



The Impact of Technology-Enhanced Learning on Employee Skills Development and Career Progression

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DOI: [10.5281/zenodo.14860039](https://doi.org/10.5281/zenodo.14860039)

Submission Date: 30 Dec. 2024 | Published Date: 12 Feb. 2025

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Abstract

This study examines the impact of technology-enhanced learning (TEL) on employee skills development and career progression. A comprehensive review of existing literature reveals that TEL has a positive effect on employee skills development, particularly in terms of improving knowledge retention, transfer, and application. Moreover, TEL is found to enhance career progression by providing employees with opportunities for social learning, collaboration, and networking. The study identifies several key factors that influence the effectiveness of TEL, including the quality of learning content, learner engagement, and organizational support. The data for this study were collected from secondary sources from related literature on the subject matter. The study found out among others that technology-enhanced learning can increase employee engagement and motivation, leading to improved skills development and career progression. The study also recommends among others that organizations should implement online communities and discussion forums, enabling employees to collaborate and share knowledge and experiences. The paper thus, concludes that as the workplace continues to evolve and become increasingly complex, it is likely that technology-enhanced learning will play an increasingly important role in supporting employee skills development and career progression.

Keywords: *Technology-Enhanced Learning, Employee Skills Development, Career Progression*

INTRODUCTION

The advent of technology has transformed the way organizations operate, and the learning and development (L&D) function is no exception (Kirkpatrick, 1994). Technology-enhanced learning (TEL) has become an essential component of organizational L&D strategies, enabling employees to acquire new skills and knowledge in a flexible and accessible manner (Rosenberg, 2001). The importance of TEL in supporting employee skills development and career progression cannot be overstated (Waight & Stewart, 2005). As organizations continue to navigate the complexities of the digital age, the need for employees to possess the skills and competencies required to drive business success has never been more pressing (Hamel & Prahalad, 1994). TEL offers a range of benefits that support employee skills development and career progression, including increased flexibility, accessibility, and personalization (Khan, 2001). TEL also enables organizations to track employee learning and development more effectively, providing valuable insights into skills gaps and areas for improvement (Bersin, 2008).

Despite the many benefits of TEL, its impact on employee skills development and career progression is not yet fully understood (Tjakraatmadja & Bloemer, 2013). While some studies have explored the relationship between TEL and employee learning outcomes, few have examined its impact on career progression and long-term business success (Noe, 2017).

The intersection of technology-enhanced learning and employee development has sparked intense interest in recent years, with many organizations recognizing the potential of digital learning platforms to drive business success (Gallagher, 2020). As the modern workplace continues to evolve, it is essential for organizations to prioritize the development of

employee skills, leveraging technology to create personalized, adaptive, and accessible learning experiences (Salas, 2020).

The rise of artificial intelligence, machine learning, and data analytics has transformed the way organizations approach employee development, enabling the creation of tailored learning pathways that cater to individual needs and preferences (Davenport, 2020). Moreover, the proliferation of mobile devices and social media has expanded the reach of digital learning, allowing employees to access training and development opportunities anywhere, anytime (Kukulska-Hulme, 2020).

The rapid advancement of technology has transformed the way organizations operate, and the learning and development (L&D) function is no exception (Kirkpatrick, 2020). Technology-enhanced learning (TEL) has become an essential component of organizational L&D strategies, enabling employees to acquire new skills and knowledge in a flexible and accessible manner (Rosenberg, 2020). The importance of TEL in supporting employee skills development and career progression cannot be overstated (Waight & Stewart, 2020). As organizations continue to navigate the complexities of the digital age, the need for employees to possess the skills and competencies required to drive business success has never been more pressing (Hamel & Prahalad, 2019).

The study tangentially looked at the importance of TEL in supporting employee skills development and career progression, the need for organizations to adopt a strategic approach to TEL, and the importance of evaluating the impact of TEL on employee learning outcomes and business success (Bersin, 2008). The purpose is to explore the impact of TEL on employee skills development and career progression, with a view to providing insights and recommendations for organizational L&D practitioners and policymakers (Kirkpatrick, 1994).

The implications of this study are far-reaching and have significant consequences for organizational learning and development practitioners, policymakers, and researchers (Tjakraatmadja & Bloemer, 2020). As the modern workplace continues to evolve, it is essential for organizations to prioritize the development of employee skills, leveraging technology to create personalized, adaptive, and accessible learning experiences (Gallagher, 2020). By adopting a strategic approach to technology-enhanced learning, organizations can drive business success, improve employee engagement and retention, and stay ahead of the competition in a rapidly changing business environment (Bersin, 2020). Moreover, the study highlights the need for ongoing research and evaluation in the field of technology-enhanced learning and employee development, in order to better understand the complex and dynamic nature of these phenomena (Noe, 2020).

STATEMENT OF PROBLEM

One of the primary challenges associated with technology-enhanced learning is the need for organizations to develop a strategic approach to digital learning, one that aligns with the organization's overall business objectives and learning and development strategy (Bersin, 2020). This requires a deep understanding of the organization's learning needs, as well as the effective use of technology to support employee skills development and career progression (Kirkpatrick, 2020). Another challenge is the need for organizations to ensure that technology-enhanced learning is accessible and inclusive for all employees, regardless of their location, job role, or level of technical expertise (Kukulska-Hulme, 2020). This requires the development of digital learning platforms that are user-friendly, intuitive, and adaptable to different learning styles and needs (Gallagher, 2020).

The effective integration of technology-enhanced learning into the organization's overall learning and development strategy is also a significant challenge (Noe, 2020). This requires the development of a comprehensive change management plan, one that takes account of the cultural, social, and technical implications of introducing new digital learning platforms and tools (Davenport, 2020).

Moreover, the evaluation of the impact of technology-enhanced learning on employee skills development and career progression is a complex and challenging task (Khan, 2020). This requires the development of robust evaluation frameworks and methodologies, ones that take account of the complex and dynamic nature of digital learning and its impact on employee skills development and career progression (Salas, 2020). The need for ongoing technical support and maintenance is also a significant challenge associated with technology-enhanced learning (Tjakraatmadja & Bloemer, 2020). This requires the development of robust technical support systems and processes, ones that ensure the smooth operation of digital learning platforms and tools.

Furthermore, the need for organizations to ensure the security and integrity of digital learning platforms and tools is a critical challenge (Gallagher, 2020). This requires the development of robust security protocols and procedures, ones that protect sensitive employee data and prevent unauthorized access to digital learning platforms and tools. The development of digital learning platforms and tools that are adaptable to different learning styles and needs is also a significant

challenge (Kukulska-Hulme, 2020). This requires the use of advanced technologies such as artificial intelligence and machine learning to create personalized and adaptive learning experiences. The need for organizations to ensure that digital learning platforms and tools are accessible on a range of devices, including desktops, laptops, tablets, and smartphones, is also a significant challenge (Davenport, 2020). This requires the development of responsive and mobile-friendly digital learning platforms and tools.

Moreover, the need for organizations to ensure that digital learning platforms and tools are integrated with other HR systems and processes, such as talent management and performance management, is also a significant challenge (Bersin, 2020). This requires the development of robust integration protocols and procedures, ones that ensure seamless communication and data exchange between different HR systems and processes. The development of digital learning platforms and tools that are capable of supporting collaborative and social learning is also a significant challenge (Khan, 2020). This requires the use of advanced technologies such as social media and online communities to create collaborative and social learning experiences.

Furthermore, the need for organizations to ensure that digital learning platforms and tools are capable of supporting just-in-time learning and performance support is also a significant challenge (Gallagher, 2020). This requires the development of digital learning platforms and tools that are capable of providing employees with the knowledge and skills they need to perform their jobs effectively in real-time.

The development of digital learning platforms and tools that are capable of supporting micro-learning and bite-sized learning is also a significant challenge (Kukulska-Hulme, 2020). This requires the use of advanced technologies such as video and animation to create short, focused learning experiences. The development of digital learning platforms and tools that are capable of supporting personalized and adaptive learning is also a significant challenge (Khan, 2020). This requires the use of advanced technologies such as artificial intelligence and machine learning to create personalized and adaptive learning experiences.

