

# A War of Modes: A Comparative Study of E- Learning and In- Classroom learning

**Saloni Singhaniya**

Symbiosis Centre for Management and Human Resource Development, SCMHRD, SIU, Symbiosis International (Deemed University), SIU, Hinjewadi, Pune, Maharashtra, India  
saloni\_singhaniya@scmhrd.edu

## ABSTRACT

Purpose: “The current need to optimize learning process has led to the evolution of e-learning. This paper investigates the increase in effectiveness of e-Learning by comparing the attributes of e-learning and conventional instructor-led classroom training. Proposed Design/Methodology/Approach: Interview approach was used in the research. Data was collected through a structured schedule and later In-depth interviews were conducted to understand the perspectives of employees within HR-L&D function across industries. As a part of secondary research, various published papers, industry reports and journals were referenced. Findings: The findings of the study revealed that the most common way to measure effectiveness is with pre- and post-assessment score. The study also emphasizes the learning models such as Kirkpatrick model, Motivation model and trends such as micro-learning, blended learning, gamification to increase the effectiveness of e-learning. Practical Theoretical Implications: This original contribution is going to make companies make decision regarding mode of delivery of trainings. Originality/value: This is the original piece of work and it has not been published. This original study will facilitate the organizations to select and develop a more effective mode of delivery for learning and development activities in the post COVID 19 world.”

## Keywords

E-learning, Motivation, Effectiveness, Blended Learning

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## Introduction

The revolution in the field of different methods of learning has presented a dilemma to the learners to assess various methods in terms of efficiency and effectiveness to hone their skills as well as knowledge. E-learning has brought a sea change in the arena of training and in the way it is imparted and is a major shift from the use of chalkboard. Space and time are no longer hurdles in the communication since the development of computers and electronic communications. Now, knowledge can be obtained and delivered at any place and at any time.[1] E-learning is the process to train or teach and help the learners to develop using digital platforms like PC, Laptops, Cellphones. It is a way of interactive learning where the study material can be accessed online and it also provides feedback. [2]. Whereas classroom-based training is the process where instructor and learners are physically present at the same time and training is done in the form of various group activities, presentations and case studies. E-learning has rule out among all the other methods in terms of both benefits as well as accessibility. It has shifted the training and learning methods from computer based to convenience based both in terms of time and place. E-learning primarily aims to help learners in achieving their targets by improving professional skills and knowledge [3]. The e-learning method has start gaining more popularity as compared to the classroom method as it has many advantages over classroom method like more efficiency, regularity, more convenient both in terms of teaching and learning, evaluation, giving and receiving feedback [4]. Two major reasons of increased usage of this methods are it being very flexible and convenient. With the increased dependence on IT and communication advancement, e-learning is advancing at a rapid pace and many companies

are employing this method to train their employees. Like every issue having pro and con, online learning has its pros as well as cons. Some of the disadvantages of using this method is increased cost of implementation, absence of direct human interaction. This paper explores the solution used by corporates to overcome the drawbacks of both online training as well as classroom training and also the preferred use of training methods in corporate settings. The possible solution for these problems is blended learning [4]. Blended learning combines the advantages of both the methods and therefore is an amalgamation of e-learning and classroom training. This paper also explores the increase in evolution of online learning which shifted from classroom learning to digital learning. Further, it provides a detailed comparison between online learning and In-class training and analyses the effectiveness of training methods. This paper also discusses the trends and the tools recently being used as a part of e-learning and the methods to assess the learning at the end of training. This paper also focuses on models which evaluate the results after the training is done. The trainings can be in any format i.e. online or classroom training. The results obtained after implementing Kirkpatrick evaluation model or pre and post assessment are analyzed and the models from which better results are obtained are considered to be effective mode of training for the employees. The research finally concludes that e-learning will soon establish itself as the method used for most of the training purposes across organizations.

