The Effect of Online Learning on the Employee Engagement (Is E-Learning Effects the Employee Engagement?)

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ABSTRACT:

The internet and communication technology has changed the way of working and life style of everyone. ICT has opened the new way of learning for the employee's learning. Specially, after pandemic all things has shifted online. Online learning is more popular now a days because of the more reliance on distance learning and benefits from the digital learning. The purpose of the paper is to examine the impact of digital learning on the employee engagement. In addition, this paper examined the impact of self-efficacy and perceived ease of use on the online learning. Online learning's impact on the employee engagement was also investigated. Survey method was applied to collect the data. Multiple regression is applied to test the significance of the hypotheses. Perceived ease of use and self-efficacy have significant effect on the online learning. They are the significant contributors in online learning. Online learning has significant effect on the employee engagement. This study is useful of the managers who wants to increase the engagement of employees in the organisation. Online learning is a method which enables an employee to learn effectively and efficiently.

1. Introduction

Employee engagement is a crucial problem and a very important topic of research. Employee engagement has a direct link with the organisation performance. Organisation performance is a measure of quality performance done by the employee. Employee satisfaction and organisation performance are two major factors which contribute in the employee engagement. With the development of the world economy, there is a constant need to provide training adaptability to individual employees and to the entire organization. The whole organization development depends on development of talent ability of a talented person. The important task of promoting talented employees is teaching practice.

The objective of education and training is undoubtedly to increase the rapid personal dexterity, formation of personal independence and also develop the self-confidence. Also, regardless of theory or educational training practice, the educational training linked to the external environmental trend, business growth and professional development of employee (Yang 2011). However, skills and knowledge are required to perform the job in effective manner. If knowledge and skills are outdated than it affects the performance of the employee as well as productivity of the organisation (Seibold 2007). Thus, educational training programs are needed to improve the knowledge and skills among the employees. As the educational technology is transforming because of the advancements in this field. Transformation of educational technology has changed the way of receiving and providing the education. the way of receiving and delivering of education have not only changed, the new technology has also changed the curriculum (Sharma et al 2018). The new technology is replacing the traditional method of the training. An important role is played by the online training in the skills development of the employee. It is a good initiative to enhance the skills and knowledge of the employee (Shih, et al 2013). The most popular method which is used by the corporate trainers to enhance the learning of the employees are distance-

learning instructions. There are various benefits from the online-learning systems. It helps the new employees in engagement in job. Training materials can be accessed any time (Navimipour 2015). Mostly, employees are familiar about the online training platforms. They utilize these platforms outside the work. Real-time collaboration and real-time problem solving is possible through online-learning. Employees can connect with subject matter experts.

The main objective of the study is to investigate the association between online learning on the employee engagement. This study also investigated the effect of employee engagement on the employee performance.

Significance of the study

This study is useful to develop and increase the employee performances. Online training is an independent variable which is having impact on the employee engagement and finally, engagement of employee has positive impact on the employee performance.

2. Literature Review

Employee Engagement

There are many views on the employee engagement were presented by the many researchers. It is a desire or interest to work (Truss et al., 2006). Employee engagement has defined by the Dernovsek (2008) as interest involved towards work which includes assurance and emotional affection. It also includes positive attitude of employee towards work (Kular, Gatenby, Rees, Soane & Truss, 2008).

Online Training and development

In order to enhance the productivity of an employee, training and develop programs are conducted by the organisation. Training and development increases the knowledge, skills, attitude and behaviour of the employees (Tannenbaum & Yukl, 1992). Training improves the working skills of the employees in the organisation which ultimately improves the organisational performance and productivity. Training and development are also defined as a systematic growth of skills, knowledge and abilities to do the job-related responsibilities in the organisation. Online learning climate is also very important to provide the online learning to the employees (Eldor & Harpaz, 2016). Online learning depends on the various factors such as

self-efficacy (Bandura & Wessels, 1994), ease of use and so on. Self-efficacy acts as a determinant of e- learning (Arunachalam, 2019; Maddux & Gosselin, 2012). Knowledge and hands on computer make employee ready to use online learning platforms (Ying-Hsiang et al., 2011).). The perception towards the ease of use also affects the online learning (Venkatesh & Davis, 1996) because employee perceive online learning easy in comparison to offline learning.

Relational Literature

The association among employee engagement and training and development has been explored by many researchers. Mostly, the work was done on the offline training and development and engagement. Very few studies focused on the online training and development and employee engagement. Shuck and Herd (2012) stated in their study as training and development has significant impact on the employee engagement and also helps in the development of the organisations.

Hypothesis Development

H_1: There is a significant effect of self-efficacy on the online learning.

