

## The Effect of E-training Towards Employee Performance

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**Abstract:** A well trained and groomed employee will be able to gain some competitive advantages for the organization when the employee is fully equipped with needed skills and talents. Upgrading the skills of an employee is important as it can be use during the time of survival of organization towards any challenges that may arise. Work balance is when an employee able to work effectively and efficiently and in the same time able to deal with personal problems. Unfortunately, organization that does not think of the work balance of their own employees which will affecting the employee productivity and also the employee performance. Therefore, this study attempts to identify the level and effect of E-training on employee performance at Venture Technocom Sdn Bhd., Kami Electronics (M) Sdn. Bhd., Sharp Manufacturing Corporation (M) Sdn. Bhd., Escatec Mechatronics Sdn. Bhd., Johor. Quantitative research method is used to collect 80 data from the respondents among employees in human resources and general management department through online survey questionnaire. The results show that the variables were not significant to each other. The study recommended that E-Training to be implemented in Manufacturing sector for a positive impact on the employee performance by having variety of platform of E-Training.

**Keywords:** E-Training, Employee Performance, Manufacturing

### 1. Introduction

Technology mainly is a platform that able to help the organizations cope better with competitive environment and economy that demand for productivity that suits the challenges in the era. The

revolution of industry was the most common in the manufacturing industry and used in almost every aspect of the human daily life. According to Sopiah *et al.* (2020), employee performance is the result of assessment of the employees work related whether it succeed or not aligned with the organization's goals and performance standards. Important element such as employee performance is very needed and helpful for the organization's future and stability. A well trained and groomed employee will be able to gain some competitive advantages for the organization when the employee is fully equipped with needed skills and talents.

With the advancement of technology nowadays, there is also a revolutionary in E-training which is an act of improving the productivity and performance of the employees of the organization (Alaghbari, 2016). It is a regular act of the organization to use the technology in order to have a better way of training and to stay competitive among others. The technology in Human Resources is mainly focussing on employee development test platforms, recruitment software and internal communication tools. Technology may affect the way how organizations provide training for their employees. For instance, by using the technology of the Internet the E-training will be able to be conducted through a distance and at a flexible time (Wolor *et al.*, 2020). E-Training is defined as a type of education that occurs on Internet with multimedia elements and audio and also included with comprehensive manner which is handy as it is available in any web browsers (Alhooti & Anto, 2020). In addition, according to Azlini, Hassan, & Yen (2020), E-Training is a learning process through the technology which can occur anywhere.

For a good development of individual growth that able to benefit the organization, training is a very needed mechanism which is because it is used as the benchmarks used by the organizations to determine the task or job done by the related employees (Wolor *et al.*, 2020). Employee performance should be prioritized in order to give supports towards the improvement of sustainability of the company's performance. In order to receive a good performance from the employees, the organization itself should initiate some effective ways to improve the employees' working performance. In order to survive in the business nowadays it is very crucial to have competitive advantage and being talented which suits the related industry (Imran & Atiya, 2020).

The employer usually spends a lot of money in order to give the best for the employee and for the sake of the organization. It is because the training tool and methods that suits the organization's needs and goals may require a lot of costs (Areiqat & Al-doori, 2018). E-training is a great alternative in making sure the organization able to keep the pace by meeting the needs of the employee and in the same time able to reduce cost. According to Wolor *et al.* (2020) it is more convenient for the organization to implement the E-training during this pandemic season, COVID-19 that may need the organization to take more precaution ways for a safer environment for the employees and at the same time, the employee performance are well maintained.

According to Department of Statistic Malaysia official portal, manufacturing sector contribute the most to Malaysia Gross Domestic Products which is Malaysia's Manufacturing sales in March grew for 15.3% compared to previous year. Manufacturing sector includes the activities of trade and assembling involving the processing, fabrication or preparation of the raw materials and products. Manufacturing is subdivided into certain numbers of parts such as petroleum refining, mining, oil and gas exploration and production, pulp and paper, agricultural production, food processing and electronics. This sector is known as the second largest sector that contributes to the country's economy (Jakpar, 2017). According to Robbins (2003) training is needed as it usually practiced by the successful organizations. The manufacturing sector may be one of the successful organizations mentioned.