### Literature Review

• **Evolution of digitalization**

1980s: The era of Personal Computers (PCs): With the development of PC, the method of training through video disk as well as CD-ROM was built. The price of development of these courses was significantly huge but also their efficiency and effectiveness was more than teachers and hence the companies were compelled to purchase them. 1990s: Development of E-learning-explosion of the LMS market: The birth of the term “e-learning” happened after the development of web browsers in the market. The prevalent way to impart instruction then was an “online university” or “online course catalog.” But at the same time, many glitches were being faced with these courses. Despite of all this, with the development of market, an e-learning porta was built almost by every company for its employees. 1998: Entry of the game changer- Google: A major revolution came in the year 1998 with the creation of Google. It made internet users aware that “to browse a course catalog” was a slow and tedious task when we could get all the information that we need can be obtained in with a single search. Now, the employees were demanding same search features in the LMS system also. The evolution of Talent Management: In the upcoming 5 years (since 2005), a quick development of market of “integrated talent management suites” was experienced by the companies. It was difficult for the LMS sellers to sell the products individually, therefore, they combined human resource features. The emergence of videos and continuous learning: In the initial stages, video-centric and breakdown learning was not acceptable. But gradually, it was proved by the inventors that the new prototype was real. An evolution of “micro-learning” and “learning experience platforms” was experienced and the phrase, “micro-learning” was also coined with the new shift. The Switch: Learning with the flow of work: Recent research results were published by the LinkedIn (more than 4000 L&D and business experts) and it also enquired from public, the ways to enhance their workplace learning. One of the major problems faced by the employees were the lack of time to learn. It was an obstacle to take out additional time for learning, and learners responded, 68% of employees prefer to learn at work while 58% of the prefer own pace learning and 49% of the employees learn as and when need arises.

• **Comparison between Instructor-led classroom training and Online training**

Table Column Head		
Attributes	Tradition classroom training	Online training
Time	Learners and trainees have to set a particular time for the sessions.	Learners can get connected to the online platform according to their convenience and initiate the sessions. [5]
Place	Both learners and trainers	Learners can connect to the

Table Column Head		
Attributes	Tradition classroom training	Online training
	need to be present in the physical classroom at the time of training. • Since the very beginning, humans are traditionally accustomed to attend the lectures sitting in a class with the trainer in front and fellow students around and to participate in group activities.[7]	online course from anywhere and anytime they want. • It also allows a lot of flexibility in attending the lectures as he learners can attend the class whenever and wherever they wish to without waiting for it. Also, they can attend the classes whenever they are motivated to learn. [6]
Interaction	Learners have direct face to face interaction with the trainer in sessions. It allows to have social interaction by letting both parties to exchange ideas directly which is much needed by humans. [7] Learners also get answers immediately to any queries during the lectures.	Learners can communicate on via electronic media like email, online discussion forums. Any queries in the training has to be posted online by the learners and usually the response is not immediately received.
Technology	With the help of an overhead projector, the trainer can provide demonstration of the operation of the application.	The training material is accessed online via a web browser. [8]
Learner control	Learners are not able to control the speed or order of the presentation of the content. [9] The topics cannot be skipped by learners in the	Learners can control the speed or order of the presentation of the content. • Any differences in the style of learning and speed is respected in this method. It allows

Table Column Head		
Attributes	Tradition classroom training	Online training
	lecture. Learners may ask to get the topics repeated but usually they don't and most of the times it's not repeated more than once.	self-paced learning by letting learners chose their own speed and order to go through topics ad subjects, or to go through them repeatedly and skip concepts they are already expert in. [10]
Cost comparison	Classroom training needs the instructor to be present in each and every class, hence, makes it expensive.	E-Learning is comparatively cost effective. Also, the same content can be used as many times as required in future also.
Benefits	It also creates an interactive learning environment where trainees have the option to evaluate their choices and responses relative to their fellow learners, which also enables to get feedback personally and individually regarding the suitability to their reactions. [7]	The quality and content of material can be maintained at a constant level unlike classroom training which can vary in different lectures and places. Also, the web based content has been tested and certified repeatedly over a period of time which assures its efficiency. [10]

Finally, both the methods of teaching, classroom learning as well as E-learning aim for empowering learners with knowledge as well as skill. Both of them have their pros and cons and their use and relevance depends on employer's need and preference.

