

# The Effect of Digital Training Transformation and Psychological Comfort on Employee Performance and Engagement.

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## **Abstract:**

At work place, as the management practices are changing rapidly. Simultaneously, employee engagement is an important variable which express and employ person emotionally, cognitively and physically. It enables people to perform the work roles very effectively in the organisation. Transformation of the training also affects the engagement. In comparison of traditional training, digital training is more comfortable. Thus, the aim of this research is to examine the impact of comfort on employee engagement. This research is empirical in nature. Questionnaire was constructed in this regard. This was filled by almost 300 employees. Multiple regressions were applied on the data which showed the significant impact of physical comfort, functional comfort and psychological comfort on the employee engagement. This study is useful for the employers who wants to enhance the engagement of their employees in the organisation.

**Keywords:** *Physical comfort, psychological comfort, functional comfort, employee engagement*

## **Introduction**

In recent years, employee engagement is a hot topic of research. Employee engagement at the work place plays a major role in enhancing the productivity of the organisation. Engagement of the employee depends on the various factors like personal growth variable (where employee thinks his/her individual growth such as work pressure, task orientation and autonomy), relationship-oriented factors (where employee feels attachment with co-workers and get support from the supervisor) and maintenance related variables (where employee feels comfort, clarity and control). In order to increase the engagement of the employee towards the job, organisation invests a sufficient number of resources. Comfort at the place is also a significant factor which also affects the engagement of an employee (Putri 2018).

Even though in the organisation everyone wants the comfortable environment to work. Every employer wants to increase the engagement of the employees by providing various kinds of facilities (Duque, Costa, Dias, Pereira, Santos, & António, 2020). Thus, in various management practices employer wants to focus on the satisfaction and comfort of employees. In different areas more flexibility is provided by the management (Adegoke 2014). Now a day, in order to engage more employees, training practices have also modified. Mode of providing training has been changed (Ali 2015). digital platform of training provides various opportunities to the employees. Like: an employee has flexibility to the training place where he/she will attend the session, material accessibility and psychological peace (Yusuf 2012). This type of training is more comfortable for the employees

and provides physical, functional and psychological comfort to the employees and comfort enhances the engagement of the employees in the organisation.

Therefore, the aim of the present study is to investigate the role of comfort in the employee engagement. The role of physical, functional and psychological comfort is examined over the engagement of the employee in non-financial sector.

### **Significance of the study**

This study is important to know the factors which can enhance the comfort of an employee in the organisation. The impact of different kinds of comfort on the engagement of an employee was also assessed because engagement of employee in the productive activities enhances the productivity of the organisation.

### **Literature review**

#### **Comfort**

The factors which provide relax to the employee at workplace is called comfort (Blayone, 2017). It can be defined as the present of the pleasant sensation at the workplace which is having positive impact on the well-being of the employee (Ortiz, Kurvers & Bluysen, 2017). From the employee's point of view there are many factors which affects the well being among them absence of comfort is one (Maunder 2003). There are many factors which are perceived by many people as unpleasant factors.

Comfort can be defined by different ways. In this study, comfort is defined as an environmental comfort (Kumar & Sia, 2012). It is based on the environment-related parameters (Vischer, 2007). Comfort at the workplace can be a combination of the following:

*Physical comfort:* It comes from the facilities from the building. Like ergonomics, noise, climate, indoor air quality, light and illumination, protection and security.

*Functional comfort:* It is related to the employee's suitability with the work and work environment. Like: resources, colleagues, supervisors, interruptions, distractions and disturbances.

*Psychological comfort:* It is related to the personal space related needs.

Among these three comforts, physical comfort is most important. Transformation of online training provides comfort to the employees. As it provides flexibility to the candidate to sit and learn where he/she wants to learn (Dornisch, 2013). Digital learning provides psychological and functional comfort as well to the trainee.

