

# Chapter 28

## E-Learning Readiness and the Effects of Organizational Culture

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### ABSTRACT

*Electronic readiness is an important issue in developing organizational e-learning. It focuses on organizational capabilities and capacities to use electronic resources in the learning process. Organizational culture is an important factor in successful e-learning readiness. This research is aimed to evaluate the impacts of organizational culture on e-learning readiness. A sample of 68 questionnaires consisting of both culture and readiness questions was analyzed. To test the research hypothesis, a Beta coefficient test was used. Research results indicate a significant positive impact of clan and adhocracy cultures on e-learning readiness. It also found that market culture has a negative impact on e-learning readiness, while findings cannot justify a relationship between hierarchy culture and e-learning readiness.*

### 1. INTRODUCTION

In the current challenging world, knowledge-based skill of employees is an important requirement for organizations to have competitive advantage. Traditional learning is not able to meet the targets defined for the learning requirements of employees. It is shown (1) that the e-learning is a suitable solution for organizations to cope with the changing nature of business related knowledge required to remain competitive and to reduce the learning cost. Clearly, it is required for organizations to have the necessary readiness before implementing e-learning projects (Minton, 2000). According to Schreurs and others (2009) e-learning readiness is an important factor affecting the successful adoption of e-learning.

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Although a vast number of organizations tend to utilize the e-learning technology to gain from its benefits, but because of the amount of investment required and the high rate of failure, many of them are reluctant to do so. That is, why it is necessary to find how ready the organization is to adopt the technology. The assessment should be done from different points of view, including employees, technological infrastructure, and innovation.

While the e-learning readiness is a key factor which affects the successful adoption of e-learning technology, the organizational culture plays a vital role in the successful implementation of the technology (Lea, 2003). According to Kinuthia (2007) culture affects the employees' acceptance of learning process.

There are many researches focusing on factors that affect organizational learning. Bates (2000) believes that organizational culture can facilitate the learning process. He also argued that culture can make the process hard. An organizational culture of risk taking, providing new approaches to encourage a spirit of collaboration, and support for the implementation and adoption of e-learning is important and necessary. Schein (1993) believes that the organizational culture should support the learning process. He concluded that the development of learning would be hard if organizational culture fail to support the learning process. Therefore, organizational culture is a key factor if successful adoption of e-learning in an organization.

In this paper, the effect of organizational culture on e-learning readiness is investigated. In order to identify models of organizational culture, we have utilized Cameron and Quinn's 4-dimension model (Cameron & Quinn, 2011). We have also used Aydin and Tasci (2005) model to measure the e-learning readiness.

## **2. LITERATURE REVIEW**

### **2.1 E-Learning Readiness**

Electronic learning in today's organizations includes presentation of electronic contexts or electronic experiences using information technology (Schreurs, Sammour, & Ehlers, 2009). This kind of learning is an important innovation which is used in collaborative environments. E-learning requires that the learners use the internet, collaborate with peers and interact with the trainer if he seeks support. Experienced e-learners can also use technology to monitor their training and ultimately become responsible managers of their own personal and career development. Asynchronous training, training at individual pace, just-in-time training, and cost-effectiveness lure organizations to e-learning (Jeanne & Al-Huneidi, 2012; Powell, 2000).

E-learning gives organizations a unique opportunity to cope with rapid changes in knowledge requirements. An organization needs to be ready to accept e-learning because this learning technology requires a lump sum of investment. For an organization which intends to implement e-learning, readiness is defined as the mental or physical preparedness for that organization for some e-learning experience or action. As more and more organizations decide to join and expand e-Learning interventions, it becomes critical to assess their readiness to utilize technology for a successful implementation and accommodating learning strategies with their local needs (Bowles, 2004).

E-learning is an indication of the organizational capability and capacity in efficiently using electronic resources in employees training and learning processes (Machado, 2007). Therefore, the more an organization uses the e-learning, the more important is the assessment of its readiness to use e-learning based

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