INVESTIGATING THE EFFECTS OF E-TRAINING IN VIRTUAL TEAM JOB PERFORMANCE IN VIRTUAL IT PROJECT

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ABSTRACT

The relationship between job performance and human resource management practice has been a strongly argued topic substance through the last era. This research attempts to study on virtual team job performance in for virtual project team in virtual organization. The main goal is finding useful recommendations to improve virtual team job performance in virtual IT organization through improvement the E-training. The reason for this study refers to the change purpose in most industries and organizations, traditional or virtual team towards to creating necessity for new planned development to follow the external and internal work environment direction. This study contributes to combination of testing original knowledge and creating a unique method to be advanced online training method for virtual organization sectors in order to improve the performance of virtual teams.

Key Words: E-Training- Virtual Team - Virtual Project- Job performance-Human Resource management

Introduction

Distributed and virtual project teams are backed by business globalization and information technology (IT) advancement which cause quick change in project management model also. Conferring to a sum of academics, Cybernetic organizational systems are currently well-known and the benefits of profitable virtual are thoroughly advanced by the professional management literature (Cristian and Cosmina 2014). According to (B.S.R. Amorima, 2014) the challenges which are not associated with traditional collocated teams are dealt with by global virtual team associates that do not happen face-to-face very often. The primary study phase is formed by the challenges which the members of the virtual project team encounter. In the first phase of the study, which includes three phases, by the help of literature, the human resource practices, that are of significant importance to virtual project organization, are recognized.

Literature Review

For being difficult to define and measure, organizational performance has not been defined very often and it has been used in different manners in various contexts (Anastasia A. Katou Pawan S.Budhwar, 2010). According to a definition provided by Kanwar and his colleague(2012), when different parts or units in the organization interact with each other, it results in team performance. The result of different organizational processes occurring in the course of its daily operations is the definition considered for team performance in the present research. Greatest experimental investigation on the human resource performance relationship efforts on explanation the middle devices of how human resource systems. Human resource development is recognized as being able to foster and contribute to desired work-place attitudes and behaviors of employees during and after periods of both industry and organizational restructuring (Marko Kesti 2012). Training has been defined by Aijaz A. et al, (2015), about the contribution and then operationalizes participation with access, duration and frequency measurement. With the goal of linkage between human resource development and organizational commitment in industries, the discussion is very narrow. Virtual team commitment is the most influential factor in justification organizational performance and success (Emiko Magoshi and Eunmi Chang, 2009).

Materials and methods
Virtual Organization

Virtual organization defines as a social linkage with removed all vertical and horizontal limitation. It contains of employees working out of actually isolated work places, or even those working from mobile phone. The information communication technology is the backbone of virtual organization with combining the employee' expertise and resources in order to virtual organization goals achievement and performance enhancement. According to the (Hamid Tohidi, 2012), academic investigates demonstrate that the competence of virtual organization has a significant part in long-time organization life cycle and the business originalities in today's adaptable and economical environments.

Virtual Team

Many organizations have presented to their active work environment by offering virtual team in increasing worldwide and de-centralization of work developments, in which associates are physically discrete and organize their work mainly with automated information and communication technologies such as fax, video-conferencing and e-mail, etc., (Vicente Peñarroja, 2015). Finding by (Marla B. Wadswortha, 2015), shows that virtual teams are as complex as the domain in which they meaning. Crossing an ever shifting situation of new and knowledgeable staffs, classified level, technologies, groups, and people, we imagine that employees will essentially adjust their performances to use the formerly recognized effect techniques and grow new ones to achieve their work. Once and if the step of the varying nature of work mesas, there is need to investigation of staffs in order to knowing the ways they affect their co-workers in order to achieve their effort.

Virtual IT Project

IT project management is not a normally set instruction and it's not possible to grow a complete strategy for all projects in this part. It can virtually be supposed that all those contributing in the management, have got various projects knowledge in this area and almost every association has its own difficulties and problems. But we must be wary that a sequence of problems is frequently over-all and it is only potential that their titles are dissimilar though the solution of the problems level in cases of the same issues with regard to the nature of different organizations, are different (H. Tohidi, 2011).

Team Performance

Hmaid Tohidi (2011), cited from Elizabeth J. et al; (2003) whom suggested the study of international (IT) information technology support team delivers a rich situation to examine problems related to globalization of business creativities, the role of information technologies in internationalization, the issues that influence success, and therefore effectiveness of organizations reliant on global teamwork. Continuous learning, dialogue and inquiry, team learning, embedded system, system connections, empowerment and leadership. What this was attributed to was the parallel team performance improvement and change, which as a result leads to organizational performance that is improved. In addition, by learning, as the helpful knowledge trade occurs, organizations experience performance improvement. The reason is that, according to N. Esteban-Lloret,. Et al, (2014), there is an ongoing and harmonious learning environment in an organization that is learning. Table1 shows the advantages and disadvantages of using virtual teams.

