *et al.* (2015) find that the impact of skills training on earnings is more favourable in low and middle income countries than in industrialised nations, based on six impact evaluations in Latin America which found that the probability of employment increased by 5% after training. C. Ward, Dupuis, Eaton, July, 2020) found that Reskilling and up-skilling programmes have evolved to counter the

negative effects of crises, greater competitiveness, and labour market consequence of advancements in science and technology.

Research Gap

The above literature discussed on the various emerging aspects of training and development, re-skilling and up-skilling in different industries. The contribution of the re-skilling and up-skilling in employees' development and organizational promotion, job satisfaction, retention, employment stability, job stress, short term and long-term success of the organization etc., However, no study has focused on the measuring the role of re-skilling and up-skilling of HR employees and employability in digital transform period, exclusively in the Bangalore city of the India. Thus, present study fulfils this research gap.

Objectives of the study

- To measure the awareness on importance of up-skilling and re-skilling among the HR employees
- To analyze the role of organizational support to employees in participation of skill development programmes
- To assess the extent to which employees are engaged on the skill development programmes in the company
- To examine the impact of up-skilling and re-skilling programmes on the employee's employability, career growth and job performance of HR employees
- To explore the challenges faced by the HR employees in acquiring the new skills

Hypothesis formulated

H¹: HR Employees awareness shows positive effect on participation in up-skilling an re-skilling programmes

H²: Organizational support ensures positive influence on the HR employee's participation in up-skilling an re-skilling programmes

H³: Participation of up-skilling and re-skilling programmes significantly improves employability of HR employees

H⁴: Participation of up-skilling and re-skilling programmes significantly improves career growth of HR employees

H⁵: Participation of up-skilling and re-skilling programmes significantly improves job performance of HR employees

H⁶: Challenges to participation of up-skilling and re-skilling programmes shows significant negative effect on employability, career growth and job performance of HR employees

Research Methodology

The present study is an investigative and explorative in nature uses both primary and secondary data sources. The secondary data is collected from the previous research articles, published articles in company websites and business books, ph. d theses, online websites etc. The primary data is collected from the targeted HR employees in Bangalore city of Karnataka State. The study used five likert scale in questionnaire. The sample size of the study is 180 HR employees working in the different industries such as IT, Banking and financial services, manufacturing, health care, ecommerce and start ups and others services. The sample HR Employees are selected by using stratified random sampling techniques. In the present study research variables comprises of independent, dependent and explanatory variable. Independent variables comprise of awareness of up-skilling and re-skilling (AUR), organizational training support for training (OTS), Participation in Up-skilling and reskilling (PUR) and challenged in skill acquisition (CSA). Dependent variables comprise of career growth (CG), job performance (JP) and employability (EMP). Exploratory variables are challenges in skill acquisition. The study used the techniques of reliability test, frequency test, KMO and Bartlett's Test, Confirmatory Factor Analysis and SEM model.

