

## The Effect of Organizational Commitment and E-training on E-tourism Job Performance

Leila Moradi<sup>#</sup>, Ibrahim Mohamed<sup>#</sup>, Yazrina Yahya<sup>\*</sup>

<sup>#</sup>*Center for Software Technology and Management, Faculty of Information Science and Technology  
Universiti Kebangsaan Malaysia, 43600, Bangi, Selangor, Malaysia  
Email: l.moradi.it@gmail.com, Ibrahim@ukm.edu.my*

<sup>\*</sup>*Faculty of Economy and Management, Universiti Kebangsaan Malaysia, 43600, Bangi, Selangor, Malaysia  
Email: yyazrina@gmail.com*

**Abstract**—E-tourism combines e-commerce and Information Technology (IT) in the tourism industry. It can be defined as the investigation, strategy, application and implementation of e-commerce solutions and IT in the travel, leisure, and tourism industry. Training is required to update the skills and knowledge of employees. This learning is mandatory for performance enhancement of job-related tasks. Training and development also strives to increase organisational commitment, which can be defined as an effective connection with the organisation that encourages the employee to work productively as well as to continue to work with the organisation. Organisational commitment can be characterised by the willingness of employees to contribute to the objectives of the organisation. Previous works in the literature have investigated e-training and development and its correlation with e-tourism performance. However, the impact of organisational commitment on the relationship between e-training and development and e-tourism performance, particularly in a virtual team setting, is not well understood. Therefore, this paper investigates the mediatory role of organisational commitment on e-training and IT project performance for virtual teams working in the e-tourism field. The primary objective of this paper is to prove that improvement in e-training and development and organisational commitment of e-tourism virtual teams will also improve the job performance of the virtual teams. This work is justified from the needs of current organisations that are embracing a more virtual working environment, with the aim of catering to detached workforces—internally and externally—that communicate through IT and thus further improve organisational performance. The results help determine whether or not e-training and development helps employee participation in training programs and their perceptions towards it. The findings also prove that organisational commitment is a crucial factor affecting the productivity and efficiency of employees in the workplace.

**Keywords**— e-tourism; e-training; virtual team; job performance; organizational commitment; virtual organization.

### I. INTRODUCTION

There is a need to study tourism businesses, and such a need should be prioritized. One aspect of this area of study is virtual teams. Presently, not many studies have been done on determining the relationship between training and development and the performance of virtual teams in e-tourism. Furthermore, there is also a need to further understand the impact of organizational commitment on virtual teams [1].

Successful organizations are increasingly able to deliver excellent services and operational establishments due to improved intelligence and human capital; therefore, employee commitment to the organization must be well-managed and prioritized. Commitment can also be defined from the managerial perspective in which the employer takes care of its employees from a healthcare perspective. Also,

job performance, retaining top talent, change response management, etc. are also taken care of [2].

Additionally, from the viewpoint of human resource practice within virtual teams, one study believes that the complex structures that make up human resource development (HRD), including virtual teams, are an important issue [3]. The group's associates believed compared to collaborating in a computer-generated environment, face-to-face interactions seems practically similar and is far humble. Furthermore, inside the associated parts of technology, high stages of HRD, are vital to allow virtual announcement and are required via some of the associates of the group.

Vorakulpipat and Rezgui, were on the idea that the likelihood of misinterpretation in those clusters is very high. Thus, for developing the vital preparation in the prerequisite professional, computer-generated interaction, individual and social abilities as an HRD role is extremely important [2].

Apart from the necessity of training for virtual teams, the subject of training also plays an important role. According to Samah Khalil [5], the training material for traditional teams differs significantly from those for virtual teams. In the case of virtual teams, training is essential in communicating and processing management skills. There might be different in technical knowledge and skills, and these would more likely generate communication problems between the team members and the management. Hence, virtual teams need additional communication skills to communicate and collaborate effectively [5]. The exercise and development consequences inside humanoid supply arrangements on the computer-generated group, and associated consequences on IT commercial presentation, in reality, are covered in the prior works, based on the results of the reviewed studies. Accordingly, the mediation character of fundamental obligation has been measured to identify the association between E-tourism operate job ability and having enough information regarding E-training [6]. The element of trust between co-employees and among staff and directors has been recognized as an important characteristic in both operative communication and effective group, in reducing pressures and operative costs and in developing workers' commitment and efficacy from the administrative perspective [7].

