Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Languages

Bachelor Thesis

Corporate E-Learning, its benefits, and challenges at Barclays Bank

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BACHELOR THESIS ASSIGNMENT

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Corporate E-Learning, its benefits and challenges at Barclays Bank

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Objectives of thesis

The main objective is to evaluate the corporate e-learning, its drivers and market segments, its impact on the organizational behavior, current limitations and future perspectives and trends.
The thesis can also serve as a guide for managers who are considering the deployment of corporate e-learning activities and who are interested in alternatives to traditional training methods.

Methodology

The theoretical part will be based on the analysis of secondary sources.

The practical part will be based on the descriptive/comparative method and on the outputs from quantitative/qualitative research.

Qualitative part:

Questionnaires to gather information from internal employees by open-ended questions, interviews with the employees and observations.

Quantitative part:

It contains data for both descriptive and comparative research, uses numbers, statistics and some graphs for comparison and description.

The proposed extent of the thesis
30-40 pages

Keywords
e-learning, corporate e-learning, Barclays, research, descriptive, comparative, qualitative, quantitative

Recommended information sources

ALLEN, M. 2003. Guide to E-Learning: Building Interactive, Fun, and Effective Learning Programs for Any Company. USA: Wiley. 360 p. ISBN 9780471203025

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Prague on 19. 11. 2022

Declaration

I declare that I have worked on my bachelor thesis titled "Corporate E-Learning, its benefits and challenges at Barclays Bank" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 15.03.2023   _____

Acknowledgment

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Corporate E-Learning, its benefits and challenges at Barclays Bank

Abstract

In the fast-paced business world of today, large corporations like Barclays Bank aim to acquire a competitive advantage by investing in the ongoing training and development of their people resources. The use of network technology to design, distribute, select, administer, support, and extend learning is known as e-learning, a growing technique in corporate training and development. It enables businesses to boost training operations' quantity and quality. The definition, phases of implementation, and benefits of e-learning techniques are provided, with an emphasis on the requirement for a shift in the organizational learning culture. Additionally, some examples of e-learning methods are discussed. Companies that incorporate an e-learning strategy into their entire business strategy will have a durable competitive edge over their rivals.

Keywords: e-learning, corporate e-learning, Barclays, research, descriptive, comparative, qualitative, quantitative

Firemní e-learning, jeho výhody a výzvy v Barclays Bank

Abstrakt

V dnešním rychle se rozvíjejícím obchodním světě se velké korporace jako Barclays Bank snaží získat konkurenční výhodu investováním do průběžného školení a rozvoje svých lidských zdrojů. Použití síťové technologie k navrhování, distribuci, výběru, správě, podpoře a rozšiřování výuky je známé jako e-learning, rostoucí technika v podnikovém vzdělávání a rozvoji. Umožňuje podnikům zvýšit kvantitu a kvalitu školení. Jsou uvedeny definice, fáze implementace a výhody e-learningových technik s důrazem na požadavek na posun v kultuře organizačního učení. Dále jsou diskutovány některé příklady e-learningových metod. Společnosti, které začlení e-learningovou strategii do celé své obchodní strategie, budou mít trvalou konkurenční výhodu nad svými konkurenty.

Klíčová slova: e-learning, firemní e-learning, Barclays, výzkum, deskriptivní, srovnávací, kvalitativní, kvantitativní

Table of Contents

1. Introduction

Businesses must respond swiftly to shifting environmental conditions if they wish to sustain their competitive advantages in today's dynamic business climate. Businesses must develop strategic flexibility to operate by the environment as a result of factors including globalization, the knowledge economy, and technological advancements. Companies are attempting to achieve a competitive advantage by consistently improving their performance in the global economy because they are subject to destructive competition in both domestic and international marketplaces. The resources that the company owns become more significant in the quest for a competitive advantage. A company gains a competitive edge when it adopts a strategy that generates value that is unmatched by its present or potential rivals. The company acquires a long-lasting competitive edge if the techniques used are not replicable by current or potential rivals. Products and manufacturing technology, financial resources, and economies of scale factors that gave organizations a competitive edge in the past have started to lose significance nowadays. Even though companies in the same industry today generally have comparable physical and financial resources, no company performs the same way. Due to the knowledge and experience of the human element, there are differences in how each company performs. The idea of electronic learning, or e-learning, is presented in this paper as a novel strategy for training and developing human resources. Human resources have become the most significant competitive factor for organizations in this environment; it is underlined that the synergistic impact of this resource can only be realized by continuous learning, and the notion of electronic learning (e-learning) is vital in this process. Furthermore, emphasis is placed on the pioneering approaches in institutional e-learning in our world.

2. Objectives and Methodology

2.1 Objectives

The main objective of this Bachelor thesis is to evaluate several challenges and issues related to the area of corporate e-learning. This also includes the number of factors which drives the need for training within the corporation like administrative support, customer, interpersonal, high-tech skills, changing, and other factors.

The origins of corporate e-learning, its drivers and market segments, its impact on the organisational behaviour, current limitations and future perspectives and trends were also examined.

By going deeper in the investigation and research a guide for managers who are considering the deployment of corporate e-learning activities was achieved.

The thesis also serves as an instrument for public and academic institutions interested in alternatives to traditional training methods like e-learning.

2.2 Methodology

The thesis methodology utilizes descriptive and comparative analysis to examine the e-learning and internal training environment, as well as the attitudes of employees towards them. The Descriptive approach provides a detailed analysis of the current situation, while the Comparative approach examines potential performance differences among employees in different age and experience groups, and compares their approaches.

The research methodology uses both qualitative and quantitative data analysis techniques, which is obtained through questionnaire surveys and interviews. The resulting data is analyzed using statistics, numbers, and visualizations to gain insights.

The thesis aims to explore the impact of e-learning and states the following hypothesis.:

- The company is capable of providing well designed interactive online trainings.

- Internal trainings are successful mostly with company rules and guidelines.

- Internal trainings are inadequate in providing specific IT, design, programming, and similar job-related skills.

3. Literature Review

3.1 Human Resources – The new source of competitive advantage.

Human Resources (HR) departments have traditionally been responsible for recruiting, hiring, and managing employees, but in recent years, their role has evolved to become a new source of competitive advantage for organizations. This is because HR departments are now focused on attracting, developing, and retaining, and the most important, improving the best talent which is crucial for driving business performance and growth.

Corporate e-learning plays an important role in this new role of Human Resources. By providing employees with access to online training and development opportunities, e-learning can help HR departments to improve the skills and knowledge of their workforce, which is essential for staying competitive in today's fast-paced and ever-changing business environment.

Businesses may choose to use human resources to establish distinctive competencies and acquire an edge over their competitors. Competing companies are finding it more challenging to replicate a competitive advantage earned through human resources for two primary reasons.

The advantage gained from effectively managing people is not something that can be seen and understood easily. Competitors may imitate the technology or other resources used, but complex social structures such as human resource management systems or organizational culture are very difficult to imitate.

Companies that obtain a competitive edge through their personnel have shifted their attitudes about human resources. They consider human resources as a source of strategic advantage rather than a cost component.

Human resources, in addition to these factors, represent a significant competitive advantage since they are scarce and difficult to substitute resource that provides value to the organization.

The major source of innovative thinking and creativity in an organization is its human resources. Consequently, from the moment they start working for the organization, they become its most valuable asset. Businesses continually strive to educate and develop their employees in the age of information to maintain their edge over their competitors.

3.2 Corporate E-Learning – An important need

Corporate e-learning has become an important need for organizations in today's fast-paced and ever-changing business environment. The use of technology has made it possible for employees to access learning opportunities remotely and at their own pace, providing flexibility and cost savings for organizations.

Corporate e-learning has also become an important need for organizations as it provides flexibility, cost savings, and the ability to reach a larger audience and provide tailored training. It also allows organizations to keep up with the fast-paced and ever-changing business environment, and to ensure that their employees have the skills and knowledge they need to succeed.

Michael W. Allen describes the effective investment level for employees' training with below diagram:

Figure 1: Optimal training project budget
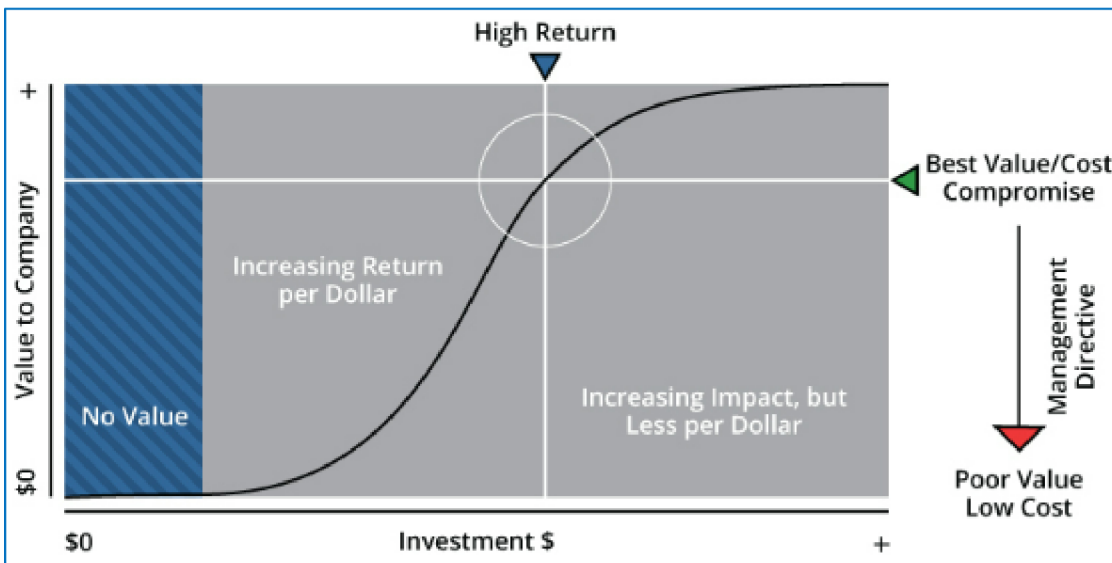
Source: Allen (2003, p. 5)

E-learning offers the opportunity for organizations to track the progress of their employees and to have a record of their training, which can be useful for compliance, performance evaluations, and professional development.

3.3   The Role of Education and Development in Corporate Learning

The role of education and development in corporate learning refers to the ways in which organizations invest in the professional and personal growth of their employees through various learning opportunities. This can include formal training programs, workshops, and seminars, as well as more informal learning opportunities such as mentoring and coaching.

Education and development programs in corporate learning can provide a number of benefits for both employees and organizations. For employees, these programs can help to improve job performance, increase job satisfaction, and advance career development. For organizations, investing in education and development can lead to a more skilled and motivated workforce, improved productivity and efficiency, and increased competitiveness.

Corporate E-Learning plays a crucial role in the education and development of employees. E-Learning can be used to provide employees with access to a wide range of learning opportunities, including online courses, tutorials, and webinars. This allows employees to access learning opportunities remotely and at their own pace, providing flexibility in terms of when and where they can learn.

Education and Development in Corporate Learning is crucial for the growth and development of employees and organizations. Corporate E-Learning can enhance the benefits of traditional learning methods by providing flexibility, cost savings, and the ability to reach a larger audience and provide tailored training.

According to Rebecca Page-Tickell, *"Learning and development is an internal function whose purpose is to build the capability of the organization." (Rebecca, 2022, p. 5)*

The author also indicates that *"Learning and development processes enable organizations to meet competitive challenges." (Rebecca, 2022, p. 5)*

Businesses that want to gain a competitive advantage in the global economy realize the importance of education and continuous learning. Many managers see the need to develop the talents and learning capacities of their employees as their primary duty for the business to survive. Finding and hiring a workforce with the skills and competencies businesses want is more difficult than ever before. In this case, businesses determine the training needs of the person they hire and carry out the training activities themselves.

The main purpose of training activities is to enable employees to work through learning. to make a change in the behaviour, roles, responsibilities, and work areas of the

employees in the enterprises change, the training plans should also change in line with these changes.

The training plans of the enterprises ensure the establishment of continuous communication regarding both the work-related and individual development of the employees. While the information obtained from this communication will direct the employees to critical needs, it will enable the determination of organizational priorities and the establishment of the relationship between the activities of the employees and the organizational goals. In line with the training plan, the scope and content of the training programs will be determined, and the training method will be selected. Here, besides on-the-job training methods such as on-the-job training and rotation, case study (Case). method, role-playing method, sensitivity training, etc., in the classroom environment. At the end of the training process, training activities are evaluated to measure the extent to which employees can use what they have learned in their work. The information obtained here will provide feedback on the stage of determining the training need, which is at the very beginning of the process.

3.4 Electronic Learning - A New Method in Corporate Training and Development

Electronic Learning, also known as E-Learning, is a new method in corporate training and development that utilizes technology to deliver educational content to employees. This method has become increasingly popular in recent years as it offers a number of benefits over traditional forms of training, such as in-person workshops and seminars.

E-Learning is a new method in corporate training and development that offers a number of benefits over traditional forms of training, such as flexibility, cost savings, and the ability to reach a larger audience and provide tailored training. It also allows organizations to keep up with the fast-paced and ever-changing business environment, and to ensure that their employees have the skills and knowledge they need to succeed.

Marina Arshavskiy explains eLearning as being synchronous and asynchronous.
"eLearning can be synchronous and asynchronous. Synchronous eLearning is done in real-time with a live instructor. The synchronous eLearning experience is similar to that of

a regular classroom, expect learners can take courses anywhere in the world as long as they have a computer, internet connection, and access to audio or video conferencing. Asynchronous eLearning is self-paced. It allows learners to go through courses as quickly or as slowly as they desire at their convenience." (*Marina, 2018, p. 12*)

Another definition of eLearning is provided by Luther Tai.

"E-learning, which is short for electronic learning, is defined broadly by Web technology professionals as education and training delivered by an instructor or self-paced from a curriculum database stored on the enterprise local area network." (Luther, 2007, p. 5)

The clearest definition is found in the book *"E-learning: Strategies for Delivering Knowledge in the Digital Age", where the author says "e-learning refers to the use of Internet technologies to deliver a broad array of solutions that enhance knowledge and performance. Solutions are networked, which means instant updating, retrieval, distribution, and delivery to computer users at standard Internet technology"* (*Rosenberg, 2001, p. 28-29*).

According to Marc J. Rosenberg "E-Learning refers to the use of Internet technologies to deliver a broad array of solutions that enhance knowledge and performance." (*Rosenberg, 2001, p. 28-29*)

The author Marc J. Rosenberg also describes the three fundamental criterias which e-learning based on (*Rosenberg, 2001, p. 25-28*):

1. E-Learning is networked, which makes it capable of instant updating, storage/retrieval, distribution and sharing of instruction or information.
2. It is delivered to the end-user via a computer using standard Internet Technology.
3. It focuses on the broadest view of learning-learning solutions that go beyond the traditional paradigms of training.

3.4.1 Development of e-learning

"Development of eLearning is connected to development, technical improvement and also better affordability of computers. Already in the late eighties and the nineties of the last century the first form of electronic education Computer-Based Training (CBT) was born. This is considered as the cornerstone of today's eLearning". (Sarka, 2015, p. 1)

The emergence of new knowledge and applications in the world has created the need for lifelong learning. One of the important elements in the development of training programs is the determination of the appropriate training method that can be used. The choice of a particular training method depends on the company's resources and training approach.

The traditional method used in education is Classical Classroom Education, which brings together the educator and the student in the classroom environment and provides face-to-face education. This most common form of training is conducted simultaneously for all participants in the class (synchronous training). Although this method is flexible and fast in terms of the development and applicability of the educational content, it is quite costly because it requires the trainer and the students to be brought together. In addition, the most important drawback of classical classroom education is the difficulty in reaching a large audience.

"The origin of e-learning stems from the mail-learning method which was through some correspondence courses. Sir Isaac Pitman was the pioneer of the correspondence course who introduced mail courses for teaching by using shorthand technique in 1840 which is considered the first distance learning course". (Memon, 2021, p. 138)

"In 1924, the first testing machine was invented. This device allowed students to tests themselves. Then, in 1954, BF Skinner, a Harvard Professor, invented the "teaching machine", which enabled schools to administer programmed instruction to their students. It wasn't until 1960 however that the first computer based training program was introduced to the world. This computer based training program (or CBT program) was known as PLATO-Programmed Logic for Automated Teaching Operations. It was originally designed for students attending the University of Illinois, but ended up being used in schools throughout the area." (LMS, 2014, p.9)

In parallel with the developments in technology, the practice of education by letter has left its place to the applications made using radio-television broadcasts, videos, and cassettes over time. In some applications, these new tools were used to support the letter teaching application. Educational practice with television and radio was first introduced in the United States in the 1950s. It was implemented in military training in the army. Since this period, distance education applications have emerged as an important alternative to traditional classroom education.

The Learning Management System (LMS) provides below information about the history of e-learning (LMS, 2014, p.8):

The term "e-learning" has only been in existence since 1999 when the word was first utilized at a CBT systems seminar. Other words also began to spring up in search of an accurate description such as "online learning" and "virtual learning". However, the principles behind e-learning have been well documented throughout history, and there is even evidence which suggests that early forms of e-learning existed as far back as the 19th century.

Today, internet applications create a communication network that everyone can join at any time. The Web Based Training Method is an advanced method similar to the CD-ROM application, and it is very easy to update and deploy. Its content can be as interesting, flexible, and interactive as CD-ROMs. The most important disadvantage of this method is the necessity of connecting to the internet or intranet (or downloading the necessary files from the internet and storing them on the computer to follow the course). In this case, the effectiveness of the communication depends on the network density and speed.

Thanks to the changes in internet and network technologies, different education methods have developed. In this way, as a result of using live or pre-recorded video recordings and satellite and broadband networks, a simultaneous (synchronous) and personalized training opportunity can be offered. Web-based conferences and virtual classroom applications have enabled two-way communication between the instructor and the students.

3.4.2 Learning in an Electronic Environment

E-learning is the general name given to training and development activities carried out over the internet with the help of technology. Broadly evaluated, e-learning means the design, delivery, management, support, and development of learning activities using network technologies. In other words, it is the ability to learn new knowledge and skills at any time and place by using interactive technologies.

E-learning is a medium in which video, audio, text, and multimedia components are used together for a specific topic. These different tools used aim to address the differences in the learning styles of the employees. When e-learning is used in harmony with traditional education approaches, when it is designed with the help of the right information technologies and with effective content, it significantly facilitates the development of employees' competencies.

There are many factors that affect enterprises' e-learning investments, such as the number of personnel to be trained, geographical distribution, training needs of customers and suppliers, certification needs of employees, and the pace of change (*Table 1*).

Table 1: Factors Affecting E-Learning Investment Decision

Number of staff to be trained	E-learning provides effective training of large masses. Companies that need to train a large number of their employees on different subjects benefit from e-learning investments.
Geographical distribution	E-learning makes it easier for companies to train employees and business partners spread over very different geographical regions.
Training needs of customers and suppliers	By using e-learning applications at every stage of the value chain, businesses can reduce their costs and ensure the participation of their customers and suppliers.
Employee certification needs	Many employees need various certificates within the framework of legal or administrative regulations. The obligation to periodically update the certificates can be easily fulfilled thanks to e-learning.
The speed of change	The learning needs of businesses that have to operate in rapidly changing environmental conditions are also more.

Source: Esra (2003, p. 113)

William Horton in his "Evaluating E-learning" book describes specific reasons to evaluate e-learning as below (*Horton, 2001, p.14*):

Justify investments in training. - An effective evaluation can prove that training is not a net expense but a strong contributor to profit. Such proof can help training jump from the cost column to the benefit column in the mental ledger of top executives.

Make better decisions about training. - A proper evaluation process can aid in making informed business decisions regarding training, such as whether to buy, license, or build particular courses.

Hold participants accountable. - Evaluation reveals whether individual training departments, developers, instructors, facilitators, and suppliers delivered the results they promised.

Demonstrate financial responsibility. - Evaluation demonstrates to executives, that the training department is financially disciplined and clearly focused on the business goals.

Improve training quality. - Evaluation can measure the quality and effectiveness of various aspects of training, such as materials, instructors, facilities, and techniques.

Encourage learning. - The very process of evaluating learning focuses attention on results and encourages learners to try harder. Tracking job performance signals the importance of applying what was learned in training.

3.4.3   Implementation of the e-learning Process

A successful e-learning implementation requires a strategic and company-wide vision to the training process. There are five basic phases in the e-learning process (Figure 1):

Figure 2: E-Learning Process
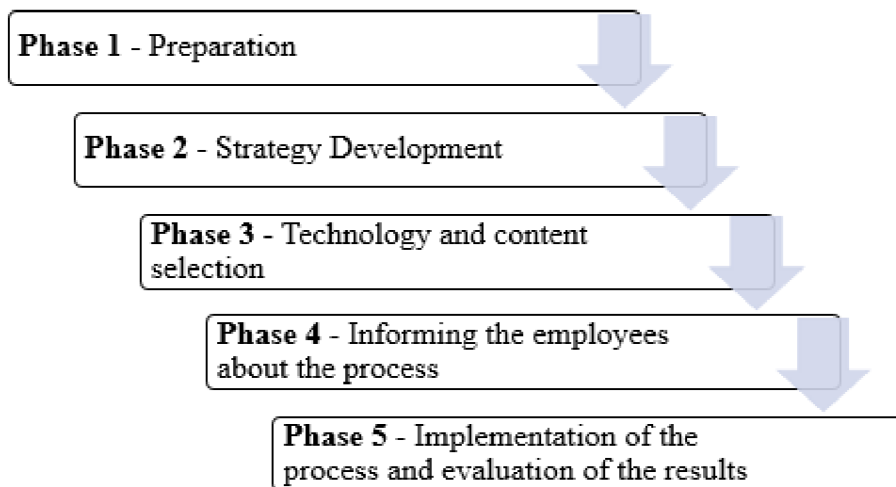
Source: Esra (2003, p. 113)

Brandon Hall, provides a detailed explanation of the implementation process of e-learning in his publication "*E-Learning Guidebook*". Below is the summarized steps for this process (Brandon, 2004):

Preparation stage: In the preparation stage for e-learning, the enterprise should determine its strengths and weaknesses in subjects such as the knowledge and skills of its employees, the support of the top management, cultural and language differences, technological infrastructure, motivation. The degree of internet affinity (net—readiness) of the employees should be taken into consideration as it is an important factor in the success

of the process. In addition, it should be determined which e-learning methods (synchronous/asynchronous web-based courses, or mixed approach) will be used.

Strategy development phase: The second phase of the process is to develop a strategy that aligns e-learning with the strategic objectives of the business. For e-learning programs to be successful and for the learning goal to be realized, it must become a part of the business culture. Therefore, the strategy determined should be compatible with the learning culture of the enterprise. Another important in strategy development in implementing an e-learning program is to conduct a needs analysis to determine the training and development needs of the organization and its employees. This will help to identify the specific skills and knowledge that need to be addressed through e-learning.

Technology and content selection stage: The third stage of the e-learning process includes determining the e-learning content and creating the Learning Management System (LMS). Learning management system is a computer software that facilitates the management of educational activities. In this way, participants are registered in the system, their grades are monitored with the courses they take, and information is transferred to the human resources system. In addition, the enterprise must decide whether to prepare the training content itself or to purchase it from outside. Content development can include creating online courses, tutorials, and other forms of digital media. The content should be designed to meet the needs identified in the needs analysis and should be engaging and interactive to keep the learner's attention.

Informing the employees about the process: The fourth stage of the process includes information activities. One of the difficulties that may arise in this regard is that the practice encounters cultural resistance, as employees are unfamiliar with this new training method, which requires them to learn at the computer instead of in the classroom. To overcome this resistance, employees need to be informed about the benefits of e-learning.

Implementation of the process and evaluation of the results: In the fifth and final stage, the e-learning process is put into practice and its impact on business results is evaluated. After the content is developed, the e-learning program is implemented. This includes setting up the e-learning platform, uploading the content, and providing training to employees on how to use the platform. Once the e-learning program is implemented, it should be evaluated to determine its effectiveness. This can include measuring the learning outcomes achieved, the level of user satisfaction, and the return on investment.

It is necessary to evaluate the trainings given with the e-learning process and to determine how useful the learning is. The information obtained here will facilitate the planning of future trainings and the continuous improvement process.

3.5   Advantages of the E-learning Method

In order to cope with today's dynamic environment, businesses need "just-in-time training" (training solutions developed at the right place and time when an employee encounters a problem). This new perspective emerging in education allows employees to access information and training when they need it, and to find solutions to problems immediately.

In order to answer the question "Why do corporations use e-learning?" Luther Tai explains several reasons: *"Corporations using e-learning do so for a variety of reasons. They do it for strategic reasons, accessibility, speed, geography, attraction and retention, productivity and investment purposes." (Luther, 2007, p. 27)*

According to Marina Arshavskiy, "essentially, eLearning is a good option (*Marina, 2018, p. 26*):

- If there is a need to disperse information to a diverse group of people who have trouble finding a common schedule to attend a session together
- If the learner has limited mobility, such as the elderly or someone with disabilities.
- If the learner doesn't have a lot of time to devote to learning
- If the training is meant to develop one's cognitive skills
- If a traditional classroom setup is more expensive for the learner and the instructor than creating interactive, online content."

Electronic learning has many advantages compared to other methods.

- Flexibility: E-learning allows learners to access educational content remotely and at their own pace, providing flexibility in terms of when and where they can learn.
- Cost-effective: E-learning can be more cost-effective than traditional forms of training, such as in-person workshops and seminars. It eliminates the need for travel and

lodging expenses for learners and the cost of developing and delivering online training is often less expensive than traditional methods.

- Tailored Training: E-learning can be used to provide tailored training to learners, which can be especially beneficial for organizations with a dispersed workforce, such as those with employees working remotely or in different geographic locations.

- Reach a larger audience: E-learning allows organizations to reach a larger audience, as it can be delivered to a global audience over the internet.

- Self-paced: E-learning allows learners to learn at their own pace, which can be beneficial for learners who have busy schedules or prefer to learn at a faster or slower pace than a traditional classroom setting.

- Tracking and Record Keeping: E-learning offers the opportunity for organizations to track the progress of learners and to have a record of their training, which can be useful for compliance, performance evaluations and professional development.

- Access to resources: E-learning often includes access to a wealth of resources, such as videos, readings, and interactive activities, which can enhance the learning experience.

- Convenience: E-learning eliminates the need for learners to travel to a physical location for training, which can be especially beneficial for learners with mobility or transportation issues.

3.5.1 Benefits for Business Results

According to Marta Wozniak-Zapor, there are several advantages of e-learning for the companies as provided in detail in her article of "E-learning in business" which is summarized below (Marta, 2013):

Training costs are reduced. Developing and managing an e-learning program is very inexpensive compared to the classical classroom training method. In addition, more people can be trained at the same time, thus reducing the per capita training cost.

Travel costs are reduced. The need for travel is eliminated for the trainees. E-learning is an important alternative to reduce costs, especially for companies that are geographically spread over a very wide area, such as multinational enterprises.

The time that employees stay away from work environments has decreased. E-learning applications provided via computer and internet take half to two thirds of a

training program given with classical classroom education. In addition, employees can access the trainings in question from their homes with the help of the internet.

More employees are trained faster, and it is easier to keep up with constant change.

More information. Equipped with human resources will help businesses increase their competitiveness.

3.5.2 Benefits for Training Function

Training can be delivered to employees more quickly when needed.

Students will acquire better knowledge and skills.

The number of courses (subjects) included in educational activities can be increased. Thus, it will be possible for more people to receive more education with less time and cost.

Training is becoming more consistent. A large number of people participate in the same standard training program, and the differences arising from the trainers are eliminated.

Within the scope of e-learning, the content is enriched. Developing and constantly updating the content is much cheaper and faster when compared to the classical classroom education method.

Thanks to the Learning Management System (LMS), it will be easier to follow the progress of the students in the education process.

Internet technologies make the content and presentation of the e-learning program more impressive for students and therefore increase the level of learning.

3.5.3 Advantages for Employees

Employees take full responsibility for the learning process. Students decide for themselves how long to study and when to take a break. If they wish, they can also review the topics they have previously discussed.

The quality of education increases because students can decide for themselves what, how, when and where to learn. The individual learns the subject at the desired depth according to his/her learning capacity.

E-learning allows employees to learn at their own pace, which can be beneficial for employees who have busy schedules or prefer to learn at a faster or slower pace than a traditional classroom setting.

E-learning can be used to provide tailored training to employees, which can be especially beneficial for employees who need to quickly acquire new skills or knowledge.

E-learning often includes access to a wealth of resources, such as videos, readings, and interactive activities, which can enhance the learning experience.

E-learning can help employees ensure compliance with regulations and industry standards, as it allows for tracking and record-keeping of employee training.

3.6   Factors Complicating the Electronic Learning Process

E-learning creates a bridge between work and learning and, unlike the traditional classroom training approach, enables employees to receive training in work environments. E-learning projects may encounter cultural resistance within the enterprise due to different reasons.

Badrul Khan, provides a detailed definition from e-learning and describes the usual challenges from different aspects (Figure 3). The author mentions below main issues and their subdivisions in his book which covers almost every use case for e-learning processes (Table 2).

Figure 3 E-Learning framework
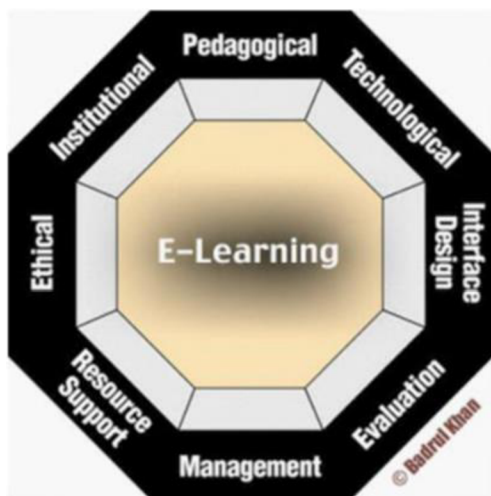
Source: Badrul (2005, p. 23)

Table 2: Main categories of E-Learning issues

Institutional Issues: Administrative Affairs, Academic Affairs, Student Services
Management Issues: People, Process and Product (P3), Continuum in E-Learning, Management Team, Managing E-Learning
Technological Issues: Infrastructure Planning, Hardware, Software
Pedagogical Issues: Content Analysis, Audience Analysis, Goal Analysis, Media Analysis, Design Approach, Organization, Instructional Strategies, Blending Strategies, Building Effective Blended Learning Programs Applying the Octagonal, Framework to Blended Learning
Ethical Issues: Social and Political Influence, Cultural Diversity, Bias, Geographical Diversity, Learner Diversity, Digital Divide, Etiquette, Legal Issues
Interface Design Issues: Page and Site Design, Content Design Navigation, Accessibility, Usability Testing
Resource Support Issues: Online Support, Resources
Evaluation Issues: Evaluation of: E-Learning Content Development Process, E-Learning Environment, E-Learning at the Program and Institutional Levels

Source: Badrul (2005, p. 23-385)

The fact **that trainees are not accustomed to learning** in an electronic environment is one of the reasons that creates cultural resistance. Especially when compared to the classroom training method, the lack of face-to-face communication causes employees to resist e-learning. The learning process has the characteristics of a dynamic process that differs from person to person, and the tendency of individuals to technology makes it easier for them to get used to the electronic learning method.

Another element that will contribute to the culture of learning is to ensure that **employees see learning as a part of their job**. Obtaining information from sources such as the internet and intranet should be part of every employee's daily activity. Employees will embrace the importance of learning by seeing the improvement in their own performance and the support of managers in this regard.

Ensuring the **full support of the company's senior management** is another crucial element in the success of the e-learning project. In the e-learning process, the support of

the top managers will ensure that the trainings take a priority place in the eyes of the employees.

As senior management still in **doubt about the return on investment** on this new approach, it sometimes leads to luck of funds to improve in this field. The e-learning project should be explained to the top managers with concrete indicators expressing the return on investment.

The technological infrastructure of e-learning is a very important factor for the project, but from time to time the technology aspect of the project outweighs, and the learning aspect is neglected. It should not be forgotten that technology is only a tool in e-learning and the main goal is learning.

Creating a "learning culture" that will support the e-learning process within the company is not a change that can be achieved in the short term. Therefore, before starting the e-learning project, there should be a preparatory stage, and the perspectives of the employees and senior management on this issue should be evaluated. Changing the learning culture and making the e-learning process a part of the culture requires a comprehensive "change management" study.

4. Practical Part

4.1 Research method

The practical part is based on the descriptive/comparative research which considers data and the outputs from quantitative/qualitative analysis. Both types of analysis are performed with help of different survey methods and aiming to evaluate the current situation regarding internal trainings and general attitude of the employees about e-learning activities.

4.1.1 Qualitative part.

The qualitative part of the research refers to the portion that involves non-numerical data analysis, such as opinions, observations, and explanations gathered through interviews, focus groups, and personal observations

4.1.2 Quantitative part.

The quantitative part of the research involves the use of numerical data and statistical analysis to draw conclusions. It includes the use of surveys and questionnaires to collect data from a sample, and the analysis of the data using various statistical tools to identify patterns and relationships. The goal of the quantitative part is to provide a more objective and reliable understanding of the research topic

4.2 Methods of data collection

It is a qualitatively and quantitatively oriented research. As methods of data collection, questionnaire survey, interviews and personal observation were used.

4.2.1 Questionnaire survey

A questionnaire is a written form of inquiry that combines questions with a poll, and is commonly used for data collection due to its frequency and effectiveness. This research method is designed for collecting a large amount of data from a broad audience. It is a time-efficient way to obtain significant amounts of information. The recipient of the questionnaire is referred to as the respondent, and the components of the questionnaire are referred to as questions. The questionnaire should be organized in a logical structure and should include

fundamental questions that address the issue being investigated. This study involves a questionnaire that consists of 12 fundamental questions and is aimed at a sample of 100 company employees.

4.2.2   Semi-structured interviews

Semi-structured interviews involve direct verbal communication between the researcher and the respondent or informant.

The interviews were conducted with a selection of questionnaire survey respondents and other individuals from the company who could provide valuable insights. During the interviews, the respondents were primarily asked to elaborate on aspects of internal trainings that were not covered in the questionnaire survey. Additionally, some interviewees were asked to provide information on the impact of internal trainings and online learning platforms on employee performance.

4.3   Data processing and analysis

The collected data from both the qualitative and quantitative methods were analyzed using various techniques to derive meaningful insights. The purpose of the analysis was to identify trends, patterns, and relationships between different variables to address the research questions and hypotheses which mentioned in the objectives and methodology part. Microsoft Excel was used as the primary tool for data analysis due to its user-friendly interface and flexibility to handle large datasets. The analysis involved creating different types of visualizations such as charts, graphs, and tables to help interpret and communicate the results.

4.3.1   Inplementation of the research methodologies

As explained in the methodology part, the result of the research is based on the data collected with surveys and visualized for better analysis.

Questionnaire survey

The questionnaire survey is built with google forms and shared with the respondents with a link.
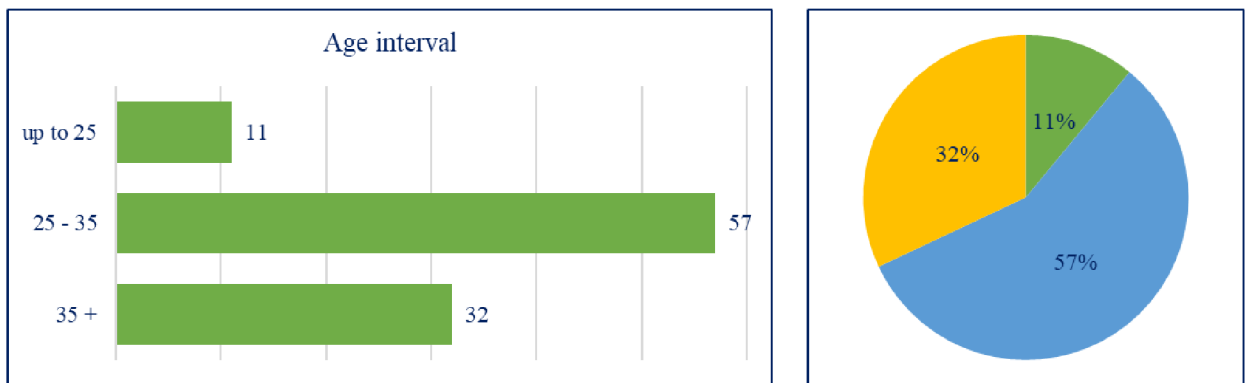
Question 1. What's your age interval?

Table 3: Answer to question 1

up to 25	11
25 - 35	57
35 +	32

Source: Data collection and processing from questionnaire survey

Figure 4: Question 1 diagram

Source: Data collection and processing from questionnaire survey

     The chart depicted in Figure 4 illustrates that a significant portion of the employees falls within the age bracket of 25 to 35. The purpose of this question was to examine the relationship between the age group of the respondents and their engagement in e-learning activities.

Question 2. How many years of experience do you have in the company?

Table 4: Answer to question 2

up to 3 years	22
3 to 5 years	45
5 to 10 years	25
10 + years	8

Source: Data collection and processing from questionnaire survey

Figure 5: Question 2 diagram
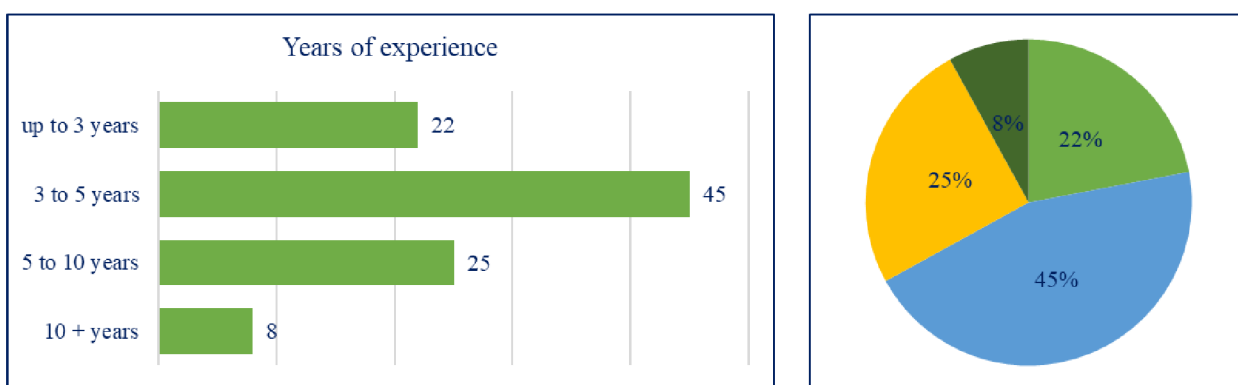
Source: Data collection and processing from questionnaire survey

The above diagram provides information on the number of years of experience respondents have in their current company. This analysis is crucial for further correlation analysis. Given that the majority of respondents (45% and 25%) fall into the "3 to 5 years" and "5 to 10 years " groups, we can rely on their responses regarding the quality of internal training and its impact on their job.

Question 3. How would you evaluate the e-Learning environment in your company?

Table 5: Answer to question 3

1	2
2	7
3	8
4	5
5	2
6	10
7	12
8	20
9	25
10	11

Source: Data collection and processing from questionnaire survey

Figure 6: Question 3 diagram
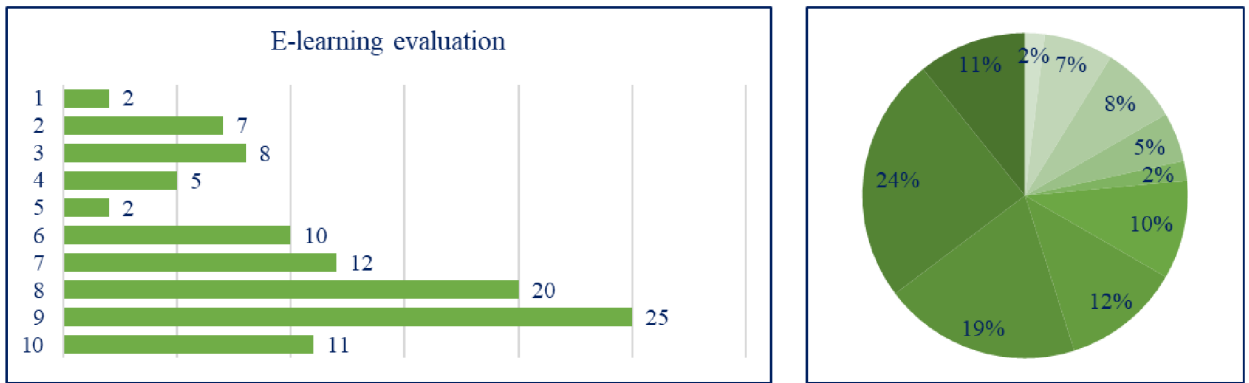
Source: Data collection and processing from questionnaire survey

The provided analysis employs a numerical rating scale of 1 to 10 to gauge the participants' evaluation of their company's e-learning environment. The outcomes reveal a predominantly positive outlook towards the environment. Nonetheless, it is noteworthy that several employees expressed dissatisfaction with ratings of 2, 3, and 4 points.

The diagrams below demonstrate that a large proportion of new employees with up to three years of experience in the company express dissatisfaction with the e-learning activities and internal training programs offered. Conversely, more experienced employees tend to report higher levels of satisfaction with these same criteria.

Figure 7: Experience VS Rating diagram 1

Rating VS Experience	up to 3 years	3 to 5 years	5 to 10 years	10 + years	Total
10	0	6	3	0	9
9	1	14	8	2	25
8	1	9	7	3	20
7	2	6	3	1	12
6	3	4	2	1	10
5	1	1	0	0	2
4	3	0	1	1	5
3	5	2	1	0	8
2	4	3	0	0	7
1	2	0	0	0	2
Total	22	45	25	8	100

Source: Data collection and processing from questionnaire survey

Figure 8: Experience VS Rating diagram 2
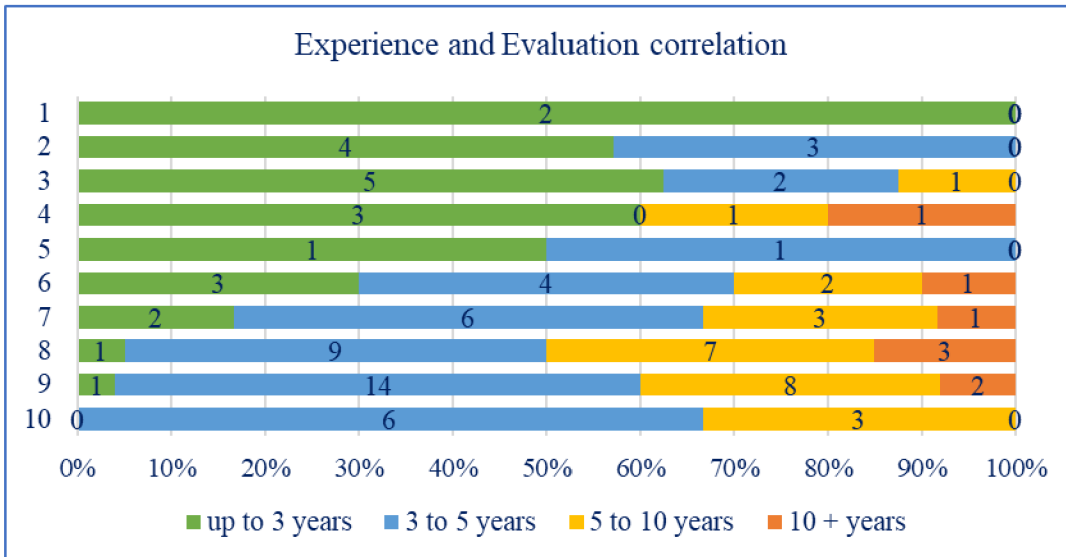
Source: Data collection and processing from questionnaire survey

Question 4. Which form of learning is more effective in your opinion?

Table 6: Answer to question 4

E-learning	79
Traditional learning	21

Source: Data collection and processing from questionnaire survey

Figure 9: Question 4 diagram
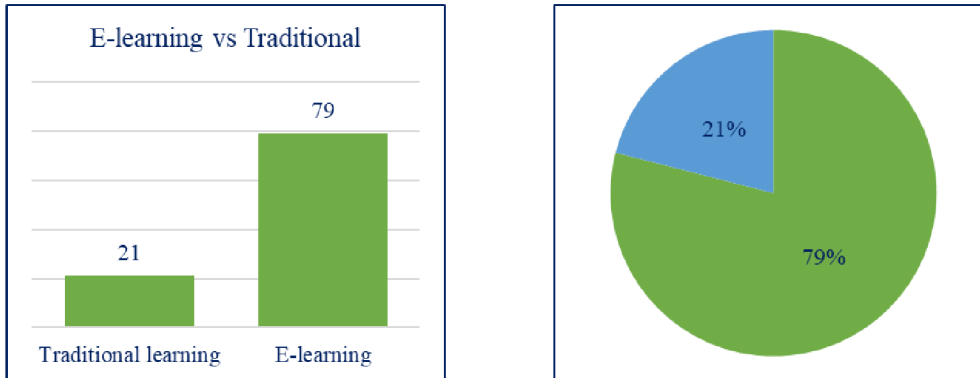
Source: Data collection and processing from questionnaire survey

As anticipated, a majority of employees in large companies tend to favor e-learning over traditional learning methods. Nonetheless, the percentage of those who still prefer traditional methods (21%) is not insignificant and warrants attention. Subsequent questions and their analysis will shed light on the main reasons behind employees' preference for traditional learning. Additionally, we will examine the advantages of internal training programs for employees, which account for the remaining 79% in this analysis.

Question 5. What are the main advantages of e-learning for you? (Select 3 options)

Table 7: Answer to question 5

| Pause and continue any time	75
Learning at your own time	72
Flexibility in place of learning	60
Interactive tools for learning and notes	45
Better concentration on the content	18
Better knowledge check possibility	15
More relevant to your needs	9
Other	6

Source: Data collection and processing from questionnaire survey

Figure 10: Question 5 diagram
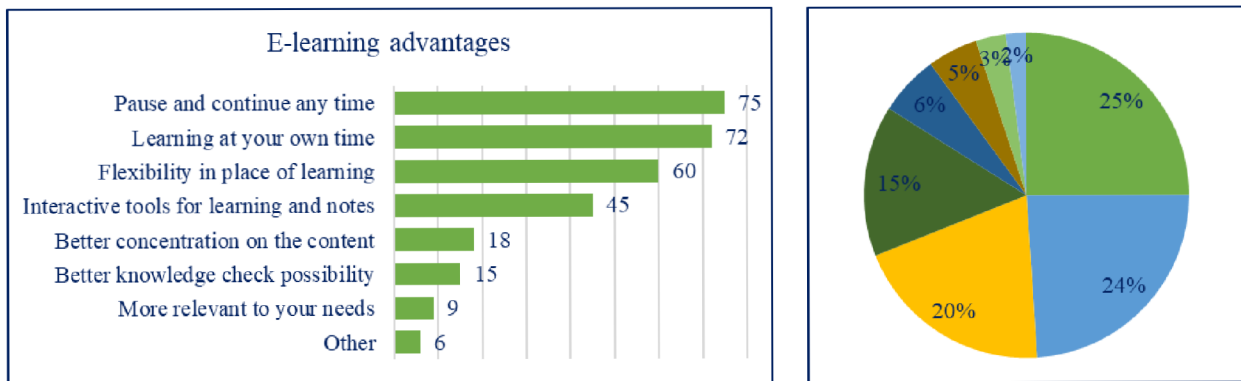
Source: Data collection and processing from questionnaire survey

As highlighted in the literature review, the most advantageous aspect of e-learning is its flexibility in terms of time and location. However, the results of our analysis also reveal that another option, which is closely related to time flexibility, received the highest score. Notably, this preference was consistent across all age groups, as depicted in the diagram below.

Figure 11: age group VS e-learning advantage
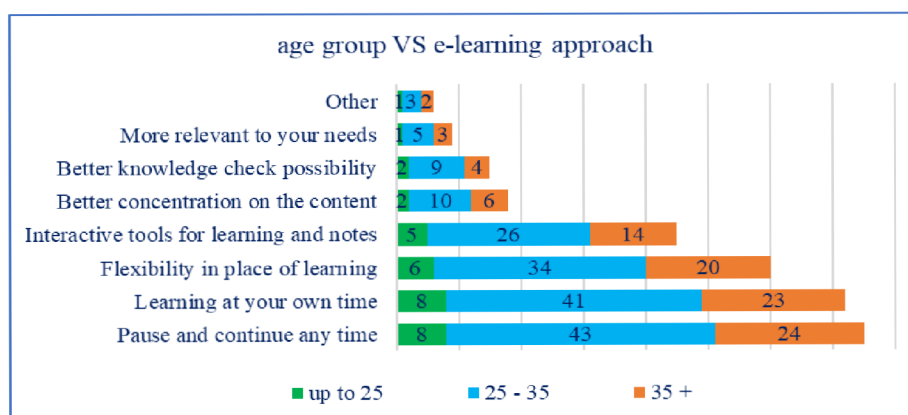
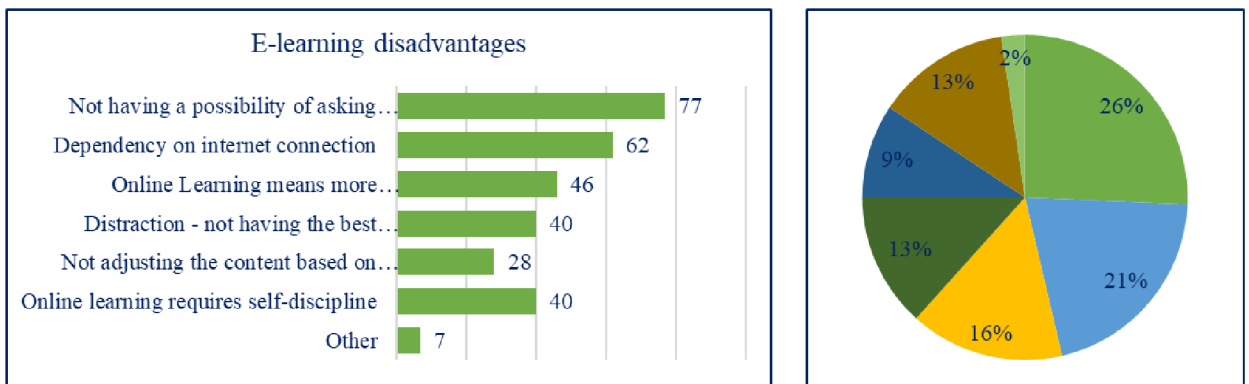Source: Data collection and processing from questionnaire survey

Question 6. What are the main disadvantages of e-learning for you? (Select 3 options)

Table 8: Answer to Question 6

Not having a possibility of asking questions	77
Dependency on internet connection	62
Online Learning means more screen-time	46
Distraction – not having the best learning environment	40
Not adjusting the content based on the students	28
Online learning requires self-discipline	40
Other	7

Source: Data collection and processing from questionnaire survey

Figure 12: Question 6 diagram

Source: Data collection and processing from questionnaire survey

Despite the numerous benefits of e-learning, it is still associated with several disadvantages. As depicted in the diagram, respondents identified various downsides of e-learning, with the ability to ask real-time questions to the instructor receiving the highest score. Nevertheless, other options also received relatively high scores.

When it comes to e-learning, the disadvantages that are identified may vary depending on the age group of the respondents, unlike the benefits which are generally well-defined.

Figure 13: age group VS e-learning disadvantage 1

age group VS e-learning approach	up to 25	25 - 35	35 +	Total
Not having a possibility of asking questions	10	44	23	77
Dependency on internet connection	3	31	28	62
Online Learning means more screen-time	2	17	27	46
Distraction - not having the best learning environment	6	24	10	40
Not adjusting the content based on the students	5	15	8	28
Online learning requires self-discipline	7	33	0	40
Other	0	7	0	7
Total	33	171	96	300

Source: Data collection and processing from questionnaire survey

The preceding table indicates that the drawbacks of e-learning for the age group up to 25 are primarily related to the learning environment, discipline, and customization of learning content. However, for the higher age group of 35+, the downsides of e-learning are related to dependence on internet connectivity and prolonged screen time. With regard to the category of asking questions to the instructor, there is almost an equal distribution across all age groups.

The diagram below displays the distribution of respondents across different age groups for each selection option.

Figure 14: age group VS e-learning disadvantage 2
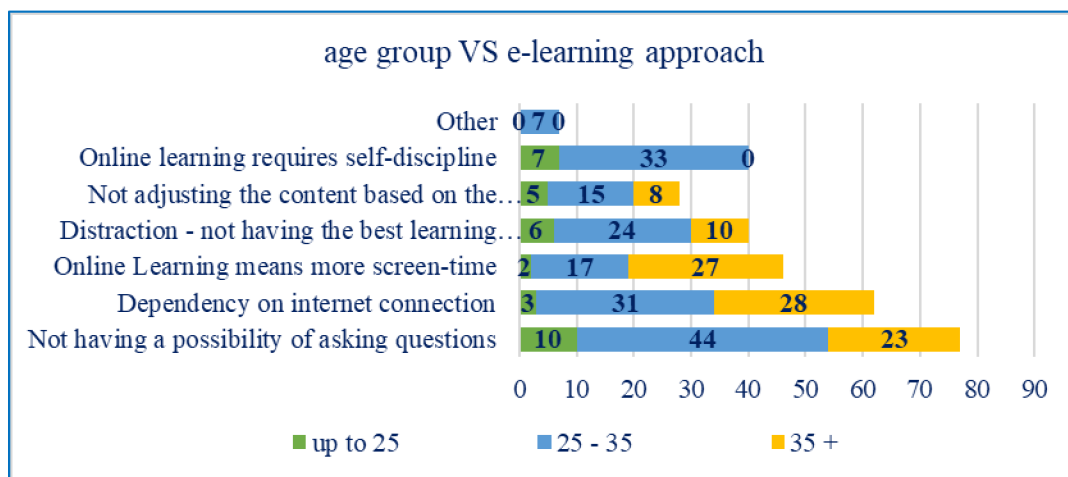
Source: Data collection and processing from questionnaire survey
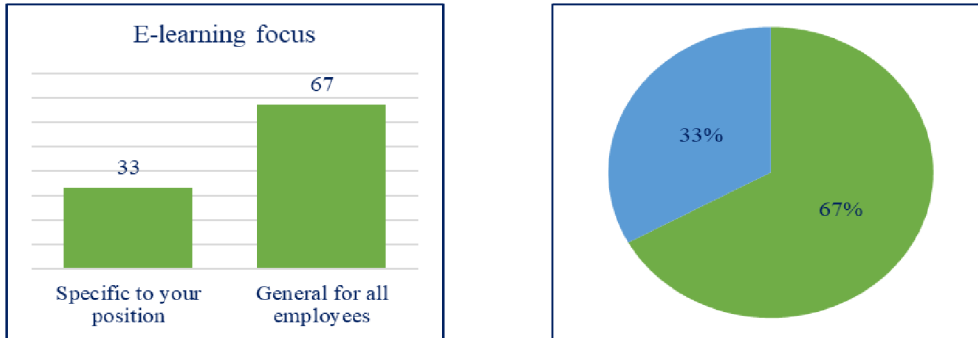
Question 7. What is the focus of e-learning activities?

Table 9: Answer to question 7

General for all employees	67
Specific to your position	33

Source: Data collection and processing from questionnaire survey

Figure 15: Question 7 diagram

Source: Data collection and processing from questionnaire survey

Most e-learning activities within the company are not job-specific, but rather focused on internal guidelines for all employees, as indicated by the bar chart.

Question 8. Are online platforms for paid courses supported by the company?

Table 10: Answer to question 8

Yes	63
No	36

Source: Data collection and processing from questionnaire survey

Figure 16: Question 8 diagram
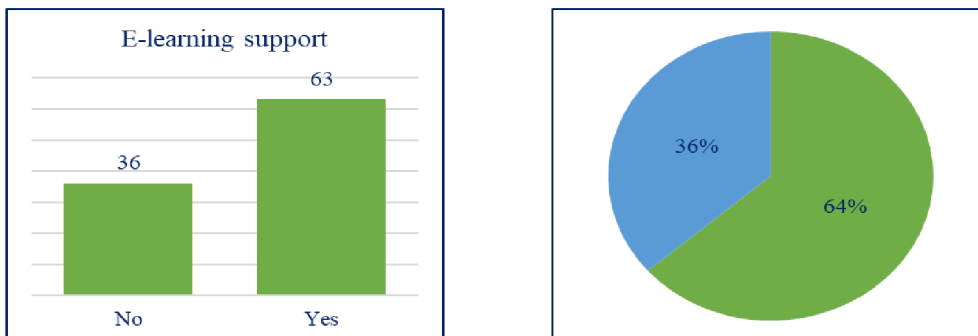
Source: Data collection and processing from questionnaire survey

The majority of the respondents are happy with the company's support for paid courses from online platforms.

Question 9. Are internal trainings enough for gaining specific skills like IT, Design, Programming etc.?

Table 11: Answer to question 9

No, it is better to buy courses from online platforms	74
Yes, internal trainings have comprehensive content for all types of knowledge	23
I prefer learning by working - practice makes perfect!	3

Source: Data collection and processing from questionnaire survey

Figure 17: Question 9 diagram
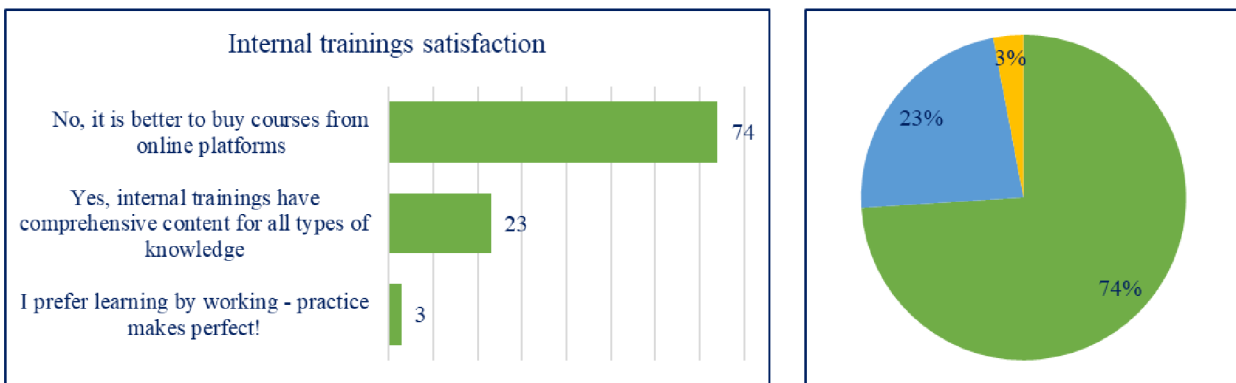
Source: Data collection and processing from questionnaire survey

The diagram above shows that 74% of the respondents are dissatisfied with the internal training provided by the company in terms of gaining specific knowledge, particularly in IT, design, programming, and other related fields. However, 23% of the respondents think that internal courses are sufficient for acquiring such specific skills.

Question 10. What are the most beneficial points of internal trainings?

Table 12: Answer to question 10

Mostly better for internal rules and guidelines	186
It is useful for onboarding new joiners	36
It is just mandatory trainings with deadlines to complete	30
Other	24
It is very useful to gain Investment banking domain knowledge	15
It helps to have better results in year-end performance review	6
It is very useful to gain IT skills	3

Source: Data collection and processing from questionnaire survey

Figure 18: Question 10 diagram
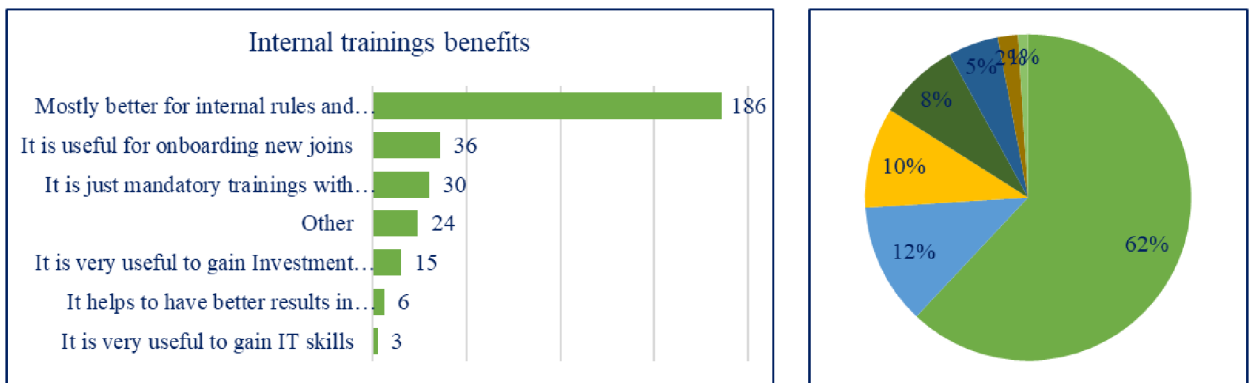
Source: Data collection and processing from questionnaire survey

The responses suggest that most of the respondents hold a similar view regarding the usefulness of internal trainings for internal rules and guidelines. Another significant option is the utilization of internal trainings for new hire onboarding. However, a substantial number of respondents believe that internal trainings are primarily utilized for mandatory training that employees are obligated to complete.

Question 11. What are the main challenges with internal trainings?

Table 13: Answer to question 11

They are required to complete too often with strict deadlines	114
They are very good for internal guidelines but not general skills	72
They are not specialized as mush as online platforms	54
Usually it is not relevant to day to day job responsibilities	24
Knowledge check section is not covered by study materials	15
Other	15
I don't think employees need to have them	6

Source: Data collection and processing from questionnaire survey

Figure 19: Question 11 diagram
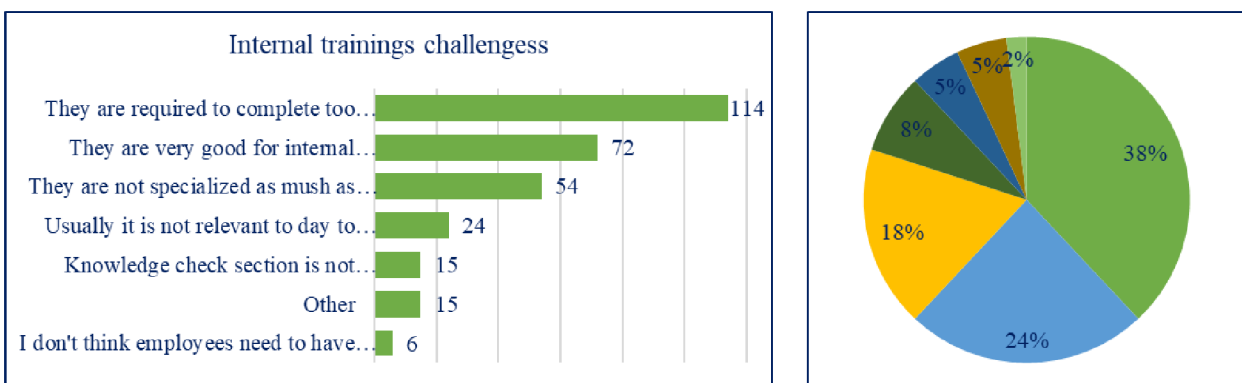
Source: Data collection and processing from questionnaire survey

The analysis of responses highlights the main challenges faced by employees during internal trainings. Interestingly, respondents mostly complain about the mandatory nature of the trainings. While some indicate that the trainings are not useful for developing general skills, they also acknowledge the advantage of internal trainings for internal guidelines. The responses to questions 10 and 11 suggest that internal trainings are effective for internal guidelines but less effective for gaining specific skills or general knowledge required for daily job activities.

Question 12. Please fill below question matrix. Internal trainings:

Table 14: Answer to question 12

Please fill below question matrix. Internal trainings:	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Crucial in development at my current job	9	16	31	24	20
Enough to gain all required information for daily job	19	38	18	16	9
Providing good designed interactive courses	4	14	27	31	24
Best source to learn internal guidelines	6	10	18	30	36
Need improvement to cover IT skills	7	12	21	25	35

Source: Data collection and processing from questionnaire survey

Figure 20: Question 12 diagram
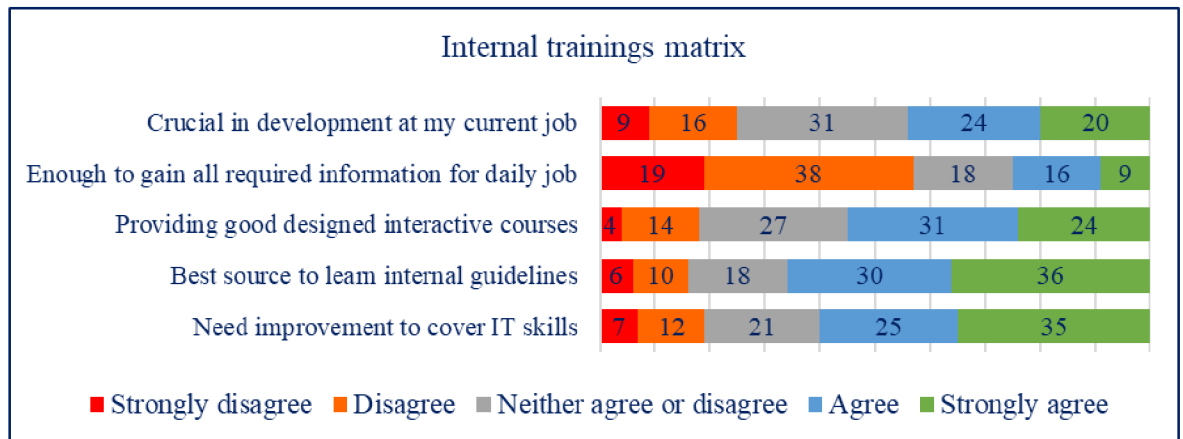
Source: Data collection and processing from questionnaire survey

The diagram and responses indicate a consensus among the respondents regarding the shortcomings of internal trainings in providing relevant knowledge for daily job activities. On the other hand, internal trainings are viewed as a valuable resource for acquiring knowledge related to internal guidelines. The majority of respondents hold a positive opinion that the internal trainings are presented in an interactive and well-designed manner.

Interviews with employees

The interviews uncovered that e-learning activities have a significant impact on employees' daily job performance and year-end performance reviews. It is important to accurately identify employees' annual objectives and educational needs and analyze internal resources to address them. However, it is common for some employees to not find what they

need from internal resources, and in those cases, their direct managers can support them in obtaining paid courses from outside sources such as online learning platforms or private courses.

The interviews conducted in this research have revealed another important insight regarding the focus of e-courses within the company. Despite the fact that the company is capable of developing high-quality internal courses similar to existing interactive internal trainings, it has been found that there is a significant lack of certain courses that are crucial for day-to-day job activities.

Despite ongoing efforts to enhance the internal training content, employees perceive independent online learning platforms as more beneficial and adaptable.

5. Results and Discussion

Before the research was initiated, research assumptions were selected and the objective was to confirm or reject them through the research. From the data collected, it can be stated that all research assumptions were confirmed.

Here are several supporting arguments that validate the assumptions derived from the **descriptive research** on the topic.

The responses gathered from the questionnaire survey and the comments shared during the interviews indicate that the company has well-designed internal resources and interactive training programs. This presents a great opportunity for developing various courses to meet the diverse needs of the employees, such as improving IT skills and meeting daily job requirements.

In light of the identified need for such courses and the challenges of internal trainings, which mainly serve as sources for internal guidelines and company rules, it is recommended that the company merge the employees' needs with the current technical possibilities for building successful trainings.

On the contrary, it should be acknowledged that numerous external online learning platforms have been striving to enhance their platforms and content in the IT and programming areas over the years, providing the most up-to-date knowledge. Therefore, the company may also explore the possibility of offering more flexibility for paid courses on these e-learning platforms.

The decisions to be made based on the analysis results depend on various factors, as discussed in detail in the theoretical part of this thesis. These factors include the company's e-learning strategy, the job market conditions, the value of education benefits, and the cost-benefit analysis of building internal courses versus investing in independent online platforms.

The study employs a **comparative research** approach to examine e-learning initiatives in other large corporations, with the objective of providing a comprehensive analysis of the current state of affairs and presenting recommendations for enhancements and modifications.

Large companies that consider e-learning as part of an enterprise-wide training strategy are achieving successful results. **IBM** has a comprehensive e-learning program that includes a wide range of online courses and resources for employees. The program includes

both technical and soft skills training, and is available to employees globally, 24/7. **Deloitte** has implemented a robust e-learning program that includes a wide range of online courses and resources for employees. The program focuses on providing employees with the skills they need to succeed in a digital world and includes a wide range of topics such as data analytics, digital marketing, and cybersecurity. **PwC** has an e-learning program that includes a wide range of online courses and resources for employees. The program is designed to help employees acquire the knowledge, skills, and abilities they need to perform their jobs effectively, and includes a wide range of topics such as accounting, finance, and leadership. **Google** has a comprehensive e-learning program that includes a wide range of online courses and resources for employees. The program focuses on helping employees acquire the skills they need to succeed in a digital world, and includes a wide range of topics such as digital marketing, data analytics, and technology. **Cisco** has an e-learning program that includes a wide range of online courses and resources for employees. The program is designed to help employees acquire the knowledge, skills, and abilities they need to perform their jobs effectively, and includes a wide range of topics such as networking, security, and IT.

Based on the findings of this research, it is proposed that the company should prioritize the analysis and implementation of online learning platforms. Although internal learning resources and activities can be valuable, they may become outdated quickly in a rapidly changing business environment. By partnering with e-learning platforms, the company can tap into a wider range of up-to-date knowledge and resources that are continuously updated and can support ongoing employee development.

Moreover, this proposal aligns with the priorities of employees who increasingly view education benefits as a key factor in their decision to work for an organization. The availability of online learning opportunities can be seen as a competitive advantage for the company in attracting and retaining top talent, and can enhance the reputation of the organization as an employer that invests in its workforce.

Finally, it is also recommended that the company should consider offering a range of online learning options that can be tailored to the needs of individual employees, based on their role, level of experience, and professional goals. This approach can provide a more personalized and engaging learning experience for employees, which can increase their motivation and commitment to ongoing learning and development.

6. Conclusion

The methods used in the corporate training process show continuous improvement in parallel with the developments in educational technology. Businesses that want to maintain their existence and gain competitive advantage in today's intense competitive environment have realized the importance of continuous learning. E-learning has also started to be used in corporate trainings as a tool to facilitate continuous learning.

Since the learning process is a dynamic process that differs from person to person, the success of the e-learning project depends on considering that individuals have different learning styles and developing appropriate methods. The best educational approach can be determined by considering the qualifications of the individuals receiving the training, business objectives and technological tools.

E-learning is not a substitute for classroom training. Many businesses benefit from the Blended Learning approach that combines e-learning applications and classroom training in order to increase the effectiveness and efficiency of their training activities. Thus, it is aimed to combine the advantageous aspects of both methods and avoid their inadequacies.

Electronic learning is an individual-centred education model that makes use of the possibilities of technology, and successful results can only be achieved with the existence of a learning culture that will support this model. When starting the e-learning project, the learning culture of the institution and the learning styles of the employees should change in a way that supports e-learning. Businesses that align their e-learning strategy with their business strategy will gain sustainable competitive advantage.

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8. List of figures, tables, graphs and abbreviations

8.1 List of figures

8.2 List of tables

9. Appendix

9.1 Questionnaire survey

Question 1: What's your age interval?

O up to 25
O up to 25
O 35 +

Question 2: How many years of experience do you have in the company?

O up to 3 years
O 3 to 5 years
O 5 to 10 years
O 10 + years

Question 3: How would you evaluate the e-Learning environment in your company?

O 1
O 2
O 3
O 4
O 5
O 6
O 7
O 8
O 9
O 10

Question 4: Which form of learning is more effective in your opinion?

O E-learning
O Traditional learning

Question 5: What are the main advantages of e-learning for you?

☐ Pause and continue any time
☐ Learning at your own time
☐ Flexibility in place of learning
☐ Interactive tools for learning and notes
☐ Better concentration on the content
☐ Better knowledge check possibility
☐ More relevant to your needs
☐ Other

Question 6: What are the main disadvantages of e-learning for you?

☐ Not having a possibility of asking Question s
☐ Dependency on internet connection
☐ Online Learning means more screen-time
☐ Distraction - not having the best learning environment
☐ Not adjusting the content based on the students
☐ Online learning requires self-discipline
☐ Other

Question 7: What is the focus of e-learning activities?

O General for all employees
O Specific to your position

Question 8: Are online platforms for paid courses supported by the company?

O Yes
O No

Question 9: Are internal trainings enough for gaining specific skills like IT, Design, Programming etc.?

O No, it is better to buy courses from online platforms
O Yes, internal trainings have comprehensive content for all types of knowledge
O I prefer learning by working - practice makes perfect!

Question 10: What is the most beneficial points of internal trainings?

☐ Mostly better for internal rules and guidelines
☐ It is useful for onboarding new joins
☐ It is just mandatory trainings with deadlines to complete
☐ It is very useful to gain Investment banking domain knowledge
☐ It helps to have better results in year-end performance review
☐ It is very useful to gain IT skills
☐ Other

Question 11: What are the main challenges with internal trainings?

☐ They are required to complete too often with strict deadlines
☐ They are very good for internal guidelines but not general skills
☐ They are not specialized as mush as online platforms
☐ Usually it is not relevant to day to day job responsibilities
☐ Knowledge check section is not covered by study materials
☐ I don't think employees need to have them
☐ Other

Question 12: Please fill below Question matrix. Internal trainings:

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Crucial in development at my current job	O	O	O	O	O
Enough to gain all required information for daily job	O	O	O	O	O
Providing good designed interactive courses	O	O	O	O	O
Best source to learn internal guidelines	O	O	O	O	O
Need improvement to cover IT skills	O	O	O	O	O

9.2   Interview with employees

Can you discuss any ways in which e-learning has helped you to acquire new skills or knowledge that have contributed to your professional development or career advancement?

Notes:

Can you elaborate on your experience with this form of education and how it has met your expectations?

Notes:

Can you suggest any improvements or changes to the current e-learning activities provided by the company?

Notes:

Do you think internal trainings should be improved or the company should consider providing more flexibility with paid online learning platforms?

Notes:

Can you describe any instances where e-learning has had a positive impact on your or your colleagues' work performance?

Notes:

Can you provide any specific examples where you felt the internal trainings were lacking in terms of covering the necessary knowledge required for daily work activities?

Notes:

To what extent do you consider education benefits, such as access to e-learning platforms or internal training programs, as a significant factor in your decision to work for a company?

Notes:

Given the choice between traditional classroom education and e-learning, which method do you personally find more effective for your learning and development, and why?

Notes: