



E-Learning Success Factors from Business Perspective

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Abstract

Increasing digitization trend in the business realms and the competitive market environment, e-Learning is overtaking traditional face-to-face classroom training style in their knowledge management system. However, it is hard to determine the future of e-learning in the workplace. While in all kinds of businesses, usage of e-learning is encouraged by the time flexibility, teaching quality, the cost-effectiveness of the latest tech, social e-learning processes that enhance knowledge and skills, the digital revolution, a spike in virtual classrooms, faster economic cycles, mergers, and more competitiveness. On the other hand, employee apprehension about using e-learning technologies concerns a lack of financing, a lack of business-relevant degree courses, concerns are limiting the business usage of these technologies. It is now not a matter of whether or not the Online can be utilized to change instruction in modern and viable ways. It's moreover not a question of whether or not firms ought to give the time, exertion, and assets required to fulfill their guarantee of making and developing new learning openings. The right question is, what is preventing businesses from using this incredible learning in their daily operations. It's probably time for businesses to band together and use the Internet's ability to learn from promise to practice. The emergence of e-learning is supposed to be considered an opportunity that arrives at a specific moment, which will be highly beneficial regarding organizational growth and development. Therefore, this paper will determine, analyze and represent the success factors of e-learning from the business perspective.



1.Introduction

Business is a factor that has been with humankind since the creation of civilization, or maybe before that. Business is a major element of globalization. Countries from the very ends of the earth are making deals, sharing services, dealing, and making engagements with each other with the help of business. Comparing the contemporary world of globalization, the business format has changed from the ancient methods, and the constant learning and innovations have achieved the changes of the business, and e-learning is one of them. E-learning is the element that possesses significance in the business arena, such as providing continuous opportunities for growth increasing diversity and productivity through the continuous learning process. Business is a paradigm that is the hub of various processes that perpetually requires training, transitions and repositioning of resources frequently, and for the smooth execution of the changes, the organization invests a lot of resources and capital. E-learning inclusion for training employees with new and latest traits saves up a lot of time, and capital for the organization and parallel maintains the update of the knowledge and resources for the business (Al-Adwan et al., 2021). The success of E-learning in business learning has witnessed a considerable number of acceptances that increased the retention of E-learning from 25% to 60% in the US. Nations like the US, India, China, South Korea and others with big economic infrastructure have been founding the most to advocate e-learning procedures in the business. The United States is a nation that has made immense development in digital learning and its uses in the business, and now the results can be seen as US one of the most advanced and progressive work centers across the globe. The current study is designing information that discusses the importance of e-learning through business perspectives. E-learning platforms provide constant directives for

success and employee efficiency; therefore, every corporate infrastructure should advocate the new way of working. Continuing the benefits of E-learning from saving money to saving time, everything can be possibly achieved by implementing E-learning approaches (Hannen, 2022). Nowadays, every sector, whether education, research, finance, business, everything has become advanced and demands constant changes and these changes have made e-learning more important. The inclusion of e-learning in business is shaping business and changing into advanced and progressive to achieve success. Systematic training of employees, constant learning of new things, reading of customer behavior and so on is now happening in a cycling nature in an organization. The virtual approach for training employees is being approached through almost every business to maintain the source of the organization's development process, efficiency, and systematic features (Hannen, 2022). Apart from the expenses and budget, E-learning is also competent in value-adding to business. In many organizations, it is found that most of the experienced and loyal employees have to quit because of a lack of technical illiteracy that, most of the time, is considered as the loss of value to the organizations (Vučeković et al., 2020). The virtual learning methods allow the organization to avail timely training of employees and increase the value of existing employees. Thus, the way the interest of employees, as well as the organization, maintains. Since the inclusion of e-learning, its nature has been changed in many ways. From e-books to cloud computing, the technical platforms, everything is being aligned to the training programme. Instead of hiring professionals or physical classes for each employee to learn new trends, organizations now, with the help of E-learning, execute online learning for every required employee.

2. Thesis statement

The constitution of this paper claims E-learning as a competent factor for the business paradigm because E-learning has been advanced in recent years and making considerable reforms in sectors like education, healthcare and others as the reason E-learning and its advance technology are being reformed and update to achieve industries revolutions 4.0.

To construct this project's thesis statement and discover the major issues, the paper named "Developing a holistic success model for sustainable e-learning: a structural equation modelling approach", "Systematic literature review of e-learning capabilities to enhance organizational learning. Information Systems Frontiers" and "E-learning platforms in business education for skill acquisition" have been considered. The recent trend of digitization of information systems and knowledge management systems has compelled organizations to adopt and implement e-learning in the corporate and business realms. Although the e-learning environment has numerous advantages over traditional learning mechanisms in organizations, it still envisages fatal barriers such as technical issues, security issues, excessive information transmission, and more, limiting its workflow. Hence, organizations are apprehensive about replacing their existing traditional learning system with an e-learning system.

3. Literature review

Organizational learning and E-learning

According to (Oduma et al., 2019), businesses enhance their knowledge ecosystem by acquiring new skills and knowledge. In simple words, business learning refers to describing the process of transferring knowledge that is acquired in the line of work by businesses. Organizational learning and business learning are not different from each other. They both begin with an individual's developing

knowledge and skills and end with implementing those skills and knowledge to enhance performance and stay competitive in the market. Business learning can be divided into two categories. Operational learning, and Conceptual learning. Operational learning directly refers to the acquisition of knowledge and skills (Giannakos et al., 2021).

On the other hand, conceptual learning refers to articulating an understanding of experiences. The organization needs to ensure that the knowledge acquired from its processes can easily be shared within the organization. Therefore, it is important for the organization to have a system that can easily be acquired and shared among employees. The organizational learning process benefits an individual as it increases job satisfaction in an organization.



Figure 1: Various training programs using E-learning methods

(Source: Oduma et al., 2019)

According to (Tyurina et al., 2021), for successfully understanding organizational learning, it is important to acknowledge a learner's individual learning preference and the learning tools, like organizational context and knowledge carrier. Many factors like social aspects, affective aspects, prior knowledge, and volition influence the learning process. It is important for the teachers to choose a proper learning model and to present the content in an attractive form so that the learner can easily learn from the context.



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Therefore, many organizations prefer e-learning systems as the system has the potential to provide the appropriate learning methods. According to (Abbasi Kasani et al., 2018), recent benchmarking surveys shows that many US and Canadian businesses, whether large or small, are using e-learning mainly in providing training to enhance IT skills, which is essential for every business to stay technologically advanced. At present, almost every organization uses e-learning systems in all kinds of business activities to develop and enhance the skill set of the employees, where most of the e-learning is conducted in telecommunication and technological fields. The world-famous organization Nestle, for example, uses the online learning system that is being utilized for training staff members on leadership skills, teamwork, and communication. Many banks like Bank of America, utilize the online learning style for developing interpersonal skills. Through online learning, organizations are teaching many soft skills like human resource skills, quality management skills, customer service, communication, leadership, and management. According to (Vučković et al., 2020), at first, a lot of controversies took place within the organization as these skills were used to teach in the classroom environment; the effectiveness of the e-learning systems was under big question. Many business developers have critically argued the effectiveness of e-learning methods as these soft skills include nonverbal and verbal skills, which have traditionally been taught in classrooms, face to face.

On the other hand, time management is the most critical factor for online learning for working professionals as proper management of the time is needed to learn a new thing while working. Many professionals cannot afford to learn a new skill set while working. But as technology advances, resulting in a development in the organizational e-learning process provides smooth controls over developing one's own learning preferences. For example, many

organizations are using learner self-pacing; the utmost advantage of this model is that an instructor or trainee has the authentication to enter and provide instructional material as pleases. By utilizing this type of 'learner control', employees can enhance their knowledge and skill set (Cidral et al., 2018).

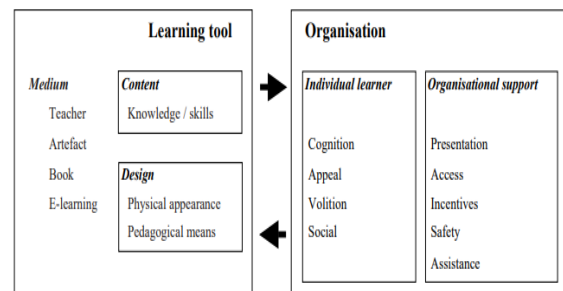


Figure 2: Organizational learning model (Source: Oduma et al., 2019)

The online learning platform might be beneficial for developing quick learning techniques. In today's fast-paced, highly competitive workplace, online learning is extremely beneficial. Professional and experienced employees use online training or distance education to advance their careers and expand their expertise. Above all, online learning helps professionals develop their abilities and learn new ones without being distracted from their work. The professional will locate one that fulfills the skill demand regardless of their degree of training, area of interest, chosen format, or program. Every professional enjoys studying in a variety of ways, and online learning provides an in-depth look at the abilities needed to acquire a lot of time and attention. The online learning process is made easier by its flexibility and convenience, especially for individuals who are more involved in their everyday life. Many prominent firms throughout the world have already recognized the advantages of online learning. Many organizations and people are drawn to this sort of education because it allows them to train a large

number of personnel at the same time at a low cost. As a result, huge corporations can cut training expenses while retaining high-quality training. Online corporate learning is available both during and after business hours. As a result of these issues, online learning platforms have the potential to grow rapidly in the workplace (Selvaraj, 2019).