In other words, training and development are considered as the vital aids, which operationalize contribution long with duration, admission and frequency dimensions [8]. Though, with the target of associating human resource improvement with organizational commitment in the corporations, the associated debate has been somewhat narrow and inadequate. Furthermore, virtual team commitment has been recognized as the highly dominant issue in modifying both organizational successes as well as performance.

Work commitment likewise contains the demonstration of self-accomplished effort and other staff-role activities. Thus, work commitment should be rationally refined since its interruption carries significant issues, for example, weak commitment, doubt, high pressure, and low performance [9].

Additionally, the investigation that has been done by Colquitt et al. exposed that the support for involvement in training plans is affected through the separate behavior of the staffs regarding the training and eventually leading to a greater commitment level [10].

Moreover, the requirement to examine the development of assurance in the situation of the computer-generated group is rather determined [11], and similarly the mediation character of regulatory obligation regarding the E-training and development with E-tourism activity, in the four landscapes of period, charge, superiority, and possibility [12]. Likewise, by applying mixed approaches of both quantitative as well as qualitative approaches to identify the activity of E-Tourism has been similarly suggested [13].

Based on the above surveys, the following study outline has been recognized:

- Hypothesis 1: There is important connotation amongst E-Training and operate job activity in E-tourism sector.
- Hypothesis 2: There is a noteworthy connotation amongst computer-generated organizational commitment and job activity used over E-Tourism labors.

- Hypothesis 3: There is an excellent connotation amongst computer-generated regulatory obligation and E-Training in E-Tourism sectors.

## II. MATERIAL AND METHOD

### A. *Tourism and E-Tourism*

Tourism is considered as a robust information industry which needs a critical understanding of technology behavior and changes of the consumers with an effect on how travel-related information is accessed and distributed. The tourism industry is becoming increasingly dependent on information systems. There is a need to combine ongoing skills in the tourism sector with virtual technologies. This combination is necessary for growth due to the global market changes, intelligent (value-added) services, and ease of administration [14]. "E-tourism reveals the digitalization regarding all procedures as well as worth chains in the tourism, travel, generosity and catering businesses. Regarding the tactical level, it comprises E-Commerce and uses IT to maximize the efficacy and success of the tourism association. At the strategic level, e-tourism transforms all occupational 31 procedures, the whole value chain and the strategic associations of tourism administrations with all their investors" [15].

Furthermore, tourism has confirmed that the Internet, in some habits, may adjust the association of a whole industry and, inside the procedure, produce novel business chances. Consequently, the development of more specific amenities and additional customer incorporation have been anticipated to become a signature in smart markets including all stockholders [3]. Moreover, the needs of the current e-Tourism are subject by rather old-style approaches in the trend of the user interface project. Many organizations have increased their active presence in the work environment by adding virtual teams so that they can increase the global presence. This arrangement likewise de-centralizes work improvements, in that the connections are physically established and distinct their work mostly with automated communication and data skills that are video-conferencing, e-mail, fax and so on [16].

Numerous tourism associations are confronted via an ever-increasing pressure to discover better approaches to contend effectively within a dynamic worldwide market. Numerous are turning into e-commerce and virtual structure utilizing e-facilities to venture into the worldwide market [17, 18].

The goals made by the repurchase of consumers, their satisfaction, loyalty and the motivating factors of tourists are some crucial aspects of the tourism industry. ICT is expected to enhance the quality of services and developing the clients' satisfaction level as well [19]. Moreover, the requirements of the existing e-Tourism are exposed to somewhat traditional methods in the way of user-interface arrangements [20].

