



Faculty of Cognitive Sciences and Human Development

**The Effect of Online Training Towards Employee Performance
During Pandemic Covid-19**

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ABSTRACT

THE EFFECT OF ONLINE TRAINING TOWARDS EMPLOYEES PERFORMANCE DURING PANDEMIC COVID-19

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This research aim is to identify the effect of online training towards employee performance during pandemic Covid-19 among employees in public sectors. Online training is training that is conducted through the internet. The purpose of online training is to deliver a piece of information to the employee. Trainee can attend the training in any place. There is no specific venue for attending this online training. The effectiveness of online training can be measure by the training content that they used, the computer skill of the employee, and communication between trainer and trainee. this research has to use Statistical Package Social Science (SPSS) to evaluate the result. Descriptive Statistics and Inferential Statistics is been used to measure the result from the data based on the questionnaire.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This research is to investigate the effect of online training on employee performance during pandemic Covid-19. This chapter is focusing to introduce the background of the study, the statement of the problem, research objectives, research hypothesis, conceptual framework, the significance of the study, the definition of the term, the limitation of the study, and the last one is chapter summary. This chapter is very important to give an overview and improve the understanding of the research conducted.

1.2 Background of study

In December 2019, our world has received one new virus which is called Coronavirus. The first outbreak of this issue is from Wuhan, China. The virus starts to spread out around the world. Malaysia is one of the countries which is affected by Covid-19. On 18 March 2019, the Malaysia government has taken one strategy to control the spread of Covid-19. Malaysia has implemented the Movement Control Order (MCO) from 18 March until 28 April 2019. During the first phase of MCO, the government have set 6 restricted

Technologies have changed the way organizations conduct training. Cascio (2019) stated that, due to globalization and technological development, online training has become very relevant. Online training is not a new thing in our world. Before Covid-19, some organizations have started using online training as a platform to enhance employee performance. At this time, online training becomes the most popular training type among the manager and director to improve the organization's productivity (Mingyue et al., 2020). This is because an employee needs to undergo

training to improve the abilities and skills to perform the task. Online training has changed the way employees receive learning. The environment during the online training is different from the job training. Every employee can attend the training anytime and everywhere.

As mentioned before, technology development has attracted organizations to use online training as alternatives to conduct training. However, these technological changes will also affect the way training is designed. In other words, the training will help employees seize market opportunities and enable them to deal with technological changes and competition (Dessler, 2002). This research will determine the factor that affects online training effectiveness and how online training affects employee performance. The variable that will be used to measure the effectiveness of online training that will affect employee performance is training content, computer skill, and communication between trainer and trainee.

This research is important because it will be used to measure employee performance. Employee performance is the way employees fulfill their work and tasks. To make sure they can complete the task, an organization should know the training that is useful for their employees. Online training is one of the methods to deliver the training due to Covid-19. We can measure the effectiveness of online training by increasing employee performance. The training that was conducted in the organization usually did not effectively for the employees. Training effectiveness is important because it will increase the performance of an employee. The aim of the organization providing the training is to improve the skill of the employee. It will help the employee to perform the task during work. Therefore, it seems mandatory for the firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005). This research

will help to test either online training during pandemic Covid-19 are effective for the employee in the organization. According to past research, the training effect will give an advantage for both sides which is organization and employee. On one hand, previous work in the field proved that effective training programs lead to superior return on investment while the other researchers mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993).

1.3 Statement of problem

Pandemic Covid-19 has limited us to conduct training for the employee. As Human Resource Management, they need to plan the training for an employee. Due to this pandemic, our situation did not allow us to make the training face-to-face. Organizations are encouraged to send the employee for joining online training. According to Appiah (2010), training will help an employee to improve their knowledge, skill, and abilities. From the past research, they proved that learner is more interested with online training because it can reduce the cost and the delivery method is flexible (Mingyue et al., 2020). This is because the learner can access the training using their computer at their place. But some of the trainees, have a problem with using the computer.

The training can be delivered offline or online. Due to a new norm, some organizations choose online training for their employee. The organization needs to make sure the employee can adapt to a new norm which they need to attend the online training. Based on a survey by Simplilearn 86% of companies have shifted to online training. However, the training program is not 100% will improve the employee performance because it depends on the trainee itself either they can apply the training content in their work. Based on previous studies at US companies, there only 10% 15%

of training will be used and applied to work (Sevilla and Wells, 1988). This showed that employee performance is not only can be measured by the effectiveness of online training.

