

The Reality of Electronic Training and its Relationship to the Employees' Morale in Palestinian Universities: Case Study of Al-Quds University and Al-Istiqlal Universities

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ABSTRACT:

This study aims to identify the reality of electronic training and its relation to raising employees' morale within Palestinian universities. The study case aimed to be directed toward Al-Quds University and Al-Istiqlal University, where it came to define the electronic training, its pros, cons, components, and its relation to employees' morale. The study used a descriptive approach, where the main sources for data collection were both primary and secondary sources such as; books, magazines, and websites. These sources helped in the formulating and designing of the questionnaire built to understand the relationship between electronic training and Employee; morale. For the study population and its sample; the study sample consisted of the clamshell sample. The study population consisted of all employees of Al-Quds University, which number 732 employees, and Al-Istiqlal University, which number 320 employees. Moreover, the selection was designed based on the electronic sample calculator, the number of sample members reached 282 employees. Al-Quds University employees should make up 69.5% of the sample members, about 196 employees by calculating the relative distribution. While the number of sample members from Al-Istiqlal University was 86%. Two hundred fifty-one employees of the two universities answered the questionnaire; that is, the response rate to the questionnaire was 90%. The results were statistically analyzed using SPSS software. This study reached different conclusions, as well as, recommendations. The most important findings were: employees' satisfaction with the electronic training programs they receive, and their means of success, as it was found that they achieve employees' goals and develop their practical skills and that institutions support training programs, and also found that the excellent relationship of employees with management and the absence of problems at work Raises the morale of the employees. Among the most prominent recommendations was the necessity of adopting an encouraging method to increase employee demand for electronic training, and the need to open joint electronic training programs with leading universities, in addition to the necessity of studying the impact of the reality of electronic training on raising the level of activity—the morale of the Palestinian Universities employees.

Keywords: *Electronic Training, Palestinian Universities, Employees' morale.*

INTRODUCTION:

Nowadays, we are witnessing considerable development in several areas of life, especially when it comes to training procedures chosen by organizations. This development in technology, connection, and communications led to a rapid flow of obtaining, learning, using, and delivering information. According to (Areiqat & Jamal , 2018), the impact of such development is mainly witnessed in organizational training, where electronic training has become a popular and essential tool in the eyes of the Human Resources department. The importance of training strengthens the

level in the organization, in this case, within the Palestinian Universities' employees. Furthermore, according to (Rathee & Renu , 2018), training, in general, is a fundamental idea for developing the employees, where its significant concerns are developing specific skills by increasing their knowledge, participation, and engagement in a particular job. They also added that the organization's training plan should be moving in a clear and right direction to maximize the outcomes for both parties. (Rathee & Renu , 2018) Mentioned that by using the traditional training method, the organization will consume resources and

time. All interests are now following the path of e-learning, a method that can be developed to match the employees' schedules, need, and place. During COVID-19, the Human Resources department, schools, and universities increased their interest in electronic training due to several barriers that caused a struggle with face-to-face learning. (Weerathunga, et al., 2021) stated that "Soon after the outbreak of the COVID-19 in Wuhan, China, millions of Chinese students and teachers migrated from traditional learning to online learning," where this shift was not only for the traditional type of students, organizations and firms also adapted to this change in developing their employees.

1. Problem Statement and Questions

Given the technological advancement and Human Resources' need for continuous training, electronic training methods have become necessary. The researcher indicated that, in light of the recent pandemic causing an inability to train face to face, it was inevitable to resort to electronic training in order to overcome the many obstacles of the traditional training, and from here, the problem of the study, which is summarized in the following question:

- What is the reality of electronic training and its relationship to raising the morale of electronically trained employees?

2. Questions to Discuss in This Study

- To what extent do Palestinian universities apply electronic training?
- What is the impact of e-training on the morale of Palestinian Universities' employees?
- What extent of benefits do the employees of the Palestinian universities obtain through electronic training?
- Does electronic training help increase the employees' efficiency in their work and tasks?

3. Objectives of the Study

The present study focuses on demonstrating the effects of electronic training and its relation to the employees' morale within their jobs.

4. Study Hypothesis

-H1: There is no difference between employees' opinions in universities about the reality of electronic training in terms of the quality of the trainer, the training program, and the training material according to different social and demographic factors.

- H2: There is no difference in the goals of individual university employees to enroll in e-training according to different social and demographic factors.