### B. *Virtual Team and Organization Performance*

Organisations implement virtual teams to perform essential tasks. However, despite their importance, few studies have explored its role in organizations. Teamwork can be defined as the organizational collaboration of individuals. While discussing team performance; job

performance is a related term where the performance of an individual in the job can be measured. Job performance can be formally defined as the results of different organizational processes in the daily operations [21]. An organization's performance is associated with job performance. Virtual teams consist of team participants from different geographical locations and limited face-to-face contact. They communicate through electronic media and have common goals. Virtual teams comprise knowledgeable employees to improve the organization's performance collectively. Learning in the organization was proved to affect the team performance [22] positively. Collective thinking, group brainstorming, and communication were also found to contribute positively to team performance as they were promoted by inquiry and dialogue [23]. Furthermore, team performance had been affected by systems connection. This was because the staff seemed to be familiar with their surrounding environments both internally and externally. They were also found to have the ability to connect these two to each other [22].

Tan and Lim [23] suggested that high performing teams who have mastered improvements in social systems or technology and developed the corresponding humanmade fundamental improvements in their productivity. It is obvious that there is a robust association amongst group work and acquiring administrations [24]. These dimensions have been used to show a learning organization. In addition to this, organizations likewise experienced performance development that happened due to the knowledge transfer.

### C. Virtual Team Commitment

Virtual team assurance is measured as the excellent functioning subject in achievement and adapting structural routine [2]. This notion was acknowledged as highly significant in virtual group performance, and the present studies are in line with the issues highlighted in the current work. However, the deficiency of appropriate endorsements regarding virtual group job activity development in E-tourism organizations with a straight character of virtual group drill has generated the consciousness of the researcher to do the current work. Furthermore, the absence of helpful endorsements similarly has an extra consequence on virtual group organizational assurance.

### D. Virtual Organization

Virtual administrations are recognized as the better assembly of the predicament amongst IT administrations and societal administrations. The knowledge is to potentiate their accessibility to the portal, operators as well as the BPM. Therefore, the procedure of adaptation remains problematic based on the rules of the association. The investigation regarding virtual administrations, as well as showing, could allow the gathering process [21]. Moreover, it was identified as a good method regarding unique info structure capability, in that while circulation the era of the structural improvements; that dictates the reply to administrative differences and makes an optimization to commercial procedures.

Virtual organizations usually have two key goals. The first one is to offer economical schemes and the second is to offer facility improvement in a virtual market. Cost-

efficiency was not easy to attain, and it needs proper procedures that are useful and those that control the capacity of assets [23].

### E. Organizational Commitment

The notion of organizational commitment exposes the working assembly amongst an association through inspiring choices at work and in enduring devoted to endure with effort through the connotation [25].

Additionally, Markovits et al. confirmed that organizational commitment relates to "psychological contract," in which labors are characteristically assured of long-term faithfulness as well as an assertion to the connotation which refers to job security amongst operating, chances regarding the development, training and upgrading forecasts [26]. Organizational commitment might likewise be considered by the readiness of workers for helping the organization goals. Once workers were guaranteed that they would grow and learn with their current managers, their level of obligation to stay with that precise organization was shown to be greater. Additionally, the capability regarding mounting up of hierarchy about commercial places at the topmost of the administration was tremendously emphasized over the 1980s after companies tried hard to influence the amount of organizational sorting through fewer possible for worker growths. However, actual obligation might be separated as a cheerful wish for accomplishment in a positive manner.

### F. Organization Commitment and its Benefit in Time and Cost

Administration of assurance amongst labors has directed to an crucial regulatory worry as intellect as well as social wealth grow as essential features for effective administrations. Furthermore, managerial commitment relates to an increasingly valued in-service method that has several fundamentals like retaining, work activity, organizational improvement requests as well as caring for the organization [27]. Virtual groups save charges and period. The timezone changes amongst the group associates might cause difficulties in interaction. For solving this issue, computer-generated groups might be deployed to solve this matter optimistically. Guiding the development of the administration in the period of globalization contains engagement of talented people from all countries, endorsing the association's amenities and goods to numerous countries as well as constructing several computer-generated groups to accomplish the development. These approaches might aid the administration over-optimistic group performance, time-saving as well as cost-effectiveness [28].