Table 1. The advantages and disadvantages of using virtual teams (Balsmeier, 2008)

Advantages	Disadvantages	Nature of virtual teams
Reduces travel time and cost	Sometimes requires complex technological applications	
Enables the recruitment of talented employees	Lack of knowledge among employees about virtual teams and subsequent, there is the need for HRD interventions	
Promotes different areas	Lack of knowledge among some senior mature managers concerning advanced technological applications generally	**107**
Builds diverse teams	Not an option for every type of employee because of an employee's psychological make-up and other predispositions	
Assists in promoting proactive employment practices for disadvantaged individuals and groups	Nor an option for every company because of the operational environment	
Reduces discrimination		

Table I.
The advantages and disadvantages of using virtual teams

Virtual Team Performance

Hmaid Tohidi (2011), cited from Vicente Peñarroja (2015), whom suggested the study of international (IT) information technology support team delivers a rich situation to examine problems related to globalization of business creativities, the role of information technologies in internationalization, the issues that influence success, and therefore effectiveness of organizations reliant on global teamwork. Emma Nordbäck (2015) believe that, there is a powerful relationship between learning organization and team performance by the help of which seven dimensions that have been developed by Watkins and Marsick (1993) have been utilized in order to represent learning organization. These seven dimensions include the followings: Continuous learning, dialogue and inquiry, team learning, embedded system, system connections, empowerment and leadership. According to the (Balsmeier, 2008), there are many advantages and disadvantages of virtual teams operation and team performance.

Training

Training has been defined by N. Esteban-Lloret,. Et al, (2014) about the contribution and then operationalizes participation with access, duration and frequency measurement. With the goal of linkage between human resource development and organizational commitment in industries, the discussion is very narrow. Managers determine commitment to workers over and done with human resource development in different ways, such as training, on the job involvements, or occupation support. Bartlett's the right direction is the presence of perceptions of access.

Perceived support of training

Staffs who feeling the updating of their organization support in order to skill development aimed to solve work related problem, feel grateful to show an advanced level of commitment to their organization Teck-Hong and Yong-Kean, 2012). In compare, when they feel an absence of support from their organization, employees may feel betrayed and display a lower level of commitment toward their organization (Emma Nordbäck, 2015).
Further, the study conducted by Clemons, Hann, and Hitt, 2002. found that support for participation in training programs was influencing the individual behaviour of employees toward training, ultimately leading to a higher level of commitment. Based on these findings, it can be concluded that support for participation in training programs increases the perception of accessibility to training programs among employees. This is ultimately related to employees developing a feeling of attachment toward their organization when they perceive a higher level of support for training.

Training in IT project

Training is considered to prepare updated skills and knowledge to learners which is necessary for their tasks performance enhancement (Ariel Lelchook,.2015). According to Hamid Tohidi (2012) and N. Esteban-Lloret,. Et al, (2014) there are few people who start their job with enough knowledge and skill and do not have sufficient experience to perform their job.

Perceived benefit of training

Employees who believe that by attending a training program they will gain positive results aspire for and are highly motivated to attend (Hamid Tohidi, 2012). In this regard, Josh Iorioa (2015). suggest that employees who understand the advantages of attending a training program will display a higher level of commitment toward their organization so that they will be allowed to participate in more training activities carried out by the organization.(Fatma Cemile Serçea, 2011), in their study tried to provide a new strategy for improving the virtual team communication behavior in and how learning to work in dispersed cooperative project teams is challenging and occasionally even problematic. The positive effect of virtual team, leader, managers'' training on their task performance has been confirmed as shown in Figure 1, (Josh Iorioa, 2015).