H_2: There is a significant effect of ease of use of technology on online learning.

H_3: There is a significant effect of online learning on the employee engagement.

3. Methodology

This study is empirical in nature. Questionnaire were designed to ask the questions from the respondents. Online questionnaire was prepared on google docs to take online responses and it is also prepared in hard copy to collect the responses offline. Convenience sampling was used to collect the data. Data was collected from 135 respondents. 7 questionnaire was incomplete or having outliers. Thus, 128 responses were considered for the data analysis. Initially data was feed in SPSS. Descriptive analysis was done to know the frequency, mean, standard deviation and correlation. For getting the results of the hypothesis multiple regression was applied.

Data Analysis and Results

Data analysis was done by using Statistical Package for the Social Sciences (SPSS). Table 1 shows the demographic profile of the respondents. Questions
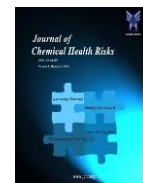
related to the gender, computer experience, and job experience were asked in demographics. Multiple regression was applied on the data to test the hypothesis.

Table 1 Demographic details

Classification	Category	Frequency	Percentage
Gender	Male	71	55.4
	Female	57	44.6
Computer experience	Below 1 year	20	15.6
	1-3 year	41	32
	3- 5 year	20	15.6
	Above 5 years	47	36.7
Job experience	Below 1 year	21	16.4
	1-3 year	40	31.2
	3- 5 year	37	28.9
	Above 5 years	30	23.4

Table 2 Mean, Standard deviation and Intercorrelations

Variables	Mean	Std. deviation	Self-efficacy	Perceived ease of use	Online learning	Employee engagement
Self-efficacy	4.21	.63	1			
Perceived ease of use	4.34	.89	.586*	1		
Online learning	3.98	.91	.632*	.521*	1	
Employee engagement	4.08	.72	.691*	.567*	.534*	1

$*p < 0.05$

Table 3 Model Summary and ANOVA

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R square Change	F Change	Df1	Df2	Sig. F Change
1	.682a	.521	.510	.67822	.424	62.07	2	113	.001
2	.794b	.598	.582	.62218	.063	19.20	1	112	.000

a. Predictors: (Constant), SE, PEU
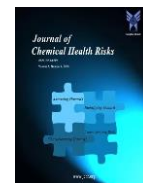
b. Predictors: (Constant), SE, PEU, OL

Table 4 ANOVA

	Model	Sum of Square	DF	Mean Square	F	Sig.
1	Regression	40.432	2	21.170	51.072	.000b
	Residual	42.984	113	.397		
	Total	83.418	115	.62218		
2	Regression	45.532	3	14.624	45.306	.000c
	Residual	38.542	112	.447		
	Total	84.074	115			

a. Dependent variable: EE

b. Predictors: (Constant), SE, PEU

c. Predictors: (Constant), SE, PEU, OL

Table 5 Coefficients

Variable	Model 1		Model 2	
	B	T	B	T
Constant	.003	.007	.761	1.94
SE	.212	2.613*	0.082	1.071
PEU	.734	6.298**	0.451	3.523**
OL			0.587	4.32**

**P value < 0.01, * p value < 0.05

4. Results

Table 3 shows the results of the hypothesis. The predictor variables perceived ease of use (F = 62.07; R^2 =.521; p < 0.01) and self-efficacy both jointly have significant impact on the online-learning. These two are joint predictors of the online leaning and explains 52 percent variation in online learning. Thus, hypothesis one and two are accepted at 1 percent level of significance. Online learning is also having significant (F = 19.20; R^2 =.598; p < 0.01) effect on the employee engagement. Second model explains 19 percent variation in engagement. Thus, Hypothesis three is accepted. Thus, online learning is a powerful tool to enhance the engagement of the employees.

Regression equation for Model 1

Online learning= 0.003 + 0.212 (SE) + 0.734 (PEU)

Regression equation for Model 2

Employee Engagement = 0.761 + 0.082 (SE) + 0.451 (PEU) + 0.587 (OL)

5. Discussion

Results of the study showed that perceived ease of use and self-efficacy have significant effect on the online learning. These variables contribute in the online learning methods. If perceived ease of use and self-efficacy will increase then the online learning will be increased. People will be more inclined to take training online rather than offline. As from the literature, it is confirmed (Arunachalam, 2019) that these two variables enhance the use of technology. Employee engagement is the need of organisation to get success or grow further (Truss, 2014). To ger more productivity, engagement is an important tool. Online learning has a significant effect on the employee engagement (Alfaqiri, Noor & Sahari, 2022). Thus, online learning enhances the engagement of the employees in the organisation. It is a positive contributor in organisational productivity.

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