Training is among the most crucial activity in an organization due to its ability to enhance individual strength and performance which could eventually lead to achieving organizational goals (Abudi, 2008). Past research studies have shown that communication online or e-learning can enhance learning performance. In this past study, research makes a comparison between online training and traditional training.

This current research, therefore, is uniquely positioned to address gaps with regards to elements of online training issues about employee performance in a public organization. Thus, the main of this study is to find out how training content, computer skill, and communication between trainer and trainee during online training can affect employee performance. This study will be good to give any information to the organization before they conduct the online training.

1.4 Research Objectives

A research objective is referred to the subject that the researcher wants to achieve. The research objective will be a guideline for the researcher to conduct the research.

General Objective :

To investigate the effect of online training factor effectiveness on employee performance during pandemic Covid-19 in the public sector.

Specific Objective :

1. To identify the significant relationship between the training content of online training towards employee performance.
2. To identify the relationship between computer skills during online training towards employee performance.

3. To identify the significant relationship between the communication of trainer and trainee towards employee performance.
4. To identify the most dominant factor affecting employee performance

1.5 Research Hypothesis

The research hypothesis is a statement or prediction that will be used to test the research. Usually, research hypotheses relate to the interest of the topic.

H₁: There is a significant relationship between the training content of online training towards employee performance.

H₂: There is a significant relationship between computer skills during online training towards employee performance.

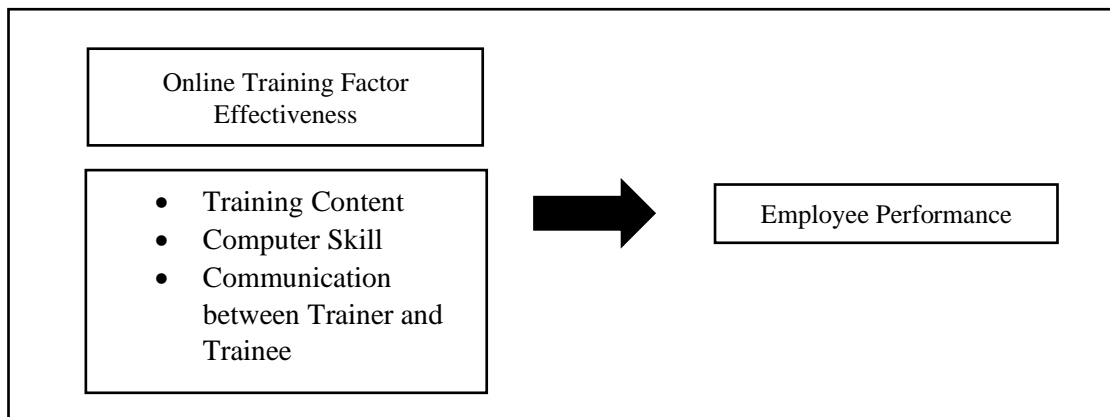
H₃: There is a significant relationship between the communication of the trainer and trainee towards employee performance.

H₄: There is dominant factors affecting employees performance based on training effectiveness factors identified.

1.6 Conceptual Framework

A conceptual framework is an analytical tool that gives a clear view of the overall research. This will help to explain the variable that has been used in this research. It also can show the connection between the independent variable(online training factor effectiveness) and the dependant variable(employee performance) in this research.

Figures 1: Conceptual Framework



1.7 Significant of study

Covid-19 gives impact on the organization and how the organization needs to conduct effective training for the employee. This research will give an overview of the effect of online training factor effectiveness on employee performance. In this research, it will see either training content, computer skill, and communication between trainer and trainee give impact to the effectiveness of online training

Significance to Body of Knowledge

This research will provide information for the organization to analyze the best training for the employee. This research is focused on the online training conducted during pandemic Covid-19. This research, it will show how the variable makes online training effective and how it affects employee performance.

Significance to Policy

This result from this research will give guidance to the organization. The organization can establish all the policies and strategies that affected employee performance and manage the effectiveness of online training. The organization will use the information from this research to design the effectiveness of online training that will improve employee performance. As a result, The organization will improve on how to conduct online training for their employee, especially during pandemic Covid-19. They can apply a new way to conduct online training.

Significance to Practitioners

This research will help to identify the type of training that suitable for employees and how online training will increase the performance of an employee at the workplace. The trainer is played their role on conducted the online training by improving the training content. Training content will attract trainees to focus during the online training. A trainer can use technology to communicate and make a connection with the trainee. For future research, they can use more dominant factor that to measure the effectiveness of online training that will affect employee performance.