4. Aim of e-learning systems

According to (Mehta et al., 2019), e-learning refers to an educational system that utilizes internet technologies to deliver knowledge-based solutions for enhancing the performance and knowledge of an individual or community. Although in any organization, e-learning systems serve the only purpose to establish a knowledge-based ecosystem within the organization so that the organization can easily achieve its goals, it also nurtures the organization's culture. According to (Vučković et al., 2020), it can be assumed that innovation of knowledge can be promoted through developing a knowledge-based community and sharing of the knowledge. In this way, both knowledge-based ecosystems can be developed in less time and maintained. By developing a knowledge-based ecosystem and community, an organization can easily implement innovative business models to increase organizational creativity in its system. Appendix A shows the expected growth of e-learning in the coming years. The bar chart depicts an ascending order of adoption of e-learning in large organizations over time.

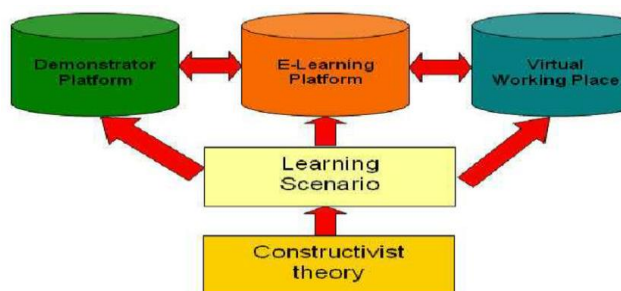


Figure 3: Aiming of E-learning in Workplace

(Source: Vučković et al., 2020)

In the business arena, many researchers have used a multi-criteria decision-making (MCDM) approach for e-learning. It is used for linear programming purposes in the e-learning system and used to compare effective existing factors in the e-learning system. It evaluates the satisfaction index concerning the criteria weights. Multi-Criteria Decision Analysis MCDA and multi-objective linear programming principles have been extensively used to estimate the complexities of distance and provision of online trainee education. Some businesses have applied Analytic Hierarchy Process AHP to evaluate notable success factors in a personalized e-learning system (Naveed et al., 2019). The theoretical framework of this paper describes the evaluation process of important factors in the e-learning system. The author stated that integration of data mining and the MCDM approach combinedly with AHP could be beneficial in identifying behavioral patterns of the users. This particular study analyzed the success factors of e-learning using the hierarchy concept of AHP. The paper considered four critical success factors: organizational CSF, cloud-based e-learning, dimension level, and individual CSF (Naveed et al., 2019).

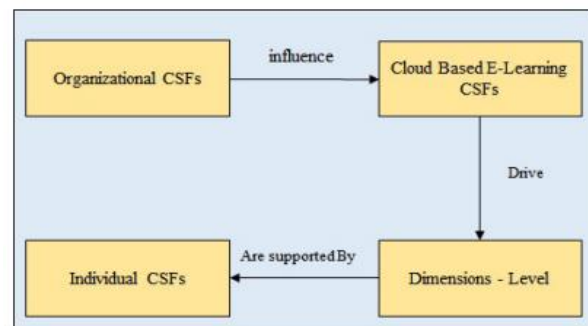


Figure 4: Cloud-based critical E-learning success factors

(Source: Naveed & Ahmad, 2019)



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J. F. Rockart coined the critical success factor in 1978 at 'MIT Sloan School of Management. In the organization, these factors are applied in a limited number of areas for achieving competitive performance. The CSF is used to recognize existing key organizational factors which can contribute to organizational success through excellent performance. These factors immensely impact the e-learning process. The CSFs influence activities like strategic planning framework in business which directs to all its stakeholders (Naveed & Ahmad, 2019). It determines all those elements that are active for achieving organizational goals and objectives. Many researchers have found that the effects of CSF on cloud-based e-learning in the organization are classified into numerous dimensions such as technological maturity, cloud service resilience, organizational readiness and E-learning imperatives. The cloud-based e-learning system is influenced by the factors of availability and reliability, data integrity, cloud services and customizable service level agreement. CSFs like technological compatibility, technical support provider and network bandwidth are significant in cloud-based e-learning in organizational settings (Naveed & Ahmad, 2019).