The electronics industry has been chosen as the focus for this research study. Since 1970's this industry has been developed successfully in Malaysia and act as the pedestal and contribute major employment and GDP for the country (Reichert, 2020). Venture Technocom Systems Sdn Bhd is one of the examples of an electronic industry which is an expertise in power and energy related products,

handheld interactive scanning and computing products and advanced storage systems and devices. It mainly focusing on design and engineering, manufacturing and distribution. Kami Electronics Industry (M) Sdn. Bhd. focused on transformers for the audio and communication systems and also distribute them to the electronics product manufacturer in Malaysia. While for Sharp Manufacturing Corporation (M) Sdn. Bhd. is known as producing LED and LCD TV, PWB kits and electronic manufacturing services. Escatec Mechatronics Sdn. Bhd. is an electronic manufacturing industry that capable of selective, reflow & wave soldering, complex box builds assembly and comprehensive supply chain services.

Employee performance is an important element in making sure the organization is on track of the goals ahead. Specific tasks get to be done by the employees of the organization within the accurate timeline and completeness of task is according to the organization's standard of performance is the definition of employee performance (Afshan, 2012). The employee performance might be worsen if there are issue or problem related that may affecting it such as employee turnover, and employee stress (Hassan & Yen, 2020). Employee stress may need to be control in order to avoid any consequences on the employee performance which may also distract the focus of the employee towards work responsibilities. One of the problems is the work-life balance which is usually faced by the employee and may give bad impact towards the employee performance. According to Wolor *et al.* (2020) certain generation such as the millennials employees will have high possibility in facing this kind of issue. The issue happened due to the cause of the organization that do not think of the work balance of their own employees which will affecting the employee productivity and also the employee performance (Abioro, 2018). It is very important to have work-life balance which by having a conducive and healthy work environment which able to support the employees to work better and able to concentrate on the work responsibilities and personal responsibilities equally.

According to Nassazi (2013), it is said that training may reduce the employee performance related problems such as complaints and absenteeism. Absenteeism issue may cause bad effect on the production and management of an organization (Sivakumar, 2016). The absenteeism issue does affect a lot on the corporate profits as it consumes on the production schedule if the employee is absent from work. The employee performance can be affected when the absenteeism problem occurred in an organization. The employee performance is very crucial in a manufacturing sector as it may be giving impact on the production and productivity of the organization as well as achieving the organization's goal.

According to Mahadevan & Yap (2019), well trained employees will be able to improve the productivity of the organization and in the same time good quality of performance is produced. Besides, the organization would be more competent with the availability of skillful and trained employees which is because the employees are ready enough to stay ahead of any new challenges during this high technology era. The problems that an organization encountered need to be improved by giving the suitable training in order to avoid any bad consequences on the organization. E- training can be implemented by the organization in order to cope with the employee problems.

Research objectives of this study are as follow:

- i. To identify the level of employee performance at Venture Technocom Sdn Bhd., Kami Electronics (M) Sdn. Bhd., Sharp Manufacturing Corporation (M) Sdn. Bhd., Escatec Mechatronics Sdn. Bhd.
- ii. To determine the effect of E-training towards employee performance at Venture Technocom Sdn Bhd. Kami Electronics (M) Sdn. Bhd., Sharp Manufacturing Corporation (M) Sdn. Bhd., Escatec Mechatronics Sdn. Bhd.