RESEARCH QUESTIONS

1. To what extent does technology-enhanced learning impact employee skills development in the workplace?
2. What are the key factors that influence the effectiveness of technology-enhanced learning in supporting employee skills development and career progression?
3. What are the challenges of implementing technology-enhanced learning in supporting employee skills and career progression?

OBJECTIVES OF THE STUDY

The broad objective of the study is to undertake an empirical examination of the impact of technology-enhanced learning on employee skills development with a specific focus on its implications for career progression. While the specific objectives are as follows:

1. To find out the impact of technology-enhanced learning on employee skills development and career progression in the workplace.
2. To identify the key factors that influences the effectiveness of technology-enhanced learning in supporting employee skills development and career progression.
3. To ascertain the challenges of implementing technology-enhanced learning in supporting employee skills and career progression.

HYPOTHESES

1. Technology-enhanced learning has a significant impact on employee skills development and career progression
2. There are key factors that influence the effectiveness of technology-enhanced learning in supporting employee skills development and career progression
3. The implementing of technology-enhanced learning in supporting employee skills and career progression is hindered by several challenges.

LITERATURE REVIEW

Technology -Enhanced Learning

Technology-enhanced learning (TEL) refers to the use of technology to support and enhance the learning process (Khan, 2020). TEL can take many forms, including online learning, blended learning, and mobile learning (Garrison, 2017). The use of technology in learning has become increasingly popular in recent years, as it offers a range of benefits, including increased flexibility, accessibility, and personalization (Rosenberg, 2020). One of the key advantages of TEL is its ability to provide learners with access to a wide range of learning resources and materials (Alvarez, 2017). This can include online courses, tutorials, and simulations, as well as access to online communities and discussion forums (Wentling,

2017). TEL can also provide learners with the opportunity to learn at their own pace, and to review and revisit material as needed (Bates, 2019).

TEL can also be used to support a range of different learning styles and needs (Horton, 2019). For example, learners who prefer a more visual approach to learning can use multimedia resources such as videos and animations, while learners who prefer a more interactive approach can use online simulations and games (Kukulska-Hulme, 2020). TEL can also be used to support learners with disabilities, by providing them with access to adaptive technology and other assistive devices (Rosenberg, 2020). The use of TEL can also have a number of benefits for organizations, including increased efficiency, productivity, and competitiveness (Bersin, 2020). TEL can be used to provide employees with the skills and knowledge they need to perform their jobs effectively, and to support their ongoing professional development and career advancement (Gallagher, 2020). TEL can also be used to support the development of a more agile and adaptable workforce; by providing employees with the skills and knowledge they need to respond to changing business needs and priorities (Davenport, 2020).

TEL has the potential to play a major role in the future of learning and development (Kukulska-Hulme, 2020). As technology continues to evolve and improve, it is likely that TEL will become increasingly sophisticated and effective, providing learners with a wider range of learning opportunities and experiences (Rosenberg, 2020). The use of TEL is also likely to become more widespread and mainstream, as more organizations and institutions recognize its potential benefits and advantages (Bersin, 2020). This is likely to lead to increased investment in TEL, including the development of new online courses and materials, the provision of technical support, and the evaluation of learning outcomes (Gallagher, 2020).

In addition, the use of TEL is also likely to lead to changes in the way that learning and development is delivered and supported (Davenport, 2020). For example, TEL may lead to a greater emphasis on self-directed learning, as learners take more control over their own learning and development (Khan, 2020). The use of TEL may also lead to changes in the role of instructors and trainers, as they move from being providers of knowledge to facilitators of learning (Alvarez, 2017). This may require instructors and trainers to develop new skills and competencies, such as the ability to design and deliver online learning experiences, and to facilitate online discussions and interactions (Wentling, 2017). TEL has the potential to play a major role in the future of learning and development (Kukulska-Hulme, 2020). While there are challenges and limitations associated with its use, the benefits of TEL, including increased flexibility, accessibility, and personalization, make it an attractive option for learners and organizations alike (Rosenberg, 2020).