Nearly all schemes are done in groups. The group association is a vital issue regarding the plan activity and achievement. Related results have been influenced through the association amongst the group associates as well as their collective level of information as well as abilities. Hyeongon and Mooyoung were on the idea that period, charge as well as superiority are considered as the leading causes of scheme activities over IT computer-generated schemes. They likewise established that group activity was highly associated to the information of the group associates [29].

Their offered scheme displays this relation in computer-

generated IT associations as exposed over Figure 1.

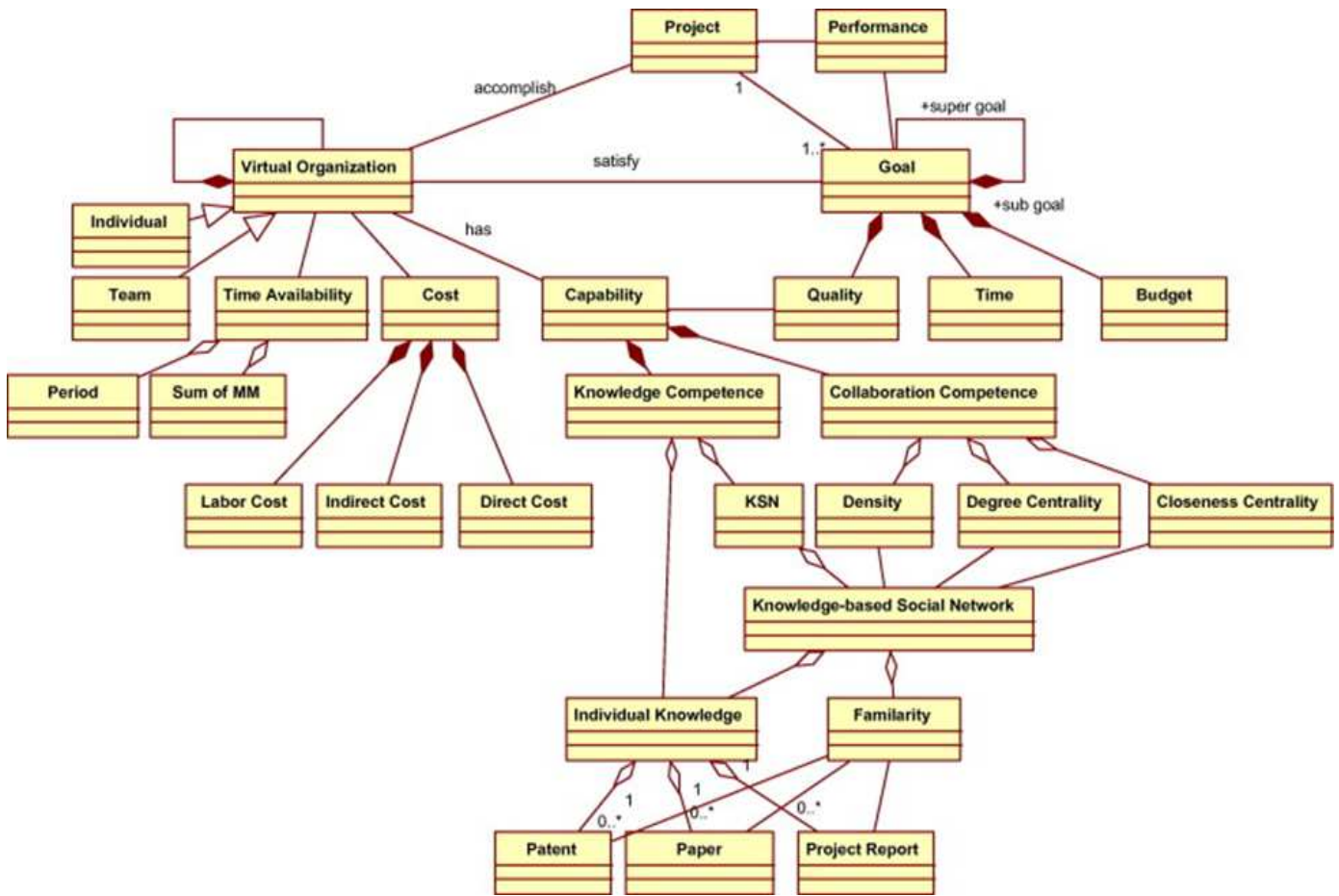


Fig 1. UML model of the EProVO [29]

### G. Training and Development

Most of the world's successful organizations are aware of the advantages of investment in human capital training and skills development. This is because they had invested in the hiring process to recruit the best workforce for their organization and they can continue to enhance the employees' potential only through training. An essential part of HRM is to provide training and development to the employees to improve their performance as well as to introduce new skills. Training is required to update the skills and knowledge of employees [30]. This education is obligatory for activity improvement of job-related jobs. As per Bartlett and Harris, Training and Growth reproduce the promise, and similarly, the operationalized maintenance with get to, term and recurrence estimates. Directors classified commitment to workforces over and done with humanoid supply development in several ways likes to exercise, on the occupation connotations, or work maintenance. [8]. additionally, exercise and progress have a goal that associates HR expansion through categorized accountability in initiatives, in that the talk had been supposed to be equally limited.

Provide to interest in training programs improves the accessibility perception to training programs between workers. This is eventually recognized by workers evolving

