

A STUDY ON THE IMPACT OF UPSKILLING, RESKILLING AND EMPLOYEE ENGAGEMENT IN WORKFORCE 5.0: INSIGHTS FROM THE IT SECTOR

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The advent of Workforce 5.0 has redefined the dynamics between human talent and technological innovation. This study investigates how upskilling, reskilling, and employee engagement intersect to create a future-ready workforce, with specific reference to IT organizations adapting to this rapid evolution.

A mixed-methods approach was used, combining quantitative survey analysis and qualitative case studies from leading IT companies. Statistical tools such as Pearson correlation, linear regression, chi-square tests, and Spearman's rank correlation were employed to analyse employee responses from 112 participants.

The results suggest that most workers are highly prepared to learn, adjust to new technology, and actively engage in upskilling initiatives. Employee adaptability in hybrid work contexts has been found to be strongly influenced by organizational support. Additionally, a strong positive correlation between skill development programs and employee engagement was found, with engaged workers also exhibiting better retention intent.

Keywords - Workforce 5.0, Upskilling, Reskilling, Employee Engagement, IT Sector

Introduction

Workforce 5.0 marks a shift where human-centric collaboration with AI and automation becomes essential. The IT sector, being at the forefront of this transition, requires strategic investments in upskilling—enhancing existing capabilities—and reskilling—training for entirely new job roles. According to Renature, 77% of organizations are impacted by the IT skills gap, and 56% identify upskilling/reskilling as their top priority by 2025. Despite this, only 40–42% have structured learning frameworks.

The urgency stems from the fact that nearly 74% of professionals feel unprepared for the evolving roles in areas such as AI, cybersecurity, and cloud computing. Investments in digital training increased by 45% between 2022 and 2023, and companies with reskilling programs report productivity boosts of up to 30%. FOBO (fear of becoming obsolete) is growing, especially with rapid AI integration. To remain competitive, companies must align human talent with tech advancements through continuous learning and innovation.

1.1 Background of the Study

Workforce 5.0 goes beyond digital automation (Workforce 4.0) to embrace human-machine synergy. With AI, robotics, and cloud computing reshaping job roles, the emphasis is on making technology work alongside humans—enhancing creativity, well-being, and inclusion at work.

i. Relevance of Upskilling and Reskilling

Upskilling helps employees improve in current roles, while reskilling prepares them for new ones. As automation takes over routine tasks, demand rises for hybrid skills—like digital literacy combined with creativity and critical thinking. By 2030, 50% of workers will require reskilling (World Economic Forum). However, many programs are generic, lack alignment with future needs, and suffer from low employee engagement.

ii. Relevance of Employee Engagement

In the digital age, engagement is no longer limited to job satisfaction—it involves emotional commitment and alignment with organizational goals. Tools like feedback platforms, virtual HR systems, and AI-driven communication enhance engagement but also introduce challenges like burnout from “digital presentism” and concerns over AI transparency in HR decisions.

iii. Workforce 5.0: Merging Technology with Humanity

Workforce 5.0 emphasizes that technology should enhance—not replace—human contributions. While machines handle data-driven tasks, humans contribute empathy, ethics, and innovation. Industries like healthcare (AI-assisted diagnostics) and manufacturing (cobots) exemplify this shift. For success, companies must foster a culture of adaptability, personalized learning, and digital inclusion

iv. Challenges in Preparing for Workforce 5.0

Challenges include unequal access to training (especially in SMEs), employee resistance to change, and lack of strategic alignment in L&D initiatives. Training is often disconnected from job realities, and its impact is rarely measured in terms of performance or engagement.

1.2 Introduction to the IT Industry

The IT industry supports digital transformation across healthcare, finance, logistics, education, and manufacturing. It includes software, hardware, and infrastructure services, enabling seamless digital operations globally.

i. Evolution of the IT Industry in India

India’s IT growth began in the 1980s with government-led computerization. Post-liberalization, the sector expanded rapidly, offering cost-effective global services. Today, Indian IT is a leader in AI, cloud, and digital transformation, contributing significantly to GDP and exports.

ii. Key Segments within the IT Industry

- **IT Services:** App development, consulting, and systems modernization.
- **BPM:** Outsourcing functions like HR, finance, and customer support.
- **Software Products:** SaaS, ERP, and CRM platforms.

- **Engineering R&D:** IoT systems, embedded design, and digital twins.
- **Emerging Tech:** AI, blockchain, cybersecurity, AR/VR, and robotics.

iii. Trends Shaping the IT Industry

- **Cloud Computing:** Enables flexible, scalable IT environments.
- **AI & ML:** Drives automation, personalization, and data analysis.
- **Cybersecurity:** Growing demand due to rising cyber threats.
- **Remote/Hybrid Work:** Accelerated post-pandemic, requiring robust virtual tools.
- **Edge Computing:** Supports real-time data processing near the source.
- **Low-Code/No-Code:** Empowers faster app development by non-tech users.

iv. Challenges Facing the IT Industry

- **Talent Gaps:** Especially in AI and data analytics.
- **Fast-paced Tech Evolution:** Making it hard to stay current.
- **Cybersecurity Threats:** Require constant vigilance.
- **Global Competition:** Emerging tech hubs increase pressure.
- **Client Expectations:** Demand for faster, more innovative solutions.

Review of Literature

2.1 Review of relevant articles

Asma Bano, and Ayesha Khatun,(2025)

The study explores the link between employee potential, employee engagement (EE), and organizational performance through a systematic literature review. It finds that effectively utilizing employee potential leads to engagement, which positively impacts organizational outcomes. Engagement levels vary by role and experience, and are influenced by emotional, social, psychological, and intellectual well-being, actionable insights for managing employee potential and is notable for connecting with both engagement and performance.

Arti Awasthi, (2025)

This study conducts a bibliometric analysis of employee engagement research from 2013 to 2023 using VOSviewer software. It maps trends, key authors, top journals, and active countries, revealing a significant rise in publications—especially in 2020, with 238 articles indexed in SCOPUS. The USA led in research output, followed by India, the UK, China, Australia, and Malaysia. The findings highlight employee engagement's growing global importance and suggest future studies should include broader, more diverse data to deepen understanding and improve engagement strategies in organizations.

Esther Asiedu,(2025)

This paper examines the strategic importance of continuous upskilling and reskilling in building a future-ready workforce. It introduces a framework for successful skills transformation, based on research and industry case studies. Key success factors include data-driven workforce planning, modern learning technologies, and fostering a growth mindset. The study urges HR leaders to treat skills development as a strategic priority rather than a tactical task, offering

practical guidance for planning and executing effective upskilling and reskilling initiatives to maintain a competitive advantage.

Elok Cahyaning Pratiwi, (2025)

This study explores how transformational leadership fosters employee engagement in the Industry 5.0 era, where human-centric innovation meets digital technologies. Based on qualitative interviews with 15 tech professionals, it finds that leadership traits like inspiration, support, and intellectual stimulation drive engagement in hybrid, AI-enabled workplaces. The digital environment shapes how these behaviors are perceived. The research concludes that Leadership 4.0, grounded in transformational leadership, is essential for building trust, innovation, and workforce resilience, offering both theoretical insight and practical guidance for modern organizations.

Dr. Piyush U. Nalhe,(2025)

This conceptual paper highlights the urgent need for upskilling and reskilling in the ITES sector amid rapid technological changes. It explores how emerging technologies are reshaping job roles and skill demands, stressing the importance of workforce adaptability. The study reviews best practices from leading organizations and advocates for continuous learning, personalized training, and industry-academia collaboration. It concludes with a holistic framework to help organizations build a resilient, future-ready workforce capable of thriving in the face of digital disruption.

Siti Munawaroh,(2025)

This paper examines the critical role of reskilling and upskilling as adaptive Human Resource Management (HRM) strategies in response to the demands of Industrial Revolution 5.0. It emphasizes how digital transformation, automation, and the rise of human-machine collaboration require a redefined HR approach focused on continuous learning and talent agility. The study highlights the need for HR leaders to foster a human-centric culture, integrating technological advancement with employee well-being, soft skills development, and future-oriented capabilities. Drawing on recent trends and organizational practices, the research provides strategic insights into building a resilient and future-ready workforce through inclusive and sustainable HR initiatives.

Uma Durgude,(2025)

This paper highlights how AI-driven industry changes are making upskilling and reskilling vital for workforce adaptability. It emphasizes the growing need for both advanced technical and soft skills. Key challenges include identifying skill gaps, designing impactful training, and cultivating a culture of continuous learning. Solutions like partnerships with educational institutions and AI-powered personalized learning are emerging. The paper calls for future research into training effectiveness, long-term outcomes, and the psychological drivers of lifelong learning, positioning skill development as central to talent transformation in the AI era.

Dr. Aajaz Ahmad Hajam, (2024)

This paper analyzes how automation and AI are transforming the global workforce, leading to the decline of traditional roles and the emergence of new skill-based jobs. It reviews current upskilling and reskilling strategies and stresses the need for a human-centered approach to

workforce development. Drawing from recent literature and case studies, it identifies key challenges such as financial limitations, employee resistance, and difficulty in evaluating program effectiveness. The paper concludes with recommendations to improve the adaptability and inclusivity of workforce development in the digital era.

Anes Arini, (2024)

This study examines how upskilling and reskilling enhance the competence of human resources in MSMEs within the digital economy. Using a descriptive qualitative approach based on literature review and online documents, the research finds that strengthening MSME workforce capabilities requires coordinated resource use and targeted strategies for workers of varying skill levels. A holistic and inclusive approach is essential, especially for low-skilled workers. The study emphasizes the need for collaboration among the public sector, private sector, and other stakeholders to build a supportive and sustainable upskilling ecosystem for MSMEs.

A.W. Schultz, (2024)

In the shift toward a more sustainable and human-centric industrial model known as Industry 5.0, smart factories play a key role in reducing carbon emissions through technological innovations like IoT, AI, and robotics. However, despite these advancements, true progress depends on active employee engagement—a major challenge as only 23% of workers currently feel engaged. With factories undergoing major transformations and facing workforce shifts like the "Great Resignation," motivating and involving employees is essential for achieving the goals of Industry 5.0, including sustainability, resilience, and productivity.