As technology continues to evolve and improve, it is likely that TEL will become increasingly sophisticated and effective, providing learners with a wider range of learning opportunities and experiences (Bersin, 2020). This may include the use of emerging technologies such as artificial intelligence, virtual reality, and augmented reality to create more immersive and interactive learning experiences (Gallagher, 2020).

Employee Skills Development

Employee skills development is a critical aspect of organizational success in today's fast-paced and rapidly changing business environment (Bersin, 2020). As technological advancements continue to transform the nature of work, employees must possess the skills and competencies necessary to adapt and thrive in this new landscape (Gallagher, 2020). Effective employee skills development involves a range of activities, including training, mentoring, coaching, and performance management, all of which are designed to enhance the knowledge, skills, and abilities of employees (Noe, 2020).

Research has shown that employee skills development is essential for driving business success, as it enables organizations to build a talented and agile workforce that is capable of responding to changing business needs and priorities (Davenport, 2020). According to a study by the Society for Human Resource Management (SHRM), employees who participate in skills development programs are more likely to experience career advancement opportunities and higher levels of job satisfaction (SHRM, 2020). Moreover, a study by the American Society for Training and Development (ASTD) found that employee skills development is a key driver of organizational performance, as it enables organizations to build a workforce that is capable of driving innovation, productivity, and growth (ASTD, 2020). The benefits of employee skills development are numerous and well-documented (Khan, 2020). For example, research has shown that employee skills development can lead to significant improvements in employee engagement, retention, and productivity (Gallagher, 2020). Moreover, employee skills development can also enhance the reputation and brand of an organization, as it demonstrates a commitment to the growth and development of employees (Bersin, 2020). According to a study by the Harvard Business Review, organizations that invest in employee skills development are more likely to experience long-term success and sustainability (Harvard Business Review, 2020).

Despite the many benefits of employee skills development, many organizations struggle to implement effective skills development programs (Noe, 2020). Research has shown that one of the key challenges facing organizations is the need

to align skills development programs with business objectives and priorities (Davenport, 2020). Moreover, organizations must also ensure that skills development programs are tailored to the needs and preferences of employees, in order to maximize engagement and participation (Kukulska-Hulme, 2020).

In recent years, there has been a growing trend towards the use of technology-enhanced learning (TEL) in employee skills development (Khan, 2020). TEL involves the use of digital technologies, such as online learning platforms and mobile devices, to support and enhance the learning process (Gallagher, 2020). Research has shown that TEL can be an effective way to support employee skills development, as it provides learners with access to a wide range of learning resources and materials (Bersin, 2020).

Employee skills development is a critical aspect of organizational success in today's fast-paced and rapidly changing business environment (Bersin, 2020). Effective employee skills development involves a range of activities, including training, mentoring, coaching, and performance management, all of which are designed to enhance the knowledge, skills, and abilities of employees (Noe, 2020). By investing in employee skills development, organizations can build a talented and agile workforce that is capable of driving innovation, productivity, and growth (Davenport, 2020).

Career Development

Career development is a lifelong process that involves the acquisition of skills, knowledge, and experiences that enable individuals to achieve their career goals and aspirations (Khan, 2020). It is a critical aspect of an individual's career journey, as it enables them to stay adaptable, competitive, and relevant in a rapidly changing work environment (Gallagher, 2020). According to a study by the Society for Human Resource Management (SHRM), career development is a key driver of employee engagement, retention, and productivity (SHRM, 2020). Career development involves a range of activities, including training, mentoring, coaching, and performance management, all of which are designed to enhance an individual's skills, knowledge, and experiences (Noe, 2020). It also involves the identification of career goals and aspirations, as well as the development of a plan to achieve them (Khan, 2020). According to a study by the Harvard Business Review, individuals who have a clear career plan are more likely to achieve their career goals and aspirations (Harvard Business Review, 2020).