a feeling of attachment to their association once they see a more significant support level for training [30]. Customers might refresh their idea concerning transmission, the strategy regarding the routines, and revive their assistance, to name a few. For instance, directed developments encounter all requirements for and Autodesk statement of finish in that the cadline virtual groundwork preparation is an intellectual on the web and on appeal preparation association which deals Autodesk certificated sequences. Adjacent to, be accessible 24 hours each day and 7 days a week. These sequences permit persons to upgrade their diversities of aptitudes and directions in certifying that the entire separation is organized to an equivalent level.

### H. Organizational Commitment and Benefits of Training

Training and improvement likewise strive to increase organizational commitment. This can be defined as an operative connection with the organization which encourages to work effectively with the association. Labors who believe that contributing an exercise program makes optimistic concerns characteristically aspire for and remain tremendously interested in joining exercise terms [31]. In this respect, Bakar presented that operates who comprehend the aids of presence an exercise package would display an advanced obligation level concerning their organizations so that they can contribute in more exercise doings did by their

organizations [32]. Empirical investigations have inspected the association amongst exercise and organizational of either actual quantity or personal actions [33]. These investigations were conducted to confirm the productive effect of exercise on organizational consequences. However, the consequences have not been sure. Fatma Cemile industrialized novel plans for developing the computer-generated group interaction behavior [34]. This plan likewise established that knowledge to work in discrete supportive scheme groups might be inspiring and irregularly even tricky. Furthermore, Josh Iorioa established positive consequences of computer-generated groups, front-runners and directors' preparation on related task activities demonstrated as is shown in Figure 2 [35].

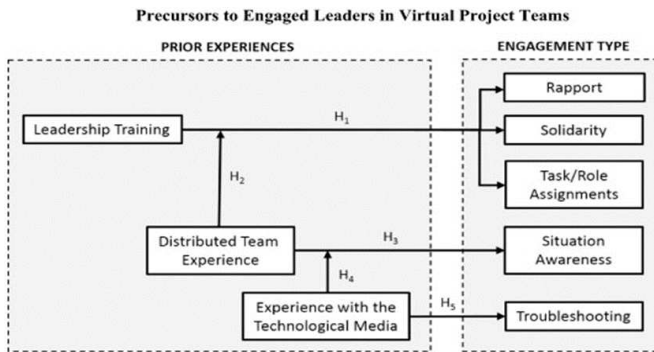


Fig 2. A theoretical model is predicting the relationships between prior experience and engagement in leadership interactions [35].