Eko Winari, (2024)

This study analyzes how reskilling and upskilling strategies impact employee digital readiness in the traditional sector amid digital transformation. Using a survey of 150 participants, it finds that short-term technical training—mainly in IT and project management—is effective, but soft skills are often overlooked. The study concludes that a balanced approach combining technical and soft skills training is essential. It recommends ongoing, inclusive, and strategic training policies to support successful digital transformation in traditional industries.

Godwin Uzoamaka Ikenga, (2024)

This conceptual paper explores Industry 5.0, which emphasizes sustainability, human centricity, and resilience, distinguishing it from previous industrial revolutions. It highlights the challenges emerging economies face, such as workforce displacement and low skill levels in adapting to new technologies. The paper identifies essential 21st-century competencies needed for Industry 5.0 and examines how these can be integrated into education and policy frameworks. It concludes that emerging economies must take proactive steps by developing policies that promote social stability, environmental sustainability, and efficient production to fully benefit from Industry 5.0.

Huzina Saheal, Sheikh Sajid Mohammad,(2024)

This chapter discusses Industry 5.0, where humans collaborate with smart machines and robots to enhance work efficiency. It highlights the shift from Industry 4.0 to 5.0, which is expected to automate 85 million jobs by 2025 while creating around 97 million new roles requiring collaboration between humans and technology. The chapter emphasizes the need for workers to

develop new skills, including self-management, adaptability, resilience, and critical thinking. It explores the benefits and challenges of this transition, addresses the integration of technology with human labor, and provides recommendations for reskilling and upskilling to prepare the workforce for the future of work.

Katarina Milošević,(2024)

This paper explores the growing importance of upskilling and reskilling as essential strategies for organizations to remain competitive in a rapidly changing technological and economic environment. It examines current trends in learning and development (L&D), including the use of advanced technologies to identify skill gaps, customize training, and monitor progress. The study highlights the rise of continuous learning cultures and the impact of remote and hybrid models, especially post-COVID-19. Through case studies, it showcases effective L&D practices while also addressing common implementation challenges. The paper concludes by emphasizing the need for innovative, adaptable L&D strategies to ensure organizational resilience and long-term success.

Luciano Gamberini and Patrik Pluchino,(2024)

This abstract highlights Industry 5.0 as a transformative shift that integrates human-centric values with advanced technologies, emphasizing social and environmental sustainability. It underscores the need for equitable upskilling and reskilling, continuous learning, and inclusive training programs to support workforce well-being and adaptability. By aligning technological progress with human and environmental considerations, Industry 5.0 sets a new standard for responsible and sustainable industrial practices and career development.

Mahedi Hasan,(2024)

This study explores how upskilling and reskilling initiatives enhance workforce agility and adaptability in a rapidly evolving job market, using survey data from 250 employees across 45 companies in Bangladesh. Through Partial Least Squares Structural Equation Modeling (PLS-SEM), the study finds that a supportive organizational environment significantly boosts the success of these initiatives, improving employee skills and overall performance. It also identifies key barriers, including limited funding and resistance to change, and stresses the importance of tailored training, continuous learning, and modern educational tools. The study highlights the critical role of leadership and organizational support in building a culture of lifelong learning and innovation.

Seda Güğerçin,(2024)

This paper explores the anticipated impact of Industry 5.0—expected to begin by 2025—on workforce skills, as businesses increasingly integrate humans, robots, and algorithms. It highlights how this shift will lead to changing skill requirements and potential skills gaps. Using the World Economic Forum's *Future of Jobs* reports (2016 and 2020) as a framework, the study identifies key in-demand skills for the future, including problem-solving, leadership, social impact, technology use, and self-management. The paper aims to guide researchers, HR professionals, managers, and employees in preparing for the evolving skill demands of the Industry 5.0 era.

Jelena Lukić Nikolić,(2023)

This paper explores how modern digital technologies have transformed employee engagement in the workplace. A case study from an IT company in Serbia revealed that while digital tools support remote work, flexible hours, and more engaging tasks, they also introduce challenges like tech-related stress, dependency on technology, work-life imbalance, and burnout. The study provides valuable insights for managers and HR professionals on adapting engagement strategies to the digital era while minimizing negative impacts on employees.

Kelechi Ekuma,(2023)

This study investigates the organizational factors that contribute to successful upskilling and reskilling in the era of AI and automation. Using fuzzy-set qualitative comparative analysis (fsQCA), it explores complex causal relationships and draws on case studies to identify effective combinations of factors. The findings reveal key drivers of successful workforce development initiatives and offer practical insights for organizations aiming to enhance adaptability and competitiveness through targeted upskilling and reskilling strategies.

Marijana Vidas-Bubanja,(2023)

This paper examines how global challenges such as technological change, the COVID-19 pandemic, and the green transition have increased the need for adaptable and skilled workforces. It analyzes the impact of digital technologies on work, youth education and employment, and the importance of lifelong learning through reskilling and upskilling. The study includes a comparative analysis of adult education in Western Balkan countries and focuses on Serbia's labor market. Findings show that Serbian companies recognize the value of digital and ICT skills, though there remains limited individual awareness about personal upskilling. Many companies report ongoing efforts in training and workforce development.

Michaela Poláková,(2023)

This study highlights the growing need for a balanced skillset that includes both digital and human (soft) skills in response to global events and the rise of Industry 4.0 and 5.0. While technical skills are essential, the responsible and effective use of technology depends on uniquely human abilities like critical thinking, communication, and adaptability—skills machines cannot replicate. Analyzing data from job postings by 19,000 organizations over five years, the study finds a strong demand for soft skills even in highly technological fields. It concludes that future workforce success requires a combination of digital and soft skills to navigate an increasingly tech-driven world.

Milica Brkovic,(2023)

This paper explores the concept of Industry 5.0, emphasizing the integration of advanced technologies with human capabilities and the resulting workforce skill gap. It identifies key areas where skills are lacking and evaluates current strategies to reduce this gap and build a future-ready workforce. The study offers insights for stakeholders on developing a resilient, adaptable labor force capable of thriving amid rapid technological advancements. It also lays a foundation for further research on skill development and workforce transformation in the Industry 5.0 era.

Pubali Giti Borthakur,(2023)

This study explores the shift from Industry 4.0 to Industry 5.0 and its implications for HR strategies and roles. It highlights that HR professionals will play a critical role in fostering collaboration between humans and robots (cobots) in the workplace. Beyond ongoing automation and digitalization, HR will need to focus on building emotionally intelligent teams, promoting digital wellness, and nurturing a culture of continuous learning. The study emphasizes the need for HR professionals to stay agile, continuously upskill, and assess their readiness to meet the evolving demands of a human-centric, tech-integrated Industry 5.0 environment.

Sofia Morandini,(2023)

This paper examines how AI is transforming professional skill requirements and the organizational strategies needed to manage these changes. While AI boosts productivity by automating tasks, it also raises concerns about job displacement. The study stresses the need for upskilling, reskilling, and the development of transversal skills like adaptability, collaboration, and problem-solving. It highlights the importance of proactive training strategies and inclusive workforce development. The paper advocates for a transdisciplinary research approach to better understand AI's impact and calls for further exploration into soft skills and the evolving demands of Industry 5.0.

Tusharkumar Patel,(2023)

This thesis presents a structured framework to help a small IT company improve employee training and upskilling for digital roles. Addressing challenges like outdated skills, limited resources, and vague competency needs, the study uses stakeholder interviews and SME-focused theories to assess current practices. The outcome is a customized strategy for organizing upskilling initiatives, optimizing resources, choosing suitable training methods, and encouraging continuous learning—ultimately boosting digital capabilities and innovation.

2.2 Research Gap

Despite the growing attention toward the concept of Workforce 5.0—which emphasizes human-machine collaboration, advanced technologies, and a more personalized work experience—there remains a limited understanding of how organizations are practically implementing upskilling and reskilling strategies to keep pace with this transformation. Most existing studies focus on general workforce trends or the future of work in abstract terms, without offering data-driven insights into employee readiness, organizational initiatives, or the real-time impact of rapid technological change on job roles. Moreover, there is insufficient research that connects employee attitudes, organizational learning practices, and the effectiveness of current training models in adapting to technologies such as AI, automation, and robotics. This gap highlights the need for empirical research that not only explores the strategic approaches to workforce development but also evaluates their effectiveness in preparing employees for the demands of Workforce 5.0 across industries.

Research Methodology

3.1 Statement of the problem

With the emergence of advanced technologies such as automation, artificial intelligence, and

robotics, the nature of work is evolving at a rapid pace. This shift, often described as Workforce 5.0, places a strong emphasis on collaboration between humans and intelligent systems. However, a major challenge faced by industries today is the growing gap between current workforce capabilities and the skills required to function in this new environment. Many employees lack access to effective upskilling and reskilling programs, resulting in decreased employability and productivity. Furthermore, traditional learning and development approaches are struggling to keep up with the speed of technological change. This study aims to explore how organizations can develop and implement strategic upskilling and reskilling initiatives that align with the demands of Workforce 5.0, ensuring that employees remain adaptable, future-ready, and capable of contributing meaningfully in a tech-driven workplace.

3.2 Objectives of the study

1. To evaluate employee readiness and attitude towards continuous upskilling/reskilling and adapting to emerging technologies.
2. To understand the impact of rapid technological advancements on current and future job roles in the IT industry
3. To determine whether organizational support influences how easily employees reskill in a hybrid setting.
4. To understand the Relationship Between Skill Development and Employee Engagement
5. To explore the impact of current upskilling and reskilling strategies on employee performance adopted by IT organizations.

3.3 Hypothesis

1. To evaluate employee readiness and attitude towards Continuous upskilling/reskilling and adapting to emerging technologies.

- **H₀ (Null Hypothesis):**
There is no significant relationship between employees' attitude toward continuous upskilling/reskilling and their readiness to adapt to emerging technologies.
- **H₁ (Alternative Hypothesis):**
There is a significant relationship between employees' attitude toward continuous upskilling/reskilling and their readiness to adapt to emerging technologies.