1.8 Definition of Term

Definitions of terms are the definition of every term that will help the reader to improve the understanding of this research. It is consists of two-part which are the conceptual definition and operational definition. In conceptual definition will define training content, computer skill, and communication between trainer and trainee while in operational definition will define online training and employee performance.

1.8.1 Training Content

- Conceptual Definition

Training content can be defined as the task or the job that needs to focus on (Occupational Psychology and Training, 2009). The official training content definition includes all the information provided to learners to learn knowledge or skills. This means that training content can take many forms, including text, static visual and video, audio, and interactive elements (Andriotis, 2017).

- Operational Definition

In this study, training content refers to the learning content during the training. It describes what will trainees learn in that training. Trainees can see the aim of this study and what will trainees achieve after this training.

1.8.2 Computer Skill

- Conceptual Definition

Computer skills are the ability and knowledge that enable you to use computers and related technologies. Advanced computer skills will allow you to access databases, use spreadsheets, and even codes (Gerencer, 2016). According to LaPlant, computer skill refers to the skill that people have to use technology efficiently.

- Operational Definition

Computer skill refers to the skill that trainees have to handle the computer during the training. For example, software skills, editing skills, etc. In this study, computer skill is essential for trainees to actively join the training.

1.8.3 Communication Between Trainer and Trainee

- Conceptual Definition

The process of developing communication skills to perform specific tasks more effectively (Beebe, 2007). Communication also defines as the way people transfer information to improve understanding.

- Operational Definition

In this study, communication between trainer and trainee is about how the trainees communicate verbally and non-verbally during the trainees. Communication also can use the chatbox. Communication is very important to make sure trainers and trainees have an interaction.

1.8.4 Online Training

- Conceptual Definitions

Online training is defined as deliberated and planned practice of human resource management, which results in enhancing employee functioning (Sahindis and Bouris, 2008).

- Operational Definitions

Online training is the training that is held by using the internet. Online training refers to the training which did not require the participant to present in the hall or training place. Trainees can attend the training everywhere. There is no specific place for this training.

1.8.5 Employee Performance

- Conceptual Definition

Employee performance is defined as the performance that people have when perform the task and job. Its is includes employee effectiveness can be measure by the

effectiveness of employees complete the task and the quality of their output (Ciner, 2019).

- Operational Definition

In this study, employee performance is identified as the overall performance level. The performance can be measure by the improvement in knowledge skill and abilities.

1.9 Chapter Summary

An introduction is an important part of this research. The component in this chapter will give an introduction to the research study. This chapter also provides information that will help to understand this research. Chapter 2 will discuss more the literature review, past study, and theory related to this study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is defined as a review from another source. For example book, article, journal, or past related finding. This chapter will help to review every subject that is related to the topic. It will help the researcher to prove why this research needs to conduct. Therefore, this chapter is about an issue related to the study from various sources of literature. It also includes the theory that will support the research, past findings, and also a summary of the chapter.

2.2 Online Training

Online training is the training that delivers by using technology. Online training is also known as e-learning, distance learning, and computer-based training. In our situation, we are using technology as an alternative to deliver the training or learning. This is due to our current situation that every organization needs to follow the Standard Operation Procedure (SOP). The organization will provide training for the employee. Training is very important and needs to be provided to every employee. There are a few basic need assessments that can be used to measure either the employee needs the training. As mentioned by Jie and Roger (2005), the organization is responsible to plan and decide the training that is needed for the employee to enhance the knowledge, skills, and abilities (KSA's). The training that conduct will help the employee to improve the skill in their performance. The organization will always find the best way to deliver the training for the employee. Schmeckle (2003) stated that online training will be the training option because the delivery method will reduce the cost and save time.

2.3 Training Content

Training content is the information provided in the training which will deliver to the trainee during the training. The content of the training is suitable for the training topic that was conducted. The content of the training can be evaluator to measure the effectiveness of training. The evaluation result from the training program can be used to design the training content (Lim et al., 2007) this is because trainees will evaluate based on their performance on their job. Some of the training content did not use for the trainee. Training content is usually given to the trainee before the training started. the training content should be able to access by students every time and everywhere since the training is online (McCool et al., 2003).

2.4 Computer Skills

Computer skills can be divide into two which hardware and software. Computer skill is the ability of someone to handle the computer and software. As mentioned by Chau and Wang (2000), the trainee should have some skills to handle the computer during the training. Other research has dealt with how self-efficacy affects training effectiveness under various circumstances such as computer software learning (Gist, Shwoerer, & Rosen, 1989). Some of the employee they did not have enough skill in handling the computer. According to Morrell and Echt (1996,1997), adults age older than 65 reports having less experience in computers because they prefer to perform the task by handwriting compares to younger adults.