## 2. Literature Review

### 2.1 Employee Performance

According to Sopiah *et al.*, (2020), the employee performance is the outcome of work which is related to a victory and collapse in an organization. Employee performance is very important as it is related to the future of the organization which is because any risks and any uncertain situations will be able to be cope by the well-trained and talented employee (Tahir & Sajjad, 2013). According to Afroz (2018), training has direct relationship with the employees' performance and to show the effectiveness and efficiency that make a payment to organizational goals and may depend upon many factors like performance appraisals, employee motivation and satisfaction. Employees' performance is the attainment of specific tasks by employees of an organization through the effort applied by employees in the organization and it is measured against the predetermined or identified standards of accuracy, completeness, cost and speed set by the organization (Motlokoa, 2018).

Employee performance consists of several aspects such as quality, quantity, reliability in the implementation of tasks and attitude (Basyir & Ibrahim, 2017). The employee performance and training are related as an effective training session able to affect the employee performance in an organization by helping them be better in knowledge, skills, abilities and attitudes (Wright, 2010). Therefore, the employee performance is able to be measured by considering these three elements such as:

#### (a) Task Performance

According to Pradhan & Jena (2017), task performance has the precise job behavior. Task performance needs more cognitive ability and is primarily facilitated through task knowledge which is the ability to handle multiple tasks, task skill which is able to apply the technical knowledge, and task habits which is able to respond to assigned job. Effectiveness with which job urgent perform activities that devote to the organization's technical basis either directly by implementing a part of its technological process is the meaning of task performance (Motowidlo, 2009).

#### (b) Contextual Performance

A prosocial behavior which is shown by individuals in a working environment. It is a behavior that is able to accomplished by a member of an organization, which is directed towards an individual, group, or organization with whom the member interacts while carrying out the organizational role, and behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed (Pradhan & Jena, 2017).

According to Mohammed *et al.* (2002), contextual performance is highlighting on to promoting morale and showing personal concern in the organization. For the team success, it is a very needed thing as it captures many of the interpersonally oriented behaviors that support the social and motivational context in which organizational work is accomplished.

#### (c) Adaptive Performance

The individual ability to serve the necessary support to the job demand and according to the situation. The employee adapted their attitude and behavior to the varied requirements of their job roles (Huang & Pulakos, 2014). It is needed in order to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014). According to Towler (2020), the adaptive performance is the ability of an employee to adapt with rapidly changing work situations.

### 2.2 E-training

According to Khloud Bou Kamal (2016), E-training able to be done anywhere and anytime. E-training is said to be an advance way and channel of teaching and learning for the professionals using the information technology which is more effective and less time consuming (Hassan, Hassan, & Yen,

2020). E-training may cover special skills such as problem solving, analytical; specialized knowledge, and characters required in order to build successful and knowledgeable employee that in return will be able to gain benefit for the organization. A process by which a rich interactive environment is created using computer-based applications, networks, and multiple media which ensure 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 is the meaning of E-training (Areiqat & Al-doori, 2018). E-training is said to take place on the Internet that is one of a structure of education and require manners, various multimedia elements and components (Alhooti & Anto, 2020). Besides, application of technology by the trainer to bring accurate learning to the representative through a medium such as internet is an E-training. In addition, E-training is a process of distance training by using Internet or Intranet in order to give the needed knowledge regarding variety of inferior (Wolor *et al.*, 2020).

According to Ellis & Kuznia (2014) and Ramayah (2012), E-training is the advance way of teaching and learning method for career professionals through the information technology tools. It is also said that it has the capability of reaching more participants, requires shorter effective time of training, the mobility of training and the potential of being globally accessible by anyone to join in. Most practice and effective type of training were being done using the video conferencing and web-based training as seen in the YouTube and any other e-service training platforms.

According to Alaghbari (2016), E-training consists of three dimensions which is such as:

(a) *Infrastructure*

According to Hillsman (2007), training inputs which are the characteristics of trainee, the design of training and the environment of work. The infrastructure acts as an important thing as it may affect the performance of the employee. This is because the employee will apply the input that they have gain from the E-training sessions. This will be able to increase the productivity and the quality of work done by the employee which also will improve the organization's competitive advantages. Besides, the workplace design is one of the important elements in improving and affecting all levels of individual and organizational performance.