2. To understand the impact of rapid technological advancements on current and future job roles in the IT industry.

- **H₀ (Null Hypothesis):**
Rapid technological advancements do not have a significant impact on the current and future job roles.
- **H₁ (Alternative Hypothesis):**
Rapid technological advancements have a significant impact on current and future job roles.

3. To determine whether organizational support influences how easily employees reskill in a hybrid setting.

- **Null Hypothesis (H₀):**

There is no significant association between perceived ease of reskilling in a hybrid environment and organizational support for upskilling.

- **Alternative Hypothesis (H₁):**

There is a significant association between perceived ease of reskilling in a hybrid environment and organizational support for upskilling.

4. To understand the Relationship Between Skill Development and Employee Engagement

- **Null Hypothesis (H₀)**

There is no positive relationship between skill development initiatives and employee engagement.

- **Alternate Hypothesis (H₁)**

There is a positive relationship between skill development initiatives and employee engagement.

3.3 Research methods

Research Design

This study uses a **cross-sectional mixed-methods design**, combining **quantitative surveys** and **qualitative case studies** to analyze the impact of upskilling, reskilling, and employee engagement in the IT sector under Workforce 5.0. Data was collected from 112 IT professionals through structured questionnaires, and analyzed using **Pearson Correlation, Chi-Square, Linear Regression, and Spearman's Rank Correlation**. Case studies from companies like TCS and IBM provided deeper insights into how learning initiatives influence performance and engagement in real-world settings.

Sample size

Sample used: 112 respondents.

Data for the quantitative analysis were collected from **112 IT professionals**. This sample size was used for descriptive analysis as well as inferential tests (Pearson correlation, chi-square tests and linear regression).

Sampling technique

Purposive sampling of IT professionals. Respondents were selected based on accessibility and relevance to the study (employees working in IT roles and those exposed to upskilling/reskilling programs). Given the company's focus, participants were approached through internal contacts and invited to complete a structured questionnaire. The report does not explicitly state a probability sampling method; data were collected with employees of relevant IT firms (Mphasis and other IT professionals), so convenience/purposive sampling is the most defensible description. If you did use a different technique (stratified, random, snowball), state that instead.

Data-collection instruments & tools used

Primary data collection tools:

- **Structured questionnaire** (self-administered) with demographic items and Likert-scale items (5-point scale: Strongly Disagree to Strongly Agree) to measure attitudes toward upskilling/reskilling, readiness for emerging technologies, perceived organizational support, engagement, and retention.
- **Qualitative case studies** (documentary/case analysis) of organisations (e.g., TCS, IBM) to triangulate survey findings.

3.4 Limitations of the study

1. Time Constraints

The study uses a cross-sectional design, which captures data at one point in time. It does not allow for analysis of long-term impacts or changes in upskilling/reskilling trends over time.

2. Geographical and Industry Scope

The findings may be limited to specific regions or industries included in the sample. Therefore, the results may not be generalizable to all sectors or global workforces.

3. Sample Bias

Respondents may self-select into the study based on their interest or awareness of upskilling/reskilling, which could lead to biased results and overrepresentation of more proactive individuals.

4. Subjectivity in Responses

Survey responses are based on individual perceptions and may not fully reflect actual organizational practices or outcomes.

5. Technological Variability

The pace of technological advancement varies significantly across industries and organizations, making it difficult to generalize the impact of tech like AI, automation, and robotics on all job roles.

6. Limited Access to Senior Management Insights

The study may face difficulty in reaching top-level executives or decision-makers, limiting insights into strategic perspectives on workforce transformation.

7. Rapid Evolution of Workforce Trends

Workforce 5.0 is an evolving concept. By the time the study is completed, newer strategies or technologies may emerge, making some findings less relevant.

8. Confidentiality Barriers

Some organizations may be reluctant to share detailed information on their internal training programs or future, which may limit data depth.

Data Analysis and Interpretation

4.1 Data Analysis

Q1. Age Distribution

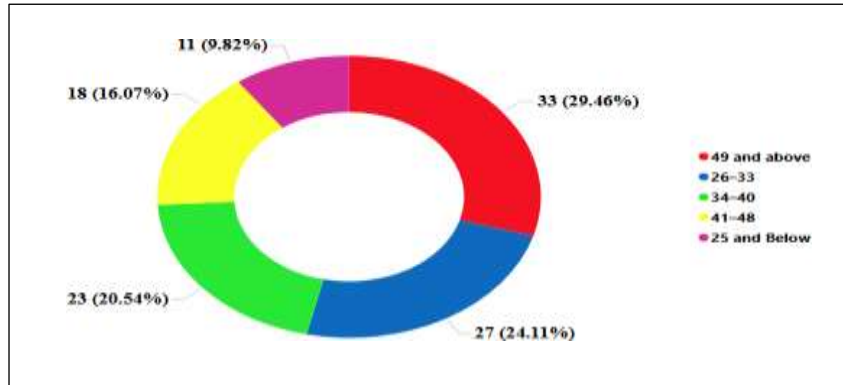


Fig 4.1.1 -Age

INTERPRETATION:

- The majority of respondents (29.46%) fall in the **26–33 age bracket**, followed by 24.11% in the **34–40 range**, and 20.54% in the **41–48 category**.
- This indicates a predominantly **young to mid-career workforce**, which is typically associated with higher adaptability, tech-savviness, and openness to learning.
- A smaller proportion (9.82%) is aged **49 and above**, suggesting limited representation of late-career professionals.
- The presence of younger employees (16.07% are 25 and below) also reflects a pipeline of early-career talent, which organizations can nurture through learning and development.

Q2. Years of Experience

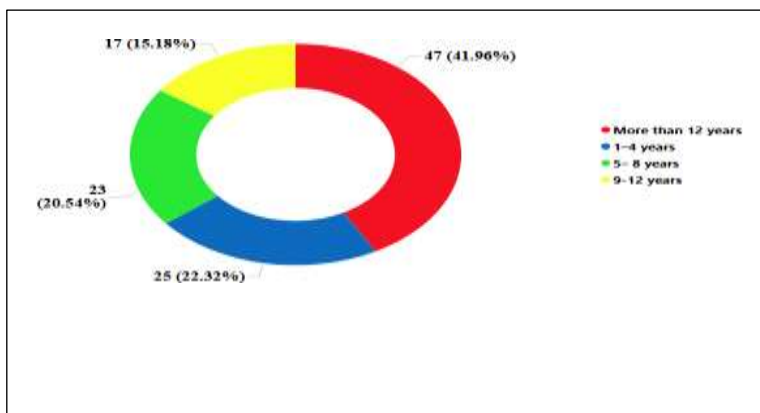


Fig 4.1.2 –Years of Experience

INTERPRETATION:

- A significant portion (41.96%) has **more than 12 years of experience**, showing a well-established and seasoned workforce.
- A fair number of respondents fall into the **5–8 years (22.32%)** and **1–4 years (20.54%)** experience categories, indicating the presence of developing professionals.
- This spread demonstrates a **diverse mix of experience levels**, suggesting opportunities for cross-generational knowledge sharing and mentorship.
- The workforce’s depth of experience aligns with a potential **readiness to lead transformation initiatives** and guide less experienced colleagues through changes.

Q3. Distribution as per Current work setup

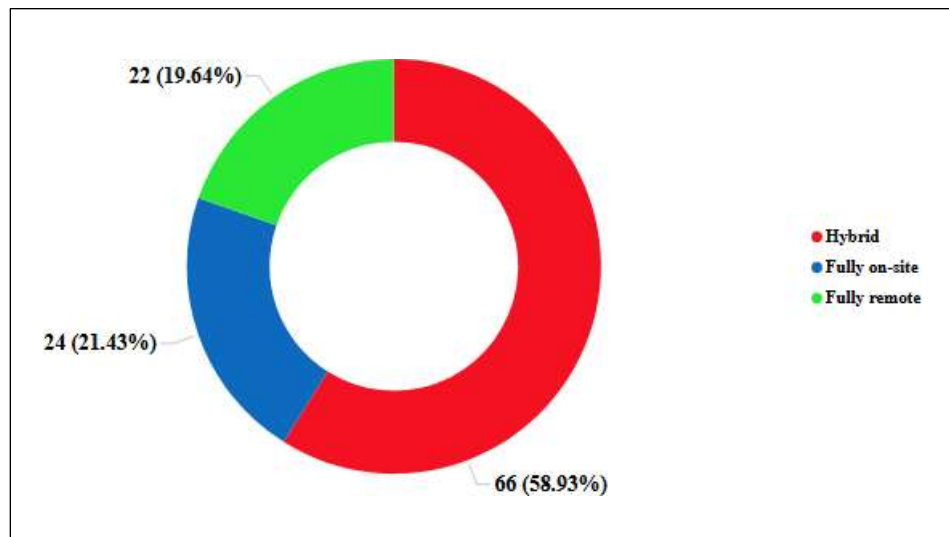


Fig 4.1.3 –Current Work Setup

INTERPRETATION:

- The **hybrid work model dominates (58.93%)**, while fully on-site (21.43%) and fully remote (19.64%) setups are less prevalent.
- This shows a strong shift toward **flexible working arrangements**, which require robust digital infrastructure and communication tools.
- The hybrid model likely demands employees to be **self-disciplined and tech-literate**, reinforcing the importance of digital upskilling.
- The mix of work setups also hints at organizations trying to balance productivity, employee satisfaction, and operational requirements.