2.5 Communication between Trainer and Trainees

Communication is the process of exchange information between individuals. Online training during pandemic Covid-19 will provide a gap between trainer and trainee. This is because the trainer and trainee only can communicate using the internet. In this case, the trainer and trainee should know how to interact which is to

communicate with each other. As mentioned by Frymier & Houser (2000), the trainee and trainer did not have enough time to develop the relationship with each other during online training. They conduct the training using online and some of them did not know each other. They join the training and just manage to complete the task and some of them did not communicate with the trainer. According to Knowles (1990), as adult learners, they need to interact with other adults to learn how to solve the problem. Stephens (2002) in his study revealed that, during online training, the interaction between trainer and trainee just to share the information or content of the training but not change the idea with the trainee. Simmering and Posey (2009), stated that many learning courses did not have much interaction between trainer and trainee.

2.6 Employee Performance

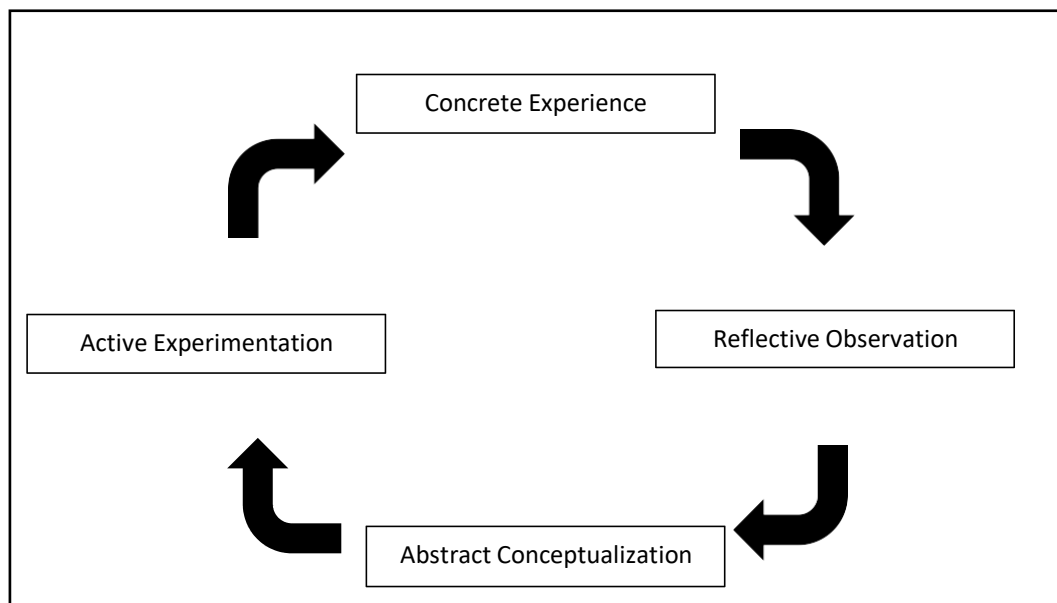
Employee performance is referred to how employee fulfills their job task. The performance can be measure by the effectiveness and the quality of the job task. Becker et al, (2011) indicated that employee performance can be measured against the performance standards set by the organization. Every organization has set the standard that employees should achieve. When the employee performs up to the standard that has been set and achieves the organizational expectation, the employee will be categories as a good performer in the organization (Dabale, 2014). The performance of employees should be measure by the skill that they have. Some of the employee they will perform in the certain task when they have the skill and interest in that field. According to Daramola (2020), the employee is one important person in the organization because they are the backbone to boost the successful organization. performance refers to the behavior and the result of an employee.

2.7 Theory/Model

Experiential learning is the process whereby knowledge is created through the transformation of experience. Knowledge results from the combination of grasping and transforming experience. Experiential learning theory is a learning process in which people are encouraged to "learn by doing" and "reflect it with experience". David Kold (1984), has to view the experiential learning process by Kolb's cycle.

Kolb's cycle, explains about four important things which are concrete experience, reflective observation, abstract conceptualization, and active experimentation.

Figures 2: Experiential Learning Cycle



In figure 2 is the overview of the experiential learning cycle. The process in this cycle will explain on how learner uses the learning and apply at the workplace. Different phases in the cycle are connected with the particular learning style.

1. Concrete Experience

- Direct participation in the real situation. At this stage, participate just do the task to complete their work.