

RESEARCH ARTICLE

The Role of Electronic Training in Employee Performance Development

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Abstract: This study aims to reveal the level of adoption of e-training through the use of technological devices such as the internet, CDs, satellites and computerized websites on the part of Jordanian banks. In addition to identify the role of e-training in the development of employees in these banks through a phone survey involving 40 employees from seven banks. The results showed that e-training is more likely to enhance the competencies of employees in terms of knowledge and skills, because such training provides up-to-date information. In addition, all respondents have agreed that e-training is more beneficial for them than traditional training, as well as costing less for the banks.

Keywords: *Electronic training, Traditional training, Employee development.*

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Introduction

The world is witnessing unprecedented developments in various fields, especially with regard to ICT. This has led to the rapid flow of information from different sources to its users anywhere in the world at any time. The importance and accuracy of the information is enhanced if it aims to provide the recipient with new knowledge and growing skills.

Business organizations that are keen to survive in a competitive global market are looking at their human resources as a precious asset given that the human element in the business organization is that which directs operations and resources towards achieving the organization's goals.

In order to keep pace with rapid developments in the business world, organizations have become keen to ensure that employees acquire more knowledge and develop new skills for application in the workplace. Organizations have become convinced that training is the way to achieve these gains.

This training should be continuous and organized, with most of the literature agreeing on the definition of training as structural work aimed at providing trainees with new knowledge and skills in order to improve performance in the workplace [1-2].

Given the diversity of training tools and methods, organizations should adopt and choose the most appropriate way to achieve the training goals with minimum cost, especially given that every training method has its advantages and disadvantages. There is no doubt that the tremendous technological development we have seen in recent years has led to the emergence of modern mechanisms associated with ways of acquiring knowledge and skills.

In terms of the means of knowledge transfer and the strategies by which they are generated, the use of technological devices such as computers and other advanced technologies are of ultimate importance. This has led to the emergence of the term "technological training" which was noted by [3-4] as one of the ways of simulation training.

E-training is defined as a process by which a rich interactive environment is created using computer-based applications, networks, and multiple media that enable the trainee to attain training objectives by interacting with training resources in the shortest time, with minimum effort, at the lowest cost, and at the highest level of quality, without being subject to time and space constraints [5-6].

This study aims to highlight the advantages of e-training compared with traditional methods of training in terms of human resource performance development in the Jordanian banking sector.

Problem Statement and Questions

This study aims to answer the following question: "To what extent do Jordanian banks rely on e-training to improve human resource performance?"

This Problem will be Discussed by Considering the Following Questions

- What is the impact of e-training in human resource development in Jordanian banks?
- To what extent do Jordanian banks apply e-training?
- To what extent do Jordanian bank employees benefit from e-training?

The Study's Significance

The importance of this study stems from the role of electronic training in providing new knowledge and developing skills, not only in a theoretical way but also through viewing the actual experience of organizations. We will consider the extent to which these experiences are retained in the mind of the trainee for a period of time, compared with the extent when they are presented in traditional training approaches such as lectures.

The importance of this study is that it deals largely with the training of those individuals dealing with the public. This is of key importance as bank employee's deals with various layers and levels of Jordanian society, which vary in terms of culture and education. Consequently, electronic training, especially through the use of YouTube videos, enables employees to identify ways of dealing with each class of customers.

The Study Objectives

This study aims

- To identify the level of adoption the e-training in Jordanian banks.
- To identify the role of e-training in human resource development in Jordanian banks.
- To identify the views of Jordanian banks employees on the feasibility of electronic training.

Literature Review

Despite the lack of recent studies published in scientific journals, where most of them back to ten years ago, but the researcher found the following studies after the trouble is not simple. Despite the lack of recent studies published in scientific journals, with most being at least ten years old, the researcher was able to identify a number of key publications.

- Study by [7], entitled: "On-the-job E-Learning: Workers' Attitudes and Perception". The study aimed to analyze employee attitudes and perceptions with regard to on-the-job training using e-training. The study was conducted on a sample of 2000 employee in large European saving banks in order to reveal employees' perceptions and motivations in a comparison of traditional training and e-training. The results showed that employees prefer e-training because of its greater flexibility, and because it provides up-to-date training.
- Study by [8], entitled: "The Effect of Online Training on Employees' Performance". This study aimed to examine the effectiveness of online training on the performance of employees in a Taiwanese manufacturing company - Yu-Y Ltd. Co. The results showed the e-training has a greater role to play in enhancing performance compared with face-to-face traditional training, but this outcome depends on employee self-efficacy. In addition, it was noted that e-training costs less than traditional training.
- Study by [9] entitled: "What Motivates Employees to Persist with Online Training? One Canadian Workplace Study".

This study aimed to identify the most important factors that motivate employees and management in terms of relying on electronic training. The study was conducted at a medium-sized, locally-owned, retail franchise store in Canada.

The Study Findings Were as Follows

- The online training program improves the ability of employees to help others; customers, work peers and friends.
- The training program provides information to help employees build their knowledge with regard to the Just-in-time system.
- The participants felt an increased sense of self-worth from their enjoyment of the online training program.

- The HR manager has an essential role to play in encouraging staff to participate in such training programs.
- Study by [10] entitled: "The Effect of the Attitude Towards E-learning: The Employees' Intention to Use E-learning in the Workplace".