#### **Employee engagement**

In the available literature, no universal definition is given to define employee engagement. The definition of employee engagement is given by the Kahn (1990:694) as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The main concern of employee engagement is the belief about the working condition in an organisation (Ghafoor, Qureshi, Khan & Hijazi, 2011). The feeling of an employee towards the leader and its working environment is also help in employee engagement (Shuck, Reio & Rocco, 2011). It is emotional aspect. Physical aspect concern about the energy required to perform the task effectively and efficiently. Employee engagement is also concern about the physical and psychological presence of an employee to perform organisational duties (Kular et al., 2008).

Shaw (2005), Richman (2006) and Baumruk (2004) defined employee engagement as intellectual and emotional commitment towards the organisation. Employee engagement is accepted as a multifaceted factor (Kahn, 1990).

#### *Relationship between employee engagement and comfort*

The association among employee engagement and other variables like learning opportunities, relationship with colleagues and superior, growth opportunities is studied by many researchers. The building design leads the

comfort to the employee and comfort leads to employee performance (like employee engagement). The association between building's comfort and employee performance was significant (Feige, Wallbaum, Janser & Windlinger, 2013). Transformation in training method provides comfort to the employee and the association among digital training comfort and employee engagement is studied in this study. Thus, for checking the relationship between different kinds of comfort and employee engagement, hypotheses are developed.

### Hypotheses development

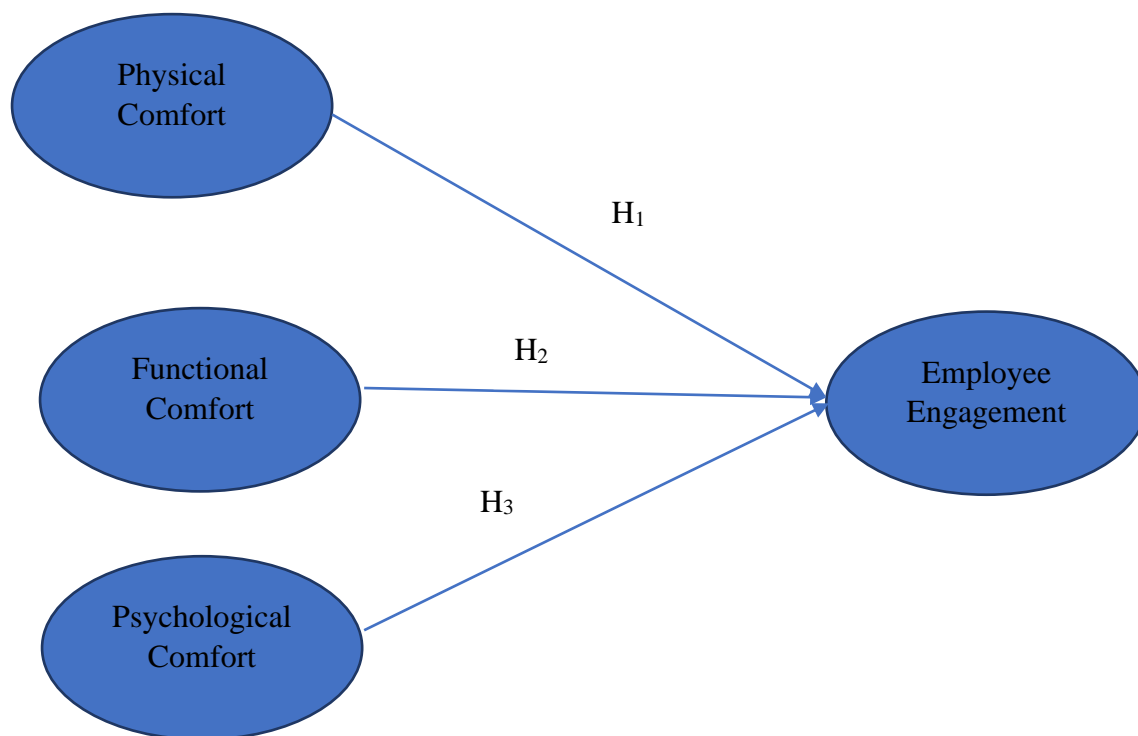
H<sub>1</sub>: Physical comfort has significant effect on the employee engagement.

