

# The Deployment of E-Learning in the corporate World: Employee's Perception Analysis Evidence from Morocco

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*Abstract*— Digital transformation has now become a necessity in all areas including education and training. More and more companies are rethinking their way of doing things by relying on ICT to boost their performance. Nowadays, companies are increasingly developing a learning culture within their structures in order to guarantee the required skills and qualification of their employees.

E-learning and distance education are a new way to improve the skills development process. Distance learning has many advantages and makes it possible to meet the requirements for adaptation and development of specific and essential technological skills.

This paper aims to explore and investigate the use of learning in the company, to assess the perception of employees of this training method. Theoretically, the findings suggest a literature review for the use of e-learning in different areas, which can help with decision-making in corporate world to extend and improve the use of e-learning systems for training and skills development. In addition, This study investigates employees' perceptions of the benefits that e-learning is expected to yield.

**Keywords**— E-learning use, perception, Moroccan companies

## I. INTRODUCTION

In light of the current critical situation, digital transformation has now become a necessity in all areas including education and training. More and more companies are rethinking their way of doing business based on ICT to boost their performance. Nowadays, companies are increasingly developing a learning culture within their structures in order to guarantee the competence and qualification levels of their employees(1).

E-learning and distance learning are a new way to improve the skills development process. Distance learning has many advantages and can meet the requirements of adaptation and development of specific and essential technological skills.

The objective of this research is to assess the use of e-learning in the company, to evaluate the employees' perceptions of this training method (2).

E-learning is an English term that means learning through different technological means, whether in national education

programs, higher education programs (3), corporate training programs, or executive training programs, with the aim of improving the process of learning (4).

## II. MOTIVATION & METHODOLOGY

### A. Motivation

E-learning is becoming increasingly important in companies (5). Thanks to its ubiquitous nature, it now provides companies with universal access to knowledge, which encourages employees to seek professional development by adapting their skills to the requirements of the workplace(6).The contribution of e-learning is threefold:

- i. Development of skills in a short space of time ;
- ii. Deployment of the same level of quality of training programs for all sectors (especially multinationals);
- iii. Reduction of training costs (7) .

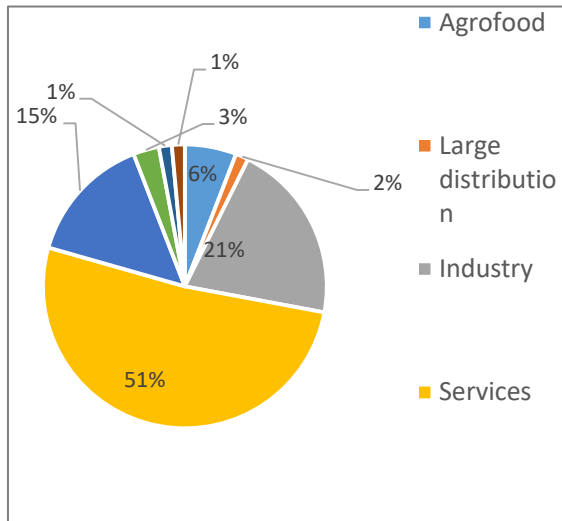
### B. Methodology

Qualitative research was conducted using a semi-structured interview guide with 68 managers from companies operating in different sectors. The selection was made at random. The interviews had the following objectives

- i. To measure the extent of the deployment of distance learning using Information and Communication Technologies (ICTs);
- ii. To understand employees' perceptions of e-learning and its challenges;
- iii. To consider the opportunities and benefits that e-learning could bring to their work and their recommendations.

The results were analyzed in two stages: a pivot table to measure the quantifiable data (deployment of the e-learning system, experimentation with distance learning and company characteristics). The administration of the interview guide was carried out by telephone and face-to-face.

**Figure 3 The sectoral distribution of the sample**



Grammar and Acronyms The sample respects the principle of representativeness of the population as more than half of the companies are from the service sector (cf.figure3).

**Procedure methodology** After having obtained the agreement of managers to participate in the survey, a rich interview guide was used to respond to respondents' perception of e-learning and to collect information on the company. The first part of the interview guide contained characteristics about the company such as the date of creation, the sector of activity and the turnover. On the second part questions on the deployment of e-learning, its use, preferences and effectiveness were asked to assess managers' perception. The interviews were conducted in French , the most used language in the corporate life in Morocco .

### III. RESULTS

Deployment of e-learning systems: Using the cross-sectional chart (cf. table 1), we have raised the extent of e-learning deployment.

**Table N° 1 E-learning deployment and experimentation**

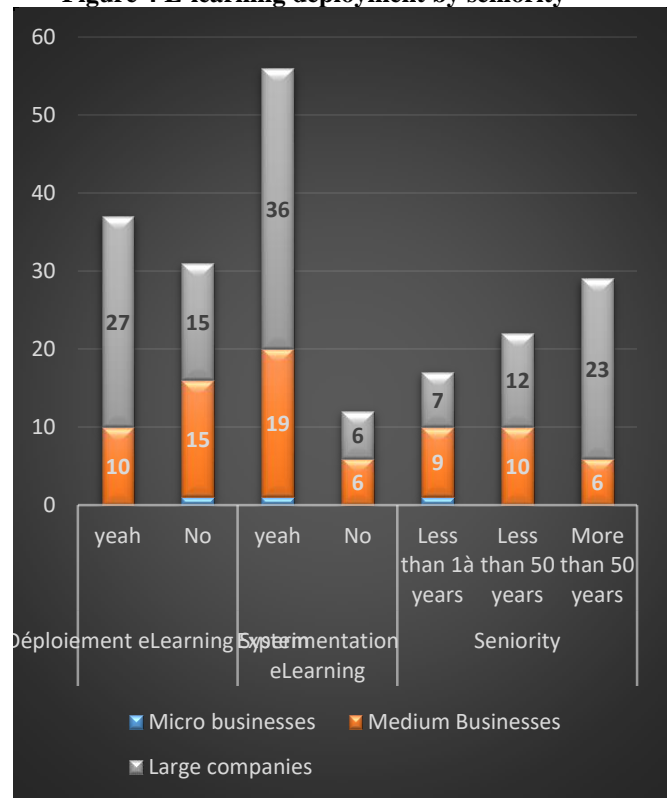
| Company size      | Déploiement eLearning System |           | Experimentation eLearning |           | Seniority          |                    |                    | Business sector |           |          |           |                    |                |             |
|-------------------|------------------------------|-----------|---------------------------|-----------|--------------------|--------------------|--------------------|-----------------|-----------|----------|-----------|--------------------|----------------|-------------|
|                   | yeah                         | No        | yeah                      | No        | Less than 1a years | Less than 50 years | More than 50 years | Services        | Industry  | Agrofood | sales     | Large distribution | Public service | Real Estate |
| Micro businesses  | 0                            | 1         | 1                         | 0         | 1                  | 0                  | 0                  | 1               | 0         | 0        | 0         | 0                  | 0              | 0           |
| Medium Businesses | 10                           | 15        | 19                        | 6         | 9                  | 10                 | 6                  | 11              | 4         | 3        | 5         | 0                  | 0              | 1           |
| Large companies   | 27                           | 15        | 36                        | 6         | 7                  | 12                 | 23                 | 23              | 10        | 1        | 5         | 1                  | 2              | 0           |
| <b>Total</b>      | <b>37</b>                    | <b>31</b> | <b>56</b>                 | <b>12</b> | <b>17</b>          | <b>22</b>          | <b>29</b>          | <b>35</b>       | <b>14</b> | <b>4</b> | <b>10</b> | <b>1</b>           | <b>2</b>       | <b>1</b>    |

The table shows that 55% of the total sampled respondents interviewed (N=68) declared having an e-learning system.

We can deduce therefore, the characteristics of the

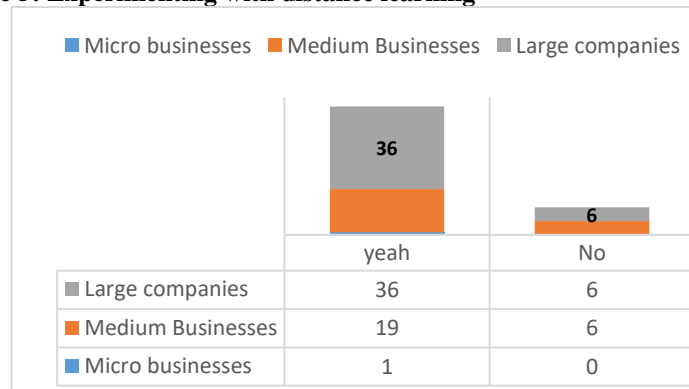
- companies that have implemented an e-learning system from the following elements (cf. Table1);
- iii. 73% are large companies, 65% of which operate in the services sector;
- iv. The majority (43 %) are large companies with more than 50 years of seniority ( cf figure 4) ;

**Figure 4 E-learning deployment by seniority**



As for the experimentation of distance learning (cf. figure 5), we can say that the majority of respondents from companies of all sizes declare having already benefited from a distance learning program, which sets it as high as 82% of the total sampled respondents.

**Figure 5: Experimenting with distance learning**

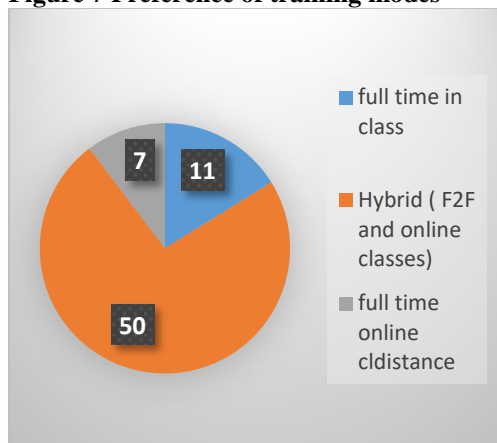


The word cloud (Cf. appendices 1) made shows that e-learning is now very common and well known. It's perceived like a tool of knowledge transfer using internet and ICT tools.

Thanks to the tree of words displayed by a vertical analysis of responds we can confirm that the vast majority of interviewees perceived the use of educational technologies positively. Nevertheless, the fact that it cannot replace face-to-face teaching is mentioned by a significant number of the participants in the study. We can conclude from the synthesis of the horizontal study that the use of educational technologies is beneficial and complementary to the face-to-face mode. (cf. figure 6 Words Tree). On the other hand, e-learning is perceived as a tool for the 'democratization of knowledge'

- i. Acceptance of fully distance learning remains low compared to the hybrid mode favored by our respondents. This confirms the resistance to change observed among 16% of the respondents (figure 7)

**Figure 7 Preference of training modes**



- ii. Advantages/disadvantages of e-learning: The most cited advantages are consistent with the literature review in terms of cost reduction and autonomy in training and enrichment by respecting the learner's pace. The lack of interaction is often cited as one of the main limitations of e-learning, alongside technical problems such as internet speed and lack of technological equipment.

#### Research Limitations

The study was conducted with 68 executives, mainly from the public sector. As a result, the field of investigation was limited and does not allow for the results to be generalized over a wide spectrum

#### IV. CONCLUSION

The study was carried out during the covid 19 health crisis, when confinement and teleworking greatly favoured the use of e-learning in the workplace. This explains why the results of the survey are interesting as almost all respondents have experienced distance learning. In order to make the most of the integration of information and communication technologies and other innovative devices in the transfer of skills and knowledge at a distance:

- i. Have a simple and adequate technological infrastructure (equipment, speed, etc.);
- ii. Favouring the hybrid training mode according to the predominant preference in the responses;
- iii. Provide support for employees during e-learning courses to avoid the feeling of isolation raised by the survey. This tends towards the development of e-learning 2.0 and collaborative learning
- iv. E-learning itself is an innovation and requires the prior removal of resistance and reluctance to it, and it is necessary to destroy the stereotypes associated with ICT and digital technology in order to promote its use in the professional world.

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**Appendices**

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The word tree of the responses “ elearning perception’