(b) *Efficiencies*

Output of training. The result of the employee performance when the organization include E-training as a need for coping with the globalization factor. An efficient E-training is needed in order to meet with the demand of having a highly competitive employees and to meet the organization's goals (Alaghbari, 2016).

(c) *Methods*

The correct of method used during training may affect the effectiveness and output gained from. An organization should carefully choose the most convenient and suitable way of handling E-training for the sake of the employees and align with the needs and demand of the employees (Alaghbari, 2016). The methods may be influence by factor such as ability, personality and motivation of the employee. According to Hillsman (2007) it is said that trainee characteristics such as motivation and personality of the employees are influencing the results of training and the outcome that could be bring into the working environment.

### 2.3 Relationship between E-training with Employee Performance

According to Wolor *et al.* (2020) E-training has a significant impact on employee performance. It is important to implement strategic steps related to technology and employee performance to support the improvement among employees. E-training is able to enhance the competencies of the employee in

terms of knowledge and skills. Besides, E-training is confirmed to be more beneficial than traditional training methods (Areiqat & Al-doori, 2018).

The most appropriate learning strategies to use during the learning process during online training may give positive results and also produce better performance at the workplace. The design of online training should be considered in ensuring a good results in term of performance of employee (Martins, Zerbini, & Medina, 2019). According to Motlokoa *et al.* (2018), the training in the corporate organizations is very important and has a direct or indirect link with the employee performance. This is because the success and failure of an organization to achieve its objectives depends highly on training of its workforce. Therefore, top management within organizations should realize the importance of investing in employees' training for the sake of improving their performance.

Next, according to Khlood Bou Kamal (2016) the importance of E-training and its impact on the performance is confirmed and pursue an E-training should be implemented. This will allow an extent of flexibility through entitling employees to further authorities that will reinforce employees' confidence and raise their desire to bear extended responsibilities. In organization, E-training is considered as one of the core strategies therefore, an organization should be focusing on training and development of its employees (Afroz, 2018).

According to Hassan, Hassan, & Yen (2020), E-training does give a significant impact on the performance which is because the fact that employee performance were strongly related with the training and development conducted by the employee's organization. Besides, it can also increase the job quality especially in intellectual capability of the employees. Thus, it is recommended for future work to focus more on E-training in application tool. E-training system is said to be a suitable technology to overcome the issues that arise in facilitating the training processes (Mohsin, 2013). According to Amara & Atia (2016), it is said that the E-training is one of the important issues in the training of human resources and it is also act as a way of developing the knowledge and skills of individuals in a flexible and appropriate way.

### **3. Research Methodology**

#### **3.1 Research Design**

A research design is important as it will be able to help with planning the assessment of an independent and dependent variable of a study. Clarity from the data collected and conclusions made to the initial question of a study is a research design (Mingyue *et al.*, 2020). This research uses the quantitative research method in order to gain data required from the respondents. Emphasizing objective measurements and the statistical or numerical analysis of data gained from. The purpose of a quantitative research is to gather numerical data and generalizing it across groups of people or to explain a particular phenomenon. In this research, quantitative method will be conducted in order to determine the effect of E-training towards employee performance.

#### **3.2 Data Collection**

In order to collect the data from respondents, a list of questionnaires which will be a closed-ended and open-ended questions which is adapted from selected model was distributed. A descriptive study then will be carried out on the designation of the questionnaire. An online survey by using a Google Form the questionnaire was then distributed to the respective respondents. According to Abogsesa & Kaushik (2018), a survey questionnaires is said able to save more time and also save cost rather than held an interview or do an observation. A Google Form link was sent to each selected manufacturing industries through an email. The receiver which is the human resource manager will share the Google Form link to the colleague or other employees who is in the two types of departments which were human

resources and general management department. These two types of departments are confirmed to take E-training in these four different industries. The reason why survey is chosen to be distributed online is because it will be able to provide the lowest cost format for this study. Furthermore, it is able to help to get a faster response. Employees which were from two types of departments which were human resources and general management department is the target respondents for this research is because E-training is a suitable way of providing training for the both departments.

### 3.3 Data Analysis

#### (a) Validity and Reliability Analysis

A validity analysis was carried out in making sure in the use of the method that truly measures the idea or constructed in question. A validity analysis was done by several validators from the lecturers of UTHM and also from the experts of the industries. Based on the comments and suggestions provided by the validators were used in order to produce a better questionnaire and were taken for improvement.

Reliability analysis is the most important and fundamental features in the evaluation of any measurement instrument or tool for good research (Mohajan, 2017). While, according to Hajjar (2018), reliability analysis will increase transparency and decrease opportunities to insert researcher bias in research. Cronbach's Alpha was computed in order to determine the reliability scales. Cronbach's Alpha is a measure of internal consistency assuming that all items contribute to the measurement of a construct and that contribution is reflected in the intercorrelations between items (Sideridis, Saddaawi, & Al-Harbi, 2018). The closer the Cronbach's Alpha to 1, the higher the internal consistency reliability. Table 1 shows the alpha Cronbach reliability range.

**Table 1: Results of reliability analysis**

Variables	No of Items	Cronbach's Alpha	Interpretation
E-training	12	0.606	Reliable
Employee Performance	12	0.758	Very Reliable
<b>Total</b>	<b>24</b>	<b>0.730</b>	<b>Very Reliable</b>

#### (b) Sample Size Adequacy

A table by Krejcie and Morgan had been used in order to measure the sample size adequacy for this research. There was a relationship between sample size and population which when the population increases, the sample size will increase at a diminishing rate and remains relatively constant (Krejcie & Morgan, 1970). The total population for this research is 100 respondents while based on Table 2, the sample size for 100 (population) are 80 (sample size). Fortunately, there are 82 respondents participated in this research which exceed the acceptable sample size number. Therefore, the sample size for this research is adequate.

**Table 2: Sample size according to organization**

Organizations	No of Population	No. of sample size (employees)
Venture Technocom Systems Sdn. Bhd.	26	22
Kami Electronics (M) Sdn. Bhd.	24	19
Sharp Manufacturing Corporation (M) Sdn. Bhd.	28	23
Escatec Mechatronics Sdn. Bhd.	22	18
<b>Total</b>	<b>100</b>	<b>82</b>

## 4. Results and Discussion

Based on the data collected the results are shown through the validity analysis and reliability analysis as shown below:

### 4.1 Demographic Information

Statistical data towards certain characteristics of a population is the meaning of a demographics. Demographics information provides data about the respondents and it is crucial in determining whether the individuals in a particular study are the representative sample of the target population in order to generalize the research. According to Snap Surveys (2020), that in choosing the right demographic questions will be able to give a meaningful *result* in order to make better decisions. The main concentration in this study is the effect of E-training towards employee performance in manufacturing industries that are located around Johor. Thus, the demographic data about the respondents include gender, age, marital status, department, working position, employment status, educational level, work experience in the organization, income level and user of E-Training was recorded for this research.

Among the 82 respondents, there are 51 females (62.2%) and 31 males (37.8%). From the total of 82 respondents, the highest number of respondents are at the age of 36 to 45 years old which are 30 respondents (36.6%). The respondents of at the age of 26 to 35 years old is the second leading which is 27 respondents (32.9 %). Next is the respondents of age below 25 years old which is 13 respondents (15.9%) and it followed with the respondents of the age of 46 and above which is 12 respondents (14.6 %). Next, it is shown that marital status of the respondents in this research. It is shown that among 82 respondents, there are 40 married respondents (48.8 %). Then it is followed with 36 single respondents (43.9 %) and 6 widowed respondents (7.3 %). There are 72 respondents that are from Human Resource department (87.8 %) and another total of 10 respondents from General Management department. There are several types of working position in these two types of departments. It is shown that the respondents working as administrator has the highest number which is 31 respondents (37.8%). The next position which is manager has a number of 21 respondents (25.6%). It is followed with position of executive with 16 respondents (19.5%) and team leader with a total of 14 respondents (17.1 %). Besides, it is shown the employment status of every respondent in this study and among 82 respondents, most of the respondents were permanent worker with a number of 66 respondents (80.5 %). The respondents which were contract worker have a frequency of 11 respondents (13.4%). Temporary worker and part time worker were followed with respectively 3 (3.7%) and 2 (2.4%) respondents. The respondents with educational level of Bachelor Degree have the highest frequency of all which was 38 respondents (46.3 %). Followed with respondents with Diploma was 26 respondents (31.7%) and with same amount of number of 9 respondents (11%) with High school or equivalent and Master as their educational level. Furthermore, it is shown that majority of the respondents have been working for 3 years to 5 years with total of 27 respondents (32.9%). While for the respondents who had 6 to 10 years and less than 2 years of working experience contributed 26 respondents (31.7%) and 17 respondents (20.7%) respectively to the overall result. Lastly, the least respondents are those who had more than 10 years of working experience which is only 12 respondents (14.6%). There are 37 respondents (45.1%) with RM 2000 – RM 3999 of income level followed with 20 respondents (24.4%) with RM 1701 - RM 1999 of income level. Next, the respondents with RM4000 and above and RM 1700 and below of income level respectively contributed of 14 respondents (17.1%) and 11 respondents (13.4%) among the overall result. Finally, there was a total of 82 respondents with 100% mentioned that they are the user of E-Training in their organizations.

### 4.2 The Results of Objective 1 (To Identify the Level of Employee Performance)

Table 3 shows the level of employee performance. According to the data, majority of the employees have high level of performance on E-Training which contributed 64.63% (53 employees) to the overall



result. While the rest 29 respondents show a moderate level performance towards the E-training which involved 35.37% of employees.

**Table 3: Level of employee performance**

Level	Frequency	Percentage (%)
High	53	64.63
Moderate	29	35.37
<b>Total</b>	<b>82</b>	<b>100.0</b>

Most of the employees in the manufacturing sector have achieved high level of employee performance during implementation of E-training and the rest of the employees have moderate level of employee performance. Based on the previous study by Alhooti & Anto (2020), it is revealed that level of employee performance do have an impact from the implementation of E-Training in the organization in the Kingdom of Bahrain. It is proven that E-training is able to boost the level of employee performance and have the potential in affecting development of organization's performance. In addition, the results is supported by an article by Wolor *et al.*, (2020) which stated that E-training have a positive relationship and in the same time significant impact towards the employee performance. In this research, the respondents were also supported by they giving positive feedback and views towards their experience after having E-training in their organizations. According to Hassan et al (2020) employee performance and E-training were strongly related and able to give positive impact in the organization. E-training is recommended especially among new employees because it is able to enhance the performance (Areiqat & Al-doori, 2018). Besides, according to Nuskiya (2018), E-training is giving good impacts on the performance of employees as well as information technology (IT) able to reduce the error made by employees.

#### 4.3 The Results of Objective 2 (To Determine the Effect of E-training towards Employee Performance)

Based on the Table 4, which is the model summary, the R square is 0.042 and 0.03 of the adjusted R Square which is only 3% of the employees that agreed with the statement of E-Training may have effect on their employee performance.