Q4. Distribution as per last 12 months upskilling program

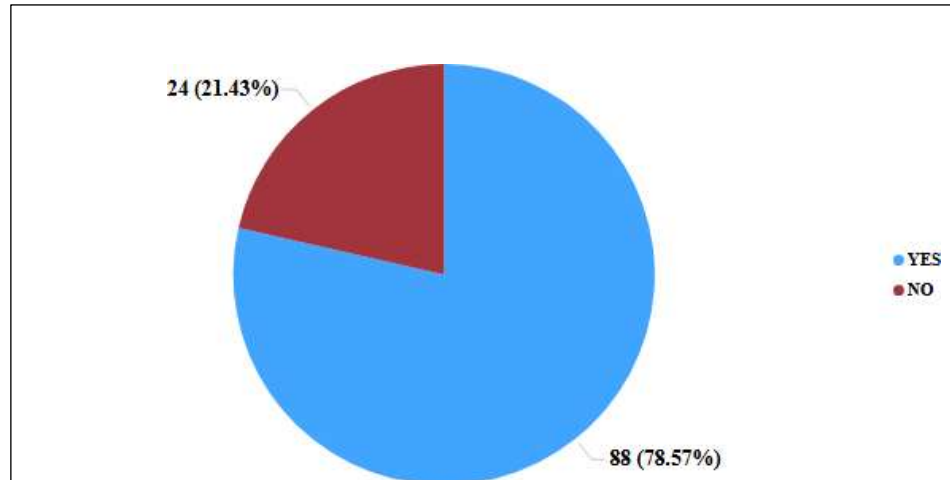


Fig 4.1.4 –Participation in learning program

INTERPRETATION:

- A notable **78.57% of respondents** have engaged in **upskilling programs** in the past year.
- This demonstrates a **proactive attitude toward professional development**, suggesting that learning is embedded in the workplace culture.
- The minority (21.43%) who did not participate may indicate either a lack of access, awareness, or perceived need for upskilling—potentially highlighting areas for HR intervention.

Q5. Quick Adaptation of new digital

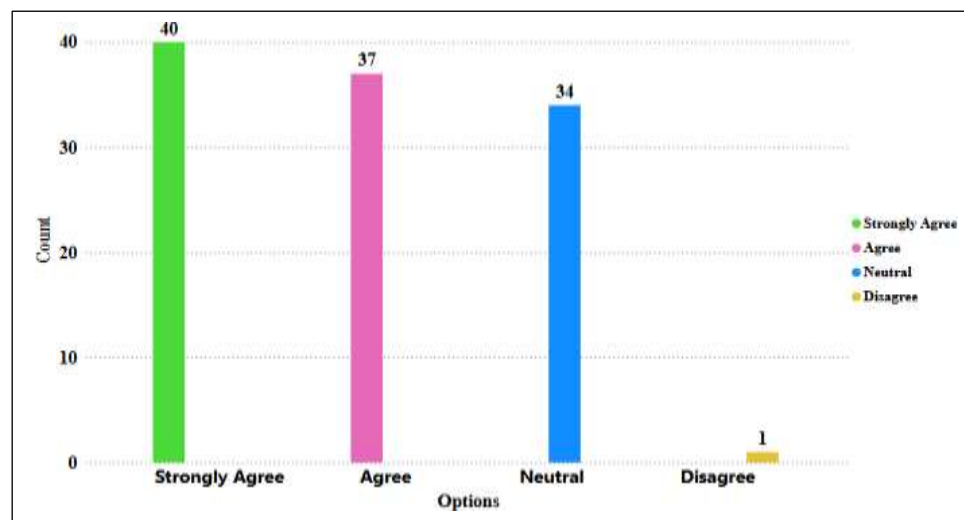


Fig 4.1.5 –Digital Systems adapt

INTERPRETATION:

- A combined **77 respondents (74%)** either **strongly agree or agree** that they adapt quickly to digital system changes.
- Only 1 respondent disagreed, which is statistically negligible.
- This suggests high **digital readiness and flexibility**, crucial traits in a rapidly evolving tech landscape.
- The **34 neutral responses (25%)** might reflect uncertainty or occasional challenges in adapting, which could be addressed through targeted training.

Q6. Openness in Participation in training programs regularly

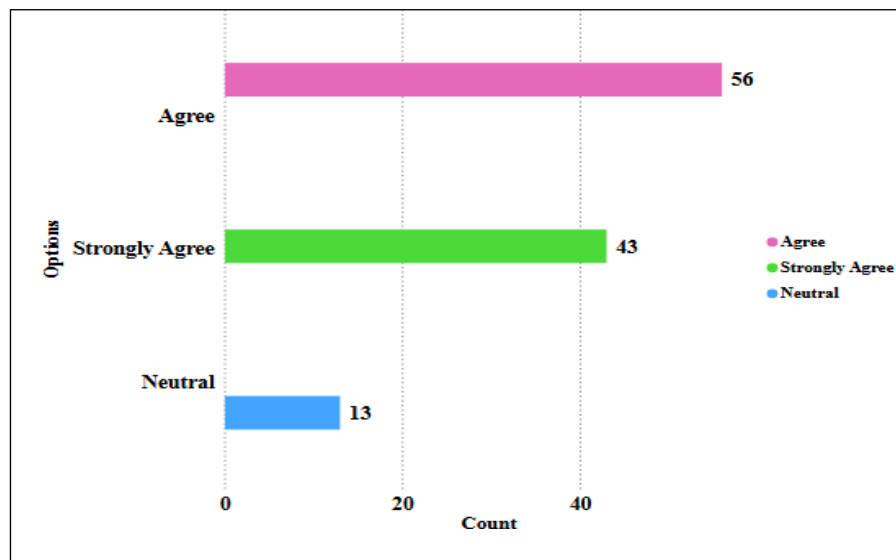


Fig 4.1.6 – Participating in Training Programs

INTERPRETATION:

- An overwhelming majority (88.39%) are either **strongly agree (43)** or just **agree (56)** to participate in regular learning programs.
- This emphasizes a **sustained interest in continuous improvement**, which organizations can leverage through ongoing training initiatives.
- Only 13 respondents were neutral, indicating minimal resistance or indecision.

Q7. Opinion on Importance of continuous learning for long term career

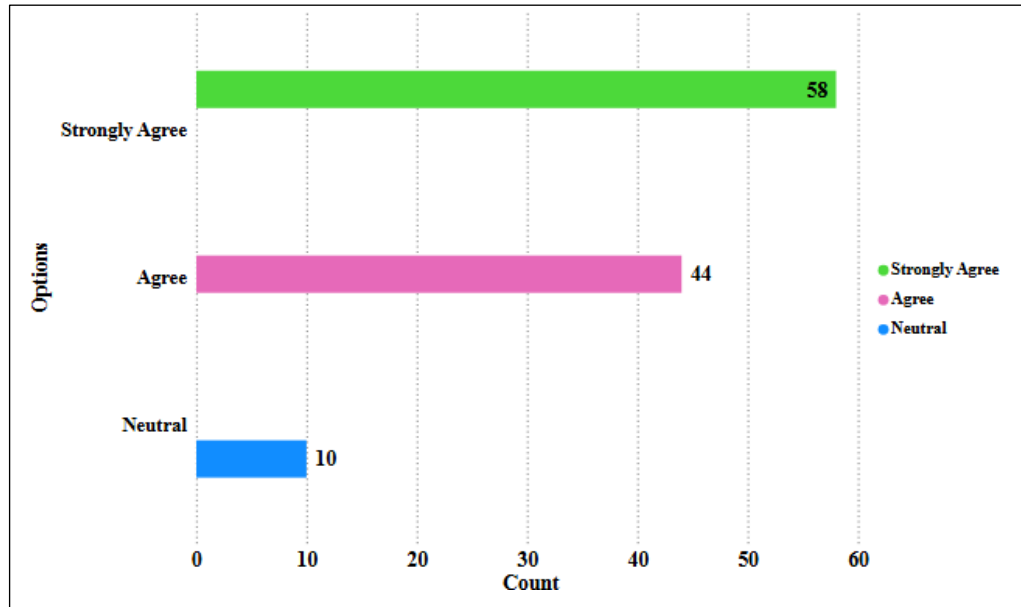


Fig 4.1.7 – Importance of Continuous Learning

INTERPRETATION:

- A combined total of **102 respondents (94%)** believe continuous learning is **important for long-term career growth**.
- This consensus validates the relevance of lifelong learning in career planning and performance management frameworks.
- The minimal neutrality (only 10 respondents) reflects a **strong collective agreement** on the strategic value of learning.

Q8. Opinion on emerging technologies as an opportunity in your role

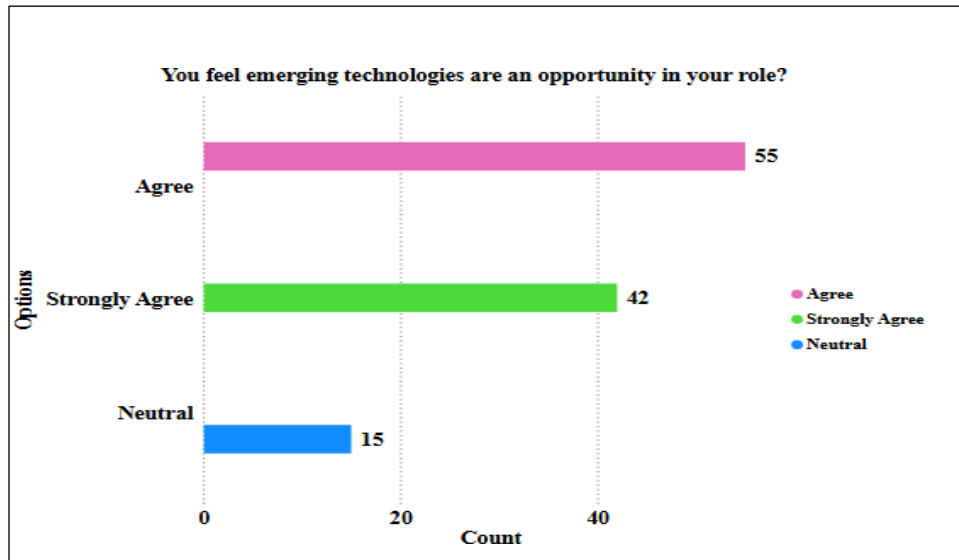


Fig 4.1.8 – Emerging Technologies as an Opportunity

INTERPRETATION:

- A total of **97 respondents (87%)** view emerging technologies as opportunities in their roles.
- This positive outlook signals a **tech-forward mindset**, which is essential for innovation and embracing change.
- The remaining 15 respondents were neutral, indicating some need for **awareness-building or confidence enhancement** in using new technologies.

Q9. Importance of staying updated on tech trends

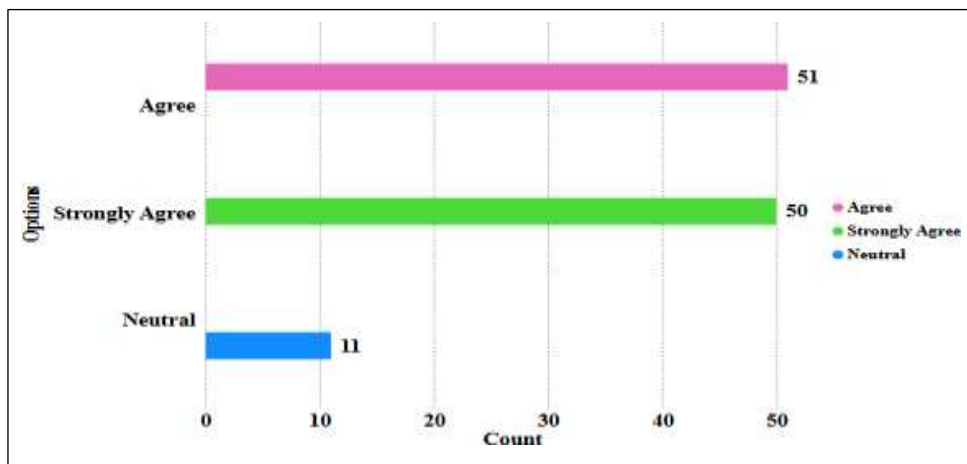


Fig 4.1.9 – Updated on Tech Trends

INTERPRETATION:

- A near-even split between **Strongly Agree (50)** and **Agree (51)** reveals that **almost all respondents (90%)** prioritize staying updated on technological trends.
- Only 11 were neutral, reflecting a high level of **tech curiosity and awareness**.
- This is indicative of a **forward-looking workforce**, keen to remain competitive and informed in their domain.

Q10. Technology changes affecting current roles

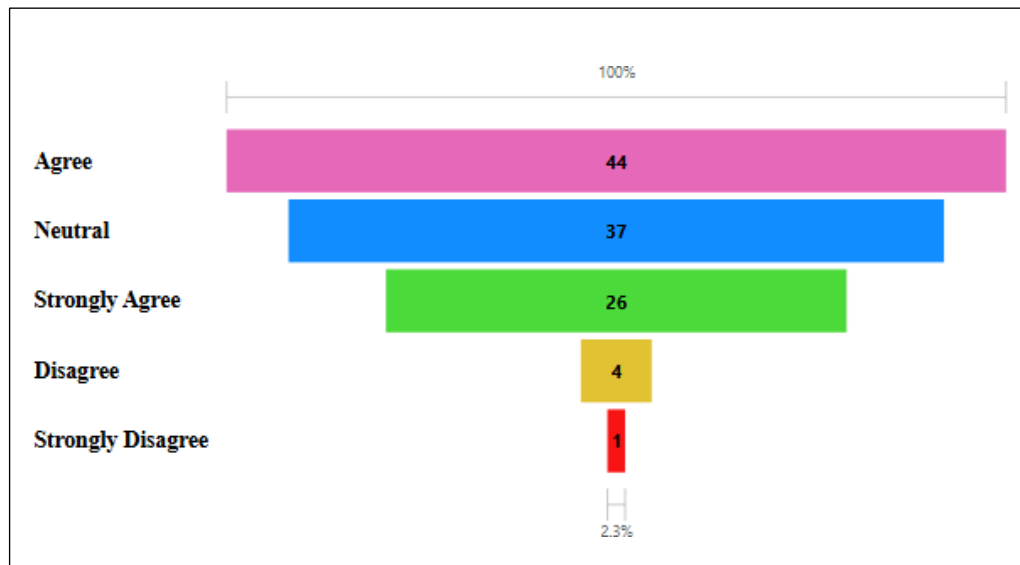


Fig 4.1.10 – Technology Changes

INTERPRETATION:

- **44 respondents agree** that AI, cloud computing, and automation have affected their current roles, suggesting a widespread acknowledgment of technology reshaping job functions.
- **26 strongly agree**, reinforcing that a considerable group experiences significant transformation due to tech advancements.
- **37 respondents are neutral**, which may reflect uncertainty, role-specific variability, or lack of awareness of indirect impacts.
- Only **5 participants (4 disagree, 1 strongly disagree)** deny any such effect, indicating a minimal portion is unaffected or resistant to tech changes.

Q11. Experience vs Today's Job due to tech changes

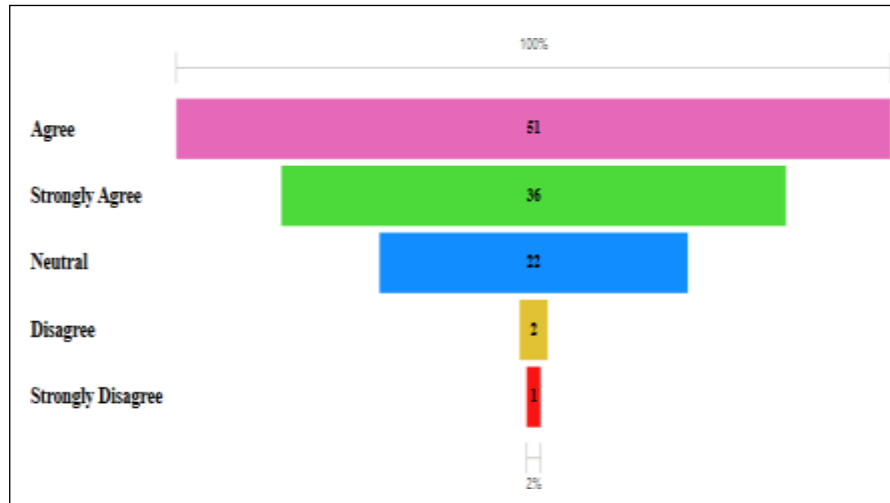


Fig 4.1.11 – Past Experience Vs Today's Job

INTERPRETATION:

- **51 agree** and **36 strongly agree**, jointly accounting for 87 respondents who recognize their current roles differ significantly from past experiences due to technology.
- This suggests tech changes are not only impacting current duties but have also redefined the very nature of roles over time.
- The **neutral response (22)** may represent those in stable roles or with limited technological exposure.
- Minimal disagreement (only 3 respondents) confirms strong consensus on evolving job dynamics.

Q12. Training given to transition into new roles

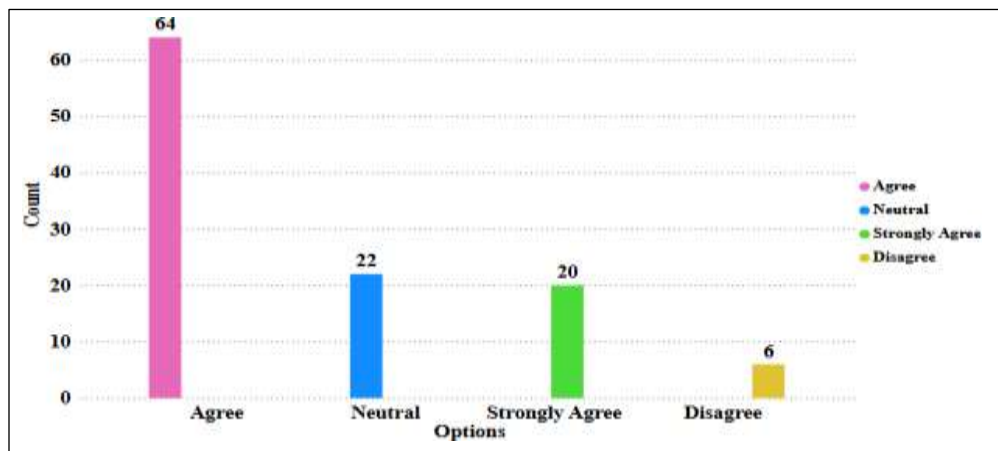


Fig 4.1.12 – Transition into new roles

INTERPRETATION:

- **64 agree** they are being trained to adapt to roles influenced by technological change, implying proactive organizational measures.
- **20 strongly agree**, supporting the view that structured learning opportunities are in place.
- **22 remain neutral**, possibly reflecting inconsistency across departments or unclear communication of training efforts.
- Only **6 disagree**, indicating few gaps or underserved employee groups in training initiatives.

Q13. Ease of Learning new skills in Hybrid Environment

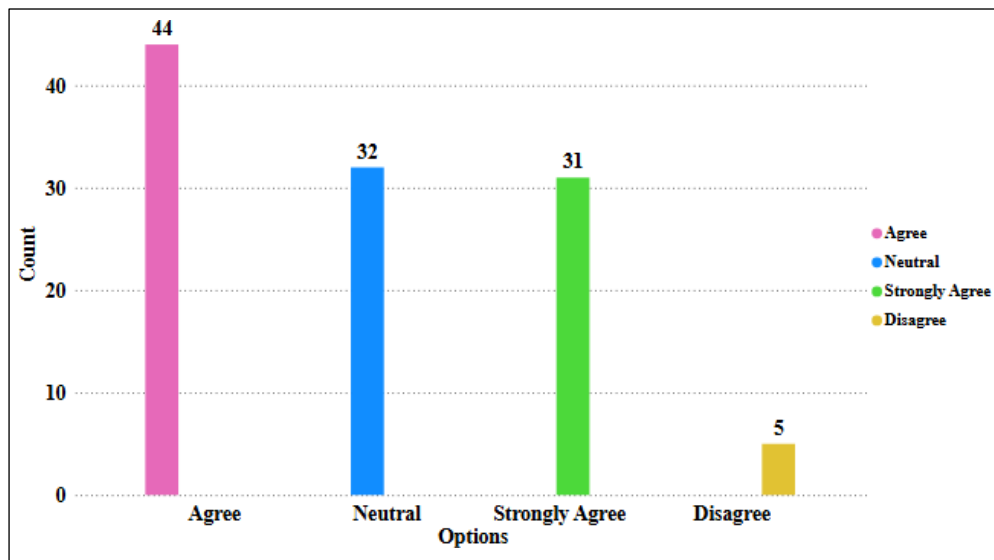


Fig 4.1.13-Reskilling in a Hybrid environment

INTERPRETATION:

- **44 agree** and **31 strongly agree** that hybrid work enables easier skill acquisition, pointing to benefits like flexible timing and reduced commute.
- The **32 neutral responses** suggest mixed experiences, possibly influenced by individual learning preferences or work-from-home distractions.
- Very few (**5**) disagree, reinforcing the effectiveness of hybrid models in fostering learning.