Based on the benefits emphasized above, the purposes set in preparation must keep a broader character and cannot be partial. Consequently, it is vital for teaching development to verify encouragement and function commitment towards the establishment. Additionally, enhancing the set of goals gives agreement to settle that preparation has a consequence on competence and inspiration, as well as chance (the AMO theory), therefore, pertaining on HR consequences, and lastly, routine [36].

The mediating consequences of organizational assurance on management kind and job act have been demonstrated by Yeh, H., & Chien [37]. The outline of this examination was calculated consequently to measure several variables, and the consequence permitted the positive effects of organizational commitment on team activities. On top of that, Affective Commitment, Normative Commitment, and Continues Commitment have established positive associations regarding the progressive organizational commitment ideas on group activity (Figure 3).

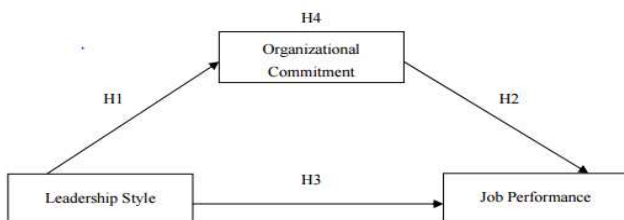


Fig 3. The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance [35]

### I. Methodology

In the current investigation, the investigators used descriptive approaches [38]. Theoretical bases of the examination were astutely inspected in related notable sites, books as well as training. The information for challenging the hypothesis is collected over a researcher-made survey achieved with the arithmetical example. An experimental inspection was directed over and through using the survey. The questionnaire includes three components; computer-generated labor setting, computer-generated team exercise, and development, computer-generated group commitment as well as computer-generated IT plan and computer-generated group performance in the strict arena of this examination. Furthermore, numerical populace contains all seen tourism corporation authorities in Iran. Besides, the sample size was planned over Cochran formula, and its assortment was performed through using Cluster Random Selection method. The data have been calculated by applying SPSS. Descriptive analysis has been done on the standard deviation; data using mean, the Kurtosis values and Skewness. Besides, the gathered data have been analyzed inferentially by appropriate associated examinations. Figures in the examination have been planned and offered by using the Microsoft Excel Software.

### III. RESULTS AND DISCUSSION

#### A. Conceptual Framework

The quantitative inquiry method was beneficial regarding this examination. Figure 3 shows the presented model regarding this study to classify the consequences of the issues (E-Training and Development, Organizational Commitment and staff Job Performance) on E-Tourism services. This model displays the relations amongst independent and dependent variables are related with E-Tourism. It similarly stipulates the way those mechanisms are associated with them. This model promotes the hypothesis which is offered before. A related model was considered for checking the hypothesis by applying the SPSS software. The last concerns connecting SPSS verified the association of the related issues. The relations including E-Tourism issues relied on the hypothesis. Figure 4 shows the exact associations of those issues. Questionnaires were used for identifying those issues. This part delivered the goal on the three key issues individually and examined from the queries developed through respondents of the research.



