
**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 numbered 732 employees, and Al-Istiqlal University, which numbered 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.

Keywords: Electronic Training, Palestinian Universities, Employees’ morale.

Introduction

The present days 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) indicated 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.

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?

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?

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.

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 treat, 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”.

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.

Questionnaire Results and Findings:

Table 1: Results to the Questionnaire

Number	Question	Arithmetic mean	Standard Deviation	Results
1	Determines the content of the electronic training based on the functional needs	4.01	0.79	Huge
2	The training time corresponds to the time of the trainees in terms of the length of time	3.76	0.83	Huge
3	The coach's style matches the coaching method	3.71	0.81	Huge
4	The trainer's style is commensurate with the way the training material is presented	3.67	0.72	Huge
5	The asynchronous training method provided an opportunity for the largest number of trainees to benefit from the training	3.72	0.84	Huge
6	The training material meets all the requirements that make them feel self-important	3.67	0.8	Huge
7	Diversity of training content to suit several functions	3.43	0.81	Huge
8	Diversity of training content to suit different administrative levels	3.53	0.92	Huge
9	The trainee is allowed to ask questions while having a discussion with the trainer on the topic of training	4.00	0.71	Huge
10	Availability of equipment and equipment necessary to complete the training process	3.76	0.93	Huge
11	I recommend continuing electronic training courses in normal conditions as well	3.65	1.15	Huge
12	The training content contributed to my psychological development	3.69	0.9	Huge
13	The training content contributed to your practical development	3.68	0.97	Huge
14	Determining training needs and e-training methods to suit different jobs	3.69	0.85	Huge
15	The method of electronic training provided seeks to match the nature of emerging jobs in light of the Corona pandemic	3.60	0.92	Huge
16	E-training seeks to provide the skills required in the labor market	3.55	0.91	Huge
17	Training helps reduce work errors	3.65	0.97	Huge
18	E-training contributes to assign new jobs to the employee through the modern training provided through it	3.74	0.84	Huge
19	Obtaining a job at a higher level as a result of the electronic training indicates the efficiency of the training program	3.62	0.93	Huge

Table 2: Relative distribution of sample members according to their point of view in the reality of electronic training

Number	Question	Arithmetic mean	Standard Deviation	Results
1	The course achieved the specified personal goal of obtaining it	3.66	0.854	big
2	I gained new skills with greater depth in relation to the topic courses in which I participated	3.68	0.728	big
3	My personal performance increased after the online training I received	3.48	0.887	big
4	My self-confidence improved after the online training I received	3.61	0.894	big
5	I gained more experience as my specialist through the course	3.63	0.883	big
6	E-training helps raise my career level at work	3.51	0.927	big
7	If I get the chance to receive these pieces of training regularly, I will belong to them	3.81	0.953	big
8	E-training is better than traditional training from your point of view	3.1	1.226	medium
9	The training aroused the interest of the superiors in me and the way I accomplish tasks and implement business	3.2	1.164	medium
10	The employee's knowledge of the e-training objective clearly ensures that he responds to the training procedures and the consequences thereof after completing the training	3.71	0.749	big
11	I encourage employees to attend such training courses	3.61	0.857	big
12	My quest to be the best at work is the factor that helped me keep up with the electronic training method	3.77	0.776	big
13	My future goals and the skills I seek to obtain have had a positive impact on my understanding and response to electronic training programs	3.8	0.834	big
14	I evaluate the training opportunities available to me to get the best of them	3.84	0.672	big
15	One of the factors that help the employee to develop himself is the modern technological skills that he obtains from electronic training	4.01	0.746	big
16	My knowledge of the purpose of the training process contributes to encouraging me to join it	3.83	0.841	big
17		3.729	0.768	Big

Table 3: Testing the Null Hypothesis

null hypothesis (H0)	P-value	The Decision
The difference in the opinions of university employees regarding morale according to gender	0.548	Accept
The difference in the opinions of university employees regarding morale according to the different age groups	0.539	Accept
The difference in the opinions of university employees regarding morale according to the educational level	0.682	Accept
The difference in the opinions of university employees regarding morale according to years of experience	0.161	Accept
The difference in the opinions of university employees regarding morale according to the number of courses	0.805	Accept
The difference in the opinions of university employees regarding morale in different universities	0.617	Accept

Findings:

- Institutions support electronic training programs and motivate employees to participate and provide them with everything they need, but not to a large extent.
- 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.
- 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.
- 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 prefers traditional training programs over electronic training programs.
- 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.
- 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 a positive return.

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Questionnaire:

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Determines training content based on functional needs					
The training time corresponds to the time of the trainees in terms of its length of time					
The coach's style matches the coaching method					
The trainer's style is commensurate with the way the training material is presented					
The asynchronous training method provided an opportunity for the largest number of trainees to benefit from the training					
The training material meets all the requirements that make them feel self-important					
Diversity of training content to suit several functions					
Diversity of training content to suit different administrative levels					
The trainee is allowed to ask questions while having a discussion with the trainer on the topic of training					
Availability of the necessary equipment and equipment to complete the training process					
I recommend continuing the electronic training courses in normal conditions as well					
The training content contributed to my psychological development					
The training content contributed to your practical development					
Determining training needs and e-training methods to suit different jobs					
The method of electronic training provided seeks to match the nature of emerging jobs in light of the Corona pandemic					
E-training seeks to provide the skills required in the labor market					
Training helps reduce work errors					
E-training contributes to assign new jobs to the employee through the modern training provided through it					
Obtaining a job at a higher level as a result of the electronic training indicates the efficiency of the training program					