### E-Learning Tools

E-learning tools present training materials to the trainees. The availability of these tools is made available to learners by the support of LMS [11].The training is divided into two parts which are synchronous learning and asynchronous learning [11]. Asynchronous learning includes the methods in which the trainees can learn at their own time and it includes methods like provision of reading material, video clips, audio clips etc. [12]. It does not necessarily happen at the same time, the study material is created in advance and then made available to students to study according to their

own convenience. Whereas, in Synchronous learning, session occur in the real time. So, the trainer as well as trainee need to be present at the same time for the session for direction interaction. It may by either online like webinars, video calls or offline like classroom teaching. Webinar is a seminar that is conducted online particularly with an aim of achievement of any goal economically and efficiently. Q&A sessions and in-meeting activities are also included. [1]. "Instructors and learners also use the method of quizzes and various tests which are asynchronous tools to assess the progress and knowledge".[13]

### E-Learning Trends

The drift towards e-learning is not very recent anymore. The ease of making the training material variable online for learning and of evaluating the performance and receiving and giving feedback has made e-learning quite widely used. This has also opened numerous opportunities for the opening up and development of many new opportunities to develop and implement new methods. Gradually as the method of e-learning is developing, the companies have started adopting the best practices of e-learning to improve the skill base and knowledge of employees and also for holistic development

#### •Micro learning

This is a method in which the content is broken down into small and simple parts in the form modules and episodes and the comparative learning time of every part is short, the process is associated and is done via either online medium or traditional classroom medium. (Hug, 2005). "Micro-learning is a method of learning in which it happens over a very short duration of time". [14] Mostly, it spans between 10 to 20 minutes. "As such, micro-learning can be perceived in terms of the amount of time required to complete a certain task" [14]. In today's environment, where each employee is in the pressure for time, this method roves to be the most pragmatic and efficient to learn any new skill in an emergent field. Also, micro learning can prove to be the most cost effective method if the employees face any new job areas in their companies. They can learn anytime on the go while working at the same time on their jobs. The factors which create a push for micro-learning are: The principle aspect is the necessity to be flexible. In the present environment, the employees are self-motivated to learn in a response to the current needs of the organization and developing areas. The second factor is cost-effectiveness: It is a very well established fact among both organizations and employees that training via e-learning method is very cost effective as compared to the traditional in-class method. The third factor is the constant disruption faced by industries in the present era. As the pace of change is increasing, there is an ever increasing need to provide shorter training material very quickly according to changes and demand of the industries. Micro-learning gives the best chance to provide these contents.

### •Gamification

Gamification is an approach to training which is usually promotes creative approach of employees, encourages them to use problem solving approach to find solution to problems and uplift employees' morale [15]. This method enhances not only hones the skills of employees but also improve their aptitude of grasping new knowledge and promotes team building among employees in the organizations. It leads to build strong teams within organization [16]. This method does not directly relate to knowledge and skill. It affects the behavior, attitude, motivation of the learners which further helps in improving their skill sets and their knowledge. [17]. The key advantages of this method is the provision of on time feedback for employees as they get a chance to improve their skills and practice more where required [18].

### •Simulation-based training

SBT is a method in which an artificial practice environment is created for communication of skills and knowledge to improve the performance of trainees [19]. This method also provides the trainees with a chance to practice the skills and receive feedback. [20]. The most important and unique advantage of this method is that it provides theoretical knowledge as well as practice simultaneously [20]. SBT makes the method of learning very rapid and efficient by collapsing time and space [21]. The main aim of the method is to imitate the real-life problems and to allow learners to learn to learn in a directly relevant manner [22].

### •Mobile Learning

Mobile learning also referred as m-learning is a method of training using digital tools via devices like phones, tablet, laptops, digital notebooks [23]. The most significant advantage of this method is the convenience in its use. The key benefit of M-learning is its flexibility and a learner can learn anywhere anytime without compromising on time. The learning is never restricted with the help of mobile learning as it is a movable technology [23]. "Learners can self-pace the time as and when they want to learn according to their own convenience". The growth of mobile learning can be seen in the near future because of the increase in the applications related to mobile learning [23]. The method of M-learning also has a significant provision of reminder and organizers. This allows the learner to be notified and updated regularly regarding the courses. It also lets learners to continue any or start any topic or subject without unlearning any previously learnt content. The path of learning is much more personalized in this platform. According to research reports and statistics, the engagement rate of courses is significantly higher when the training is provided through the mobile format. Two very significant factors that lead to higher engagement rate are flexibility of the time and place to attend the courses and personalization of learning.

