

# The Impact of Electronic Learning in Workplace: Case study of a Multinational Company in Morocco.

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## Abstract

The rapid obsolescence of knowledge and the need for just-in-time learning of a scattered workforce in the world have redefined the way staff are trained. The adoption of online training is significantly influence employee skill development around the world.

The main objective of the study is to identify the impact of electronic learning within a multinational company operating in the Moroccan industrial sector using the qualitative method by semi-directive interview. The outcome of this interview with the company's Human Resources Director showed that the company adopts electronic learning to provide its employees with the knowledge and skills required immediately to meet work demands, Flexibility as a superior reason to use electronic learning. The research also underscores the importance of the challenge of changing the perception of people how is focus into traditional delivery models and the biggest obstacle to the adoption of e-learning.

**Keywords :** Electronic learning - Impact of electronic learning - Barriers to the adoption of electronic learning

## 1. INTRODUCTION

Today, the economy is essentially based on human potential as a real development resource, electronic learning can be used to strengthen and generate operational and strategic skills, in order that the organization remains competitive in the market.

The definition of electronic learning (e-learning) proposed by the European Commission [6] is pertinent: "the use of new technologies, multimedia and the Internet to improve the quality of learning by facilitating access to resources and services, As well as exchanges and distance collaboration."

According to [2], the use of these technologies, includes various methods that comprise videoconferencing, audio conferencing, websites Web and computer-assisted instruction. Through these methods, workers can integrate learning into work more effectively. electronic learning is a solution for any business that seeks to improve the skills and ability of its employees.

In this study, we address the impact of the adoption of an e-learning system in a multinational company. To our knowledge, this is the first research dealing with the impact of e-learning within a multinational company operating in the Moroccan industrial sector. First, we discuss a literature review on e-learning and then present the methodology, results and discussion of the main results of the research.

## **2. LITERATURE REVIEW**

### **2.1. Definition of electronic learning**

Online training is the action of learning using electronic technologies to access the curriculum outside of a traditional classroom. In most cases, it refers to a course, program or diploma issued entirely online.

E-learning refers according to [8], to any learning program, training or education, where electronic devices, applications and processes are used for knowledge creation, management and transfer. e-learning is a term covering a broader set of applications and processes, such as web-based learning, computer-based learning, virtual classroom, and digital collaboration. It includes delivery of content via the Internet, intranet / extranet, audio and video, satellite broadcast, interactive television, etc. ...

Generally, the organization opts for online training to achieve the following two objectives:

- Increase the level of employee knowledge by providing a flexible online environment;
- Reduce the costs of traditional training;

## **2.2. Satisfaction with electronic learning:**

Satisfaction with e-learning means learners' perception of the online training system [4], the Company can use the measure of satisfaction with e-learning to identify factors that affect e-Use of the system, this can solve critical problems and improve this system.

Satisfaction with the online training system can be measured by several aspects, such as content quality, user interface, community learning, personalization, learning performance, etc....

## **2.3. Benefit of electronic learning**

Research suggests that there is no significant difference in educational outcome between e-learning and traditional classroom training, which means that your training goal can be reached irrespective of the training methodology. However, e-learning offers significant economic and social advantages over traditional classroom training as: Time Reduction, Flexible access, flexibility and employee motivation etc....

## **3. RESEARCH DESIGN:**

Due to the knowledge on the subject is rather limited and forming, we designed qualitative method with semi structured interview that conducted using open-ended questions (Hsieh, 2005). In the interview process, 10 questions are used to find out impacts of E-learning within the multinational company. The interview was conducted with the human resource manager of this company.

## **4. DATA ANALYSIS PROCESS**

Semi-structured interviews were conducted using an interview guide designed specifically for this study, based on a review of the research and methodological literature. Our research questions consisted of reasons underlying to use E-learning and, what are the benefits of electronic learning. After giving informed consent, the participant was asked three main questions. According to answers of question from participant, "all comments were collated and analyzed using the content analysis technique, which is a systematic approach to quantifying the frequency, intensity, and direction of the responses" (Erdogmus, 2011).

## **5. RESULTS**

The first question was "Why does your company prefer to use e-learning?" The participant said: *"Our company believes that to remain competitive it must develop a method for faster, more efficient, and Traditional training methods are more expensive and need to be done at a certain time in a specific location and to limit the number of people who can attend. Indeed, through online training, our employees stay at their workplace and can choose short training periods. They can therefore perform their tasks, get to an important meeting and optimally manage their schedule the rest of the day. Also we prefer to use online training in order to develop flexibility and not to disrupt the work schedule as well to give priority to production "*

The second question was "can you describe the e-learning system that your company uses?" The participant said that the e-learning system of this company uses a fully web-based application with the concept "everywhere and at any time ". It passes through secure authentication. The duration of e-learning begins from 20 minutes to 2 hours, not counting the exam. The examination must be completed by the employees at the end of each course. The result is published in real time, and made available to employees.

Each organization must be aware of the degree of user satisfaction with its e-learning system. In addition, it must assess the factors that influence user's satisfaction with the system, such as interface quality, quality of community learning, quality of content, and quality of personalization. [8], and [15], stated that one measure of the success of a service delivery is satisfaction.

For this reason, we are interested in how the company evaluates employee satisfaction with the e-learning system. So we asked the third question "how do you rate satisfaction with the online training system?" The participant stated that the company is trying to assess satisfaction with the e-learning system through an e-learning assessment questionnaire that includes questions about the quality of the e- Quality of content and quality of personalization. In addition, the participant confirmed that their employees are satisfied and motivated with the training programs.

Skilled employees are essential for organizations to achieve their organizational goals. In this respect, on-line training can be very useful for organizations, in order to identify the impact of e-learning on this company, we asked the fourth question "What are the advantages of Online training system for your company? "

According to the Director of Human Resources, with online training, now, the company can record optimal production hours to the extent that it allows at any time, and anywhere access to training courses, employees Are always present in the company, so that they are always available when needed, they form at the right time according to the constraints related to the activity. The other interesting point for the company is that the online training system can train a large number of employees simultaneously and it helps to be very responsive in terms of training need.

In terms of costs, the participant stated that all training programs are in electronic format, paper consumption is greatly reduced and there is no travel, accommodation or food costs. All this results in a significant reduction in costs.

In order to understand the obstacles to the adoption of the e-learning system, we asked the last question: "In your experience, what are the main obstacles to the adoption of the e-learning system? The participant described the major obstacle to the adoption of this system as a challenge to change the perception of people that are still focused into the traditional practices models of training. Other obstacles to the adoption of an online training program are the perception that this system will add value to the company, lack of a learning culture in the organization, lack of budget and also a lack of expertise in online training system.

## **6. DISCUSSION OF KEY FINDINGS AND IMPLICATIONS FOR FUTURE RESEARCH**

The rapidly changing environment is pushing many organizations to adopt e-learning applications to gain a sustainable competitive advantage. Thus, we have been able to identify the impact of online training systems on this company and we have also confirmed that the e-learning system is one of the most effective ways to share knowledge gained through innovation. Successful organizations have always invested in their people. The better the quality of learning, the better the performance of the company [10].

In conclusion, this company introduces the online training system in order to reconsider its costs, share knowledge, be more flexible and remain competitive in the market. Our study is a preliminary study to understand the basics and practical applications of the online training system. The advantages mentioned above show that the online training system is a promising tool to achieve the strategic objectives of the organization.

This research highlights and sensitizes decision-makers on the role and importance of e-learning in terms of cost, time and quality. Today, Moroccan company executives have a perfect knowledge of the advantages of the online training system, which will in principle limit their resistance to the integration of such a system into their companies.

However, in this study, we investigate a single company, indeed, the results can not be generalized. Therefore, future studies could include a broader perspective of different companies in different sectors.

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