H<sub>2</sub>: Functional comfort has significant effect on the employee engagement.

H<sub>3</sub>: Psychological comfort has significant effect on the employee engagement.

### Conceptual framework

Figure 1 Conceptual framework



### Methodology

This is a primary data-based study. survey method was used to collect the data for the study. questionnaire was designed to get the responses from the respondents. It is prepared on google docs as well as hard copy of the questionnaire were taken. Convenience sampling method was used to collect the data. Data was collected from the employees from the non-banking financial industry. Total 310 filled questionnaire was collected. Among them 300 responses were usable. 10 responses were discarded because of the incompleteness of the questionnaire. Data was feed in the SPSS and then descriptive analysis was done to know the mean and standard deviation. Then, multiple regression was applied to test the significance of the hypotheses.

### Data Analysis

An analysis of the data was done by using the SPSS. Initially, the data was feed in the SPSS and the scores of demographic profiles was collected. Frequency analysis was done on the demographic data. Descriptive analysis was done to know the mean and standard deviation scores. Then, multiple regression was applied.

**Table 1 Demographic details**

Classification	Category	Frequency	Percentage
Gender	Male	170	56.6
	Female	130	43.3
Age	Below 25 Years	120	40
	26-30 years	50	16.6
	31- 35 years	55	18.3
	36- 40 years	30	10
	41- 45 years	20	6
	46- 50 years	15	5
	Above 50 years	10	3
Job experience	Below 1 year	23	7
	1-5 year	75	25
	5- 10 year	82	27.3
	Above 10 years	120	40

**Table 2 Mean, Standard Deviation and Correlations**

Variable	Mean	SD	Physical Comfort	Functional Comfort	Psychological Comfort	Employee Engagement
Physical Comfort	3.68	.91	(.738)			
Functional Comfort	4.21	.82	.262**	(.824)		
Psychological Comfort	4.32	.94	.201**	.212**	(.813)	
Employee Engagement	4.04	.85	.446**	.662**	.135**	(.735)

### Results and Discussion

Table 2 shows the results of mean, standard deviation and correlations. It is clear from the table 2 all the independent variables (physical comfort, functional comfort and psychological comfort) are significantly positively correlated with the dependent variable (employee engagement). Physical comfort and employee

engagement (mean = 3.68,  $p < 0.01$ ), functional comfort and employee engagement (mean = 4.21,  $p < 0.01$ ) and psychological comfort and employee engagement (mean = 4.32,  $p < 0.01$ ).

**Table 3 Multiple regression analysis**

Dependent variable	$\beta$	$R^2$	$\Delta R^2$	p value
Employee engagement	.276**	.525	.342	.000

**Dependent variable: EE**

**Predictors (Constant): PC, FC, PSC**

First the reliability of the questionnaire was checked. Cronbach's alpha was calculated to check the reliability of the data. It was more than .7 for all the variables which shows the reliability of the data. After checking the reliability, regression analysis was done to find out the relationship between dependent and independent variables. The results of multiple regression are shown in the table 3. The model is significant at .001 percent level of significance. The findings show that physical comfort, functional comfort and psychological comfort have significant effect on the employee engagement.

Physical comfort has significant impact on the employee engagement. Thus, hypothesis one is accepted. Functional comfort has significant impact on the employee engagement. Therefore, hypothesis two is accepted. Psychological comfort also affects the employee engagement significantly. Hence, hypothesis three is also accepted.

Transformation in training and development provides different kinds of comfort to the employees. Like provide the flexibility to attend training session as per the convenience so physical comfort enhances the employee engagement in the organisation. Digital training also provides the flexibility to attend and access the training material any time. Thus, functional comfort also enhances the employee engagement. Digital training also reduces stress of non-attending the training session on time or lack of live sessions (Koh & Kan, 2021). These problems occur only in tradition training methods. Thus, transformation of training also provides psychological comfort to the employees. Hence, digital training is more comfortable in comparison to the tradition training and comfort has significant effect on the engagement of the employee.

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