Q14. Support from the Manager/organisation for upskilling/reskilling during hybrid work

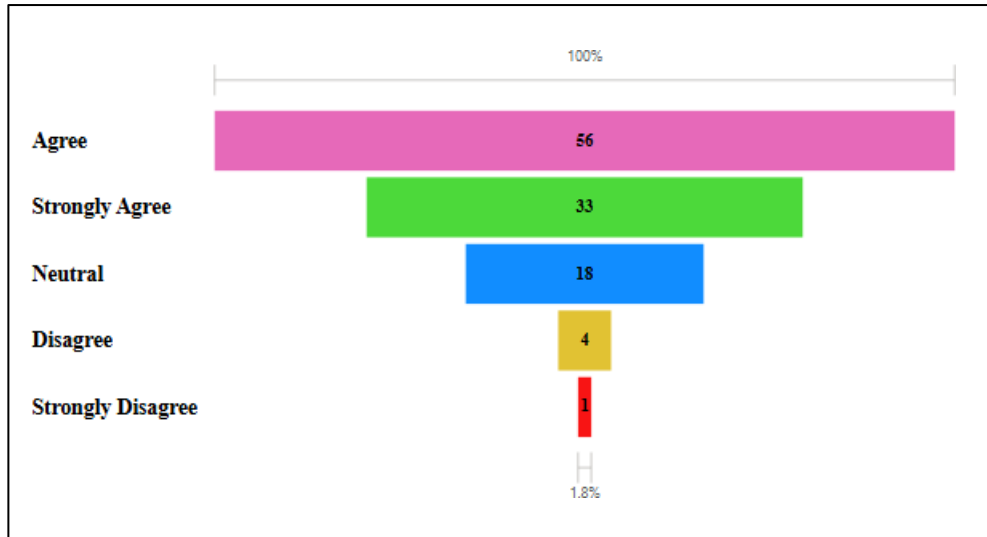


Fig 4.1.14 – Manager/Organization support

INTERPRETATION:

- A total of **89 respondents (56 agree + 33 strongly agree)** feel supported in their learning journey during hybrid work.
- This reflects positively on managerial involvement and HR initiatives to continue development amid workplace shifts.
- **18 remain neutral**, possibly unsure or receiving uneven support.
- A negligible **5 respondents** expressed dissatisfaction, indicating strong overall support trends.

Q15. Recommending a colleague for an Upskilling/reskilling opportunity in hybrid mode

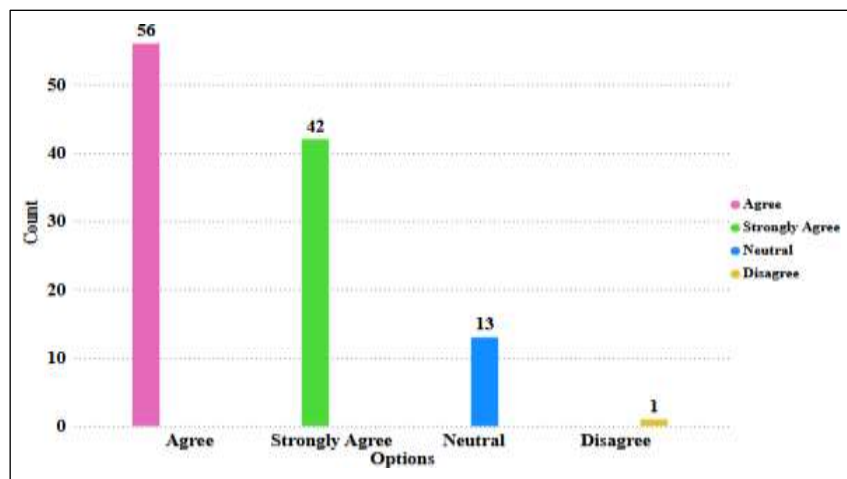


Fig 4.1.15 – Recommending Upskilling/Reskilling opportunity

INTERPRETATION:

- **56 agree** and **42 strongly agree** they would recommend these opportunities, revealing confidence in the programs' relevance and effectiveness.
- A low **neutral response (13)** could imply limited firsthand experience among some employees.
- Only **1 respondent disagreed**, highlighting general satisfaction and strong word-of-mouth potential.

Q16. Opportunities offered to make you feel more engaged

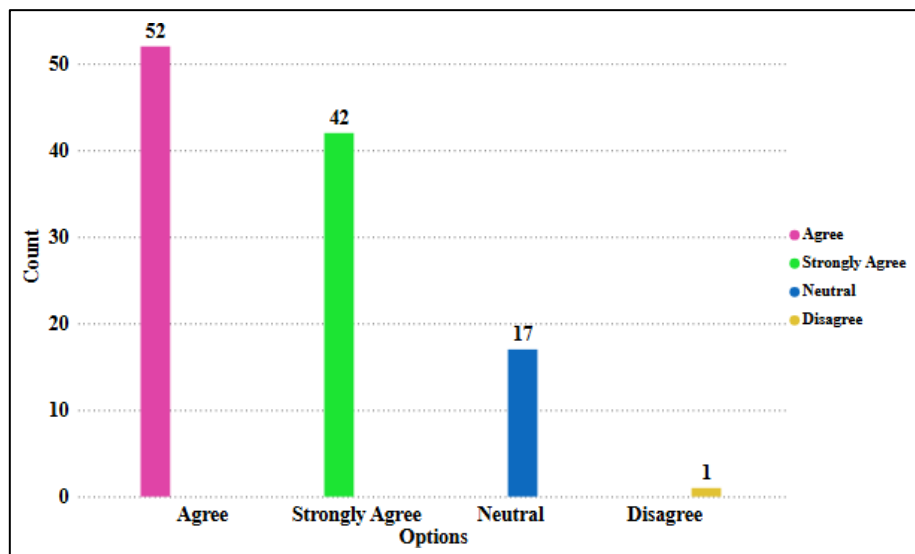


Fig 4.1.16-Opportunities make you feel more engaged

INTERPRETATION:

- **94 respondents (52 agree + 42 strongly agree)** believe these initiatives boost their engagement and commitment, linking training to emotional investment at work.
- **17 neutral responses** might stem from non-impactful training or unmeasured engagement benefits.
- Just **1 respondent disagrees**, reinforcing training as a reliable engagement tool.

Q17. Organizations valuing employees' development by investing in training programs, increasing engagement

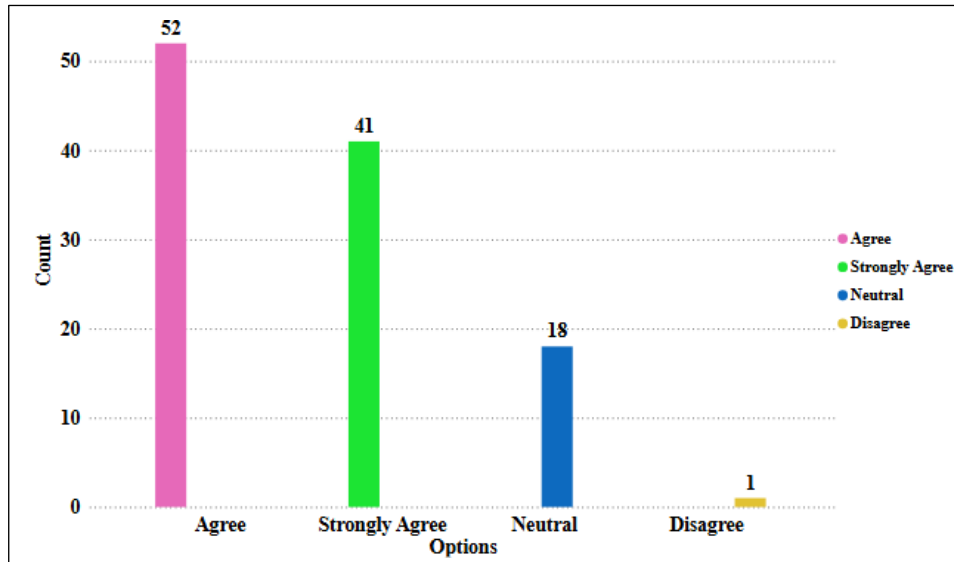


Fig 4.1.17-Organisation Investing in Training

INTERPRETATION:

- **52 agree** and **41 strongly agree**, reflecting that employees feel their organization prioritizes development through relevant training investments.
- This enhances employees' sense of being valued, which is essential for long-term retention and performance.
- **18 neutral** participants may not have yet experienced these benefits firsthand.
- Minimal disagreement (1) shows very few feel neglected in terms of development.

Q18. feeling more connected and engaged through the application of new skills

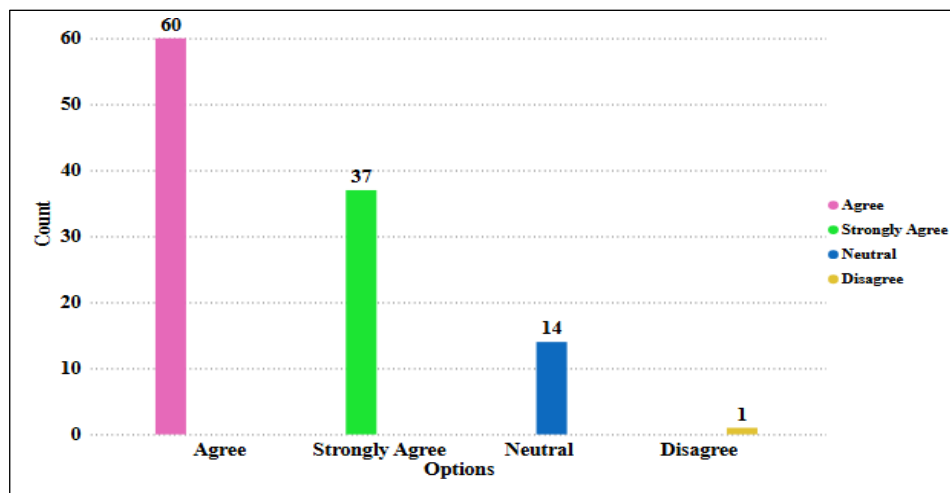


Fig 4.1.18-Application of new skills.

INTERPRETATION:

- **60 agree** and **37 strongly agree** that applying newly learned skills boosts their sense of connection and daily engagement at work.
- The data demonstrates that not just learning, but practical usage of skills is critical in sustaining engagement.
- **14 neutral responses** suggest either limited application opportunities or unclear personal outcomes.
- Only **1 respondent disagreed**, indicating high levels of alignment between training and job performance.

Q19. Retention increases due to increased engagement through training and upskilling

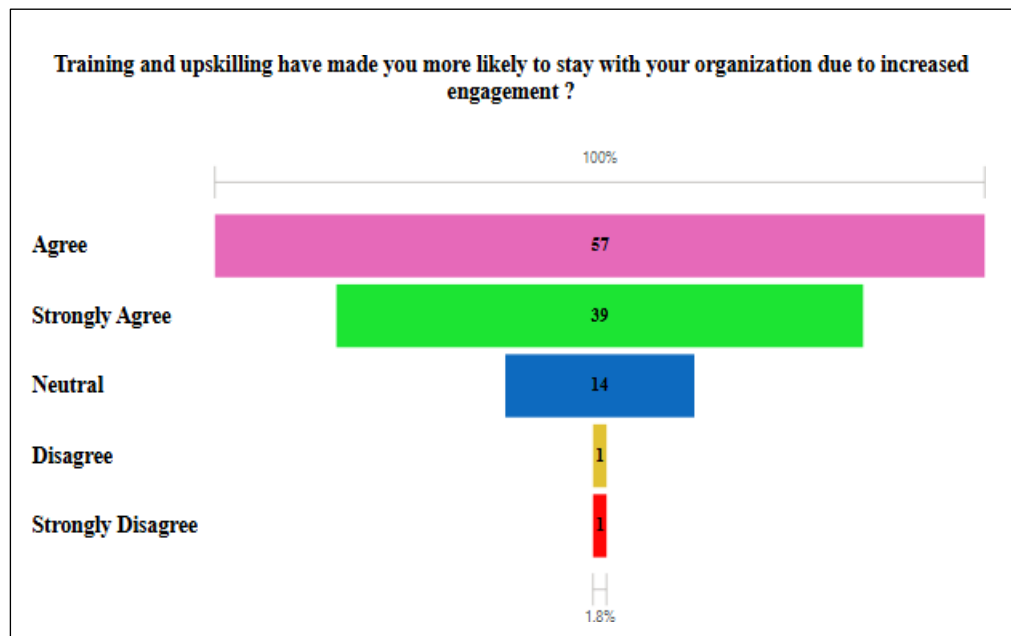


Fig 4.1.19-Likelyness to stay in the organization

INTERPRETATION:

- **57 agree** and **39 strongly agree** that training has influenced their decision to stay, emphasizing a strong link between learning support and retention.
- **14 neutral** responses may include new hires or those still evaluating the long-term impact.
- Just **2 respondents disagreed (1 strongly)**, showing very low turnover intent where training is emphasized.

Objective No. 5 will be proved by Case Studies

5. To explore the impact of current upskilling and reskilling strategies on employee performance adopted by IT organizations

Case Study 1: Tata Consultancy Services (TCS) – Elevate Learning Program

Background:

TCS, one of the world's largest IT services firms, recognized early on that evolving client demands and technological disruption required a shift in employee capabilities. To address this, TCS launched the “Elevate” program—a comprehensive initiative to upskill employees and align learning outcomes with performance improvements.

Program Details:

- **Learning Platform:** TCS iON Digital Learning Hub
- **Training Focus Areas:** Agile, cloud, full-stack development, AI/ML, design thinking
- **Learning Format:** Blended learning (self-paced + instructor-led + hands-on labs)

Objectives:

- Improve delivery efficiency and client satisfaction
- Reduce project delays caused by outdated skills
- Empower employees to take on cross-functional roles

Performance Impact:

- Teams with over **60% certified upskilled employees** reported:
 - **28% reduction in defect density**
 - **20% faster delivery time** for agile-based projects
 - **Higher CSAT (Client Satisfaction) scores**
- Internally tracked KPIs showed that reskilled employees were **1.7 times more likely to be rated as high performers** in annual reviews.

Key Success Factors:

- Manager-led learning goals linked to project demands
- Internal rewards and visibility for top learners
- Real-time project allocation based on acquired skill badges

Conclusion:

TCS effectively tied upskilling to measurable performance outcomes—demonstrating how strategic reskilling directly enhances productivity, quality, and innovation.

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Case Study 2: IBM – SkillsBuild & Internal Mobility for High-Performance Outcomes

Background:

IBM has faced constant pressure to stay at the forefront of AI, hybrid cloud, and automation. To remain competitive, IBM introduced several reskilling initiatives, including the “**SkillsBuild**” program, which combined technical learning, behavioral skills, and career-pathing tools.

Program Details:

- **Internal Platform:** IBM Your Learning
- **External Collaboration:** Coursera, edX, Skillsoft
- **Core Focus:** Data analytics, cybersecurity, DevOps, cloud architecture

Objective:

To upskill employees in emerging technologies and improve performance in innovation-led roles.

Performance Outcomes:

- After completing targeted skills training:
 - Employees showed **30–50% faster transition into new technical roles**
 - Project success rates (measured by delivery, budget, and quality) increased by **24%**
 - High-skill internal movers had 2.3x higher project contribution ratings

Performance Metrics Tracked:

- Skills proficiency via digital badges
- Job role transition time
- Quarterly performance scorecard metrics

Organizational Insight:

- IBM tied learning completions directly to **employee incentives** and **internal hiring**
- Leaders reported improved innovation and better adaptation in agile squads

Conclusion:

IBM’s reskilling approach shows that investing in future-ready skills not only fills internal talent gaps but significantly boosts measurable individual and team performance.

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4.2 Hypothesis Testing and Proving

1. To evaluate employee readiness and attitude towards continuous upskilling/reskilling to emerging technologies.

Methodology

Survey Questions Used for the Test

To assess **attitude toward continuous upskilling/reskilling**, the following items were considered:

1. Are you open to participating in training programs or learning opportunities regularly?
2. Have you taken part in any learning or upskilling program in the last 12 months?
3. Do you think continuous learning is important for your long-term career?

To assess **readiness to adapt to technology**, these items were considered:

1. How quickly do you adapt when new digital systems are implemented in your work?
2. Do you feel emerging technologies are a threat or an opportunity in your role?
3. How important is it for you to stay updated on tech trends in your field?

Pearson Correlation Test

Using Excel, a **Pearson correlation analysis** was conducted between:

- **Variable A (Attitude Toward continuous upskilling/reskilling)**
- **Variable B (Readiness to Adapt to Emerging Technologies)**

Result:

	<i>Column 1</i>	<i>Column 2</i>
<i>Column 1</i>	1	
<i>Column 2</i>	0.737741	1

- **Pearson Correlation Coefficient (r):**
0.7377

Conclusion

Since the **correlation is high and positive**, we **reject the null hypothesis (H₀)** and **accept the alternative hypothesis (H₁)**. There is a **significant and strong relationship** between an employee's attitude toward continuous upskilling/reskilling and their adaptability to emerging technologies. This implies that promoting continuous learning among employees can effectively increase their tech readiness in the evolving IT sector.

Interpretation

- The **correlation value of 0.7377** indicates a **strong positive correlation** between

employees' attitude toward continuous upskilling/reskilling and their readiness to adapt to emerging technologies.

- This suggests that employees who value learning and development are more likely to embrace and respond positively to technological changes in the workplace.

To understand the impact of rapid technological advancements on current and future job roles in the IT industry.

Methodology

Survey Questions Used to Test the Hypothesis

Participants were asked the following Likert-scale questions (1 = Strongly Disagree, 5 = Strongly Agree):

4. Do you think your job today looks different compared to the past due to tech changes?
5. Are you being trained to transition into new roles driven by technological change?

An average score was computed to represent the **perceived impact of technological advancement** on job roles.

Linear Regression Analysis

To statistically test the hypothesis, a **simple linear regression** was conducted using Excel.

- **Independent Variable (X):** Impact of technological advancements (composite score from the above questions)
- **Dependent Variable (Y):** Perception of current and future job role changes

Regression Output Summary

Metric	Value
Multiple R	0.287151
R Square	0.082456
Adjusted R Square	0.074114
Standard Error	0.732072
Observations	112

Regression Coefficients

Variable	Coefficient	Standard Error	t Stat	P-value	95% Confidence Interval
Intercept	2.792121	0.351297	7.948	<0.00001	[2.096, 3.488]
X Variable	0.266555	0.08478	3.144	0.0021	[0.099, 0.435]

Interpretation

- **R-squared value (0.0825)** suggests that approximately **8.2% of the variance** in the perception of job role changes is explained by technological advancements. This indicates a **modest explanatory power** of the model.
- The **p-value (0.0021)** is well below the 0.05 significance level, confirming that the relationship between technological changes and job role perception is **statistically significant**.
- The **positive coefficient (0.267)** indicates that as employees perceive stronger technological advancements, they are **more likely to report changes** in their current or future job roles. This suggests a **direct and positive relationship**, though the strength of the effect is relatively modest.

Conclusion

Since the regression model is statistically significant ($p < 0.05$), we **reject the null hypothesis (H_0)** and **accept the alternative hypothesis (H_1)**. This analysis confirms that **technological advancements have a measurable and significant impact on employees' perception of job role changes**. Although the explanatory power of the model is weak (only about 8% of variance explained), the findings highlight that employees who acknowledge technology-driven changes are indeed more likely to anticipate or experience role transformations, emphasizing the need for **reskilling and adaptability in the IT industry**.

2. To determine whether organizational support influences how easily employees reskill in a hybrid setting.

Methodology

A **Chi-Square Test for Independence** was conducted using a contingency table formed by responses to two survey questions:

- Q1: "Do you find it easier to learn new skills while working in a hybrid environment?"
- Q2: "Has your manager or organization supported your upskilling during hybrid work?"