**Table 4: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.206 <sup>a</sup>	0.042	0.030	0.36110	2.458

a. Predictors: (Constant), Average E-Training

b. Dependent Variable: Average employee performance

Table 5 shows the ANOVA result. It is shown that the significant value of E-Training is 0.063. The significant result is more than 0.05 which clearly supported the result of the Model Summary in Table 4 and shows that E-training have no influence or no effect towards the employee performance. There was no significance value between the variables. The employee performance may have resulted high among the employees on the manufacturing industry but the E-training does not have any effect towards it. So, the hypothesis is not accepted. The results can be supported according to a study by Lamsah & Che Rose (2021) when the research among the employees in Government sectors in Malaysia resulted in that E-training and employee performance are insignificant towards each other. In the study supported with the respondents stated on the problems that were faced on E-training such as it was difficult to have a stable internet connection in their place in order to have a smooth process of E-training. In addition, the older trainees may have some difficulties to learn through E-training method and the organization should consider the aspect of ages among their employees in considering for

implementation of E-training. This is supported by article by Taylor & Bisson (2020), which agreed to consider the age of every employees before invested in the E-training in the company. This is because the information processing may be impacted the employee performance when involving the E-training environment. According to Van Thielen *et al.* (2018), E-training and employee performance also may have insignificant results by factors such as not having the conducive environment during E-Training. The environment really has an important reason for an E-training to be successful and for the trainee to understand the learning contents. Furthermore, according to Yuen *et al.* (2018), employee performance and E-training were insignificant to each other due to factor like the topics provided during the E-training were not related to their current issues in their organizations which may affecting the results.

**Table 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.463	1	0.463	3.548	0.063
Residual	10.432	80	0.130		
Total	10.894	81			

a. Dependent Variable: Average employee performance

b. Predictors: (Constant), Average E-training

#### 4.4 Recommendations

According to the findings of the quantitative data, it is recommended that the manufacturing industry to keep on having more of E-training for the employees in the organizations as the employees are mostly agreed with it. Some of the views from the respondents are such as it was quite interesting and collaborative, convenient and interesting topics, save time and it was a good initiative in effort of increasing knowledge of employees in the organization. In addition, the respondents also provide views such as the organization should provide a better internet connectivity for a smooth and undisruptiveable process during E-training, add improvements of how the E-training was done and the trainer must simplify the methods taught. According to Rathee & Renu (2018), the E-training is good to be implemented as it able to increase the employee productivity and able to enhance the skills of employee in meeting with nowadays technology challenges. The E-training organized by the organizations for the employees and staff have an impact on the future of organization which it whether succeed or fail (Motlokoa *et al.*, 2018).

Besides, considering the views from the employees as it is very important to get to know the training needs of the employees. When the training needs are able to be identified, the management will be able to set up the correct type of E-training that is in demand. Furthermore, the organization should also provide a stable internet connectivity and specialized training place for the employees in order to gain an effective result of the E-training. The organization is responsible in making sure what type of strategy that can be taken in order to improve the employee performance (Wolor *et al.*, 2020).

In addition, human resources management of the manufacturing industries is recommended to provide an E-training program for their employees in order to deliver the information, instruction and guideline needed to improve their knowledge and computer skills for a better future of the organization especially when most the employees of manufacturing sector are giving positive opinions and views towards the implementation of E-training. Besides, the management team of organization also should educate the employees on the benefits of E-training and make improvement for the current system used in E-training in order to have a positive return to the organizations. According to Areiqat & Al-doori (2018), up-to-date learning mechanism such as E-training is needed for the organization to have a high quality employees.

## 5. Conclusion

In conclusion, it is a good initiative in implementing the E-training among the employees in the manufacturing industry. It is good as it will be able to help the employees in coping with the new technology challenges as well as improving their level of knowledge related to their working needs and environment. Organizations should consider to have variety of platform to use in implementing E-training among the employees. In addition, the other aspects like choosing the suitable type of online training are also very important in achieving the objective of the E-training. In order to implement the E-training, it is very needed to know the training needs that the employees demand for in order to have an effective results and return. Besides, an interactive E-training session is very needed for a great result. Some initiative in creating interactive training is by providing module and some activities during the training session using the trainer creativity in order to have positive interactions between the two party. The feedbacks and views provided by the respondents in this study should be use in the future. For a better E-training the involved party and importantly the whole organization should give their cooperation in the future to have a better return. Therefore, it is recommended for manufacturing to keep on implementing E-training among the employees in order to have a positive impact towards the employee performance.

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