Digital tools in corporate personnel training

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Abstract. This paper is devoted to the study of the implementation of information and communication technologies in corporate vocational training in modern organizations. The relevance of the study is due to the growing role of digitalization in modern society. The paper explores the main digital tools for professional training of personnel. The advantages and disadvantages of using digital tools in teaching are highlighted.

1. Introduction

Active transformations in the economy and society associated with the introduction of modern technologies and continuous organizational changes necessitate the search for new approaches to building the learning process. Training of the organization's personnel is an important component of the strategic management and planning of the activities of organizations, since a flexible training system that is adequate to transformations is a reliable basis for maintaining the company's competitiveness. The search for innovative ways of organizing professional corporate training using new forms and technologies based on digital tools reflects modern trends in the development of personnel in the organization.

The desire to ensure the high quality of professional training of personnel and the level of their qualifications serves as the basis for the development of a system of measures that contribute to the construction of a modern training model that will improve the efficiency of both an individual employee and the organization as a whole.

Leading organizations have long concluded that the quality of personnel determines the possibilities for sustainable development, as it is one of the forms of capital that can bring profit and initiate the desire for improvement. According to Study UK: Discover You, a company's success is only 15% dependent on technical capacity and 85% on the quality of the workforce [1]. The goal of the organization with such an attitude to the quality of its own personnel should be the formation of a system of corporate values, the leading of which are involvement in the affairs of the organization and the increase of their own knowledge and competencies, which will allow employees to perform their functions at a high qualification level.

The use of digital services and digital tools in the personnel training system will accelerate its adaptation to changes in the internal and external environment of the organization. The correspondence of the training practice to the needs of the organization for highly qualified personnel can be achieved
by introducing modern training methods, which are based primarily on digital technologies. However, the implementation of digital innovations in personnel training should be expedient and justified, which determines the relevance of the chosen topic.

2. Materials and methods
The aim of the study is to analyze the role of digitalization of personnel training in modern organizations. To achieve this goal, it is necessary to solve several problems, namely:

- Analyze the main digital tools in modern vocational training;
- Highlight the advantages and disadvantages of digital tools in corporate training.

The study used various scientific methods that are based on the collection, analysis and systematization of information. The information base of the work was the open information of state statistical bodies, reports of organizations and analytical agencies.

3. Results
Personnel training are a purposeful and organized process of mastering the knowledge, skills and abilities of employees of an organization. In many cases, staff training begins with an assessment of the initial level of knowledge, which helps to determine the degree of readiness of new employees to perform work. To this end, specialists dealing with personnel management and professional training develop a comprehensive policy and procedures for training personnel in the organization, which allows them to develop the existing knowledge and competencies of employees [2]. The tasks that are pursued by organizations involved in training and retraining of their personnel are as follows:

- Create a pool of available and suitable replacements for staff that may leave the organization.
- Expansion of the company's capabilities to implement and use advanced technologies due to the availability of sufficiently qualified personnel.
- Building an efficient and motivated team that keeps the company competitive and maintains employee morale.
- Raising the level of qualifications of employees for the introduction of new technologies and modernization [3-5].

The objectives of the employee-training program should be directly related to the needs of the organization, its strategy, in order to ensure the achievement of its effectiveness.

Modern personnel training technologies require changes and a new approach to employee involvement in this process.

The use of new digital technologies in training, the active use of the resources of social networks, virtual platforms, contribute to the implementation of both personnel training strategies and are reflected in the quality of human resource management of the organization as a whole [6-7].

The most actively used learning technologies that have been fully or partially digitized include:

1. Distance learning (e-Learning). e-Learning - a wide range of applications and processes that provide: training based on the use of web-technologies; training built using a personal computer, virtual classrooms; and means of organizing user interaction over the network. This includes webinars, online tests, video lectures, etc. Almost all of the world’s largest companies use the eLearning system. Among them are Honeywell, Johnson & Johnson, Microsoft, Adidas, Gazprom, Yandex. The entire global online education market is estimated at $ 165 billion, and by 2023, according to Global Market Insights, it will grow to $ 240 billion - and this is a conservative forecast.

2. Social networks. Many large, highly engaged companies such as Amazon and Google have introduced new learning methods for their aspiring employees and are using social media technology. Social media has become a great service for transmitting feedback from new employees. The use of all
well-known messengers allows the manager to be always in touch, and the employee has free access to
information and answers to questions.

3. Chat bots. One of the newest and most effective technologies is the company's chat bot. A chat
bot is a program with a specific algorithm and limited content in the operating knowledge. Its principle
of operation is the task of the set commands by a word or number (sign, combination of characters, keys,
etc.) by the user and the instant receipt of a response to the given command from the bot. It is often
difficult for new employees to master all aspects of communication and solving “everyday” issues. For
example, it is very difficult to find all the code numbers of various departments in a large company on
your own; the chat bot will answer such a question instantly at the right request. This technology saves
time for mentors and managers to solve such problems when adapting and working out an employee,
and the employee himself may not distract the mentor and wait for a long response. Nornickel, a well-
known producer of nickel and palladium, has implemented its HR Chat Bot based on the Telegram
messenger. A bot named Nika answers all questions regarding internal communications, vacations,
obtaining certificates from work, holidays of the year, etc.

4. Internal sites. Almost every company has portals and sites that companies create for their
employees. Access to a personal account and all information for employees is opened when applying
for a job. For new employees, internal sites are a treasure of information necessary for adaptation.
Personnel holding ANKOR has such a website. When entering his personal account, an employee can
view general information about all his colleagues, contact them and, in general, imagine who is around
him and with whom he will work. For new recruiters on the internal site of ANKOR there are video
materials on drawing up a search map, a request on work sites, etc. Thus, the new employee studies the
corporate part of the company, learns about internal activities and learns something new.

5. Gamification. Gamification is the application of game elements and learning technologies in
a non-game context. So, through games, employees learn the correct allocation of costs, management
and develop creative data. Renowned large company Deloitte has switched to a fully digitalized and
gamified on boarding process. New hires form teams with each other and learn online about privacy
policies, compensation and benefits, ethics. Deloitte has also created a virtual office tour that is set up
like a video game. It all starts with a scene at the airport, where visitors choose their destination - Beijing,
Shanghai or Hong Kong. Visitors then “fly” to the city and enter the local Deloitte virtual office, where
they can interact with employees to gain an understanding of the corporate culture.

6. Virtual reality (VR). VR allows employees to learn through hands-on experiences as users are
immersed in a world that simulates real life. VR learning differs from hands-on learning in that it is safe
to make mistakes and learn from them. The cost of making a mistake in the virtual world is nothing
compared to the cost of human error in reality. This is especially useful for employees who avoid
experiential learning because of anxiety, as they can develop their skills and build their confidence in a
safe space before applying this learning in real life. Many VR applications also provide modules in
which users can learn theory before actually implementing this information in the virtual world [8-10].

New advances in e-learning have focused on introducing elements of “playful” learning or
predominantly using games to stimulate employee interest in learning. Recent advances in virtual and
augmented reality offer HR professionals new ways to deliver information and learning materials to
users, including changes during classroom or test delivery. Despite the fact that virtual teaching methods are still criticized by experts, they nevertheless have a
clear advantage in that they are consistent with the student's learning and record his progress in the
individual development plan, thereby adjusting for the next learning plans and reducing the need for
individual assessment leaders. According to Shiftelearning.com, virtual learning consists of e-learning
(self-paced, online learning), blended learning (a combination of different options for each course), fast
e-learning (fast interactive micro-learning sessions), mobile learning (the course is available in any
location via the Internet) and ubiquitous learning (available anytime and anywhere, and activities are
carried out on daily tasks) (figure 1).
Figure 1. Content of virtual learning.

Many of the methods shown in Figure are useful for remote workers with very little time to spare, and for employees who enjoy learning at their own pace. Employees can similarly go through the adaptation period and learn using a smart phone, tablet, laptop and other portable devices. Making courses available and compatible with existing technologies can open up new opportunities for staff and increase employee participation in independent professional development, not to mention indirectly increase the income of the organization.

Digital technologies have a positive impact on improving the efficiency of new employees through quick adaptation. It also plays a big role in attracting employees and building a quality HR brand for the company. Young workers in particular expect the training provided by the company to enable them to learn more about their own and related professions, and new technologies to help them choose the most appropriate learning environment and style.

4. Discussion
Analyzing personnel training in modern organizations and seeking expert opinion from the heads of the HR department for personnel training and development, the advantages and disadvantages of online digital personnel training were highlighted (table 1) [11-13].

| Advantages                              | Disadvantages                                                                 |
|-----------------------------------------|-------------------------------------------------------------------------------|
| Economic benefit                        | The format is well accepted only by young people                             |
| Large coverage of workers               | It is difficult to get all the necessary audience to complete the training    |
| Systematic knowledge                    | The level of involvement in the course is not clear                          |
| Step by step training                    | Technical failures in curricula                                              |
| Availability by time and language       | Certain categories of workers (production workers) cannot use                 |
| Remote employee accessibility           | The need for technical expertise and ongoing support for users of             |
|                                        | computers and telephones at the workplace                                    |
|                                        | digital learning platforms                                                   |

Online training is effective if we want to involve the maximum audience of employees, providing them with a general level of knowledge and exercising their control. However, how much the employee will be interested in what he is studying and whether he will be able to perceive information through the screen, it is impossible to predict for sure. In general, according to the expert opinion of the company's
HR management, the digitalization of training has more advantages and is worth the funds that are invested in its implementation and development.

5. Conclusion
The spread of digital technologies can seriously expand the opportunities for informing and consulting personnel. Access to electronic resources is highly economical, which contributes to the implementation of a quick search for the necessary information. Intellectual knowledge banks, information resources of corporate portals, the ability to carry out training in on-line format are all great advantages that are guided in modern organizations. Virtual training systems allow you to expand the boundaries of communication and interaction between people, jointly discuss problems through virtual discussions, exchange ideas in chats, and receive consulting assistance from a business coach and mentor. All this makes it possible to build a self-learning organization, the environment of which acts as a strong motivating resource for the development of personnel and the growth of the value of human capital. The wide network of corporate universities, organized today by many large companies, also uses a virtual training format in order to reach out to their employees who work in the branch network or work remotely outside the main office. In Russia, distance learning is successfully used in companies such as METRO Cash and Carry, Alfa Capital, B&N Bank, MFC Directorate and others [14-15].

A modern person is a successful user of many electronic devices, which provide him with the ability to quickly receive and use any relevant information, which is important for broadcasting educational content, especially since representatives of the millennial and centennial generation are inclined to this. It is understood that the use of such technologies has its own limitations, based on the goals, the amount of information and control over its use and application. Moreover, this increases the emotional and psychological load and requires additional resources from those categories of personnel who are most committed to using the usual classical teaching technologies. Therefore, when using this format, it is also necessary to skillfully combine the forms and methods of training, focusing on expediency, adaptability and efficiency in application to all categories of personnel.

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