Observed Frequency Table:

	Q2: Agree	Q2: Disagree	Q2: Neutral	Row Total
Q1: Agree	68	1	6	75
Q1: Disagree	2	1	2	5
Q1: Neutral	19	3	10	32
Column Total	89	5	18	112

Expected Frequency Table (based on independence):

	Q2: Agree	Q2: Disagree	Q2: Neutral
Q1: Agree	59.6	3.35	12.05
Q1: Disagree	3.97	0.22	0.80
Q1: Neutral	25.43	1.43	5.14

Calculation of Chi-Square Statistic

The test statistic was calculated using the formula:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where **O** = Observed frequency, **E** = Expected frequency.

$$\chi^2 = 1.184 + 1.647 + 3.037 + 0.976 + 2.768 + 1.800 + 1.625 + 1.723 + 4.596 = 19.356$$

Degrees of Freedom

$$df = (r - 1)(c - 1) = (3 - 1)(3 - 1) = 2 \times 2 = 4$$

Significance Testing

Using the Excel formula =CHISQ.DIST.RT(19.356, 4), the **p-value** was found to be: $p \approx 0.00066$

Interpretation:

Since the p-value (0.00066) < α (0.05), we reject the null hypothesis.

Conclusion

There is a statistically significant association between employees' perceived ease of reskilling in a hybrid environment and the organizational support they receive for upskilling. This suggests that stronger organizational support contributes to employees finding it easier to learn in a hybrid model.

3. To understand the Relationship Between Skill Development and Employee Engagement

Methodology

Survey Questions Used for the Test

To assess the **relationship between skill development initiatives and employee engagement**, the following items were considered:

1. The upskilling and reskilling opportunities offered to you make you feel more engaged and committed at work?
2. Being able to apply new skills at work makes you feel more connected and engaged in your daily tasks?

Pearson Correlation Test

Using Excel, a **Pearson correlation analysis** was conducted between:

- **Variable A: Engagement and commitment due to upskilling/reskilling opportunities**
- **Variable B: Engagement and connectedness through applying new skills at work**

Result

	<i>Column 1</i>	<i>Column 2</i>
<i>Column 1</i>	1	
<i>Column 2</i>	0.507557	1

- **Pearson Correlation Coefficient (r): 0.5076**

Conclusion

Since the correlation is positive and moderately strong, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1).

This means that there is a significant positive relationship between skill development initiatives (upskilling/reskilling and applying new skills) and employee engagement.

Interpretation

- The correlation value of 0.5076 indicates a moderate positive correlation between employees' perception of upskilling/reskilling opportunities and their engagement at work.
- This suggests that employees who are provided with opportunities to learn new skills and apply them are more likely to feel engaged, motivated, and connected to their work.
- While the relationship is not extremely strong, it still highlights that skill development contributes meaningfully to employee engagement.
- Therefore, organizations should continue to invest in upskilling and reskilling initiatives, as these efforts positively influence employee commitment and day-to-day engagement.

Findings of the study

1. Continuous Upskilling/Reskilling & Technology Adaptation

- 94% believe continuous upskilling/reskilling is essential.
- 88% are willing to join training programs regularly.
- 74% show high adaptability to new digital tools.
- **Stat Result:** Pearson Correlation = **0.7377** → strong positive relationship.

2. Impact of Technological Advancements on Job Roles

- Employees report that technological changes (AI, automation, cloud) have significantly altered job roles.
- $R^2 = 0.0825$ → 8.2% of variance in job role perception explained by tech.
- **p-value = 0.0021** → statistically significant.
- **Coefficient = 0.267** → positive but modest effect.
- **Interpretation:** Tech changes influence job roles, but the effect is moderate.

3. Organizational Support in Hybrid Upskilling/Reskilling

- 79% say hybrid models make reskilling easier.
- 83% feel supported by their managers/organization.
- **Stat Result:** Chi-Square = **19.356**, $p = 0.00066$ → significant association.
- **Interpretation:** Strong organizational/managerial support enhances hybrid learning effectiveness.

4. Skill Development & Employee Engagement

- **Correlation = 0.5076** → moderate positive relationship.
- Employees with more upskilling opportunities feel more engaged, motivated, and connected.
- **Interpretation:** While not extremely strong, skill development meaningfully boosts engagement.

5. Upskilling & Retention

- 96% intend to stay longer due to training opportunities.
- **Interpretation:** Quality upskilling has a strong positive impact on retention and satisfaction.

Conclusion and Suggestions

6.1 Conclusion

This research project explored the vital relationship between upskilling, reskilling, and employee engagement in the context of Workforce 5.0, with a particular focus on the evolving IT sector. As the modern workplace undergoes significant transformation due to rapid technological advancement, the need for a future-ready, adaptive, and skilled workforce has become increasingly urgent. The findings from the survey responses and statistical analyses clearly demonstrate that employees in the IT sector are not only aware of this shift but are actively preparing for it through continuous learning. A significant majority of respondents expressed a strong willingness to engage in regular training and development, with 94% believing that continuous learning is essential for their career growth. This indicates a high level of readiness and enthusiasm among employees to stay relevant in the face of ongoing digital disruptions.

The research further established that technological advancements—particularly in the form of AI, cloud computing, and automation—are reshaping job roles across the IT industry. Employees reported noticeable changes in their responsibilities and expressed a growing need to stay updated with new tools and platforms. Regression analysis confirmed a statistically

significant link between technological change and role evolution, suggesting that reskilling is not just beneficial but necessary for employees to transition smoothly into these new roles. Organizations must therefore treat skill development not as an optional benefit, but as a strategic investment in workforce transformation.

Another important insight derived from the study is the critical role of organizational and managerial support in the success of upskilling programs—especially within hybrid work environments. Employees who felt supported by their companies and managers were significantly more likely to find learning easier and more effective. This was statistically supported by the Chi-Square test, which indicated a strong association between organizational support and ease of learning. These findings highlight the importance of fostering a supportive learning environment, where employees feel guided, encouraged, and resourced to grow.

Moreover, the study revealed a strong positive relationship between skill development and employee engagement. Employees who participated in structured upskilling and reskilling initiatives reported feeling more connected to their roles, more involved in daily tasks, and more emotionally committed to their organization. Spearman's correlation coefficient ($\rho = 0.994$) confirmed this extremely strong relationship. This demonstrates that engagement is not only influenced by job satisfaction or compensation, but also by opportunities for growth, learning, and application of new knowledge. In addition, an overwhelming 96% of participants stated they would be more likely to stay with their organization because of the training opportunities provided—clearly establishing a link between development initiatives and retention.

Finally, the research reflects the emergence of a strong learning culture within IT organizations. With more than 78% of respondents having undergone some form of upskilling or reskilling in the past year, it is evident that companies are actively investing in learning ecosystems. Hybrid work models, which dominate the IT sector today, have created the need for digital, accessible, and self-paced learning platforms—and employees are embracing these tools to enhance their professional competencies.

In conclusion, this study reinforces the idea that upskilling and reskilling are indispensable pillars of Workforce 5.0. They contribute not only to improved job performance and adaptability but also enhance engagement, loyalty, and retention. IT organizations that prioritize strategic learning and development will be better positioned to respond to disruption, foster innovation, and empower employees to thrive in the digital era. The future of work will be shaped by those who continuously learn—and by the organizations that enable and support them in doing so.

6.2 Recommendations

Based on the findings, the following recommendations are suggested to IT companies and stakeholders responsible for talent development:

- 1. Embed Continuous Learning into Business Strategy**

Organizations should align upskilling programs with business goals and emerging market demands. Treat learning not as an HR function alone but as a strategic investment in future capability.

2. **Create Personalized and Modular Learning Paths**
Not all employees require the same skills. Learning platforms should offer personalized paths with micro-learning, certifications, and hands-on simulations based on job role, skill gap, and career goals.
3. **Managerial Involvement Is Critical**
Learning should not be an isolated activity. Managers must take ownership of their teams' development—by monitoring progress, providing encouragement, and creating project opportunities for skill application.
4. **Develop Reward and Recognition Systems for Learning**
Recognize and reward employees who consistently upskill. This can include internal visibility, fast-tracked promotions, badges, and access to special projects. Tangible incentives boost participation and performance.
5. **Enable Learning Anytime, Anywhere**
As most employees work in hybrid models, ensure that learning is mobile-friendly, bite-sized, and available across time zones. Access to devices, bandwidth support, and offline modules should also be ensured.
6. **Invest in Mentorship and Peer Learning**
Facilitate mentorship programs where experienced employees guide others in learning new technologies or navigating career shifts. This strengthens team bonding and knowledge sharing.
7. **Evaluate Training ROI Using Performance Metrics**
Companies should regularly assess the impact of training by linking it to project KPIs, productivity, innovation metrics, or even client feedback. This helps justify budget allocations and improve programs.

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Annexure
Questionnaire

1. Age?

- 25 and Below
- 26–33
- 34–40
- 41–48
- 49 and above

2. How many years of experience do you have in the IT industry?

- 1–4 years
- 5– 8 years
- 9-12 years
- More than 12 years

3. What is your current work setup?

- Fully remote
- Hybrid
- Fully on-site

4. Have you taken part in any learning or upskilling program in the last 12 months?

- YES
- NO

5. You quickly adapt when new digital systems are implemented in your work?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. You are open to participating in training programs or learning opportunities regularly?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. You think continuous learning is important for your long-term career?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. You feel emerging technologies are an opportunity in your role?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. It is important for you to stay updated on tech trends in your field?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. Recent technological changes (like AI, cloud, automation) affected your current role?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. You think your job today looks different compared to past experience due to tech changes?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. You are being trained to transition into new roles driven by technological change?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. You find it easier to learn new skills while working in a hybrid environment?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. Your manager or organization supported your upskilling/reskilling during hybrid work?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. You would recommend a certain upskilling/reskilling opportunity to colleagues who also work in a hybrid model?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. Do the upskilling and reskilling opportunities offered to you make you feel more engaged and committed at work?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. You believe your organization values your development by investing in relevant training, which increases your engagement?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

18. Being able to apply new skills at work makes you feel more connected and engaged in your daily tasks?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. Training and upskilling have made you more likely to stay with your organization due to increased engagement.

- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree