

The Acceptance of Online Training by Iraqi Employees Based on UTAUT Model

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Abstract: *The purpose of the study is to analyses the acceptance of online training by Iraqi employees by using the UTAUT model. Training which is being provided through online is an easy and cost effective method to develop required skills and abilities. It is also known as the electronic learning. The research is based upon quantitative method for which respondent are the staff members of Iraq. The selected sample size is 130 employees. The results suggested that performance expectancy, social influence, facilitating conditions and effort expectancy is having positive and significant relations with the behavioral intention of the Iraqi's employee to get trained through online.*

Keywords— Acceptance; online training; Iraqi employees; UTAUT model

1. INTRODUCTION

In the current era of innovative technology the traditional methods of training are shifted towards the online training in the recent past. The demand of online training has been busted out as the technology taken over and increases the intention of the corporate sector to provide training through e-learning rather than traditional methods (Rmayah et al, 2012). It is a fact that technology is always a part of the training and corporate sector is having training programs to help their employees to develop skills and required abilities adequately; the online training reduces the cost of the travelling, time of the training, flexible in nature diversity in training content, contributing employee skills, developing competitiveness and others (Chen, 2009). There are different ways through out training is being carried out by the organization in the working environment. Organizations are having maximum benefits through the use of electronic training and the added feature like hybrid factors increases the reliability of the training contents (Hardman and Robertson, 2012). It is evident in the corporate world that the use of technology is mandatory in order to become successful. Industries are enjoying the technology and rely upon the information and communication methods to get the maximum benefit through it. Technology also illustrates the issues that are associated with the human resources. Electronic training is an attempt towards the betterment and development of employees to facilitate effective learning and increasing the performance with the help of technology. Online learning is the most effective way for the organization and organization are trying their best to find the best fit that can meet their issues strategically (Shah et al, 2013). Providing training to the employees is common in the organizations and SMEs with the help of e-learning because it is convenient and easy to access at any location or place (Jokic et al, 2012). It is a fact that employees and organizations have different benefits of using the online training feature. It reduces the organization cost, everyone

easily access the training program, make familiar employee with the technology and provide effective learning (Chiu and Wang, 2008). Online training eases the compulsion of the employees and organization because it provides easy access and comfort to get training at any time and any place effectively (Burgess and Russell, 2003).

In the case of the developing countries like Iraq conducting online training is having emerging stage because the resources of the government in every sector are limited. In Iraq organizations are mostly relying upon traditional methods of training. However; developed countries are offering mostly online training. Many of the training provider websites are offering free of charge training facilities to the developing countries. The purpose of the study is to explore the intention of the employees on the online training through the UTAUT model.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Due to the increases technology online training feature increases the access of the organization to use the training with the technology across the borders with the cost effective measures and increasing the information influence among the employees. Individuals considered that online training is the most preferred and easy feature that can easily approach and learning oriented feature. The best feature for the online training is that it can be accessed any place (Ellis and Kuznia, 2014). It is suggested that online training is having similarity with the electronic based training in various ways and mainly with the help of technology and easy access for the usage (Bardach, 1997). Online training is having less time as compare to the electronic learning and it gives better understanding to learn and develop skills. Usually in the online training video conferencing and website based learning is the highlight features. Online training can be defined as the delivery of knowledge by the trainer with the medium of technology that can be through internet or intranet (Mohsin and Sulaiman, 2013). The purpose of online training is to be cost effective and time saving activity that increases

the employee skills and improve their performances adequately which will impact upon the productivity as well. Many business giants focus upon online training because it is easy and effective for the employees to get trained with the technology (Ellis and Kuznia, 2014).

In the literature of adopting the technology most of the researcher rely upon the results of the selected model of UTAUT because it suitable for the selected problem in conducting the research rather than analysis of behavioural intention of the humans. The model suggested that it includes four constructs that are: facilitating conditions, performance expectancy, social influence and effort expectancy. The UTAUT model was developed by the Venkatesh et al, (2003) to assess the adoption of technology like the adoption of online training as well. UTAUT model includes different models such as TAM, TRA, IDT, TPB, Motivational Theory, PC utilization and SCT models. Testing of the model suggested that performance expectancy; effort expectancy, social influence and facilitating conditions are the main factors that impact upon the behavioural intention of the individual in the adoption of the technology (Venkatesh et al, 2003).

Researcher suggested that performance is the individual consideration regarding the use of the technology that will increase the performance (Venkatesh et al, 2003). This factor is extracted from the feature of perceived usefulness which is part of the model of TAM and TPB, MM, Job fit and IDT (Venkatesh et al, 2003). It is suggested that employee consider that performance expectancy will be help in getting the training through online.

Perceived usefulness is the part of the performance expectancy and benefits that technology is a part of it. As far as effort expectancy is concern it is associated with the ease of use. Social influence is associated with the social norms. It is argued that performance expectancy is being accepted by the individual then the individual is having high tendency to adopt the technology (Bhattacharjee, 2001). Performance expectancy is having high impact on the individual satisfaction (Bhattacharjee, 2001; Chen, 2001).

H1: Performance expectance effect significantly on the behavior intention to adopt online training by Iraqi employees

It is suggested the effort expectancy is the ease of use perception of the individual about the technology or system (Venkatesh et al, 2003). Ease of use, using the technology smoothly and making less effort to get the maximum output is the main feature for the effort expectancy in the UTAUT model (Venkatesh et al, 2003). Effort expectancy reflects individual perception of using the technology it requires effort and assistance to deal with the technology which will give the maximum satisfaction (Chen, 2011).

H2: Effort Expectancy effect significantly on the behavior intention to adopt online training by Iraqi employees

Social influence is suggested as the individual perception is being affected by the social norms that impact upon the behavioural intention to adopt the new technology or system (Venkatesh et al, 2003). It is extracted from the TRA, TAM, TPB, social factors and IDT (Venkatesh et al, 2003). It is evident that behavioural intention is affected by the social norms that restrict the individual to get trained through the online features and impact upon the performance and productivity of the people (Venkatesh and Davis, 2000; Thompson et al, 1994).

Social influence and behavioural intention of the society impact upon the individual and affect the intention of the individual considerably (Zhou, 2011). In the case of social theory there are other factors that impact upon the individuals (Bagozzi and Lee, 2002). Social influence is being exerted by the family, friends and society which are followed by the individual on the basis of their opinion and suggestions.

H3: Social Influence effect significantly on the behavior intention to adopt online training by Iraqi employees

The fourth construct is the facilitating conditions that suggest it is individual perception that considers the system and the environment will help them to adopt the technology (Venkatesh et al, 2003). This construct is extracted from the behavioural control, MPCU and IDT. It is suggested by the researchers that behavioural intention are affected by the facilitating conditions because it creates ambiguity if the conditions are not favorable that reduces the motivation and will to adopt the technology adequately. As far as the organization is concern facilitating conditions is the support and organizational environment that motivates the employee to use the online training. It is argued that facilitating conditions suggest that individual is having information and capability to undertake the online training. It is also necessary that individual should be having enough capacity to undertake the online training and show their motivation to adopt the online training. If it is the case of not having knowledge or information then it is likely possible that individual will not able to enjoy the maximum benefits of online training (Zhou, 2011).

H4: Facilitating Conditions effect significantly on the behavior intention to adopt online training by Iraqi employees

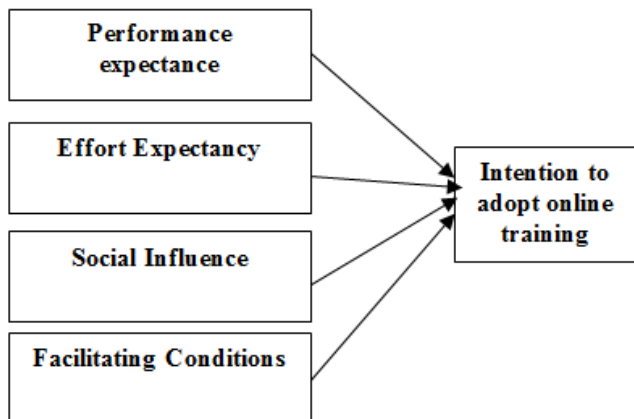


Figure 1: Proposed model

3. METHODOLOGY

Researcher has used the questionnaire to collect the data from the respondent about the selected research problem. The collected data is helpful for the researcher to extract finding and extrapolate the findings on the overall population. In this way; researcher become helpful for the developing of positive statement about the research problem. The research strategy includes two features that are survey or experiments which is being selected on the basis of the theoretical approach, observation and research requirement. For the purpose of conducting analysis on the collected data statistical software is a need and for the SPSS is suitable for conducting the analysis on the main construct that are: effort expectancy, social influence, facilitating conditions and behavior intention and performance expectancy. Researcher has used the online administered sending questionnaire to get the collected data. The questionnaire has collected from the 130 respondents.

4. DATA ANALYSIS AND RESULTS

To test the reliability of the variables Cronbach's Alpha was used. The test threshold is 0.7 (Pallant, 2011). The below mentioned test of reliability suggest that all the construct values are above then the given threshold which suggest that reliability of the construct is valid (Table 1).

Table 1: Reliability

Variable	Cronbach's alpha
Performance expectance	0.863
Effort Expectancy	0.766
Social Influence	0.908
Facilitating Conditions	0.901
behavior intention	0.877

4.1 HYPOTHESES TESTING

Hypotheses testing results is shown in the below table of multiple regression analysis. The table includes the summary of the model, Anova and coefficient tables.

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.548	.533	1.59349

a. Predictors: (Constant), Facilitating, Social, Performance, Effort

Model summary is having the R value of 0.740 that suggest there is a correlation among the dependent and independent variable which is about 74%. While R square is having 0.548 that suggest describe the independent variable for 54.8% variance in the dependent variable. It is evident that value is lower than the threshold because there is only one independent variable in the framework but on the contrary value is accepted.

Table 3 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	384.667	4	96.167	37.872	.000 ^b
Residual	317.403	125	2.539		
Total	702.069	129			

a. Dependent Variable: intention

b. Predictors: (Constant), Facilitating, Social, Performance, Effort

In the table 3 Anova represents the model of fitness; significance level is 0.000 that is lesser than the 0.05 which allows the researcher to consider that model is fit and significant for the research study and coefficient table suggest model is valid for the further analysis on the individual construct.

Table 4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.139	.913		2.343	.021
Performance	.188	.066	.218	2.861	.005
Effort	.188	.083	.180	2.257	.026
Social	.189	.041	.282	4.616	.000
Facilitating	.440	.088	.369	4.986	.000

a. Dependent Variable: intention

Coefficient table 4 suggests performance expectancy, social influence, facilitating conditions and performance expectancy is having positive and significant impact on the behavior intention to adopt the online training among the Iraqi employees. While the t value is greater than 2 and p value is lesser than 0.05 which validate the positive impact of the selected variables and shows the behavioral intention of the Iraqi Employees to adopt the online training. Therefore; it is suggested that hypostases' are supported and accepted.

5. DISCUSSION

Technology has immense impact upon every aspect of life and especially in the corporate sector it is highly demanded and accepted generally. Therefore; organizations are keen to adopt new technology to bring into their operations and get success adequately (Shah et al, 2013). However; it is important to undertake the behavior intention of the individual that they are ready to accept or adopt the new technology which will impact upon their life and productivity. It is indeed necessary that technology should be effectively adopted or accepted by the individuals to increase their skills and performance considerably then the organization will be able to acquire desired performance and efficiency in their operations (Burgees et al, 2003). It is important feature that organizations are using the online training feature to make their employees equipped and capable of handling the future challenges adequately.

The model of UTAUT is used to assess the adopting of technology among the individual by considering four variables that are: Performance expectancy, effort expectancy, facilitating conditions and social influence. These factors are used to assess the individual perception towards the adopting of technology or online training. The purpose of the study was to assess the individual intentional behavior towards the adoption of online training among the Iraqi's employees. Technology has the objective that is being assured by the corporate sector around the world to explore it and use for their benefits. Online training is the way of using the technology in the form of providing the training easily and comfortably that do not impact upon the employees and even for the organizations as well.

UTAUT model is an effective measure for the researchers internationally to assess the behavioral intentions of the individuals towards the adoption of technology. It is highly successful and accepted models that have given significant results and distinguished construct that enable the organization to assess the perception of the individual towards the technology adoption (Chen, 2011). However; individual focuses upon the ease of use and ease in accessing the technology. As far as the technology usage is concern in the developed countries it is usual while in the developing countries it is become difficult to motivate and ask about the technology to them because lack of infrastructure and advanced technology is rarely available (Zhou, 2011). Therefore; researchers are keen to interrogate about the adoption of the technology through the UTAUT model to assess the perception of the people. In the current study purpose of the research was to analyze the online training adoption among the people of Iraq by using the UTAUT model.

The selected construct of the UTAUT models was performance expectancy, effort expectancy, facilitating conditions and social influence. The results of the study suggested that these all construct are having positive and significant impact upon the behavior intention that suggest people of Iraq is having intention to adopt the online training which suggest organizations are having less approach towards the adoption of technology and employees are focusing upon the technology adoption and for the it should be used in the training as well. Mostly developing countries are using technology such as; videos, presentations and other methods but lack of using the online training which is beneficial for the organization and for the employees as well. Organization gets the benefits of cost and time saving feature while on the other hand; employees can use online training at any place or any time using the website or intranet. International online training providers that are offering web based training are offering free services to the developing countries in order to make their employees skilled and equipped with the required capabilities.

The construct of the model is adequately and significantly influential towards the behavior intention that are effective to evaluate the adoption of the technology and in the Iraqi context is highly influential on the employee's behavior intention that suggest employees are concern and adoptive towards the adoption of the online training (Jokic et al, 2013). Reliability of the construct suggest that the selected construct are the best fit for the model and reliable to use for the study which is evident and there is the correlation among the dependent and independent variables adequately. The findings of the study suggested that used four construct are advocating the behavior intention to adopt the online training option among the employees of Iraq. Performance expectancy suggests that employees are having expectancy that online training will increase their performance and abilities to handle the organizational challenges and issues considerably.

Effort expectancy of the employees suggests that they are having less effort to use the technology that will help them to get aware about the technology and adopt the online training (Thompsons et al, 1994). Social influence can be effective for the employees because it is evident that individual's behavioral intentions have the major impact from the family and friends that impact upon their intention that urge them to adopt the online training or not. Facilitating conditions is a positive feature that motivated the individual when the organization is having environment and infrastructure that can help them to adopt or use the online training considerably (Mohsin and Sulaiman, 2013).

Behavioral intention is the part of the UTAUT model which is the independent construct is having association with the selected dependent variables of the model. In the study results are favorable for the employee' of Iraq that online training adoption is highly significant with their behavior intention. The use of technology in the corporate sector is necessary because it increases the efficiency and performance of the organization; so similarly the employees will be effective if they are able to get the online training for their convenience and effectiveness (Chen and Yu, 2009). It will motivate them to use the training option at their home or any place which make the comfortable and satisfied to get the desired skills and productivity for the improvement of their performance in the organization. Online training benefits for the employees are that it reduces the efforts and it can be done after the working hours easily. The organizations are promoting online training among the employees because it includes dealing with the technology and developing their confidence to use the stimulated situation which will increase their confidence and skills adequately (Ramayah et al, 2012).

The model of UTAUT is a fit model for the current research problem and urges the Iraqi's employees to adopt the online training for their benefits. It is indeed necessary for the corporate sectors to focus upon using the online training in their environment which will increase their interest and adoptability considerably.

Conclusion, Limitation and Future Research

Technology impact is evident in the current decade; it enables the organization to indulge their employees for the betterment and developing their skills effectively. It is important that using technology to give training to the employees is prominent internationally. This will derive employees towards adopting the technology and new ways for developing skills and knowledge. However; in the developing countries it is difficult because of lack of resources and technology infrastructure. Traditional methods of training are time consuming and costly in nature that impact adversely upon the organization. Therefore; it is suggested in the modern era to focus upon online training that makes the ease for the employees to adopt it as per their time and place. The selected study was based upon analyzing the behavioral intention to adopt the online training among the Iraq's employees and for that purpose UTAUT model was taken which results that performance expectancy, effort expectancy, social influence and facilitating conditions are having positive and significant impact upon behavior intention to adopt online training among the Iraq's employees.

The study conducted in the context of Iraq while the results of the study in other context may give different results because of the environment and culture of corporate. The UTAUT model was selected because Iraq is having lack of technology or IT infrastructure and having the developing economy while in the other developing countries the results might differ. The limitation of time and resources did not allow the researcher to include other model of UTAUT and other construct to make a part of the study.

For the future researcher it is suggested that UTAUT2 model will be effective and give more prominent and different results if it is used in the context of Iraq. The qualitative and quantitative method both should be used to conduct the further analysis to make the most out of it and develop the best fit model for the country regarding the online training adoption. Future researcher must increase the sample size in the quantitative method in order to get more perception and opinion of the employees across the Iraq to make the findings more relevant and effective.

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