Precursors to Engaged Leaders in Virtual Project Teams
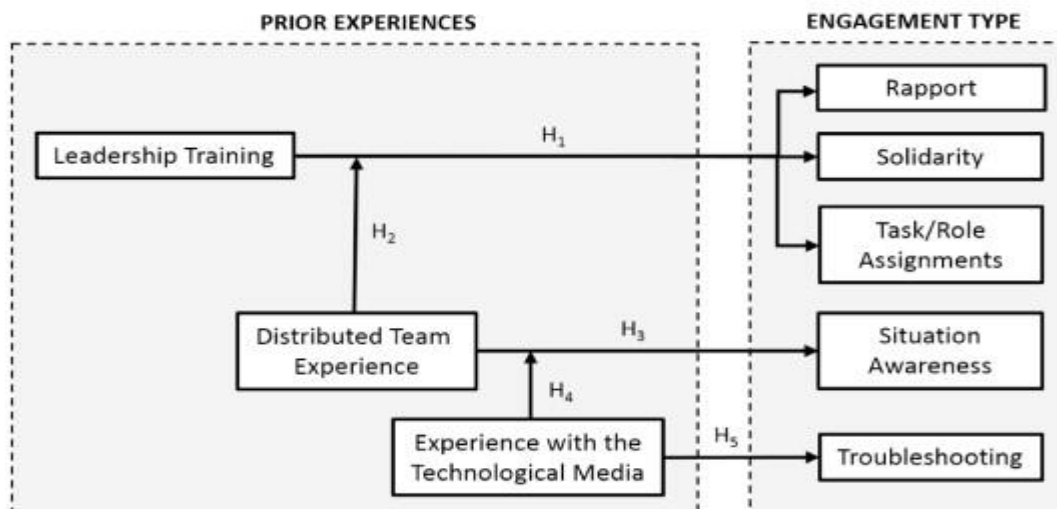
Theoretical model predicting the relationships between prior experience and engagement in leadership interactions. (Josh Iorioa, 2015)

Human Resource Practice in Virtual Team

In terms of human resource practice in virtual team M. Reza Hosseini (2013) believe that, considering the complex structures that hold a virtual team together, human resource development (HRD) seems an important issue. The members of these kinds of teams are of the idea that, compared to face-to-face conversations, communicating in virtual space seems almost the same even far easier. What is more, in the technology-related areas, high HRD levels, which are necessary to enable virtual communication, are needed by some of the members of the team. It is believed by Cohen (2007) that, the possibility of misunderstanding and miscommunications in these types of teams is high. As a result, for virtual communication, providing the required training in the prerequisite technological, personal and interpersonal skills, as a function of HRD, is of great significance.
Base on the above literature the following research framework has been abstain;

Hypothesis 1: There is significant relationship between virtual project team human resource practice in terms of training and development and virtual project team job performance in virtual IT organization.
Hypothesis 2: There is significant relationship between virtual project team training and virtual team job performance in virtual IT projects.

Research Methodology

This current paper objective is to to identify and describe the effect of virtual team training and on virtual team performance in virtual IT projects. This current paper is a cross-sectional type of enquiry in which data will be collected at one point of time in an uncontrolled setting. Moreover, the measuring instrument is a structured questionnaire. The questionnaire consist of three sections; virtual work environment, virtual team training, virtual IT project and virtual team performance in specific field of this research. The target population of this study is the tourism virtual IT organization's staff and tourism industry employees and managers and employers. Descriptive analysis in nature using survey design has been considered for this study. It provokes answers from a collection of selected virtual team in IT organizations staffs and it projects in this industry as population of study.

Conclusion

This study focused to provide conclusions, implications, recommendations, and an overall summary of the research. The main goal is finding useful recommendations to improve virtual team job performance in virtual IT organization through improvement the E-training and it attempts to study on virtual team job performance in for virtual project team in virtual organization. However, this will not solve the housing problem in its entirety but research highlights the configuration and dynamics of knowledge sharing practices in a customer support centre setting. Although this research provides insight into how important, have each of these recognized elements in implement and successfully virtual team job performance strategies and the virtual organization which use e-training. Virtual organizations are the unique construction of the entanglement between IT and social organization nature.
My proposed and expected final outcome is an software application to train the staffs (This is confirmed by Noordeen Shoqirat and Shona Cameronb (2011) and previous studies, and therefore suggests a need for an important development plan concentrating on the empowerment of organization staffs.) for their every single duty in every special role and automatic update-able. This will help to improve E-tourism sector and tourism virtual organizations to decrease the mistakes and errors during their job and save the time and cost for training. need to study on increase quality, staff learning and cost deduction in virtual project in IT organization (Cristian Hyeongon Wia, Mooyoung Jung, 2010) Hyeongon Wia, Mooyoung Jung (2010) recommended for future research to explore more variants of virtual team trainings, for instance training to deduct the time.
Need for study to develop IT functional specialists to continually enhance the depth of their specialized knowledge and expertise, while simultaneously increasing its scope. To achieve virtual organization improvement and designing a new collaborative environment (Cohen, 2007). IT functional specialists to continually enhance the depth of their specialized knowledge and expertise, advantages of virtual team rather than face-to-face team in order to cost, time decrease and increase IT project quality (Bergiel, Blaise J, Erich B; Balsmeier, Phillip W.2008).

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