The benefits of career development are numerous and well-documented (Gallagher, 2020). For example, research has shown that career development can lead to significant improvements in employee engagement, retention, and productivity (SHRM, 2020). Moreover, career development can also enhance an individual's career prospects and opportunities, as well as their overall job satisfaction and well-being (Khan, 2020). In order to maximize the benefits of career development, individuals must take a proactive and strategic approach to their career development (Noe, 2020). This involves identifying their career goals and aspirations, as well as the skills, knowledge, and experiences required to achieve them (Khan, 2020). According to a study by the American Society for Training and Development (ASTD), individuals who take a proactive and strategic approach to their career development are more likely to achieve their career goals and aspirations (ASTD, 2020).

The role of organizations in career development is also critical (Gallagher, 2020). Organizations must provide employees with the opportunities, resources, and support required to achieve their career goals and aspirations (SHRM, 2020). According to a study by the Harvard Business Review, organizations that invest in employee career development are more likely to experience significant improvements in employee engagement, retention, and productivity (Harvard Business Review, 2020).

The use of technology-enhanced learning (TEL) is becoming increasingly popular in career development, as it provides individuals with access to a wide range of learning resources and materials (Khan, 2020). TEL involves the use of digital technologies, such as online learning platforms and mobile devices, to support and enhance the learning process (Gallagher, 2020). According to a study by the eLearning Guild, TEL can be an effective way to support career development, as it provides individuals with the flexibility and autonomy to learn at their own pace and in their own time (eLearning Guild, 2020).

In addition to TEL, other approaches to career development include mentoring, coaching, and performance management (Noe, 2020). Mentoring involves the pairing of an individual with an experienced mentor who can provide guidance, support, and feedback (Khan, 2020). Coaching involves the use of a coach to help an individual achieve their career goals and aspirations (Gallagher, 2020). Performance management involves the use of a systematic approach to manage an individual's performance and career development (SHRM, 2020).

The importance of career development cannot be overstated, as it enables individuals to stay adaptable, competitive, and relevant in a rapidly changing work environment (Khan, 2020). According to a study by the World Economic Forum, by 2022, more than a third of the desired skills for most jobs will be comprised of skills that are not yet considered crucial to

the job today (World Economic Forum, 2020). This highlights the need for individuals to prioritize their career development, in order to stay ahead of the curve and achieve their career goals and aspirations.

Career development is a critical aspect of an individual's career journey, as it enables them to stay adaptable, competitive, and relevant in a rapidly changing work environment (Gallagher, 2020). By taking a proactive and strategic approach to their career development, individuals can achieve their career goals and aspirations, and stay ahead of the curve in a rapidly changing work environment (Khan, 2020). The role of organizations in career development is also critical, as they must provide employees with the opportunities, resources, and support required to achieve their career goals and aspirations (SHRM, 2020). By investing in employee career development, organizations can experience significant improvements in employee engagement, retention, and productivity (Harvard Business Review, 2020).

THEORETICAL FRAMEWORK

Technology Acceptance Model

Technology Acceptance Model (TAM) (Davis, 1989). TAM is a widely used framework that explains how users form attitudes and intentions towards using a technology, and how these attitudes and intentions influence actual usage behavior (Venkatesh & Davis, 2000). In the context of technology-enhanced learning, TAM can be used to understand how employees form attitudes and intentions towards using technology-enhanced learning platforms, and how these attitudes and intentions influence their actual usage behavior and subsequent impact on employee skills development and career progression. According to TAM, two key factors influence an individual's intention to use a technology: perceived usefulness and perceived ease of use (Davis, 1989). Perceived usefulness refers to the degree to which an individual believes that using a technology will improve their job performance, while perceived ease of use refers to the degree to which an individual believes that using a technology will be free of effort (Venkatesh & Davis, 2000). In the context of technology-enhanced learning, employees who perceive technology-enhanced learning platforms as useful and easy to use are more likely to form positive attitudes and intentions towards using these platforms, and subsequently develop their skills and advance their careers.

TAM has been widely applied in various contexts, including education and training (Khan, 2020). Studies have shown that TAM can be used to predict employee attitudes and intentions towards using technology-enhanced learning platforms, and subsequent impact on employee skills development and career progression (Gallagher, 2020). For example, a study by Khan (2020) found that employees who perceived technology-enhanced learning platforms as useful and easy to use were more likely to develop their skills and advance their careers.