Pls smart path diagram

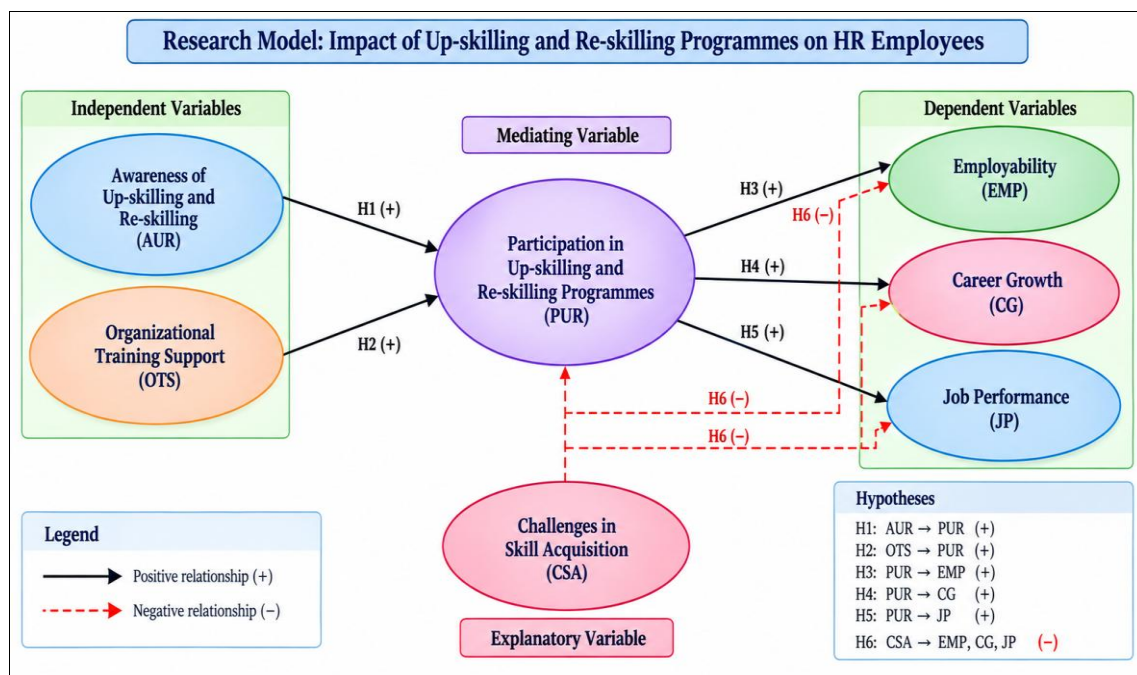


Image 1: Research Model created in Smart PLS

Table 1: Demogprahic Profile of The Sample Hr Employees

Particulars	Particulars	Frequency	Percentage
Age Group	Below 25 years	24	13.33
	25–30 years	48	26.67
	31–35 years	42	23.33
	36–40 years	32	17.78
	Above 40 years	34	18.89
	Total	180	100.00
Gender	Male	82	45.56
	Female	94	52.22
	Total	180	100
Educational Qualification	Bachelor's Degree	38	21.11
	MBA/PGDM – HR	82	45.56
	Master's Degree – Other	32	17.78
	M.Phil./Ph.D.	8	4.44
	Professional/Other Qualification	20	11.11
	Total	180	100.00
Work Experience	Less than 2 years	30	16.67%
	2–5 years	55	30.56%
	6–10 years	48	26.67%
	11–15 years	28	15.56%
	Above 15 years	19	10.56%
	Total	180	100.00%
Designation	HR Executive	30	16.67%
	HR specialist	55	30.56%
	Assistant HR Manager	48	26.67%
	HR Manager	28	15.56%
	Senior HR Manager/HR Head	19	10.56%
	Total	180	100.00
Organization Type	IT	78	43.33%
	Banking & Financial Services	28	15.56%
	Manufacturing	24	13.33%
	Healthcare	18	10.00%
	E-commerce/Start-ups	20	11.11%
	Other Services	12	6.67%
	Total	180	100.00%

Table 1 presents the demographic and working profile of the HR employees. The study observed that, half of the employees aged between 25-35 years, 52.22 percentage of employees are female, three fourth of the employee's qualification is graduation and post-graduation, 84

percentage of the employees work experience is more than two years Thereafter, around 73 percentage of the employee's designation is less than assistant manager. 59 percentage of the employees participated from the IT, Banking and financial services.

Table 2: Reliability Test

Construct	Items	Cronbach's Alpha	Mean	SD
AUR	6	0.910	3.681	0.822
OTS	7	0.928	3.587	0.889
PUR	7	0.921	3.668	0.847
CSA	8	0.943	2.397	0.905
EMP	6	0.890	3.127	0.842
CG	6	0.891	3.123	0.807
JP	7	0.917	3.266	0.840
overall		0.926		

Source: SPSS

(Table 2). The coefficients values of Cronbach's Alpha evidence for high level of internal consistence among seven selected items due to lies between 0.890 to 0.943. further, the study observed highest reliability in case challenges ($\alpha = 0.943$), followed by organizational training support ($\alpha = 0.928$) and participation

($\alpha = 0.921$), on the contrary, lowest coefficient found in case of employability ($\alpha = 0.890$) which is threshold of 0.70. However, Overall, Cronbach's Alpha of 0.926 which is a sign for excellent internal consistency among the 47 measurement items. Therefore, it is considered data is sufficiently reliable for subsequent CFA and Structural Equation Modelling (SEM)

Table 3: KMO and Bartlett's Test

Test	Statistic	Value
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy	—	0.928
Bartlett's Test of Sphericity – Approx. Chi-Square	χ^2	6162.72
Degrees of Freedom	df	1081
Significance	Sig.	<0.001

Source: SPSS

(Table 3) The KMO value is 0.928 which is substantially more than commonly accepted minimum level of 0.60 which indicates excellent

sample adequacy and appropriate correlation among the observed variables. This also indicates the model fit for factor analysis and SEM.

Table 4: CFA: Confirmatory Factor Analysis (CFA) Results

Construct	No. of Items	Loading Range	Composite Reliability	AVE
(AUR)	6	0.804–0.862	0.932	0.694
(OTS)	7	0.819–0.869	0.943	0.703
(PUR)	7	0.783–0.862	0.938	0.683
(CSA)	8	0.828–0.868	0.953	0.718
(EMP)	6	0.788–0.819	0.917	0.649
(CG)	6	0.774–0.829	0.918	0.651
(JP)	7	0.789–0.834	0.935	0.672

Source: SPSS

Table 5: Cfa Assesment Criteria

Criterion	Recommended Value	Result
Standardized factor loading	≥ 0.50	All items > 0.77
Composite Reliability	≥ 0.70	All constructs > 0.91
AVE	≥ 0.50	All constructs > 0.64

Table 4, The CFA results evidence that, properties of all seven constructs are very satisfactory. The factor loadings range from 0.774 to 0.869, is a sing for strong associations all variables with their respective constructs. The Composite Reliability values range from 0.917 to 0.953, is a market of

high level of internal consistency. Besides, the values of AVE range from 0.649 to 0.718 are more than the 0.50 (acceptable level). Therefore, the measurement model revealed adequate reliability and convergent validity for AUR, OTS, PUR, CSA, EMP, CG and JP.

Table 6: Hypothesis Result Model

Hypothesis	Path	β	t-value	p-value	Acceptance/Rejection	
H1	AUR → PUR	0.323	4.699	<0.001	Accepted	
H2	OTS → PUR	0.352	5.580	<0.001	Accepted	
H3	PUR → EMP	0.555	10.355	<0.001	Accepted	
H4	PUR → CG	0.480	9.314	<0.001	Accepted	
H5	PUR → JP	0.602	10.766	<0.001	Accepted	
H6a	CSA → EMP	-0.254	-5.203	<0.001	Accepted	
H6b	CSA → CG	-0.305	-6.489	<0.001	Accepted	
H6c	CSA → JP	-0.168	-3.292	0.001	Accepted	
Source: Computed from SPSS						
Endogenous Construct						R ²
PUR						0.340
EMP						0.511
CG						0.508
JP						0.481

Source: SPSS

Table 7: Sem Result

Indices	Suggested value	Model fit indices
Cmin/df	< 3.00	1.216
P-value	≥ 0.05	0.060
Gfi	≥ 0.90	0.983
Agfi	≥ 0.80	0.981
Nfi	≥ 0.90	0.919
Cfi	≥ 0.90	0.962
Rmse	≤ 0.08	0.035
P close	≥ 0.05	0.898

Source: Computed in Smart PLS

Interpretation of the SEM model Fit (Table 6&7): In the table number 6, it is MIN/DF value is 1.216 which is lower as per the recommended level of 3.0 that indicates goodness of the model fit. Thereafter, the GFI, CFI and NFI values are near to the 1.00, is mark for excellent model fit. This SEM model provides a very good fir compared with null model. Similarly, the AGFI value of 0.981 which is above the suggested level

which act as adequate model fit. However, P values and P close values are above acceptable level of 0.05 which indicates good satisfactory. Therefore, model adequacy should be assessed using the combined pattern of fit. In overall, based on the result of all statistical elements proved that proposed model has good and acceptable fit. The model can proceed to structural path analysis and hypothesis testing

Pls smart path diagram

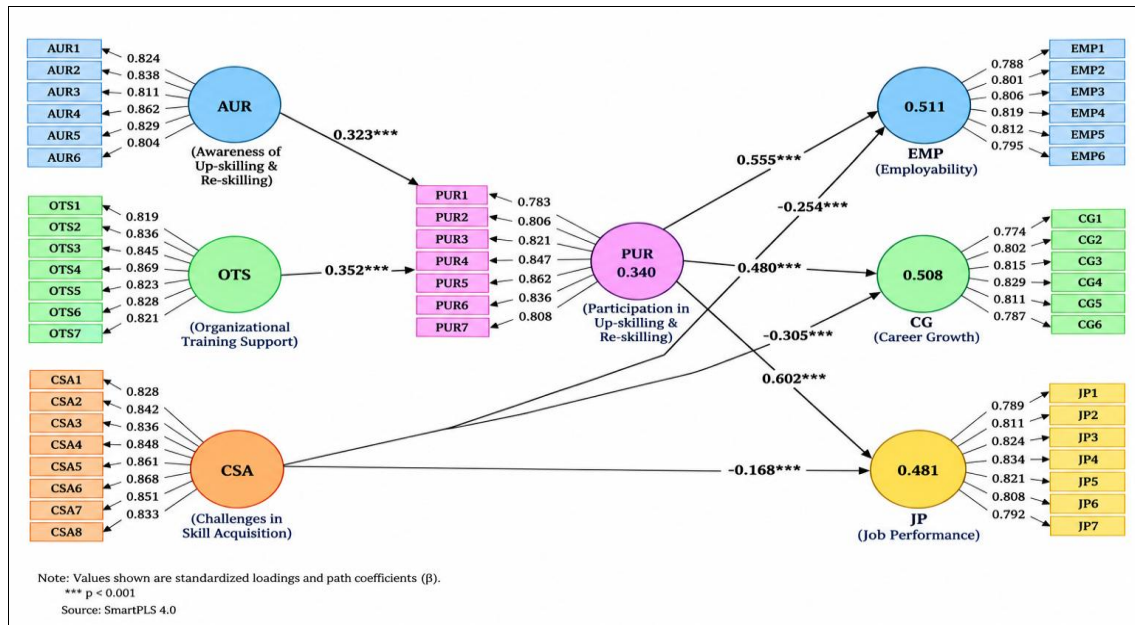


Image 2: Path diagram on the Research outcome SEM

Conclusion

In digital era the up-skilling and re-skilling merged as essential components. The advanced in AI, cloud computing, digitalization and automation brought significant transformation in the HR job nature and work place requirements. In this context, role of up-skilling and re-skilling emerged as importance strategies for improving employee capabilities, employability and career prospects. The present study examined the awareness level and effect of skill development programmes on the employability, career path and job performance. The sample size of the study is 180 HR employees working in the different sectors in Bangalore city of Karnataka. The study applied reliability, KMO Bartlett's test, and CFA and SEM techniques. The result proved that awareness and organizational support have significant positive effect on the participation of employees which turn contributed significantly to the improvement in employability, career growth and job performance. In contrast, challenge reported as negative effect. The study concludes that, continuous investment in employee skill development substantially strengthen the employability and improved the job performance. The SEM model strongly supported the relationship between the research variables.

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