### •Blended learning

"Blended learning is a combination of both the learning methods." [24] It is a well-balanced method as advantages of two learning methods which are classroom training and online training are combined [25]. It permits the learners to choose the method through which they want to learn and provides them with much better flexibility, convenience and thus increases efficiency. Blended learning implies "training that combines traditional classroom sessions with e-learning and self-study" [26]. Blended learning provides a custom-made training experience which helps to develop a learning path for the trainees. It prevents any comparison in training by making the content accessible all the time. It is the most effective method needed at the moment as it overcomes flaws of both the methods [27].

## Theoretical Framework

### •Pre and Post assessments

Assessments conducted before and after the training is a very efficient method to evaluate the learners learning from the very beginning to the end of the training [28]. "The pre-training valuation is used at the very start of the training program to recognize trainee's basic knowledge, attitude, understanding regarding important concepts." [29] Post assessments are the follow up evaluation to track the trainee's progress and development by comparing it to the pre-assessment training. The process of evaluation of trainee's both pre- and post-performance assessment for a course is essentially a twofold operation:

- 1) Developing targets and objectives for trainees.
- 2) Fixing minimum benchmark of result to evaluate the trainee's achievements and progress This method requires that the goals are needed to be fixed realistically. Impractically large number of goals may make the employees view them as unrealistic and make them lose interest in training and achieving established goals [30]. Also, lack of number of quality of goals may make the employees complacent or they may not understand the scope of achieving the goals.

It is very important to set the minimum acceptable standard of score in the achievement of each fixed goal and also to evaluate those scores which excels those minimum standards.

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### Kirkpatrick's Four-Level Training Evaluation Model

E-learning has been considered most adaptable and useful methods for organizations to train their employees for their overall development. The key aspects of e-learning are on-time accessibility and its cost effectiveness which results in the adaptability of e-learning by various organizations across industries [31]. Although there is limited scope to evaluate e-learning effectiveness within organizations. It depends upon how and at what level the evaluations are conducted. In this section of the research paper, Kirkpatrick's training evaluation model will be discussed by breaking down into four levels i.e. reaction, learning,

behavior of the employee and results obtained after the training.

○ **Level One: Reaction/Satisfaction**

“To understand the Reaction of the trainees once the training is conducted is the first level of Kirkpatrick’s evaluation model [32]”. It includes taking feedback from the employees in the form of questionnaires or online surveys post training to have full understanding about the gaps in the training conducted which needs to be improved [31]. It includes all the information regarding how well the training was conducted, the quality of the course and the instructor, for how long the training was conducted, the manner in which the material was presented to the employees. The reaction of the training can be gathered through various methods but the ultimate result from this process that organizations are looking forward to have a positive feedback and positive reaction from the employees about their training experience . If the results turnout to be in favor of e-learning and effectiveness can be seen in the reactions of the employees, it can also be recommended to others within organization according to the needs and requirements of the learners. There is seen a growth in positive reaction towards e-learning because of the benefits it holds like accessible, cost-effective and convenient. For a complete understanding of e-learning effectiveness, organizations have to go to the next level of Kirkpatrick’s model to evaluate employees learning.

○ **Level Two: Learning**

“Level two of Kirkpatrick’s evaluation model measures the knowledge and skills enhancement of the trainees after the training is completed”. It can be measured by understanding the following areas if

- There is any gap between the expectations and the reality in the manner in which training was conducted
- The learners have enhanced their knowledge in the due course of training or not
- They have learned the required skills for their better performance on the job and mastered in it
- They find the difference in the level of skill sets possessed earlier and after the training and how it is creating an impact on their performance

To evaluate employee learning post training, online quizzes can be conducted at the end of each online session which is related to the areas they were trained in and pre and post assessments can be conducted to see the change in performance level of employee due to the training. It was found that employees are more comfortable when trainings are conducted in organizational environment rather than classroom setting which leads to result in more constructive and improved learning. Trainees also accomplish higher achievement scores when they are comfortable.

○ **Level Three: Behavior/Impact**

Level three of Kirkpatrick’s evaluation model measures employee’s behavior after the training and how it has transformed them. Evaluating the behavior of employees after training helps in the following: (Jack Philips)

1. Define if organizational goals have been successfully accomplished or not
2. Identify strong and weak areas of training
3. Identify the difference in the performance of individual participants and make comparison and identify who was successful in encompassing positive change in the behavior
4. Give a platform to strengthen their learnings to all the trainee

The third level of evaluation framework focuses on whether the skills and knowledge learned by the employees during the training process are being used by them on-the-job or not and if there is a positive impact of their behavior on their performance. The impact on their performance by the change in their attitude and positive behavior towards their work can be measured by taking feedbacks from peers and supervisors, observing the employees on the job, verbal communications and interviews.

○ **Level Four: Results**

Level four of Kirkpatrick’s evaluation model measures the return on investment that is the final results of the cost that is invested in training and its final outcome in terms of e-learning effectiveness and the output obtained through the performance of employees. Results are the final outcome which can be used as evidence factor while measuring the effectiveness of e-learning. Increase in productivity, motivation among employees, increased sales, less burnout are some of the examples of positive results after training of employees and these can be easily associated with e-learning effectiveness. Metrics used to measure results:

- More productivity and better work quality
- Increase in the employee retention rate, improved sales and employee engagement
- Reduction in error, and cost of production

“The ultimate purpose of e-learning is not to reduce the cost of training, but to improve the way your organization does business.” [33]. Some of the outcomes after the training is done becomes really challenging to evaluate which leads in overlooking of organizational results sometimes. But still some of the organizations have come up with creative ideas to evaluate results by comparing the effects of customer services when done through online learning or blended learning instead of classroom training. By observing how organizational goals and objectives are being accomplished through e-learning.

For an effective online training, these guidelines for execution needs to be followed:

There is full guidance and support by top management in any initiative taken by employees of the organization

Clearly define the learning path and style and the target employee for whom the training is done

Check the content of training program and if it is in line with the training needs of the employees or it needs to be customized

Proper timeframe, methodologies and evaluation process must be defined before the training

- Autonomy, Mastery and Purpose: Motivational

#### Framework:

One of the most challenging tasks in the task for trainer during the course is to maintain the motivation level of the trainee and to keep he involved to maintain their constant interest, especially in the e-learning medium. According to the reports, this has been shown as one of the major reasons that forces the trainees to dropout during the distance learning courses. Thus a major focus is given on the objective of keeping the employees motivated, involved and not lose interest in the courses. According to Pink, three factors regulate intrinsic motivation: Autonomy, Mastery and Purpose.

- Merriam-Webster describes autonomy as, “the state of existing or acting separately from others: the power or right of a country, group, etc., to govern itself [34]”. Autonomy is a significant factor to maintain the motivation of employees and to make the more creative an innovation. Lack of autonomy directly leads to lack of innovation by the employees. Organizations need to reevaluate set traditional concepts of controlling employees like giving them targets, fixed office hours, dress codes, and so on to give the employees a sense of autonomy and also to build trust between employers and employees which will significantly boost their motivation and interest to experiment and try out new ideas and solutions which will further boost the organization’s profits and also provide a sense of achievement to the employees.

- “Mastery is described as the knowledge and skill that allows you to do, use, or understand something very well [34]”. Mastery develops the desire to develop and achieve expertise by the employees. It provides a constant motivation to them to improve as now they view their limitless potential and thus, motivates to constantly improve, enhance knowledge and learn new skills.

- “Purpose, is described as The reason why something is done or used: the aim or intention of something [34]”. When the employees can see the opportunity to contribute in the “bigger picture”, it provides them with a sense of purpose to work for. Without purpose, the employees may become disengaged and disinterested in their work. The aim of achieving something bigger and more noteworthy motivates employees to work harder and with increased interest. Thus, it is required to inspire them to find a sense of purpose in their jobs. One of the examples can be by motivating them to achieve their individual goals by keeping in mind the organizational targets, other can be by providing an opportunity to make use of their skills, it can also help in building a sense of purpose and also will be beneficial for the organization. If a person is given the right autonomy, time and effort, with a sense of purpose, he/she can achieve mastery in the job or skills in any situation.