- H3: There is no difference in the work-related goals of university employees to join e-training according to

different social and demographic factors.

- H4: There is no difference between the reality of training and the morale of the employees.

- H5: There is no difference in the opinions of university employees regarding the role of institutions in enrolling their employees in e-training according to different social and demographic factors.

5. Literature Review

This section of the research will present and review other literary works related to employees' morale and electronic training. It will also help define specific terminologies that are important to the aim of the study.

➤ Definition of Morale

(Ngambi, 2020) Defined morale as an intangible concept relating to the positivity and the support a particular group of people demonstrates toward the organization they belong to. The term morale is a shared term among all individuals within the firm, where they share their feelings with others based on bonds built by trust and faith. In his research (Ngambi, 2020) also added that; morale might be a group phenomenon and an individual matter, where group morale depends on those within the group. This research and how it defined morale demonstrated its importance in organizational success, development, and engagement. It also added specific values that can help boost the employees' morale to maintain a healthy relationship with the organization. (Arvind Mallik, Lakshmi, & Keerthi, 2019) Defined morale as a level of confidence presented by the group of people who are optimistic about their role and experience within. They also agreed with the definition given by (Ngambi, 2020), as they concluded that morale is not only an individual trait, but it can also be formulated within a group of people, who share the same passion, responsibility, and desire.

➤ Training and Its Importance

(Paul & Lauko, 2019) in his research emphasized the importance of training. The research concluded that training is "an imperative tool" for the organization to develop the operation of all the personnel, which results in both organizational growth and success. It is helpful to all levels of staff where an employee can become more efficient and productive if he is trained well. (Aguinis & Kurt, 2008) Agrees with (Paul, 2019) conclusion. They also stated that organizations could improve and increase the quality of their current employees by offering solid training and growth. Training is essential to increase productivity and propel and inspire workers by showing them the importance of their tasks and how their development matters to organizational success. When the employees feel that they are the need of the firm, their morale and growth will be outstanding.

➤ **Electronic Training**

(Kamal, Mohamed , & Mohamed , 2016) Discussed the importance of electronic training and viewed it as an alternative to traditional training, with higher demand. E-learning is a designed technique that provides learning solutions using technology. This study concluded that the current advancement was a catalyst to help the rise of organization dependency on E-learning, where they substituted the employee's presence with technology. According to (Kamal, 2016), this revolution and development permit employees to obtain an intimate learning experience without attending a physical facility. (Kosarzycki, Eduardo, & Renée, 2003) Agreed with (Kamal, 2016), they also stated that "as organizations strive to enhance their competitiveness by constantly promoting a continuous learning culture, online training grows in popularity." They demonstrated that E-learning's presence and accountability are rising among all sectors due to its advantages, from lowering the cost to eliminating place and time barriers. (Rathee & Renu, 2018) on the other hand, they elaborated more on E-learning, where they presented several methods that any organization can use to perfect the process of E-learning. These methods were as follows; online Coaching, Mentoring, Understudying, Job Instruction Technology, YouTube, Classroom lectures, and Workshops conferences. According to (Rathee, 2018), these methods are chosen by what the organization seeks from the program. Nevertheless, in this research, no difference between the efficiency of these methods was demonstrated, which means that all forms of E-training may have the same outcome on both the development and the employees' morale

➤ **Impact of Electronic Training on Employee**

(Rathee & Renu , 2018) Research also developed a certain conclusion on the impact of E-training on the employee in the organization. According to this research, "E-training for the employee is necessary to raise the productivity and their development", where the employee's skills will undergo a tremendous enhancement with the help of computerization to meet the technological changes. (Rathee, 2018) also added that E- training will show a positive impact on the employees since it helps "improve their satisfaction, enhances performance, improves technical skills, leads to the overall development and better competence of the employees".

6. Finding and Recommendations

➤ **Results**

Based on what was discussed in the previous chapters and based on the results of the questionnaire analysis, the study concluded the following:

1- Institutions support electronic training programs

and motivate employees to participate and provide them with everything they need, but not to a large extent.

2- The questionnaire results show employee satisfaction in Palestinian universities with electronic training programs, as the majority of them agreed on the availability of means for the success of these programs and their usefulness at the career level. On the other hand, there are qualified trainers needed to maximize the use of electronic training programs.

3- The employees' demand for electronic training stems from its importance at work and the institution's significant role in urging employees and encouraging them to do electronic training, which makes employees feel their importance in their workplace and thus raises their morale.

4- The electronic training programs achieve the employees' objectives in several respects, developing their skills, increasing their experience, and enhancing their self-confidence. However, a large percentage still prefer traditional training programs over electronic training programs.

5- It was found that the employees' demand for electronic training stems from its importance at work. The institutions have a great role in urging employees and encouraging them to do electronic training, which makes employees feel their importance in their workplace and thus raises their morale.

6- It was found that e-training programs play a prominent role in developing the practical skills of employees at various levels. However, departments still do not encourage employees to join these training courses, even though they believe in the positive return.

7- There is no difference in the opinions of university employees regarding the factors affecting their morale according to different demographic and social factors.

8- The employee's productivity increases if factors encourage him and raise his morale. In summary, providing suitable working conditions in ventilation, hygiene, and lighting stimulate this morale. The relationship of employees with management should be based on mutual respect, which reduces problems at work, thus contributing to maintaining high morale for them and increasing their job satisfaction, thus their acceptance of electronic training programs that support their jobs. Here, albeit at a low rate, the role of electronic training in motivating employees and supporting their morale has emerged.

9- There is a difference between the opinions of university employees about the reality of electronic training in terms of the quality of the trainer, the training program, and the training material according to gender, age group, and university. While there is no difference in their opinions according to the educational qualification, years of experience, and the number of training courses.

10- There is a difference in the goals of individual university employees to enroll in electronic training according to the educational level, the number of training courses, and the university. While there is no difference in goals according to gender, age group, and years of experience.

11- There is a difference in the work-related goals of university employees to enroll in electronic training according to the age group, the number of training courses received, and the university. While there is no difference in goals according to gender, educational qualification, and years of experience.

12- There is no difference in the opinions of university employees regarding the role of institutions regarding their employees' enrollment in electronic training according to gender, age group, years of experience, number of courses, and university. While there is no difference in opinions in this regard according to the educational qualification?

13- There is no relationship between the individual employees' goals related to electronic training and their morale.

➤ **Recommendations:**

Based on the findings of the study, the researcher recommends, intending to support electronic training and its impact on raising the morale of employees in Palestinian universities, the following:

1- The researcher suggests that Palestinian universities should follow encouraging methods to increase the demand of their employees for training programs, especially electronic ones, due to their flexibility and lack of negative impact on workflow. Furthermore, that is through developing new work mechanisms that require special skills and rewarding employees who constantly develop themselves in the interest of work.

2- Palestinian universities can open joint electronic training programs with prestigious international universities to benefit from their experiences in this field, especially as it is recent in Palestine.

3- The researcher recommends the two universities' understudy to research the impact of the reality of electronic training on employees' morale in conditions free of crises, such as the current Corona crisis.

4- It may be feasible for Palestinian universities to open electronic training courses for individuals from outside their scope and thus be an extension of the university chain and a source of additional support and income. It allows the benefit to anyone who does not belong to it.

5- One of the useful recommendations is that employees are constantly educated and informed of the importance and usefulness of electronic training to benefit from it and inform them of the extent to which it

relates to their morale.

6- The researcher also sees an urgent need for Palestinian universities to keep up with electronic training programs, especially newly established universities.

7- The need for Palestinian universities to motivate elderly employees to keep pace with technological development and develop their skills, as it was found that they are the least interested group in electronic training programs.

8- From a special point of view, it is feasible for Palestinian universities to start conducting electronic training programs for their students to enhance their keenness on these programs by introducing some specialized training programs among the graduation requirements.

7- In addition to electronic training, the researcher believes that it is important for universities to be interested in creating suitable conditions for employees in their workplaces because of its positive effects on their morale and thus will be reflected in their productivity.

8- The researcher recommends that university employees take electronic training programs seriously because of their great role in developing their skills on a practical and life level.

9- The researcher recommends that university employees take advantage of electronic training programs as much as possible, given their flexibility and the possibility of following up and joining them without affecting their practical and social obligations.

10- Since the study results showed that university employees are receptive to the electronic training method, we recommend that universities be sure to continue it at all times for all administrative levels.

11- The researcher also believes that the constant concern for comfortable work conditions free of problems and a healthy work environment motivates employees. It also pushes them to search for training support for them in their field of work, specifically electronic training, since they are available to the trainees at the right time and time.

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