

Chapter 10

Enhancing Employee Resilience in the Face of Disruption: A Case Study of E-Training at National Hydropower Corporation

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ABSTRACT

This case study examines employees' resilience at the Chamera power plant in Himachal Pradesh, India, during the COVID-19 pandemic. It investigates the impact of e-Training initiatives as catalysts for organizational change. The study utilizes a focus group interview method with nine participants, including executives and non-executives who actively engaged in e-Training. Findings reveal that the implementation of e-Training programs resulted in attributes such as time management, goal focus, self-driven orientation, collaboration, capacity building, positive mindset, and improved self-efficacy. These attributes contributed to employee resilience. The study highlights the importance of e-Training interventions and technology adoption in fostering employee resilience and bridging gaps in understanding organizational resilience.

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INTRODUCTION

Amidst the pandemic, organizations recognize the need to prepare their workforces through rigorous training to navigate changes and contribute to success (Subba Rao, 2014). Continuous learning enhances employee resilience, enabling them to face adversity with strength and adaptability. Training programs elevate flexibility, skills, and abilities, enabling excellence in volatile situations (Mitsakis, 2020). Motivated employees exhibit concentration, determination, and a sense of belongingness, which are vital for optimal performance (Atkinson, 1964; Campbell and Pritchard, 1976; Weiner, 1980). Ensuring employee motivation is crucial, and organizations should assess the effectiveness of their policies and culture in fostering resilience (Swanson Richard, 1994).

Employees' enthusiasm for acquiring new knowledge through training is essential for becoming experts in their roles (Scardamalia & Bereiter, 1992; Stolovitch & Keeps, 1992). Training programs provide opportunities for problem-solving, peer motivation, guidance, and teamwork (Sambrook, 2005). Digital technologies, especially virtual training, play a crucial role in updating technical knowledge and developing soft skills (Gegenfurtner et al., 2020; Thalhammer, 2014). Embracing electronic training not only saves time and money but also contributes to environmentally friendly practices (Agariya & Singh, 2012; Granda et al., 2015; Zaibnab et al., 2017). Implementing e-training programs aims to enhance employees' resilience and internal capabilities, facilitating organizational survival and success during crises (Granda et al., 2015).

Resilience, defined as the ability to bounce back from adversity and progress through teamwork and learning, is crucial for employees (Southwick et al., 2014). Employee resilience involves utilizing resources, adapting, and contributing to organizational growth, particularly during disruptive situations (Na'swall et al., 2013; Nguyen et al., 2016). Technological adaptation during volatile times and increased resilience levels indicate a positive approach and attitude (Gillham et al., 2013; Cooper et al., 2013; Youssef & Luthans, 2007).

Investing in education and training enhances employees' performance levels, wages, and benefits, as well as firm productivity, according to Gattiker (1995). Resilience levels, adaptability to technology, understanding the firm's environment, and acquiring knowledge through training contribute to the stability of a firm (Festing and Eidems, 2011). Continuous training programs are crucial for developing employees' technical and soft skills, ensuring their capability development (Ameen & Baharom, 2019). Allocating budgets for training is essential to align training with organizational goals (Sudhakar & Basariya, 2017). Training programs enhance employees' skills, adaptability, and attitudes, enabling remarkable results in achieving organizational goals (Maheshwari & Vohra, 2018). Training also fosters a competitive spirit among employees, leading to improved performance (Owoyemi et al., 2011).

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