This study aimed to reveal employee's acceptance level in terms of relying on e-training in the workplace. The study was conducted on a sample of 226 employees in a food service company in South Korea. The results showed that there is a great and significant conviction among staff towards the usefulness of technology, which increased the degree of reliance on electronic training in the workplace.

Theoretical Background

This Section Consists the Following Topics

Electronic Training: Definition and Concept

One of the most important outcomes of the tremendous development in information and communication technology (ICT) is the increasing demand for the use of the internet for various purposes as it is the fastest way to transfer and receive information at any time and anywhere. Business organizations may have been the main beneficiaries of the provision of services from this network in terms of e-marketing, e-commerce and many others. In addition, organizations which seek to develop their human capital through training are looking for effective training methods.

As a result, electronic training has emerged, and organizations have become very attentive to this type of training for many reasons, including that this training is continuous, as the World Wide Web (the internet) operates uninterrupted. This type of training is also less expensive than traditional training methods.

In addition, electronic training is not subject to time and space limits, in that the trainee can receive video and audio training regardless of where he is and can access it whenever he wants. Electronic training is defined as a systematic process carried out in a mobile interactive environment saturated with digital technology applications.

It is based on the use of the internet, multimedia and mobile devices for the presentation of software, and electronic training courses, for the design, implementation and evaluation of continuous and non-synchronized training programs through self-training and interactive training. These can be used in order to achieve training objectives and in order to master skills based on the learner's speed of learning, their intellectual level, their working conditions and their geographical locations [11-12]. In addition, [13-14] defined it as consisting of several applications such as simulations and web-based training and distance learning.

These are low-cost applications that create a safe training environment for individuals to learn new skills through practical cases, such as are shown in training films and which are available anytime and anywhere. Meanwhile, [15-16] pointed out that e-training refers to any type of training provided for the employees of an organization through electronic media which can include several forms such as self-paced learning from the intranet, using CD-Rom as a means of providing on-the-job training, training provided by instructors live through webcasts, recorded sessions of webcast training that has been made available to employees and others in the past.

The definition that is preferred from the point of view of the researcher is that e-training is a mix of various instructional delivery media (face to face, computers, mediated communication, and self-learning media) through the use of one or a combination of different learning technologies such as new or old printed materials, CD-Rom-based e-books and web 2.0 technology [17-18].

The Importance and Objectives of Electronic Training

Some of the literature has addressed the importance of electronic training through presenting factual evidence. For example, [19-20] pointed out that electronic training has become the future dream for business organizations and employees, where the proportion of e-training effectiveness had risen to 80% at the time of writing, and would rise to 100% according to global studies [21-22].

Some of the relevant literature stated that the importance of e-training lies in the fact that such training is directed at human resources, which are the most important assets of an organization, and that such training has become a priority for organizations. In this regard, [23-24] pointed out that training through technological devices has become the optimum method for solving many challenges faced by Ministries, government institutions and public and private companies.

Moreover, and from the point of view in the opinion of the researcher, the provision of new knowledge and skills through e-training remains in the trainee's memory for longer than when using traditional training methods such as lectures.

The practical evidence of this was provided by [25] in that he found that training through internet video films - "simulation training"- was ranked first among training methods, while training involving lectures in a classroom was ranked last. Some authors stated that e-training provides training departments in organizations with an efficient atmosphere that encourages the achievement of several objectives. [13] Pointed out that the adoption of e-training methods can achieve the following objectives

- Discerning and recording the training needs of employees to guide the organization in the development of training strategy. This involves checking the available e-training resources, whether the training materials are suitable and necessary, and preparing the number and type of employees who need such materials.
- Providing trainees with up-to-date training which entices staff to access training material.

The Study Sample

The Sample Consists of 40 Employees Distributed on 7 Jordanian Banks as Follows:

• Housing Bank for Trade and Finance	7
• National Bank of Jordan	6
• Arab Bank	8
• Jordan Kuwait Bank	7
• Union Bank	4
• Bank of Jordan	5
• A B C	3

- Facilitating direct interaction between the user and the trainer.
- Providing employees with new knowledge, experience and skills through addressing actual cases that have been experienced by similar firms. Researchers such as [26-27-28-29-30-31, 32] have stated that the benefits of e-training for an organization can be in terms of cost reduction, flexibility and adaptability, continuous updating and personalized attention.

Methodology

This qualitative study has addressed the opinions of Jordanian bank employees and that of some training managers in these banks about e-training, by undertaking a phone survey.

The Answers to the Questions Were as Follows [33-15]

- There is a dedicated training hall at the bank where every two trainees use a computer.
- The trainer usually involves trainees by reviewing some of the practical cases stored on the computer in various computer links such as YouTube.
- Trainees see that the best way to learn about the latest banking services and methods of implementation are those that broadcast via satellite.
- The bank's training library contains a number of CDs dealing with various training topics.
- The majority of respondents believe that training through the presentation of live web conferencing allows them and the trainer to get feedback directly.

Findings

The most important finding was that e-training is likely to enhance the competencies of the employee in terms of knowledge and skills. This finding is consistent with the study of Bradford and Kozlowski. In addition, the study recorded that all respondents agree that e-training is more beneficial than

traditional training methods. In addition, e-training provides them with up-to-date topics and can reduce the training costs for the bank. According to these findings the researcher recommends that Jordanian banks adopt e-training, especially for new employees.

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