The flexibility of e-learning systems within the organization helps maintain employees' commitment to their work and their families. Not only the employees but the employers are also the beneficiaries. The organization comprehensively includes an e-learning mechanism to improve its communication among employees, employers, and managers. This paper elicited that it allows organization knowledge exchange and accomplishment of personal objectives. Businesses frequently adopt e-learning systems to deliver their services (Naveed & Ahmad, 2019). The responsiveness of e-learning services includes overall reliability,

durability, easy operation, durability ,and essential attributes to perform functions. In the e-learning service area, three main criteria are considered are technical, functional and image quality.

This paper demonstrated that many researchers and scholars have engaged in evaluating and identifying the permissible success factors in e-learning systems. They are mainly intended to analyze the critical success factors that are essential for the manager or organization. According to (Hannen 2022), the manager or organizational peer needs to provide exceptional and continuous attention to those factors for success. This paper evaluated the success determinants of enterprise learning. A new success model has been represented in this study, revealing that factors such as management support, marketing, organizational culture and ease of use are essential. Other aspects of the organizational structure, such as its associated and newly adopted technologies managing learning resources, are also recognized as of particular relevance. In this same paper, other scholars reviewed that identify gaps in the e-learning system and the best practices for maximizing corporate e-learning will be more effectiveness. Therefore, the organization must emphasize the actions that need to be taken for training to ensure e-learning effectiveness. It can be done in an organized way through the implementation of before training actions, policies ,and preparation for supervision. The authors highly suggest those steps for ensuring e-learning transfer in the organizational context (Hannen, 2022). Based on this particular perception of authors, it has been reviewed that the factors such as before training measures, after training actions, positive mindset of the employees, aligning with organizational, instructional policies, advancement and Use of technologies wisely are the success factors. The authors also integrated the knowledge transfer system of employees within the organization.

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They indicated the importance of learner communities in the knowledge organization to escalate online learning. In the knowledge transfer environment of an organization, the major prerequisites for corporate-wide e-learning are strategy, process, personnel, and technology. The authors have identified the success factors for this particular environment. The success factors include the participation of employees and personnel, procedural design, learner-focused technology, cultivation of learning culture, establishing a knowledge strategy and knowledge community to support organizational goals, implementation of new measures to prevent resistance and to increase mutual trust (Hannen, 2022).

5. Factors Influencing Businesses to Adopt E-Learning

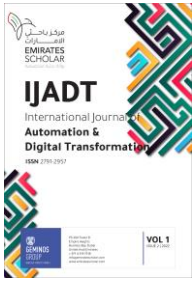
IBM, a pioneer in e-learning courseware, outlines the organizational forces that are boosting e-learning into the business. Employees will need to be retrained given the short business cycles, rapid product rollouts, more partnerships and reorganizations, and increased competition are some factors influencing the business to adopt an e-learning system. For example, in the mobile industry, where within a short time span, new models of smartphones appear in the market. E-learning can swiftly inform the sales representatives on new items; therefore, it is easy for the representative to sell those products (Alfarsi et al., 2019). Employee recertification, regulatory compliance, managerial training, and retraining in new systems and training processes are all tasks that lend themselves to e-Learning solutions during mergers and reorganizations. Fast-changing business life cycles, improved quality and effectiveness of e-learning courseware, easy internet access, and the cost-effectiveness of e-learning force businesses to invest in e-learning technology. As a result, companies are increasingly relying on online learning and web conferencing to educate their employees

about the new market trends. External factors such as an academic environment that embraces e-learning, Internet connections, and the expanding numbers of institutions implementing e-learning programmes are also propelling the business to e-learning. Reviewing, the paper shows that there is no difference between learning through e-courses and face-to-face learning, which has fueled institutional support for e-learning (Belaya, 2018).

Furthermore, it has been argued that as businesses are becoming more aware of the crucial function of the professor in the digital context, virtual classroom programs will become more and more beneficial in creating high-quality learning opportunities. Businesses that invest in education and training via different learning technologies are well aware of evolving technologies (Belaya, 2018). Businesses can choose from a variety of learning platforms when it comes to online education. These authoring systems have comparable characteristics: which includes learning modules, graphics integration, video, and audio, instructor administration tools, personal spaces for student Internet pages, video chat, and telecommunications equipment. On the other hand, each program has its own set of advantages, and each company must choose an appropriate system that best suits its educational requirements. Some learning systems, for example, have a simple lesson approach, while others have advanced flowcharting, animation, and graphics arts capabilities, and still, others have real-time audio chat capabilities.

E-learning and its Competence to Business paradigm

According to the researchers, E-learning and Knowledge management in organizations increase the competence and personal efficiency of employees as the above-mentioned E-learning facilitates the organization with the dynamic needs of markets and customers demands. The author discusses how e-



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learning has been penetrating multinational organizations in recent years. The learning and training of employees is the very old process of an organization that is being regulated in a constant manner. As the author believes, nations like China and South Korea have reached an active position in the AR/VR industry (Jung et al., 2020). VR is the industry that demands constant learning of innovations and technologies that emphasize HR specialists to diverse the work culture appealing to global demands. The competence of e-learning in these types of businesses is making considerable changes. The RV industry usually hires professionals from across their subsidiaries to teach employees in-depth knowledge of public demands and new technology. According to the authors, many businesses or organizations do not expand their functionality due to the lack of professionalism, as expenses of training to a large number of employees burden the budget; however, the absence of training weakens the networking and approaches to the progress.



Figure 5 - Picture illustrating use VR/AR in learning business)

(Source: Jung et al., 2020)

Impacts of E-learning in business

Modern businesses prefer the implementation of e-learning due to its value proposition. E-learning helps businesses and organizations to achieve their goals. There are multifarious positive impacts of e-learning on the business. It increases sales in the business, notably. An e-learning system facilitates

rapid product training. Through e-learning, business providers can create a system to train their sales team and employees about the products (Alqahtani & Rajkhan, 2020). The digital system facilitates greater reach to different corners across the globe, facilitating effective training to a large number of employees at the same time. The features of reinforcement allow employees to retrieve and review learning content. The feature of dialogue-based e-learning outlines well-crafted digital sales training for achieving the business goals. It involved the marketing and manufacturing of instruments in training remote and large employees. This training is inclined to provide the right marketing solution to the trainees through the acquisition of information from customers (Pham et al., 2020). It allows organizational components to strive towards effectiveness to reduce operational costs. The online system of learning encourages employees to adapt and respond to changes. E-learning systems emphasize ethical business practices in training large numbers of employees (Alqahtani & Rajkhan, 2020). It follows up on organizational norms, complaining about all laws and regulations. The online learning system can bridge the gaps of its training of their employees by upgrading the information security measures. Information security is applied for a better retention rate. Undoubtedly, e-learning can positively impact the achievement of business goals and objectives by facilitating effective training experiences at an affordable cost.

Issues, pros and cons of E-learning in business

Although most organisations follow random shifting to e-learning platforms, the transition process certainly faces challenges. For that, the organization is apprehensive about completely replacing its existing traditional learning infrastructure. Some important issues they are encountering are HR issues, availability of excessive



information, improper translation, and transformation of it to the employees (Pham et al., 2020). Due to this, the latest technologies expecting bugs and technical difficulties can lead to program failure. Cloud-based e-learning faces security-related implications. The most notable challenge of e-learning in the organizational environment indicates resistance to change. Elderly age employees often think traditional learning and knowledge management systems are more effective than digital ones. Most organizations focus on technology implementation only but are unaware of the design of learning content, thus leading to formulate misdirected strategies for the organizational learning management system (Pham et al., 2020)

E-learning in business unveils several opportunities to the service provider in terms of accessibility, accountability, cost-effectiveness and convenience. Smart gadgets and an easily accessible internet connection and communication technology drastically change the way customers and service providers interact. Wider accessibility to the Internet and the presence of varieties of learning mediums allows employees to open up and grab new opportunities of e-learning which is best suited for organizational interests. The opportunities of collaboration help the employees in effective learning, development and improvement of professional skills (Kaceti & Semradova, 2020). The convenience of asynchronous learning allows employees to learn at their own leisure time and pace, which is suitable for them. It promotes employees to learn independently at any time, anywhere.

E-learning in an organizational context is expected to encounter technological issues. It might be connectivity issues due to the instability of the Internet or might be facing implementation challenges. Since e-learning facilitates remote learning opportunities, the employees may experience a feeling of isolation as a result of a lack of

collaboration (Kaceti & Semradova, 2020). Although e-learning in business broadens self-paced learning, the absence of a facilitator could demotivate employees to complete their activities.

The section of the studies contains a lot more information about this paper and tries to discuss a large amount of discussion about E-learning from a business perspective. E-learning is generally discussed in the context of education and learning, but this study has directed the general perception towards a larger aspect to discuss the other importance of E-learning (Díaz Redondo et al., 2021). The review firstly discusses the aim of advocating E-learning in the business. As per the authors' discussion, it can be stated that E-learning users in the business are able to make strategic progressions. The theoretical background of E-learning, where the successive traits of E-learning have been discussed, such as components of cloud-based technology and its configurations within the business, illustrates how the new technology is able to make rapid and successive achievements to the organizations. The role of E-learning in the decision-making process is one of the most competitive elements that has been discussed. The review is mainly based on the business perspectives; therefore, every piece of information in this section discusses the business arena. Whether small based or multinational business, every infrastructure needs constant learning to make progress; therefore, E-learning is being opted in a larger amount (Díaz Redondo et al., 2021). The studies found out that to meet the demands of the contemporary world, E-learning is found to be of a different nature. For example, big companies or fully technology-based companies use more advanced E-learning versions like Virtual reality or Augmented reality to teach and process business operations. On the other hand, small businesses use small structures like cloud-based technology, applications or other devices to train employees. Continuing to the paper,



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this study has also included some of the subject elements regarding E-learning, such as HR issues, management issues, employee uncertainty, and technical illiteracy.

Business organizations have adopted different e-learning methods depending upon their interactive capabilities. The systems are advanced as the organization intends to incorporate vital components of employees' demand and corporate interest. Considering its benefits and pitfalls, plenty and plenty of organizations are now showing interest to adopt the e-learning system. The excellent mix of a well-organized e-learning system and a highly actuated employee can achieve success in a small amount of time. The self-paced features of e-learning allow the use of resources at any time any place to the employees. The employees have their autonomy in selecting their needs' learning and knowledge courses. The online sessions can be used repeatedly for learning purposes, thus reducing the chances of the organization's scarcity and unavailability of knowledge resources (Díaz Redondo et al., 2021). However, the adverse impact includes the untimely finishing of the learning items as schedules and deadlines are absent. Moreover, the intangible e-learning materials result in the exploitation of pc applications and storage. In addition, machine malfunctions and poor web applications were found to make the e-learning system tedious and overwhelming.

It has been observed that SEM or structural equation modelling is suitable for analyzing the relationship between the variables of success factors in the e-learning system (the venn diagram of appendix B showin the interrelation between the success factors of organizational learning). SEM allows appropriate data analysis and management of complex models for study. Besides, a partial least square SEM is also used for data analysis purposes. The competencies of SEM is comprehensive due to its

predictive and estimation power. It is used widely in business realms such as e-commerce and information systems. The smart PLS worked on two distinct analytical stages. Where in the first stage, it measured the validity and reliability of the e-learning model that has been implemented. In the second stare, the model tests and estimates the hypothesis. Before approaching the measure model, the common method variance was assessed (Al-Adwan et al., 2021). To construct the reliability and validity of the measurement model, the test of discriminant validity, convergent validity and reliability of internal consistency was performed.

While estimating the critical success factors of e-learning in organizations, it has been noticed that knowledge management systems, organizational support and information systems achieve consistent weightage. From this particular supplement, the TOPSIS techniques have been fabricated to find the best alternative to achieve notable success in e-learning aspects in the organization. It showed e-learning system alternatives based on certain criteria such as instructors' characteristics, employees characteristics, information technology support, technical feasibility and knowledge, organizational framework and design and e-learning environment. The study supports both the TOPSIS and AHP method for analyzing the effectiveness of e-learning in business settings (Alqahtani & Rajkhan, 2020). From managerial perspectives, all the e-learning content have priority as the same. The adoption of e-learning in business settings has observed that it helps employees better perceive their roles and responsibilities and motivates them to engage with organizations escalating the e-learning culture.

Several organizations and enterprises worldwide have discovered the benefits of e-learning, making them replace their prevailing model of learning and development with this modern technology. Additionally, the covid-19 implies that traditional

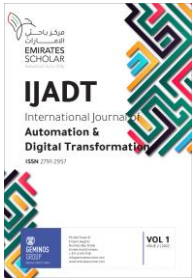


learning is hampered; Appendix C shows the extensive adoption of this modern e-learning mechanism. Training and development are considered an integral part of every organization, through which they can improve their level of performance. The introduction of e-learning has been providing multiple benefits, as companies have learned to find innovative ways of production with a reduced cost. A sense of comfort has been acquired from this overall process of e-learning; thus, its applicability has resulted in the development of a whole new dimension. Over the past few years, the applicability of e-learning within the industrial realm has reached a certain level of competence, with wide usage of MCDM, MCDA, CSF, AHP, and many other learning models. Businesses, with time, have learned to adapt themselves to many learning models, as it is understood that business operations can be strengthened through extensive usage of it (Odhaib, 2018). There are a certain number of factors that acted as driving factors to such a decisive approach. The change of patterns in market operations, along with the emergence of the coronavirus pandemic, has somewhat forced themselves in taking assistance of e-learning. This particular medium has transformed the overall learning experience into an interactive session. In other words, it can be claimed that the sector has learned to acquire superb accommodation with the increase in scalability and agility within their operational activities. E-learning has brought a number of changes in the business paradigm and still helps it meet the fluctuating criteria of the material world (Odhaib, 2018). It must be considered that organizations, including their members, have identified a flexible mode of their own training and development (Wang et al., 2018).

After reviewing the papers, it can be found that e-learning emerges as conceptual learning from business perspectives. Its aggregate components allow employees to acquire skills, perceptions,

abilities to take action and necessary knowledge and its applications for sustainable development. It provides learning opportunities to each and every level of the organization. Building e-learning in the organization also aims to make employees socially responsible, understanding and exercising their rights while fulfilling corporate or social responsibilities. Online education to employees helps in the harmonious development of personality. The components are harmoniously integrated with the digital learning programs. The technological components are directly linked with the effectiveness of the proposed e-learning model in the organization. Thus the paper stated to consider the existing practical functionality of the organizations with the proposed e-learning model to check its sustainability before implementing. Moreover, the e-learning platform developers intend to adjoin hybrid approaches to access the opportunities and scope of global organizational skills and competencies. For example, the tool FORGE is comprehensively used for e-learning purposes to evaluate the course activities (Wang et al., 2018). Another mobile application MyLearningMentor is used widely to support the planning of weekly activities. Using the application, Video-Mapper allows the employees to take selective video sections. The tool widget edX, learning trackers, allows the employees to track and monitor their own progress and performance against the learning sessions. The tool, NoteMyProgress, is designed so that the employees can use it to support their self-regulatory learning strategies. Apart from these, several web applications are also used to support sustainable development by providing certain privileges like strategic management, goal setting, self-evaluation, etc (Wang et al., 2018).

After reviewing the feasible issues it can be said, cyber security measures can be implemented and practiced to mitigate the technical implications in cloud-based e-learning systems. Some best



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cybersecurity practices are recommended for organizations for their e-learning practices. Implementation of such cyber security practices is helpful for organizations.

- Implementation of cyber security policies and procedures aligning with e-learning protocols.
- Establish an awareness programme for the employees regarding the negative impacts of cyber-attack on the organization's e-learning system. To make them aware, a single cyber-attack on any employee's device can cause damage to the entire knowledge management system (Al-Adwan et al., 2021).
- Secure access to confidential data, implementation of authorization layer on the system for different position holders in the organization, secure and limited access to control management—strong password to the system, restriction on installation of anonymous or malicious software from unauthorized sources (Kacetl & Semradova, 2020).
- Strong encryption to the confidential and sensitive learning content.
- Use of appropriate security software for learning content management purposes.
- Another measure is system-level virtualization which is used to protect information and infrastructure.

To mitigate HR issues in e-learning in organizations, two areas need to be focused on in terms of HR compliance online training. The first area is regulatory standards. This includes federal and local administrative laws in terms of online employee training (Zhang et al., 2020). The second is company policies, which must be kept in contrast with the online training simulations to enhance employees' experiences. Creating a microlearning online database of company policy resources featuring company policies, in brief, online training videos and tutorials can be a solution for the HR personnel of the organization to access resources quickly. It is

recommended that HR personnel incorporate branching scenarios in the e-learning procedure; it develops decision-making abilities among the employees. It is considered an ideal online training tool to cultivate vital skills among employees (Pham et al., 2020). It helps build interpersonal skills, which is essential to communicate with team members and their subordinates. Building a supporting e-learning community is helpful to the HR team for accessing information at their immediate need.

The most common issue with e-learning in business is resistance to change. Some essential solutions are recommended to mitigate this issue. The organizational peers must take initiatives to explain the benefits of e-learning such as cost-effective operations, flexibilities, personalization of training, achieving better outcomes for their employees and making them understand the change. Assuring them e-learning is the convenient way to provide training, organizational support is still available if needed. The employer can include progress indicators with their e-learning process (Mohd Satar et al., 2020). It can encourage reluctant employees to participate in the e-learning process. The reward system offered to the employees might substantially impact turning employees towards e-learning. The traditional mindset of employees is harmful to the organizational system. Thus, effective channels to transfer and transmit information are required in the organizational structure. This will further pave the way to adaptability to changes. Moving employees will be a good idea to accept the trends of e-learning. Cultivating positive attitudes among the employees towards online learning helps confront resistance to the changes in the organizational context.

E-learning can support organizational knowledge management and enhance business activities in the present competitive market. It also offers all the employees a platform where they can easily gain



access to vast knowledge, anywhere and anytime. Although many organizations currently practice and promote e-learning systems in their business activities. It is indeed needed to guide the development, design, and implementation of an appropriate learning platform suitable for organizations. Further study is necessary for every domain of organizational management to identify the challenges of e-learning systems. By identifying the challenges, organizations can fully utilize the e-learning system within the organizational learning process.

6. Conclusion

E-Learning is widely acknowledged as a crucial aspect in improving the business sector's profitability and the happiness of its stakeholders. It can be concluded after reviewing the paper, E-Learning improves the ability to disseminate information, cost-effectiveness, accessibility, and ease of access via the World Wide Web (www). Not only that, but with the help of innovative development in education, E-Learning helps every learner in a new learning strategy to achieve a large volume of engagement as well as a simple learning environment. From the above discussion, it can be concluded that E-Learning is a common methodology that will become more user-friendly due to its ease of access and Use. E-Learning also offers courses and learns independently with cutting-edge latest tech without any need for traditional teaching methods such as personal supervision and regulatory control. It is undeniable that e-learning is an excellent tool for business training and support. The utilization of e-learning in the workplace is increasing and will likely do so in the near future. Business investment in e-learning classes is fueled by its excellence, just-in-time delivery, and cost-effectiveness. Though many internal and external causes hinder the growth of this technology,

the overall structure of e-learning programs, enterprise dedication to e-learning systems, the rise of business-oriented academic programmes, and emerging technologies mitigate most of these threats. E-learning courses are anticipated to remain educationally effective tools for business reskilling. The business sector will increase its Use of e-learning programs as high-speed Internet extends globally and dynamic course content is designed to enhance successful learning. Including all management levels as well as those in specialized departments such as public affairs or advertising, more postgraduate and online bachelor courses are becoming available. As senior executives employ e-learning to advance company strategic objectives, the frequency of e-learning programs will grow.

Furthermore, as the workforce's technology competence grows, workers will be more willing to accept e-learning as the ideal learning medium. In other words, the business will "translate the Internet's ability for teaching from potential to performance." E-Learning has yet to be fully implemented and successfully applied despite its numerous advantages. If E-Learning is successfully implemented into the business educational system, there are numerous obvious benefits to be realized. The management must make a significant investment in E-Learning before it can be implemented in the business arena.

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Appendix A

Global E-Learning Market Size, By Application, 2016 and 2024 (USD Billion)

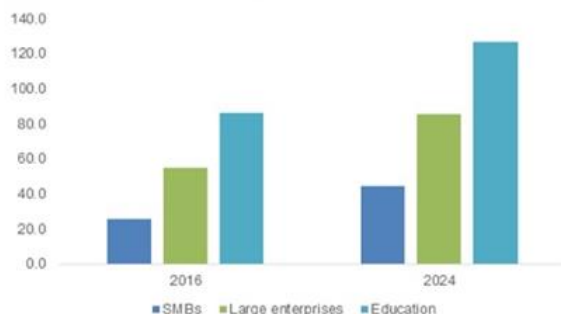


Figure 6 - perception of re-learning market size

(Source: Giannakos et al., 2021)

Appendix B

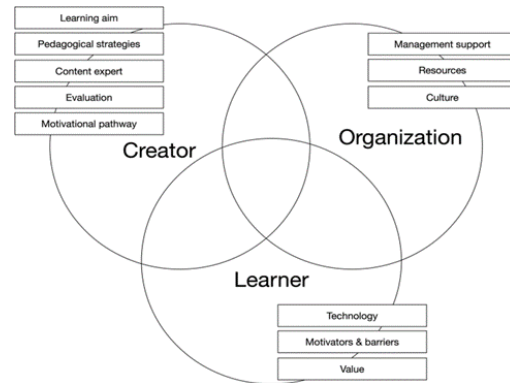


Figure 7 - Interrelation of success factors of organizational learning

(Source: Abbasi Kasani & Shams, 2018)

Appendix C

Considering the next 3 months: How many of your organization's programs/classes, etc. have been or will be shifted from face-to-face to an online format in response to COVID-19?

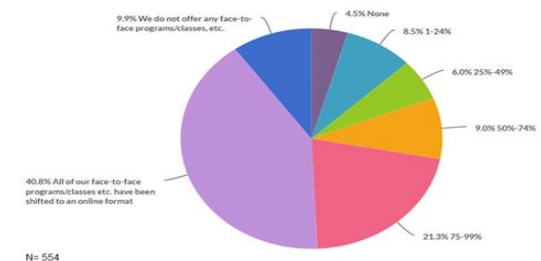


Figure 8 - Shifting from traditional organizational learning to e-learning due to COVID-19 pandemic

(Source: Algahtan & Rajkhan, 2020)