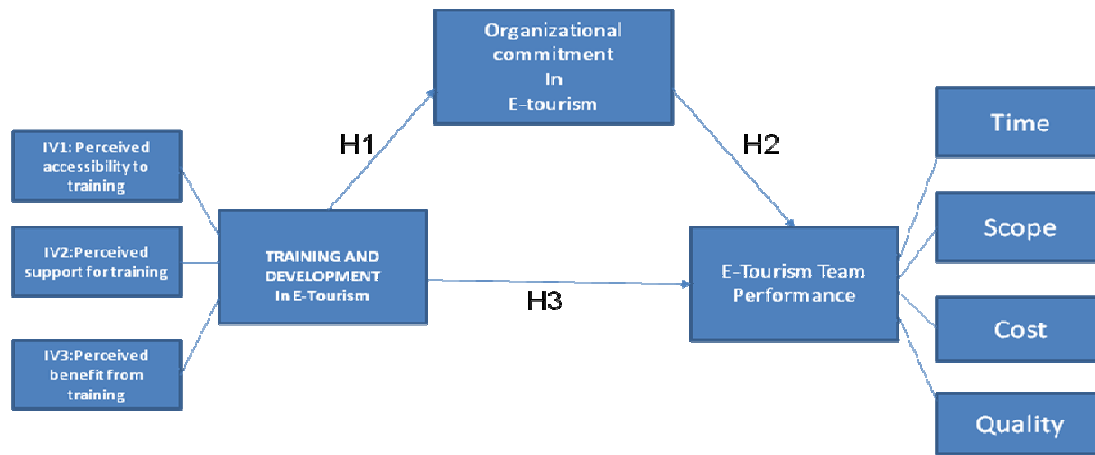


Fig 4. Conceptual Framework

This reason was taken by this research to come up with a framework as it is presented in Figure 4. The framework combines those factors that had not been connected from the previous researcher. The researcher examined the impacts of each E-tourism component in the suggested framework through conducting an additional study in the various firms from the previous one. In this research proposed framework, the effect of training and development as the independent variable on organizational commitment as mediator variable is considered to test.

### B. The Relationship of E-tourism Factors

The Pearson correlation test is done to achieve the direction and magnitude of variables [35]. Liao and his colleague argued that value of Pearson correlation varies over a range of \* 1. and 0, while (+) sign indicated the positive perfection and (-) sign indicated negative perfection [36]. He also noted that the Pearson's correlation coefficient should only be used if neither X nor Y has any outliers. In the present study, neither the X nor Y are reported to have any outliers. Table1 indicates the correlation thresholds as suggested by Cohen [37].

TABLE I  
COHEN'S GUIDELINE FOR CORRELATION STRENGTH

Value of "r"	Strength
Weak	0.10.- . 0.29
Medium	0.30.- . 0.49
Strong	0.50.- .1.00

It has been previously noted that the research hypotheses tests are conducted when the preconditioning test for correlation and regression test are fulfilled. In this study, four hypotheses were developed and are stated as:

- There is important association amongst E-teaching as well as operate work activity in E-tourism subdivision.
- There is important association amongst E-training as well as growth and E-Tourism teams' job activity with

the mediation character of computer-generated administrative commitment.

- There is important association amongst computer-generated administrative commitment and E-Tourism workforce's work activity.

There is a significant relationship between E-Training and virtual organizational commitment in E-Tourism sectors. Generally, in testing the relationship between variables, the Pearson correlation is used. However, multiple regression analysis is used to determine the effect of strength among variables and hierarchical multiple regression analysis tests is for mediating effect.

### C. Proposed Framework

The quantitative study method had been used for this research. Figure 5 shows the proposed framework of this research to know the effects of the factors (E-Training and Development, Virtual Team Organizational Commitment and staff Job Performance) on E-Tourism services. This framework presents the relationships between independent and dependent variables are positively associated with E-Tourism. It also indicates how those components are positively associated with them. This framework served to check the hypothesis using SPSS computer software. The final results involving SPSS tested the correlation of those factors. The relationships involving E-Tourism factors relied on the hypothesis. Figure 5 exhibits the particular associations concerning these factors. Questionnaires were arranged to be determined by these factors. This section supplied the reason on the three main factors independently and together with their investigation of the questions gotten by respondents of the research.

The effects of training and development in human resource systems upon the virtual team and their influence upon IT business performance, in fact, are supported in the literature based on some prior studies in this field. Therefore, the mediation role of organizational commitment has been considered to determine the correlation between E-tourism staff job performance and E-training.