- **Cone of Learning**

Cone of experience which is also known as cone of learning is a principle, proposed by Edgar Dale. It states The effectiveness of the learning activities and its outcomes as

well as the power of retention of learnings depends upon how involved the learner was at the time of learning. After a point of time say 15 days, an individual or learner can remember only 10% of anything he/she read, 20% of the information came through audios or what one hears, and 30% of what an individual sees in pictorial format.

To overcome this situation, micro learning can be a great way to leverage what an individual learns at training and apply it on-the-job. Micro learning helps learners to understand the topics in a manner which improves their retention rate.

## Research Methodology

**Approach:** The research data was collected through a mixed method approach. A well-structured schedule was framed to understand the ways in which organizations are training their employees for their career path. Various in-depth interviews were also conducted to know the insights of employees across all industries. The main focus was to understand how they evaluate the performance of their employees and how they motivate employees to learn more and more with training programs which can lead to increase in the effectiveness of online learning. Interview method was adopted to get the smallest of details to understand what e-learning professionals actually believes and practice while evaluating the performance of the employees post training. It is vital to recognize the success factors which are critical for increasing the effectiveness of e-learning and therefore one to one interactions with professionals helps in getting the right perspective.

**Sample size:** 25 organizations across industry was the sample size as a part of this research. The research was conducted across industries which includes: BFSI Sector, Professional Services, IT Services and consulting, Pharmaceutical Sector, Conglomerate, Automotive Sector, Consumer Goods Sector. The sample size covered different industries to get the perspective of how organizations across various industries are training their employees.

This research is done in 4 stages:

- Stage one: To identify the key variables which will help in understanding the training methods used by organizations and why.
- Stage two: Focused on making well-structured schedule for the organization.
- Stage three: It includes Interviewing e-learning professionals to understand all the aspects in details.
- Stage four: It involved analyzing all the interviews.

The zest of interview topics and areas of focus were communicated to the professionals before the interview took place. It was an open ended questionnaire and it covered all the aspects of learning and training activities involved in the organizations, evaluation process and motivation model.

## Analysis

The focus area of my research was:

The platforms used for the training purpose of the employees

Does mixed or hybrid training method help in enhancing the learning of the employees?

Metrics for evaluating performance post training

Models used for increasing motivation in employees to learn more

The questions for the interview were prepared by keeping in mind the purpose of the paper. Interviews were conducted across various industries to understand which platform is preferred for training employees and the following responses were collected:

Respondent 1: Online training modules + classroom workshops (blended learning approach) learning and training in 3 phases- educating, experience and exposure educating (30%) experience and exposure through that learning (70%)

Respondent 2: Online modules are very engaging for employees, Easy to use, good mix of videos- keeps employees involved in training. Available at any time- increases efficiency and quality of learning. And classroom training can help in Knowledge transfer, develop ideas and build relationships with colleagues therefore blend of both is the best choice.

Respondent 3: Improved Employee Efficiency and Productivity through online training, Cost Savings in online training Respondent 4: Reduces employee turnover, Minimum supervision required, Better career opportunity through online training

Respondent 5: Individual attention, Employees learn and retain better in classroom under the supervision of trainer

Respondent 6: There are regular e-learning sessions, webinars, classroom workshops and business simulations, a form of blended learning used in the organization

Respondent 7: Aims to give employees the opportunity to acquire the right skills they need: "Whether that is through face-to-face training, online courses, or opportunities to learn beyond the classroom".

Respondent 8: Blended training has proven to be more effective than choosing any one form of training

Respondent 9: Nature of the business requires more of classroom trainings, Instant clarification of doubts

Respondent 10: Some of the trainings can be done in classrooms only which requires specific and in detail understanding of the subject matter

Although online learning is growing as preferred choice in most of the organizations.

Top 3 reasons for online learning

Cost effective • Self-paced, anywhere, anytime learning • Tracking usage patterns to improve decisions

Top 3 reasons for classroom learning • Individual attention • Building personal relationship • Instant clarification of doubts Majority of the organization consider Blended learning to be the most effective approach. Therefore, hybrid model of training is considered as the right choice for the organizations.

Interview also focused on what are the various metrics used by organizations to evaluate the performance of the employees and which platform is considered better in terms of training?

Respondent 1: Multiple assessments are conducted (80% marks in first attempt) to measure if the employee has upskilled from the online training or not. Assignments are given as a part of their project and then evaluated

Respondent 2: Kirkpatrick model is used to measure the training evaluation.

Respondent 3: Kirkpatrick model as well as pre and post assessments are done to bring out the effective result of training.

Respondent 4: Employees are evaluated on the ability of knowledge transfer and pre and post assessment.

Respondent 5: Return on investment is considered as the training results. If the return is more from investment, it is considered as beneficial training.

Respondent 6: pre and post assessment scores are considered as most effective evaluation for training. It gives us the results of each employee's knowledge before and after the training.

Respondent 7: Kirkpatrick evaluation model is used to measure the effectiveness of training of each employee in the organization.

Respondent 8: Tracking of pre-test & post test scores for most of the training programs is done. This is to check the impact of the trainings imparted to employees.

Respondent 9: Evaluation is done through various assessments and tests.

Respondent 10: Pre and post assessments and Kirkpatrick evaluation model are the metrics used in the organization to see if the training has been imparted properly or not.

Various metrics such as Pre and post assessments, Kirkpatrick training evaluation model, knowledge transfer, speed of learning, ROI etc. are used across organizations in order to evaluate performance of the employees post training. Top metrics which are used by most of the organizations are pre and post assessment score and Kirkpatrick training evaluation model.

Models used for increasing motivation in employees to learn more to create a pull factor for motivating employees to learn, Autonomy, Mastery and Purpose: Motivational Framework plays a significant role in organizations in order to boost employee's motivation and improve their performance.

## Results And Findings

Primarily, the research points out that both modes of training increases the effectiveness of learning. It simply needs to be pointed out which training requires which mode, online or classroom to be more effective. Although, both the methods, i.e., online training and classroom methods have their own significance and advantages. So, a comparison need to be made between two according to requirements and objective of training. Thus, blended learning provides the advantage of both the methods, i.e., e-learning and In-class training to both trainers and the organizations and make it easier to achieve organizations aims. Blended learning respects dissimilarities in learners and at the same time provides much needed human interaction and personal touch. Also, it provides a cost saving method for training. This research finds that the most effective method to evaluate the performance of the trainees post training and to know the gaps in learning structure is through the assessment scores conducted before and after the training. The scores also help in defining individual learning paths for the trainees as well as helps in motivating trainees to grow further. Employees are generally less motivated when they don't realize the main objective or the purpose of why the training has been given to them therefore the motivational

model given by Pink, Autonomy, Mastery and Purpose helps to increase motivation factor in employees to learn more and master in skills and jobs they are doing. This leads to various advantages such as increased productivity, employee retention, employee satisfaction and better performance.

### Limitations

There are number of issues which are recognized as limitations in increasing the effectiveness of online learning. The first and the foremost drawback of online learning is non-involvement of human touch with learners while training. In classroom learning, knowledge is transferred from one person to another through various discussions, group activities etc. but this is missing in online learning. Feedbacks given in classroom training to trainees are well personalized according to the performance and behavior of trainees and are provided as and when trainings are finished build a better learning path and this is lacking in online learning. To compensate the problems faced by trainees, some of the initiatives can be taken by organizations to give a sense of belongingness by properly communicating to trainees through feedback or personalized message. It can help in motivating learners and create a positive impact.

### Conclusion And Recommendations

Training in any organization is done to improve three things i.e. Knowledge, skills and attitude of the employees. Online training is an effective and viable method to achieve all this. The important thing to focus upon to gain results is how e-learning has been designed, what medium is adopted for the transfer of material to trainees and what is the process followed for assessing the performance of the employees. The use of upcoming trends in e-learning such as blended learning, micro learning, gamification, simulation based training etc. can help in achieving effectiveness in learning process of employees and their overall development. The recommendations to increase efficiency in learning can be attained through implementing blended learning and micro learning as a part of training for employees. Blended learning compensates the problems of both classroom as well as online learning therefore it is considered as best method to learn. Through micro learning, information can be retained much faster than any other way.

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