POLITEKNIK SULTAN SALAHUDDIN ABDUL AZIZ SHAH

DEPARTMENT OF COMMERCE

REPORT

IMPACT OF ONLINE HUMAN DEVELOPMENT AND TRAINING AT COMMERCE DEPARTMENT, POLYTECHNIC OF SULTAN SALAHUDDIN ABDUL AZIZ SHAH (JPG, PSA).

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DECLARATION OF ORIGINALITY

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are students of Diploma in Business Studies, Commerce Department, from Polytechnic of Sultan Salahuddin Abdul Aziz Shah, Shah Alam. We whereby declare that this project, with title of "Impact of Online Human Development and Training at Commerce Department(PSA)" is entirely our own work and is the result of our research except as duly cited in the references, without plagiarism any other sources.

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ABSTRACT

It is widely agreed that the impact of online human development and training can be done by online for the organization during Covid-19 pandemic situation. It allows employees to undergo training even if they cannot face it. The objective of this research is to study the impact of online human development and training at Commerce Department (PSA) in the source of competency, productivity, commitment, performances and others: time and cost. First, this research proposal was planned to do the research at WorldWide Holdings but have to change the location because of Movement Control Order (MCO) and the industry were not allowed the student to meet them. Researchers were positive to move on and do the analysis as usual at Commerce Department (PSA). The questionnaires have been used as the instrument to collect primary data. The questionnaires were distributing to the staff of Commerce Department (PSA). The number of samples is 44 respondents from a total population of 50 according Krejcie Morgan Table. The results of this research showed that the impact of online human development and training has a high mean value and reliability test at 0.6 and above. The results of this research are also expected to be a guide to the Commerce Department (PSA) in the future.

ABSTRAK

Secara umum dipersetujui bahawa kesan pembangunan dan latihan manusia dapat dilakukan secara dalam talian untuk organisasi semasa situasi pandemik Covid-19. Ini membolehkan pekerja menjalani latihan walaupun mereka tidak dapat menghadapinya. Objektif penyelidikan ini adalah untuk mengkaji kesan pembangunan dan latihan manusia dalam talian di Jabatan Perdagangan (PSA) dalam sumber kecekapan, produktiviti, komitmen, prestasi dan lain-lain: masa dan kos. Pertama, cadangan penyelidikan ini dirancang untuk melakukan penyelidikan di WorldWide Holdings tetapi harus menukar lokasi kerana Perintah Kawalan Pergerakan Bersyarat (PKPB) dan industri tidak mengizinkan pelajar untuk bertemu dengan mereka. Penyelidik bersikap positif untuk meneruskan dan melakukan analisis seperti biasa di Jabatan Perdagangan (PSA). Soal selidik telah digunakan sebagai instrumen untuk mengumpulkan data primer. Soal selidik itu diedarkan kepada kakitangan Jabatan Perdagangan (PSA). Jumlah sampel adalah 44 responden dari jumlah populasi 50 orang mengikut Jadual Krejcie Morgan. Hasil penyelidikan ini menunjukkan bahawa kesan pembangunan dan latihan manusia dalam talian mempunyai nilai min dan ujian kebolehpercayaan yang tinggi pada tahap 0.6 ke atas. Hasil penyelidikan ini juga diharapkan dapat menjadi panduan kepada Jabatan Perdagangan (PSA) di masa depan.

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INTRODUCTION

1.1 Introduction.

The research is conducted to identify the impact of online human development and training at Commerce Department, Polytechnic of Sultan Salahuddin Abdul Aziz Shah (JPG, PSA). This study will begin with the research background, problem statement, research objectives followed by research questions, scope of the study, hypothesis of the study, significant of the study, then the limitation and operational terms.

1.2 Research Background

Training & Development

Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Khawaja & Nadeem) (2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes. Thereby, contributing to the well-being and performance of human capital, organization, as well as the society at large. According to Marju & Suresh (2011), training serves as an acts of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees. Development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategies imperative in organization in the current business environment (Sberi-lynne 2007) in Abdul Hameed (2011). Thus organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja & Nadeem 2013).

E-training

Due to globalization, many businesses started to rely upon e-training because of its potentiality to reach mass groups of people in different districts or countries, decreasing costs, and disseminating efficient information. For many individuals, E-training is perceived as the preferred learning channel due to its global accessibility and reach. Through a mouse click over the internet, E-Training can occur anywhere. (Ellis & Kuznia, 2014). Among the most common types of e-training are video conferencing and web-based training. This definition is in agreement with (Mohsin & Sulaiman, 2013) who stipulated that E-training is the use of technology by a trainer to deliver specific knowledge to an employee through a medium as internet or intranet. In the training literature, academics revealed that the key intent of e-training is to enhance job performance and the extent of satisfaction felt by the trainee, and to create a productive workforce. Business leaders usually embark on E-training for various reasons, such as the attempt to create a unique advantage and the need for globalization. (Ellis & Kuznia, 2014). Having a continuous, flexible and updated knowledge in respective skills by employees seems to be a challenge for some organization (Mohammed et al., 2016)

E-Training in Malaysia.

E-training has developed into a revolutionary way of learning in Malaysian organizations due to rapid growth in information technology infrastructure. The present study endeavours to determine the critical factors that influence e-training effectiveness in multinational companies (MNCs) in Malaysia. By integrating Technology Acceptance Model (TAM), Delone and McLean information system success model and Expectation Confirmation Model (ECM), the study tested the causal pathway of the factors that could predict the effectiveness of e-training. Data from 163 employees in multinational companies (MNCs) with prior e-training experience was obtained via survey method. The result revealed that motivation to learn, management support and organization support were significant predictors of user satisfaction, however, self-efficacy, ease of use, and content of training were not significant. User satisfaction was also found not to influence net benefit but was a strong predictor of intention to continue usage as hypothesized. The value of this study lies in its effort to propose to practitioners that e-training system requires substantial investment not only at the development and implementation phase, but also the subsequent maintenance (Thurasamy Ramayah, Noor Hazlina Ahmad and Tan Say Hong,2012)

1.3 Problem Statement

Achieving the objective of online human development and training is a big challenge for many organization or companies since the organization or companies need a strong internet connection to ensure this online human development and training can be delivered effectively towards the employees in this company. As well as for Commerce Department (PSA) to reach this objective, this organization have latest training method because of Covid-19 and its relate to lack of internet connection that cause the impact of online human development and training such as a source of competency, productivity, performance, commitment and the other sources which is time and cost. Therefore, this research was conducted to find out more about employees view towards online human development and training at Commerce Department (PSA).

There is numerous problem from the staffs that they are struggling in online training because it is not productive and they will not know much about skills, knowledge and info about things that employees need to do. It will cause adverse effects when the company has unproductive employees which will cause the company to be less efficient. When human development and training is done by online, there is a lack of commitment between employees due to lack of specific training qualifications. Employees also do not know and don't understand what they need to do during online training rather than face to face. Online human development and training will cause employee dissatisfaction which can lead to absenteeism and employees running away from the company because no commercial experience when it done by online. Online training causes employees to be less efficient and less effective in their work because the online training provided causes the employees to not be able understand the training clearly. Employees performance can be affected due to online training because employees are not able to acquire the knowledge or skills presented and also they will not become proficient in their jobs and they will give the negative effect on organizational performance. Other than that, online training can cause on time and cost which is organizations need to pay an extra for hire outsider that provide for the training.

1.4 General Objectives

The objective of this research is to study the impact of online human development and training at Commerce Department (PSA).

1.4.1 Specific Objectives

The objective of this research are:

1) To identify the impact of online human development and training as a source of competency.
2) To identify the impact of online human development and training as a source of commitment.
3) To identify the impact of online human development and training as a source of productivity.
4) To identify the impact of online human development and training as a source of performance.
5) To identify the impact of online human development and training as a source of others: time and cost

1.5 Research Question

Based on the research objectives, some researches questions are created such as:

a) What is the impact of online human development and training as a source of competency to Commerce Department (PSA)?
b) What is the impact of online human development and training as a source of productivity to Commerce Department (PSA)?
c) What is the impact of online human development and training as a source of commitment to Commerce Department (PSA)?
d) What is the impact of online human development and training as a source of performance to Commerce Department (PSA)?
e) What is the impact of online human development and training as a source of others: time and cost to Commerce Department (PSA)?

1.6 Scope of the Study

This study was conducted at Commerce Department, Polytechnic of Sultan Salahuddin Abdul Aziz Shah, 40150 Shah Alam, Selangor. This study involved 44 respondents from commerce departments that require Impact of Online Human Development and Training. In addition, the researcher also studied the impact of this training conducted online whether successful or not. All respondents were will be set of questionnaires and from the data obtained, the researcher will use it as primary data in this study.

1.7 Hypothesis of Study

H1: There is a significant impact of online human development and training as a source of competency.

H2: There is a significant impact of online human development and training as a source of productivity.

H3: There is a significant impact of online human development and training as a source of commitment.

H4: There is a significant impact of online human development and training as a source of performance.

H5: There is a significant impact of online human development and training as a source of others: time and cost.

1.8 Significance of Study

The Significance of the Study Training and Human development becomes inevitable the moment an organization realizes the need for improvement and expansion in the job. But often times, organizations embark on job enlargement and enrichment to promote morale, motivation and employees' real the fact in satisfaction when the problem with work performance lies in capacity development. The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills through adequate training designs. However, the study results will help the management to identify the challenges effects of employees' training and human development on organizational performance, hence determine the areas where improvements through training and human development can be done. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance in Commerce Department (PSA).

1.9 Limitation of Study

Throughout this research, we have faced a few obstacles. One of obstacles is as a student, during this new norm we need to follow the Standard Operating Procedure (SOP) of Covid19 MCO. So, it's hard for researcher to meet the respondents. Not only that, we have a problem to deal with person who in charge to help this research due to this new norm.

1.10   Definition of operational terms

Human Development and Training.

Training and development is a function within Human Resources management used to fulfil the gaps between current and expected performance (Elnaga & Imran, 2013; Nassazi, 2013). According to Business Dictionary (training, n.d.), training is an "organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill." Training is planned and systematic activities which are focused on enhancing the level of skills, knowledge, and competency (Nassazi, 2013). It is the process of conveying essentials skills, programmed behaviour, so individuals become aware of rules and procedures to guide their own behaviour to accomplish their job effectively (What is Human Resources.com, n.d.). Training is focused on improving the skills necessary for accomplishing organizational goals (Elnaga & Imran, 2013), since it expands the efficiency of individuals, groups, and organizations (Jehanzeb & Bashir, 2013). Although the concept of development can be seen as training, gaining new abilities and skills for personal growth (Jehanzeb & Bashir, 2013), it may also be seen as a broader concept. It may be seen as the holistic, long-term growth of individuals in order to perform future roles and responsibilities (Nassazi, 2013).

Online Training.

Since online training has become generalized in both organizational and training fields, using platforms such as Coursera or Edx, specific studies that contribute to the investigation of the acquisition and transfer of skills in this type of training should be conducted (Salas et al., 2012). This paper contributes to training literature by analysing online training in a large corporate context and its impact on workers' performance, considering mediation and moderation mechanisms. Online courses for training purposes in organizations have been largely spread with accompanying cybernetic innovations, available interaction tools, and digital media (Raymond, Clarke, & Klein, 2014). These instructional events are suitable for adults to attend in the work environment (Abbad et al., 2010), provide continuous learning and professional qualification, and can reduce financial costs, cheapening training programs (Iglesias & Salgado, 2012). The science of training attempts to keep up with the advanced development, design, and delivery of online training programs in order to discover how to improve human performance through the definition of principles, guidelines, and criteria in monitoring e-learning in organizations (Garavan, Carbery, O'Malley, & O'Donnell, 2010).

Training Outcomes

Training Outcomes Training also has an effect on the attitudes of employees which in turn makes them to perform well with proficiency. T&D activities help in managing the conflicts between employer and employee; between employee and employee. With the effective training, application (transfer) of the acquired technical and behavioural skills enhances job performance which leads to employee job satisfaction and organizational involvement, (Debra L. Truitt, 2011). Developing only KSAs may not make the employee committed towards his/her work. T&D has to create Innovative Behaviours in the employees (AA Ramli et.al, 2018). The research studies are apparent that training and development elicits various attributes of employees viz. Innovative work behaviour, affective commitment, work proficiency, managing conflicts which ultimately leads to employees' improved performance and productivity

1.11   Conclusion

The first chapter demonstrates research background, problem statement, research objective, followed by research question, scope of the study, hypothesis of the study, significant of the study, the limitations and also operational definition.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The research conducted to identify the impact of online human development and training at Commerce Department (PSA). This study will begin with the comparison of previous study, theoretical framework and conclusion.

2.2 Comparison of previous studies

Impact of online human development and training as a Source of Competency

Competency-based training is a type of training that is focused on specific competencies or skills. Unlike other more traditional training methods, competency-based training is broken down into much smaller units that are focused on one single key skill. The learner must demonstrate his or her mastery of that single skill or competency before continuing to the next segment of training. The skills are put together into modules and typically at the end the learner receives some form of qualification or certification. This type of training may also be called outcome-based learning/training or skills-based learning/training. (Bridget Miller, 2017).

Competency Based Training is an industry and demand driven education and training programme based on well-defined industry generated standards in which skills, knowledge and attitudes are specified in order to define, steer and help to achieve competence standards, mostly within a kind of national qualifications framework (Anane, 2013; Deissinger & Hellwig, 2011). These industry standards are the basis upon which the curriculum, assessment and learning materials are designed and developed. The focus of CBT programme is on the measure of the expected output of the trainee at the workplace as opposed to the theoretical knowledge acquired. It is a training programme which ensures that learners gain the necessary knowledge, skills and attitudes or values to be successful in the working environment.

Competence. According to (Purnamawati,2011) [7], human resource development pursued through three channels, namely: education, training, and career development in the workplace. In order to generate competent human resources, the education, especially education for employees in the public sector should be developed in accordance with existing standards of competence. When education and training take place, then there is the process of building and developing the cognitive, affective, and psychomotor, thus human resources become competent. Furthermore, they would simultaneously be the master of human resources knowledge, skills, attitudes as well as the demands of work in accordance with the required standard of competence agencies, in both public and private sectors.

The concept of competence according to Tovey includes three things, namely: a reference basic framework which competency is constructed by involving measurement standards recognized by the relevant industry. This indicates the equivalence between the ability of individuals with competency standards set by the industry as users, (Uslu T, 2015) (2) a competency can be demonstrated not only to the other party, but also it must also it can be proved in carrying out the functions of a given work, it is not enough for workers to master specific knowledge acquired through training without being proved in an applicative manner. They must realize that knowledge is a value added to strengthen the organization through real roles in works, (Skorková Z, 2016) (3) competence is a value that refers to the satisfactory performance of the individual. Therefore, the competence is not a 'body' which provide a certificate as a school giving diplomas to its graduates without knowing whether it can be used or not to support the work.

The purpose of Competency-based training (CBT) is to facilitate the participants to achieve competence in accordance with the standards and focus on outputs, (Uslu T, 2015) (2) recognition of prior learning. One of the benefits of CBT is giving proportionate recognition of member's skills that are acquired through previous training. CBT ignores several issues such as how the training was conducted, by whom, where, when, and so on. CBT actually explore the results of such training to be a guide to train the participants in the next program. The problem is how individuals gain new knowledge and skills as a value-added to conduct their tasks and to perform the actual work, (Skorková Z, 2016) (3) flexible in the content of the material (multiple entry points and exit). CBT emphasizes the importance of flexibility in any form of activity. There is no coercion in any design specific training scheme that will be applied to workers.

Emphasizing the meaning that competencies focused on results or what is needed by individuals to grow the demand for a creation or standard criteria recognized by all interested parties, such as industry, (Uslu T, 2015) (2) individual orientation. CBT is oriented on individual needs within the framework of organizational interests. Training is not just a program expected that the results should be immediately applied.

CBT wants a training program able to build a strong personality in order to anticipate any changes, (Skorková Z, 2016) (3) can be applied immediately after the study is complete (immediate application). Immediately after completion of the training program, so that the desired knowledge and new skills can be immediately put into practice to support the continued implementation of tasks and jobs.

In this phase, the organization conducts several activities, namely: identify the need for competence, make a priority on the needs of competence, evaluate the competency standards, identify the strengths and 'area' issues that require attention to be fixed, (Uslu T, 2015) (2) select training program. In this phase, the organization began to formulate appropriate forms of training options to support the achievement of goals, (Skorková Z, 2016) (3) produce a personal training plan for each employee. In this stage, the important meaning of CBT is the individual needs to be a top priority.

Impact of online human development and training as a Source of Productivity

Rani & Merga (2016) stated that, the application of systems approach on employee Learning and Development programs and involves qualitative analysis. The matching of mechanism of systems theory and mechanism of employee induction training programs were empirically discussed. The major findings of the research display systems approach can be used on employee training programs empirically which helps to enhance the skill, knowledge and helps to increase the productive. Karthik R (2012) suggested that, "Training objectives inform the employee that what is expected out of them at the end of the training program. The Objectives are of great significance from a number of stake holder's perspectives; trainer, trainee, designer and evaluator. The effectiveness of the training is impacted upon the employee as above mentioned major four perspectives. All the above stake holders are the sources of getting the knowledge and enhance the skill and able to develop the productivity of the company. It is the log of net sales over total employees (Rohan & Madhumita 2012). Thus employee productivity of an economy as whole or industry could be determined.

Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training serves as an acts of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees (Manju & Suresh, 2011)..In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (April, 2010).

There exists a positive association between training and employee performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (April, 2010). Kien (2012) declared that productivity is an important factor for building organizational competitiveness, sustaining its strategic and financial performance, attaining the desired goal, and meeting the value propositions of its stakeholders. Kien (2012) indicated that increasing employee's productivity can lead to favourable outcomes such as: competitive advantage, maintaining strategic and financial results, achieving organizational goals, and fulfilling stakeholders' value propositions.

Past literature reveals that employee productivity can be influenced by various organization behavioural factors such as employee training (Bhat, 2013), employee empowerment, and teamwork. Sultana, Irum, Ahmed, and Mehmood (2012) described productivity as the ability to achieve certain tasks according to predetermined or specified accuracy standards, completeness, cost, and speed. That is, employee productivity can be assessed in terms of the efficiency of an employee in doing his or her tasks. Overall, employee productivity can be evaluated in terms of the output of an employee over a specific period of time. Certain of scholars (Sepulveda, 2010) considered training as an essential and effective tool in the successful achievement of organizational goals and objectives, resulting in higher productivity.

Training can be defined as organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Appiah et al, 2013). Globally, managers believe that training and development contributes to the improvement of employees" performance and productivity in organization. That is to say, training and development helps to ensure that organizational members have the knowledge and skills they need to perform their jobs effectively (Bature, Friday & Mustapha, 2013). Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results to increase in skill and competence that improve morale and productivity (Sheeba, 2011).

According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker productivity. According to Sharma and Sharma (2014), higher productivity results in economic growth, higher profitability, and social progress. It is only by increasing productivity, employees can obtain better wages/ salaries, working conditions and larger employment opportunities. Accordingly, [Brum S. 2010], argued that training increases employees' performance which in turn improve organizations productivity positively, and will further check and arrest the several human and financial costs involved with employees' turnover.

Furthermore, they argued that training enable employees in organisation to enhance the potential contribution to the performance of organisation. The employee training needs required by organisations are function of training needs assessment carried on skills gap, qualifications necessary for jobs due to changes in product or services and operations problems emanating from organisation change. Recent, evidence established the investment in training with the improvement on productivity, profitability, and stock market performance.

Impact of online human development and training as a Source of Commitment

Serkan and Emir (2014) highlighted that training should be planned in such a way that it results in the commitment of the organization. Mthokozisi and Clifford (2015) affirmed that commitment of employees is as a result of some human resource practices such as career development and training opportunities. The value of an organizational reward, and therefore commitment, depends on individual preferences (Ehrhardt et al., 2011). According to Saari (2010), public institutions are facing myriads of issues in enhancing the performance and commitment of their employees. Among the issues were lack of commitment, absenteeism, rude behavior and inefficiency in performing tasks given to them. Employees' commitment towards the organization is vital in determining the development of the organization itself. It can be said that, employees' commitment is very valuable and is an intangible asset that each organization should have in order to success. Thus, it is very important for the management in any organization to enhance the employees' commitment because it is one of the factors that determine the successfulness of an organization (Batau and Mohamed, 2016). Ramay (2011) found that pay satisfaction had a significant positive relationship with organizational commitment. Alamelu, Surulivel, Motha, Amudha and Selvabaskar (2015) posit that when an

employee is satisfied with remuneration their commitment may increase or maintained (3). According to Mohamad Nor (2011), there are two types of recognition which are formal and informal. Formal recognition includes performance- based award, new employee's recognition and etc. whereas the informal recognition refers to the simple gestures by employer or just saying a thank you to show gratitude and acknowledgement for a job that had been done well by the employee. Other study showed that, employees with higher job status generally shown higher level of commitment if compared to when they are being put in lower job position (17, 48). Thus, it is clear that employee will give the best commitment to the organization when their skills, ability and also achievement being recognized by employer. Shruti (2012) stated that working environment is about a condition and atmosphere of a workplace where the task or the job is completed.

 It includes the physical and geographical location and also surroundings of the workplace such as a construction site or office building. A place of employment with certain safety level, the quality of air, noise level, and additional perks and benefits such as the availability of free child care or pantry facility that allow staffs to make refreshments for themselves, adequate parking and etc that can influence the comfort condition of the workplace itself.

In order to gain the commitment from the employee, the employer needs to create a conducive and comfortable workplace to the employee so that they can work comfortably and be committed to the organization (54). Ushie, Agba, and Okorie (2015) highlighted that the availability of good work environment will lead to higher employee commitment and hence contributed to success of an organization. Onuka (2012) stressed that a fortified work environment is essential in ensuring employee commitment and consequently result to better firm's performance.

According to Obeidat, and Abdallah (2014) Human resource management practices have significant positive relationship with organizational commitment. Morrow (2011), however, states that although organizations practices are positioned to achieve high levels of talent retention and employee performance, little attention has been given to the role of affective

commitment when establishing their HRM practices. This lack of attention seems to extend to the academic community as well, since some researchers produce self-criticism over the low level of attention being given to the importance of HRM practices as a factor for fostering commitment (Meyer & Smith, 2000; Morrow, 2011).

Prabhakar and Ram (2011) also indicated that job design and employee empowerment is positive associated with organizational commitment. The study of Umoh, Amah & Wokocha (2014) reported that there is positive relationship between employee benefits and measures of continuance commitment. The study also revealed that there is a significant relationship between pay structure and continuance commitment. Hong, Hao, Kumar, Ramendran and Kadiresan (2012) explained that management should not ignore the importance of human resource management practices on fulfilling the expectations of employees as it creates great satisfaction and commitment on job.

Furthermore, it is also revealed that this performance evaluation practice can used to detect employee's perception, preferences, beliefs and developmental areas with regard to the organizational goals. As a results, they are valued and seen as part of organization team. Thus the employees may develop a greater commitment to their organization (Roberts, 2003; Ikramullah et al., 2011). Several studies support the notion that perception of fairness of performance appraisal is closely related to employee's commitment to their organization (Ikramullah et al., 2011; Getnet et al., 2014; Bekele, Shigutu, & Tensay, 2014). If the employee perceive that the decision is fair, they would reciprocate with high commitment and would be willing to contribute more effort towards the attainment of organizational goals.

Employees would reciprocate their perception in the form of low organizational commitment (Salleh, Amin, Muda, & Halim, 2013). Thus, it can be concluded that the perception of employee towards the performance appraisal activities is important since it determine employee acceptance and the development of commitment to the organization (Akhtar & Khattak, 2013). When an organization provides trainings, it usually leads to greater commitment from the employee which can be viewed such as "psychological contract". It is reciprocal attitudes and behaviours from the employees based on their perception to the effort of the organization in improving their skills, competencies and providing them future development opportunities (Jehanzeb, Rasheed, & Rasheed, 2013; Dockel, Basson, & Coetzee, 2006).

Previous studies proved training contributes to in tangle results such as high organizational-based self-esteem, enhanced organizational commitment and improved participant knowledge and ultimately could affect employee retention and enhance organizational effectiveness (Babu & Reddy, 2013; Jehanzeb et al., 2013; Armstrong, 2006; Ahmad & Bakar, 2003; Bartlett & Kang, 2004;).

It is further supported by Ashar, Ghafoor, Munir, and Hafeez (2013) that organization required to manage training on employees with integrity which can enhance the commitments and prevent intention to leave. In a simple word, it is the binding of individuals to behavioural acts (Meysam & Mohammadi, 2013; Javad & Davood, 2012) opined organizational commitment to accordance between an individual's goal and the organization where an individual identifies the relative strength and extend to attempt to represent the goals of an organization. Salleh, Nair and Harun (2012) viewed organizational commitment as a psychological state that connects an individual to the organization, which reduces the occurrence of turnover.

In the study of Prabhakar and Ram (2011), organizational commitment is defined as the psychological attachment formed by an employee in relation to his identification and involvement with the respective organization. It emphasizes on the linkage between employees and the organization. Similar findings from the study of Aries (Miradipta & Jie, 2013; Beebe-Mocilac, 2007) also focuses on a member's relationship with an organization where individual yields an emotional attachment that brings up commitment with a particular organization. Therefore, the higher the level of effort provided by employees, the higher the commitment level will be and consequently leads to higher level of performance and effectiveness of both the individual and the organization level (Sharma & Bajpai, 2010).

Impact of online human development and training as a Source of Performance

The training and development function is mainly responsible for employee performance (Asim, 2013). Performance can be demonstrated in the improvement of production, easiness in utilizing new technology, or being a highly motivated individual (Nassazi, 2013). Employee performance is defined as the outcome of individuals with respect to process, results, relevance, and success (Nassazi, 2013). According to Arinanye (2015), the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization. The impact of training on employee job performance research area in HRM. The way an organization train's its stuff can influence its efficiency (Iqbal et al, 2014, Padamanaban & Shakeel-Ul-Rehman, 2013; Elanga & Imran, 2013).

Effective training programs help an organization to increase employee output and enhance actual performance (Ameeq and Furqan Hanif, 2013). Employees with effective training will possess better opportunities to acquire more new knowledge and skills, as well as competence. Therefore, they will be abler to perform tasks effectively and with better quality (Anam Amin., et al 2013).

Training is the method or manner used to build abilities and enhance employee skills and knowledge by providing new information for them to perform their job efficiently (Jagero et al., 2012). The primary aspect in training goals is to achieve a high level of performance and to enhance employee satisfaction in the workplace, in addition, the best training is to unify efforts toward achieving organizational goals (Muhammad UsmanMuzaffar et al., 2012).

Employee training plays an important role in developing performance and achieving high level output thereby leading to increased company strength in the competitive marketplace (Nassazi, 2013). There are differences between organizational performance and employee performance. Training is an attempt to provide benefits to help employees to enhance their abilities, knowledge, behaviour and competencies in the workplace in order to achieve organizational goals (Appiah, 2010). Ameeq-ulAmeeq and Furqan Hanif (2013) also stated that training is the most important part in influencing employee performance directly as it has a significant effect on overall performance as well as enhancing efficiency among employees toward achieving specific goals.

Nelson Jagero et al. (2012) and Azara Shaheen et al. (2013) found that there is a linear relation between job training and employee performance in enhancing organizational performance. Moreover, Nelson Jagero et al. (2012) argued that there is a positive relationship between job training in employee activities and their good performance. Good training leads to superior performance in the same field. In addition, Azara Shaheen et al. (2013) noted that employee training plays an important role in identifying the relationship between employee performance and organizational performance.

The result concluded that organization having good training plans for employees can enhance the performance of employees. Likewise, Saeed and Asghar (2012) examined the essence of training and development efforts of organization and employee's job performance indicators. The empirical result stated that there is positive and significant relationship between training and employee's job performance. Training not only develops the skills of employees but also sharpens their creativity and assertive behaviour. Training develops self-efficacy and results in superior performance by replacing the traditional practices through efficient and effective work practices.

Alrawabdeh (2014) examined the relationship between employees' training and development on employees' performance revealed the positive relation between them. A research conducted by Dabale et al. (2014) concluded that the strong evidence between training and employee performance. Training should help individual performance effect completely on organizational efficiency in the short term and long term obligation. Likewise, in the workplace training is very important, without it, employees don't have a firm grip on their tasks or duties. Employee training refers to programs that offer workers with information, new skills, or specialized development opportunities (Elnaga & Imran, 2013).

Trainings at the exertion are mostly duty or work adjusted. Foundations which organize training must be capable of accomplishing complicated job performance (Amin, et al, 2013). For improving the organization, it's required that a highly skilful and knowledgeable employee is very necessary for organization (Shaheen, et al., 2013). A trainee learns new behavior, refined skills and useful knowledge through the training that will help him get best performance (Amin, et al., 2013). The acquired knowledge and skills are provided to assist employees in improving their job performance (World Bank, 2011). Training is developed through organized programs that ensure employees are given skills that are essential in the job market.

Impact of online human development and training as a Source of Others: Time & Cost

Think of it as all direct and indirect costs associated with courses and materials needed to analyse, design, develop, implement, evaluate, and maintain employee training or retraining. In some sectors, there is an ongoing requirement for maintaining certifications to adhere to local, state and federal regulations related to their jobs. This can create substantial expense for small and medium companies. Creating a training budget plan is not just necessary from a regulatory point of view, but it does make sense financially. It is one way to ensure your personnel has the skills and competencies required to complete tasks up to the required standard of quality. (Nikos Andriotis, 2017)

The determination of these costs depends on money, time and resources. The determination of these costs depends on the other related factors such as training investment. (Yahya Alshehhi1,2016). The cost of training adoption can be direct or indirect (Özbek et al. 2015). The explanation is that direct cost is as significant as indirect cost. Cost can arise from the new way of operation which includes organizational cost spent on planning, organizing and putting the new system into practice. This was further buttressed by Machogu and Okiko (2012) when they stated that perceived cost involves the cost of technology acquisition as well as savings that will be derived from system usage by the organizations. (Bello Zainab, Muhammad Awais Bhatti & Mohammed Alshagawi , 2017).

An eLearning platform will render geographical location irrelevant, as employees will be able to access it from every corner of the world, at any time. No flights, no meals, no cars, no hotels. Just the employees in the comfort of their own home or office and nothing to coordinate but time zones as everyone logs in for digital training. ELearning helps to greatly reduce this loss by allowing employees access to learning materials at any time and with no travel involved. Time is money, and online training saves your company big on lost time. ELearning courses provide an opportunity to cut down on expenses related to event management and arrangements, from the space itself, to coffee and lunch for your staff. (Halden Ingwersen, 2018)

Online training means that you can cut out the costs of travel expenses, catering and venue hire – not to mention the costs of facilitators and physical training materials, like stationary. And it gets better. eLearning courses can be re-used and updated without much expense or time, and one online training program can reach far more learners than a classroom workshop. (Nikos Andriotis, 2018). All work done in an organization can be done "faster" when done digitally. Creating, upgrading, searching can all be done faster. This helps learners and increases the overall productivity and revenue of an organization. The time we live in is digital. Therefore, to create an office of motivated, engaged and highly skilled employees, carefully consider and choose the means of e-learning best fit for your organization.

Making your employee training digital is a great way to make your organization talent worthy. It will also help you keep your best employees. (Shreya Dutta, 2018). Electronic options are more affordable than traditional training. eLearning is usually associated with decreased material costs as all or most of the training information is available online. It allows for flexibility and reduces travel costs too, as employees can access courses remotely. (Nikos Andriotis, 2017)

Reduce the amount of learning material. Every year you must review the content and see what is not really required, interesting, or engaging. More learning does not mean better learning. On the contrary: overwhelming employees with learning material creates a lot of stress and reduces effectiveness. Reuse learning content between company branches, video material purchased or created in the past, and so on. One of the greatest way to reuse is to video record any offline based lectures and then use the video content for the next learners. Recycle. Perhaps a given course did not perform well and did not engage learners. But is the entire course for the trash? Maybe you can reuse parts of it, rearrange, rewrite the parts that don't perform well, but keep the good parts. Mix them with the new content to reduce the costs of creating it. (Bobby Handzhiev, 2017)

When it comes to bringing a balance between training quality and cost reduction, eLearning can be a game changer. This isn't just a buzzword. It's a scalable way of making training activities, materials and assessments available to many busy employees all over the world. And they can access the content most relevant to them, in an engaging format, whenever they need it most. eLearning courses can be updated quickly and easily, and often require little to no time from a live facilitator. This means less time and lower costs for each course presentation. (Nikos Andriotis, 2017)

Online Corporate Training can offer any organization the ability to reduce training costs and boost employee performance. Whether a company has a staff of five or five thousand, a budget of hundreds of millions, online corporate training offers employee knowledge and skill development that can increase profits, cut costs, and offer an optimal return on your investment. (Christopher Pappas, 2014)

2.3 THEORETICAL FRAMEWORK

Impact of Online Human Development and Training

Your training program improves the employee's ability to do the job.

The improvement has a positive impact on the business

The impact results in a financial benefit to the company

References: Impact of Online Training,Dean Pichee & Erin Boettge (2017)

IMPACT OF ONLINE HUMAN DEVELOPMENT AND TRAINING AT COMMERCE DEPARTMENT (PSA)

Impact of online human development and training as a Source of Competency

Impact of online human development and training as a Source of Productivity

Impact of online human development and training as a Source of Commitment

Impact of online human development and training as a Source of Performance

Impact of online human development and training as a Source of Others: Time & Cost

Impact of Online Human Development and Training at Commerce Department (PSA),2020.

The framework above shows the variables are connected together to conduct this research. The fives variables that impact the online human development and training at Commerce Department (PSA) are online human development and training as a source of competency, productivity, commitment, performance and others such as time and cost.

2.4 Conclusion

The second chapter demonstrates the comparison result of the previous studies which is in the first chapter, hypothesized relationship among the variables, theoretical model of the studies and the terms of every variable involved. Other than that, this study will help to determine the impact of online human development and training at Commerce Department (PSA).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses methodology and research procedures that will be used in the research. The purpose is to discover answers to questions through the application of scientific procedures. A research design is a lucidity that connects data to be collected and conclusions drawn to the initial question from a study. Thus, it will be regard as a basic plan for performing the data collection and analysis phase. This study therefore employs the descriptive research design. The descriptive research design according to Orodho (2012) is used in preliminary and exploratory research to allow the researcher to gather information, summarize, present and as well interpret for the purpose of clarification. It also noted in the literature that, the aforementioned research design is envisioned to produce statistical information about online of human development and training in one organization.

This chapter begins with the research design, followed by population, research and sampling method, data collection method, research instruments and methods of data analysis. After that, the sources of both primary and secondary data will be identified.

3.2 Research Design

The research design of this study is like a map that shows in detail how a research will be conducted. It is a blueprint on matters related to sampling, measurement and data analysis. This type of study is a form of survey to study about Impact of Online Human Development and Training at Commerce Department (PSA) that located in Section 13, Shah Alam. This study will use a questionnaire instrument for the purpose of obtaining data. From the context of the study, this study would like to find out about the impact of online human development and training on the employees in the organization because human development and training is one of the important things in developing the competence of their employees and indirectly benefit the organization itself.

3.3 Population, Research and Sampling Method

The population is related to the whole group of data that is of interest, and the target population is related to an array of individuals from which the sample is taken (Saunders et al., 2013). As it was unfeasible to gather data for the whole statistical population, a sample, which is demonstrative of the population, was drawn from the employees of the Commerce Department (PSA). Based on that, the target population are 50 employees, and they were all full-time employees of the Commerce Department (PSA) located in Shah Alam. The population comprised employees ranging from executives to non-executives who were targets of this research.

3.3.1 Sampling Technique

A sample is several persons selected from a wider population for study purpose. While sampling technique means the methods or procedures employed by the researcher to choose the sample out of the whole population. Sampling techniques are also known as sampling designs. This piece of work was carried out at Commerce Department (PSA). Researchers use sampling techniques to select the participants for their sample. These techniques help to minimize cost whilst maximizing generalisability. For this research, researchers have decided to use probability samplings which is every individual in the population is known and each a certain probability of being selected. A random process decides the sample based on each individual's probability.

This sampling method requires researchers to have prior knowledge about the purpose of their studies so that they can properly choose and approach eligible participants. Researchers will be use probability sampling when they want to access each individual population, as all studied participants will be select according to their suitability to a particular probability. The sample size that researchers choose is 44 out of 50. The researcher uses convenient sampling; that is, selecting the accessible population from the workers, from whom information can be obtained. The sample size was determined based on the Krjecie & Morgan Table (1970).

3.3.2 Target Population

Target population is the entire group of people to which the researcher wishes to generalize the study findings. The target population meets the set of criteria of interest to researchers. In this research the target population is the staff of Commerce Department (PSA), Shah Alam. The survey has been conducted by distributing questionnaires to the staffs that works in Commerce Department at Polytechnic Shah Alam. The population of the staffs at Commerce Department (PSA) is 50 people. According to Krejcie & Morgan table, the researchers sample size is 44 respondents.

3.3.3 Sampling Location

Researchers focused on staffs that works at Commerce Department (PSA), Shah Alam. This is because the targeted population for this research is the staffs that works at Commerce Department (PSA), Shah Alam. Researchers distributed the questionnaires through online.

3.3.4 Sampling Size

For this research, the researchers used the Krjecie & Morgan Table (1970) as a guideline to determine the sampling size. The population of Commerce Department (PSA) staffs are 50 people. When the population is 50, the sample size is 44. Thus, 44 sets of questionnaires were distributed to the staffs of Commerce Department (PSA).

3.4 Data Collection Method

Data is defined as all the facts and figures that are arranged in an orderly manner to make sense. The data can be collected from two main sources; the primary and the secondary sources. Primary data is first hand data collected directly the field and have not been used by anyone. Such data can be obtained using questionnaire, observation and interview. Meanwhile, secondary data are those items that have been originally collected and worked by another research which the present researcher may need for her research work. It is second hand in nature and less reliable. This type of data can be collected using newspapers, textbooks, journals, magazines and even the internet.

For this research, it is a primary method of data collection because researchers used questionnaires to collect the data. Primary data is data originated for the first time by researchers through direct efforts and experience, specifically for the purpose of addressing the research problem (Surbhi S., 2017). Questionnaires are distributed to staffs of Commerce Department (PSA) and they are given 5-10 minutes to answer the questionnaires.

3.4.1 Quantitative Method

Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

3.4.2 Primary Data

Primary data is collected through the use of well-structured questionnaire that contain relevant questions regarding training, development, employee performance and productivity in these companies. The questionnaire used to allow the response of the respondents in a standard direct way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. To gather data for this research, researchers distribute questionnaires to the respondents. According to Krejcie and Morgan table, the questionnaire will be distributed to (44) respondents who works at, Commerce Department (PSA) Shah Alam. Respondents are required to answer all the 5 parts stated in the questionnaire.

3.5 Research Instruments

A research instrument is a tool used to obtain, measure, and analyse data from subjects around the research topic. You need to decide the instrument to use based on the type of study you are conducting. So, for this research we use quantitative data which is we decide to use questionnaire.

3.5.1 Questionnaire Design

The questionnaire has 2 parts which are part A and B. Part B is divided into 1.0, 2.0, 3.0, 4.0 and 5.0. In this research, the main purpose is to identify the impact of online human development and training at Commerce Department (PSA). This research examines several questions addressed to the respondents. This research uses a questionnaire with a Likert scale to facilitate data collection. Likert scales are a common ratings format for surveys. Respondents rank quality from high to low or best to worst using five levels.

3.5.1.1 Part A

In this part, the staffs of Commerce Department (PSA) had to provide their personal information such as gender, age, and race.

3.5.1.2 Part B (1.0)

In this part, questions are provided to find out the impact of online training as a source of competency at Commerce Department (PSA). Likert scale is used in this part which consists of five scales. Based on the categories provided such as strongly disagree (1), disagree (2), neither agree/disagree (3), agree (4), strongly agree (5). Respondents are required to tick on their selected answers.

3.5.1.3 Part B (2.0)

In this part, questions are provided to find out the impact of online training as a source of productivity at Commerce Department (PSA). Likert scale is used in this part which consists of five scales. Based on the categories provided such as strongly disagree (1), disagree (2), neither agree/disagree (3), agree (4), strongly agree (5). Respondents are required to tick on their selected answers.

3.5.1.4 Part B (3.0)

In this part, questions are provided to find out the impact of online training as a source of commitment at Commerce Department (PSA). Likert scale is used in this part which consists of five scales. Based on the categories provided such strongly disagree (1), disagree (2), neither agree/disagree (3), agree (4), strongly agree (5). Respondents are required to tick on their selected answers.

3.5.1.5 Part B (4.0)

In this part, questions are provided to find out the impact of online training as a source of performance at Commerce Department (PSA). Likert scale is used in this part which consists of five scales. Based on the categories provided such as strongly disagree (1), disagree (2), neither agree/disagree (3), agree (4), strongly agree (5). Respondents are required to tick on their selected answers.

3.5.1.6 Part B (5.0)

In this part, questions are provided to find out the impact of online training as a source of others such as time and cost at Commerce Department (PSA). Likert scale is used in this part which consists of five scales. Based on the categories provided such strongly disagree (1), disagree (2), neither agree/disagree (3), agree (4), strongly agree (5). Respondents are required to tick on their selected answers.

3.6 Method of data analysis

Data analysis is the process of evaluating data using analytic and logical reasoning to examine each components of the data provided. This form of analysis is just of the steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed and then analysed to form some sort of finding or conclusion.

Based on this topic research, data analysis method follows the procedures listed under the following part. The data analysis part answered the basic questions raised in the problem statement. The detailed analysis of impact online human development and training in the terms of competency, productivity, performance, commitment and other sources: time and cost.

3.6.1 Descriptive analysis

Descriptive analysis is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that, for example, patterns might emerge from the data. Descriptive statistics do not, however, allow us to make conclusions beyond the data we have analysed or reach conclusions regarding any hypotheses we might have made. They are simply a way to describe our data.

3.7 Conclusion

The third chapter demonstrates the research design, population, research and sampling and it also demonstrates the data collection method, research instrument and method of data analysis. The research methodology and design indicates the overall process of the research. This chapter helps Commerce Department (PSA) to know more about the problem of doing online human development and training. It helps researchers to consider it as one of the samples and models for the research data collection and process from the beginning of the problem statement to the research finding.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter explained and discussed regarding the findings of the research based on the questionnaire distributed. The information was analysed and presented by using the table for each questions and followed by the description of the table. Based on the Krejcie and Morgan's table the number of respondents selected were 44 who are the staffs of Commerce Department (PSA)

4.2 Descriptive Analysis

The main purpose of descriptive statistics is to provide a brief summary of the samples and the measures done on a particular study. This part is to provide analysis on the demographic characteristics of the respondents that obtained from the survey, and used to make the analysis to make general observation on the data such as gender, age and race. The researchers had distributed 44 copies of online questionnaires and had received 100 percent responses from respondents. There was no data no outlier.

4.2.1 Respondent Demographic Profile

Profile	Frequency (N)	Percentage (%)
(Gender)		
Male	1	2.3
Female	43	97.7
(Race)		
Malay	43	97.7
Indian	1	2.3
(Age)		
20 -30	4	9.1
31- 40	13	29.5
41 – 50	22	49.8
51 – 60	5	11.6

4.2.2 Central Tendencies Measurement of Construct

According to Manikandan S. (2011), central tendency is defined as "the statistical measure that identifies a single value as representative of an entire distribution". It aims to provide an accurate description of the entire data It is the single value that is most typical/representative of the collected data. The mean, median, and mode are the three commonly used measures of central tendency.

Table shows the results of the variables that have the highest and the lowest mean with respective standard deviation achieved. Firstly, for source of competency, competency 1 has the highest mean value at 4.48 with standard deviation of 0.664 while competency 3 shows the lowest mean 4.36 with standard deviation of 0.650.

For source of productivity, productivity 1 has recorded the highest mean value at 4.66 with standard deviation of 0.479. On the other hand, productivity 2 appeared to have the lowest mean value of 4.50 with standard deviation of 0.629.

For source of commitment, commitment 1 and 3 has the same highest mean score of 4.64 with standard deviation of 0.532 and 0.613. The lowest mean score achiever by commitment 2 is 4.61 with standard deviation of 0.618.

For source of performance, performance 1 has recorded the highest mean value at 4.64 with standard deviation of 0.532. On the other hand, performance 2 appeared to have the lowest mean value of 4.57 with standard deviation of 0.625

For source of others: time and cost, others 1 and 2 has the same highest mean score of 4.86 with standard deviation of 0.347 and 0.462.

4.2.2.1 Impact of online training as a Source of Competency

Source of Competency	Item	Mean	Std. Deviation
I can deal with a difficult or challenging issue with our clients	Competency 1	4.48	0.664
I can complete a task or project on time.	Competency 2	4.45	0.627
I can help my colleague to improve their work effectiveness	Competency 3	4.36	0.650

Table 4.2.2.1

4.2.2.2 Impact of online training as a Source of Productivity

Source of Productivity	Item	Mean	Std. Deviation
Online job training can be enhancing productivity and ability.	Productivity 1	4.66	0.479
I think online training program helps to develop the skills, knowledge, attitude and behaviour which helps the productivity.	Productivity 2	4.50	0.629
The online training and development helped to increase productivity of staff quality.	Productivity 3	4.57	0.545

Table 4.2.2.2

4.2.2.3 Impact of online training as a Source of Commitment

Source of Commitment	Item	Mean	Std. Deviation
My co-workers and I work well together.	Commitment 1	4.64	0.532
I feel I can easily communicate with members from all levels of this organization.	Commitment 2	4.61	0.618
I actively participated in every activity for human development and training that company provide.	Commitment 3	4.64	0.613

Table 4.2.2.3

4.2.2.4 Impact of online training as a Source of Performance

Source of Performance	Item	Mean	Std. Deviation
In my opinion, online human development and training helps me to improve my job performances.	Performance 1	4.64	0.532
I am confident that the online training brings strong motivation to my work as it helps increase my job performance.	Performance 2	4.57	0.625
I am satisfied with all training necessary for me to perform my job.	Performance 3	4.61	0.579

Table 4.2.2.4

4.2.2.5 Impact of online training as a Source of Others: Time and Cost

Source of Others	Item	Mean	Std. Deviation
Online training flexible with my time.	Others 1	4.86	0.347
Online training save my cost.	Others 2	4.86	0.462

Table 4.2.2.5

4.2.3   Average Mean

Descriptive Statistic

	N	Minimum	Maximum	Mean	Std.Deviation
Impact of online training as a Source of Competency.	44	3.67	5.00	4.4318	0.52128
Impact of online training as a Source of Productivity.	44	3.67	5.00	4.5758	0.47339
Impact of online training as a Source of Commitment.	44	3.00	5.00	4.6288	0.49397
Impact of online training as a Source of Performance.	44	3.33	5.00	4.6061	0.50971
Impact of online training as a Source of Others: Time and Cost.	44	3.50	5.00	4.8636	0.36350
Valid N(listwise)	44				

Table 4.2.3

4.3. Scale Measurement

4.3.1 Reliability Test

The reliability test is concerned with whether a scale indicates that it is free from random error. In addition, the reliability of a measure indicates the extent to which it is without bias in ensuring consistent measurement across time and various items in the instruments. The reliability of the scale instrument used in this study was tested through the Cronbach's alpha coefficient test. The Cronbach's alpha value of each variable is presented in Table 4.3.1.

Variable	Cronbach's Alpha	Number of item
Source of Competency	0.729	3
Source of Productivity	0.814	3
Source of Commitment	0.788	3
Source of Performance	0.852	3
Source of Others: Time and Costs	0.643	3

Table 4.3.1

4.4 Conclusion

In summary, this chapter is presenting the results and findings obtained from data gathering for this study. Furthermore, a reliability test was conducted to test the reliability of the variance based on the respondents' response on the questionnaire distributed. The subsequent chapter contains discussion on major findings as well as a conclusion to this research

CHAPTER 5

DISCUSSION, CONCLUSION AND IMPLICATION

5.1 Introduction

This chapter will present the conclusions of the research that have been analysed in the previous chapter which is in chapter 4. The conclusion is based on the feedback that researchers obtained from 44 respondents. The questionnaires that have been analysed were distributed to the staff of Commerce Department (PSA). In conclusion, a summary of the research is presented, highlights the implications of the study, states the discussion of the study, provides future research proposals and summarizes the. entire research from chapter 4.

5.2 Summary of Statistical Analysis

5.2.1 Demographic profile of the respondents

Based on the descriptive analysis in chapter 4, out of the 44 respondents, the majority were female respondents with 97.7% and the rest were male respondents with 2.3%. From the data collected, most of the respondents were aged between 41 to 50 years' old which constitute 49.8% of respondents. It is followed by respondents who aged between 31 to 40 years old with 29.5%, respondents aged 51 to 60 years old with 11.6% and the lowest percentage of respondent are 9.1% aged 20 to 30. For the race, researchers found that the majority of respondents are from Malay which consists of 97.7% of respondents and its followed by respondent from Indian which is consists of 2.3% of respondent.

5.2.2 Summary of Central Tendencies Measurement of Construct.

5.2.2.1 Impact of Online Training as a Source of Competency

Competency 1 has the highest mean value at 4.48 with standard deviation of 0.664 while Competency 3 shows the lowest mean at 4.36 with standard deviation of 0.650. Conclusion, (Competency 1) shows that Commerce Lecturer can deal with a difficult or challenging issue with their clients and (Competency 3) shows that they can help their colleague to improve their work effectiveness.

5.2.2.2 Impact of Online Training as a Source of Productivity

Productivity 1 has recorded the highest mean value at 4.66 with standard deviation of 0.479. On the other hand, Productivity 2 appeared to have the lowest mean value 4.50 with standard deviation of 0.629. Conclusion, (Productivity 1) shows that online job training can be enhancing productivity and ability of the commerce lecturer while (Productivity 2) shows that online training helps them to develop the skills, knowledge, attitudes, and behaviour which helps the productivity.

5.2.2.3 Impact of Online Training as a Source of Commitment

Commitment 1 and Commitment 3 has the same highest mean score of 4.64 with standard deviation of 0.532 and 0.613. The lowest mean achieved by Commitment 2 is 4.61 with standard deviation of 0.618. Conclusion, (Commitment 1 & 3) shows that the commerce staffs work well together and they actively participated in every activity for human development and training that organization provide, while (Commitment 2) shows that they can easily communicate their members from all levels in the organization.

5.2.2.4 Impact of Online Training as a Source of Performance

Performance 1 has the highest mean value at 4.64 with standard deviation of 0.532. The lowest mean achieved by Performance 2 is 4.57 with standard deviation of 0. 625.Conclusion, (Performance 1) shows that online human development and training helps they to improve the job performance. While (Performance 2) shows that Online training brings strong motivation to their work.

5.2.2.5 Impact of Online Training as a Source of Others (time and cost)

Others 1 and Others 2 have the same highest mean value at 4.86 with standard deviation 0.347 and 0.462. Conclusion, (others 1 & others 2) shows that online training is flexible with commerce lecturer's time and save their cost.

5.2.3. Summary of scale measurement

For the reliability test, questions for independent variables (sources of competency, sources of productivity, sources of commitment, sources of performance and sources of others: time and cost) are reliable since each test indicates its value to be more than 0.6.

5.3. Implication of the study

The finding of this study helps in understanding the impact of online human development and training at Commerce Department (PSA Through this understanding of study, it shows that Commerce Lecturer are agreed towards online human development and training at Commerce Department (PSA).

5.3.1 Implications

The aim of this research is to identify the impact of online human development and training at Commerce Department (PSA), that can be improve employees view towards online human development and training at Commerce Department (PSA). Based on the information that has been gathered from SPSS, the impact of online training as a source of performance shows the highest Cronbach's alpha value at (0.852). Therefore, the researchers believe that the online human development and training could be useful for the staffs in Commerce Department to develop and enhance the quality of online training especially during the new norm. Nowadays, the online training is widely used by various organizations and institutions. Therefore, it is important and necessary for Commerce Department (PSA) to make improvement and implement this online human development and training strategies to increase their quality of training for the staffs.

5.3.1.1 Impact of online training as a Source of Performance

According to the research done, impact of online training as a source of performance has the highest significant impact among others independent variables. Therefore, Commerce Department are suggested to increase their online training through their performance of training. Because the performance of online training will be enhancing the efficiency for the staffs to achieve the specific goals of the department. They can increase the performance by gain the skills and knowledge about the online training. This also could help the staffs to know more about online training. Other than that, they can gain a strong motivation that will lead to their quality of job performance.

5.3.3.2 Impact of online training as a Source of Productivity

Besides that, the impact of online training as a source of productivity is the second highest significant impact. Therefore, Commerce Department should be improving staff productivity as it can affect the overall performance of the department. Other than that, the productivity can increase the staff quality. Thus, the staffs can develop the skills, knowledge, attitude and behaviour by join the online training programme that provided by the commerce department.

5.3.3.3 Impact of online training as a Source of Commitment

Next, the impact of online training as a source of commitment is the third highest significant impact. This is because, commitment in online training will help the staffs to easily communicate with all members within the department. And hence, the commerce department needs to encourage all the staffs to participated in every activity of online human development and training that are provided. In the result, the staffs will work together to achieve the desired goals.

5.3.3.4 Impact of online training as a Source of Competency

Then, followed by the impact of online training as a source of competency. This impact can help staffs improve their work effectiveness and also can help to complete the job given on time. To ensures this competency of this online training are effective, the commerce department have to provide the competency-based training that can help the staff focused on specific competencies or skill to deal with challenging clients.

5.3.3.5 Impact of online training as a Source of Others: Time and Cost

Lastly, the impact of online training as a source of others: time and cost is the lowest significant impact. This impacts will help staffs to have a flexible time where the staff can easily accessible online tutorials, simulations, and presentations serve as valuable online training tools. Therefore, the commerce department need provide the flexible online training schedule for the staffs too. Next, the staffs can also save their cost since the online training does not include travel and accommodation, meal costs, classroom maintenance, venue rental, printed learning materials, and salaries for instructors and other support staff. In addition, it can gain positive perceptions from the staffs about the online human development and training.

5.3.2. Staff Implication

According to the research done, the impacts of online human development and training is involved the staffs from commerce department(PSA). This because the staffs have a significant impact for online human development and training. Therefore, commerce department should improve staffs view towards online training through human development and training programs. Mostly, the staffs are preferring with this online human development and training because from the impact of online training as a source of competency, show that the staffs can improve effectiveness and complete the work given. Next, the staffs can also enhance their ability of productivity because they can develop the skills from the online training programs. Other than that, they will gain commitment that encouraged them to work well with team members. Not only that, the online training program will help staffs to have a strong motivation in their work performance. Lastly, online training also helps the staff to have flexible schedules and save their cost.

5.4 Limitation of study

There are several limitations in this research. The result may not be generalized for everyone because the samples were only collected from Commerce Department (PSA). Therefore, researchers only have to focus on staff and lecturers at Commerce Department (PSA) and not including the students there. Besides that, the statistic of demographic elements shows the age of respondents between 41 to 50 contains a high percentage compared to the age of other respondents. This is because at Commerce Department (PSA), there are many lecturers that have been experienced and worked at PSA for a long time. Different lecturers of different ages all have different ways of thinking. Therefore, their perceptions towards online human development and training may differ.

Next, there are only five independent variables in this research. There might be other factors, however they may not be relevant enough to be included in this research. Meaning to say, they may be factors that influence impact of online training but they are not related to online human development and training.

Finally, one of the limitations of the study is the method questionnaire distribution. There is a possibility that a few respondents may just randomly answer because they do not understand the questions provided. Also, the questionnaires were distributed during pandemic which is by using online questionnaire method. Some respondents can answer online easily and quickly but some of them may not answer comfortably because of the low connection of the internet. Moreover, some of them also were uncomfortable when they felt compulsed to answer this survey when we sent this survey to them regularly. In addition, every individual has different perceptions, judgments and views based on their understanding of the questions. This may be a contribute in the results being less accurate and precise.

5.5 Recommendations for Future Research

Based on the research that has been conducted, there are a few recommendations to be given for researchers in the future. The future researches can conduct this study in more depth because the online method is very important in this era. Firstly, this study only discussed and focused on a small part of impacts of online human development and training. It is suggested that future researchers do research on more than five impacts to get the best result. Although this would take a longer time and would be harder, this would allow future researchers to have better understanding and a good result on impact that could be done to improve the online human development and training.

Moreover, the good things that is recommended is the way of distributing the surveys or questionnaire. It is much convenient if the researchers use an online method survey for the fast and easier for them to get the result and many respondent and it could save our environment as there is no usage of papers. The online method that can use such as Google form because it easy to past for everyone just with sharing a links and it also a free online tool that allows to collect information efficiently. This kind of method will save the time and cost for the researchers. This method is much easier

Other than that, Organizational support from Commerce Department of PSA also exhibited a good transfer result. Commerce Department can improve their staff, internet network so that there is no lack of internet connection during online training A good internet connection will give a productive online training and development for the staffs. Not only that, employees will give a good commitment during online training even it is done virtually. When there is no lack of internet connection, the training will be more effective because the line is not stuck during training and it will give the effectiveness of training. Employee development is the key to organizational sustainable development. When the online training and development done well and smoothly, of course it will give a good result for the company and staffs get the skills and knowledge such as face-to-face training.

Lastly, it also advised for the organizational to do the SWOT analysis to know about their strength, weakness, opportunity and threat for the online training and development. This is very important especially during this pandemic era when everything need to do online include training and development for the staffs. Commerce Department of PSA can use this method and can see, even the training is performed virtually, there have the opportunity that organizational can get such as continuous updating skills. When do training virtually, Commerce Department of PSA will reduce the cost such as foods and place. The strength of online training and development is there is no time and location constraint so the time is flexible when to do the online training and development and also it can do anywhere depends on staff.

5.6 Conclusion

In conclusion, online training is one of the important problems in human resource training. This is a way to develop the knowledge and skills of individuals in a way that is flexible and appropriate to their situation without the need for additional burdens. Training through the Internet and modern communication tools provide excellent opportunities for institutions to use this type of training at a lower cost and a more appropriate way to achieve the objectives of the institution by overcoming technological developments, and improving the efficiency of its staff. This research basically studies about the impact of online human development and training at Commerce Department(PSA). In addition to adding value to employee performance, therefore all types of organizations and institutions need to plan training programs and development of their employees as a continuous activity. The purpose of this online training is to identify what will be achieved by employees in terms of competency, productivity, commitment, performance and others: time and cost after undergoing this online training. Also the results can help the staffs to have a better understanding views on impact online training as a source of competency, productivity, commitment, performance and others: time & cost. Finally, based on the questionnaire that has been responded by 44 respondents, this research confirms that online human development and   training has a positive impact on the lecturer of commerce department.

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APPENDIX A

Krejcie & Morgan

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
        "S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

Dear respondent,

We are Commerce Department students pursuing Business Studies from Politeknik Sultan Salahuddin Abdul Aziz Shah. We are conducting a research on "IMPACT OF ONLINE HUMAN DEVELOPMENT AND TRAINING AT COMMERCE DEPARTMENT(PSA)" for our final year project.

We would like to assure you that all information collected will remain private and confidential. Your time and effort in completing this survey is highly appreciated. Thank you very much for your time.

PART (A)

Age :	Gender :
Race :	

PART (B)

Impact of Online Human Development and Training as A Source of Competency

QUESTIONS	SCALE				
	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
1. I can deal with a difficult or challenging issue with our clients.					
2. I can complete a task or project on time					
3. I can help my colleague to improve their work effectiveness.					

Impact of Online Human Development and Training as A Source of Productivity

QUESTIONS	SCALE				
	Strongly Disagree	**Disagree**	**Neither Agree/Disagree**	**Agree**	**Strongly Agree**
1. Online job training can be enhancing productivity and ability.					
2. I think online training program helps to develop the skills, knowledge, attitude and behaviour which helps the productivity.					
3. The online training and development helped to increase productivity of staff quality.					

Impact of Online Human Development and Training as A Source of Commitment

QUESTIONS	SCALE				
	Strongly Disagree	**Disagree**	**Neither Agree/Disagree**	**Agree**	**Strongly Agree**
1. My co-workers and I work well together.					
2. I feel I can easily communicate with members from all levels of this organization					
3. I actively participated in every activity for human development and training that company provide					

Impact of Online Human Development and Training as A Source of Performance

QUESTIONS	SCALE				
	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
1. In my opinion, online human development and training helps me to improve my job performances.					
2. I am confident that the online training brings strong motivation to my work as it helps increase my job performance.					
3. I am satisfied with all training necessary for me to perform my job					

Impact of Online Human Development and Training as A Source of Others: Time and Cost

QUESTIONS	SCALE				
	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
1. Is online training flexible with your time?					
2. Does online training save your cost?					

Thank you for your time and cooperation in completing this questionnaire.

Title:

Impact of Online Human Development and Training at Commerce Department (PSA)

SWOT Analysis

STRENGTH	WEAKNESS
❖ **Can do anytime anywhere** ❖ **No time and location constraints**	❖ **Lack of training system** ❖ **Immaturity of technology** ❖ **Technology barrier** ❖ **Pandemic Covid-19**
OPPORTUNITIES	THREATS
❖ **Open and Accessible Training** ❖ **Continuous Updating Skills**	❖ **No specific training qualifications** ❖ **Little experience of training** ❖ **No commercial experience**

GANTT CHART

LIST OF ACTIVITIES	DATE (JUNE 2020- NOV 2020)														
	WEEK														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
BRIEFING - INTRODUCTION TO BUSINESS PROJECT	■														
FORM GROUP PROJECT	■														
DISCUSS ON RESEARCH TITLE	■														
CONSULTATION WITH SUPERVISORS		■	■	■	■	■	■	■	■	■	■	■	■	■	■
LITERATURE REVIEW		■	■	■	■	■	■	■	■	■	■	■	■	■	■
PREPARE BUSINESS PROJECT PROPOSAL		■	■	■	■	■									
INSTRUMENT PREPARATION & DATA COLLECTION					■	■	■	■	■						
DATA ANALYSIS									■	■	■	■			
WRITING A PROJECT DRAFT										■	■	■			
REVISION OF PROJECT DRAFT													■	■	■
FINAL PROJECT SUBMISSION															■