This study purposes are not only to recognize and construct the measure of the factors and to examine the effect interrelationships of proposed model. The interaction analysis is a critical phase in exploitation and contributes to

the construction of theories about the nature of the phenomena that researcher is concerned about the initial list of interactions that have been built based on literature review.

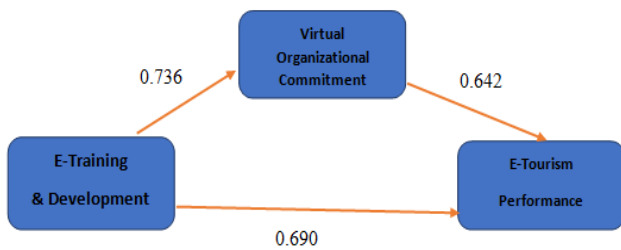


Fig 5. Proposed Framework

Table 2 indicates that the hypotheses as per Feizi and Ronaghi were assumed for this research.

TABLE II.  
THE LIST OF HYPOTHESES

Hypotheses	Meaning
H1	E-Training & Development has a positive relationship with Organizational Commitment.
H2	E-Training & Development has a positive relationship with E-Tourism Performance
H3	Organizational Commitment has a positive relationship with E-Tourism Performance

The proposed model combines consist of those factors that were not connected initially by the former researchers. The relationships between those factors were established based on author review to add the knowledge of this issue. This research formulated a antecedents model and consequences with trusting beliefs. This research presented the theory providing the relationships detailed within the model.

This paper has designed a proposed framework to be used as a pathway for IT programmers to benefit from the advancement of technology in the field of e-tourism. The tourism industry is an international industry where the various departments and activities could be carried out by highly virtual teams. Virtual teams are inexpensive and produce speedy results and potentially improved work quality.

Communication and collaboration are essential for virtual teams, and suitable technology to support these actions is vital to the success of the organization. A virtual work environment can impact on staff commitments. In this research, the proposed framework can help the technology developers find the issues and solutions before they start employing virtual teams for their projects.

Using human resource practices and mixing it with Information Technology is vital in today's fast-changing world. Virtual work situation can influence staff commitment, and work culture is not excluded in this material. E-Tourism as a virtual tourism format needs operative alterations and development in the work setting.

Staffs, who work in the tourism industry, suffer from a lack of information and novel high-tech systems in their work.

#### IV. CONCLUSION

There is a need to study e-tourism businesses, as they are increasingly becoming relevant in this day and age. E-tourism is a combination of e-commerce and information technology (IT) in the tourism industry. A framework for e-tourism—defined as the investigation, strategy, application, and implementation of e-commerce solutions and IT in the travel, leisure, and tourism industry—was developed in this study. As stated in Section III, the statistical population consists of selected virtual teams from IT organizations in the tourism sector in 2016. Therefore, the data from 217 respondents were analyzed in this study. This study investigated the relationship between Staff Job Performance, Virtual Team Organisational Commitment and e-Training and Development in the e-tourism sector. The result of this study shows that most organizations in the tourism sector require virtual services to operate. The researcher hopes that the sensitive subject of virtual services in the tourism industry and the confusion surrounding it has been dispelled with the findings of this study.

The results indicate that employees positively perceive opportunities to attend training when the employer provides training programs for them. As a result, when the employees perceive that they are receiving more support to participate in training and development, they will feel more attached to the organization, and thus organizational commitment will increase.

In summary, the effectiveness and efficiency of an employee at the workplace are significantly determined by his or her organizational commitment. Also, this study found that there is a higher level of organizational commitment between virtual teams compared to teams working in a traditional environment. The findings show that e-tourism performance can significantly be improved by conducting e-training, which improves the technical and interpersonal skills of employees, and it is possible to implement this initiative shortly.

#### ACKNOWLEDGMENT

The authors express their thankfulness to the Faculty of Information Science and Technology, Universiti Kebangsaan Malaysia for the fund provided under the ETP-2013-060 to carry out this research.

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