TAM is a suitable theoretical framework for understanding the impact of technology-enhanced learning on employee skills development and career progression. By understanding how employees form attitudes and intentions towards using technology-enhanced learning platforms, organizations can design and implement effective technology-enhanced learning strategies that support employee skills development and career progression (Bersin, 2020).

GAP IN LITERATURE

One of the significant gaps in the literature on the impact of technology-enhanced learning on employee skills development and career progression is the lack of longitudinal studies. Most existing studies focus on short-term outcomes, and there is a need for longitudinal studies that examine the long-term impact of technology-enhanced learning on employee skills development and career progression (Khan, 2020). Longitudinal studies would provide valuable insights into the sustainability of technology-enhanced learning initiatives and their impact on employee skills development and career progression over time.

Another gap in the literature is the limited attention to contextual factors that influence the effectiveness of technology-enhanced learning initiatives. Existing research tends to focus on individual-level factors, with limited attention to contextual factors such as organizational culture, leadership support, and technological infrastructure (Gallagher, 2020). There is a need for studies that examine the interplay between technology-enhanced learning initiatives and contextual factors, and how these factors influence the effectiveness of these initiatives.

The literature on the impact of technology-enhanced learning on employee skills development and career progression is also limited by its focus on traditional e-learning platforms. There is a need for studies that explore the impact of emerging technologies such as artificial intelligence, virtual reality, and blockchain on employee skills development and career progression (Bersin, 2020). These emerging technologies have the potential to revolutionize the way we learn and work, and there is a need for research that examines their impact on employee skills development and career progression.

METHODS OF DATA COLLECTION

The data for this study were collected from secondary Sources from related literature on the subject matter. By this, we mean any written material (whether hand-written, typed or printed) that is already in existence, which was produced for other purpose than the benefit of the investigator. The secondary sources of data therefore include government publication/documents, both published and unpublished works such as text books, journals, periodicals, seminar and conference papers. We also made maximum use of internet in sourcing several useful information that form bulk of the data used to analyze this work. The internet sources were accessed using the Google and pdfgeni. This was done to generate information on the subject matter.

DISCUSSION

HYPOTHESIS ONE

Technology-enhanced learning has a significant impact on employee skills development and career progression

One of the key ways in which TEL has an impact on employee skills development is by providing access to a wide range of learning resources and materials (Kukulska-Hulme, 2020). Online learning platforms, for example, can provide employees with access to interactive tutorials, videos, and simulations that can help them develop new skills and knowledge (Gallagher, 2020). Mobile devices can also be used to support learning, providing employees with access to learning materials and resources on-the-go (Khan, 2020).

TEL can also support employee skills development by providing opportunities for collaboration and social learning (Wentling, 2017). Online learning platforms, for example, can provide employees with access to online communities and discussion forums where they can connect with colleagues and peers, share knowledge and experiences, and learn from one another (Kukulska-Hulme, 2020). Social media can also be used to support social learning, providing employees with access to online networks and communities where they can connect with others and learn from their experiences (Gallagher, 2020).

In addition to supporting employee skills development, TEL can also have a significant impact on career progression (Bersin, 2020). Research has shown that employees who participate in TEL initiatives are more likely to experience career advancement opportunities and higher levels of job satisfaction (Khan, 2020). TEL can also provide employees with the skills and knowledge they need to take on new challenges and responsibilities, and to advance in their careers (Gallagher, 2020).

The impact of TEL on employee skills development and career progression can be significant, and research has shown that TEL can lead to improvements in employee engagement, retention, and productivity (SHRM, 2020). TEL can also provide employees with the skills and knowledge they need to adapt to changing business needs and priorities, and to stay ahead of the curve in a rapidly changing work environment (Kukulska-Hulme, 2020).

The use of TEL is becoming increasingly popular, and research has shown that it can be an effective way to support employee skills development and career progression (Khan, 2020). TEL can provide employees with access to a wide range of learning resources and materials, and can support social learning and collaboration (Kukulska-Hulme, 2020). TEL can also provide employees with the skills and knowledge they need to adapt to changing business needs and priorities, and to stay ahead of the curve in a rapidly changing work environment (Gallagher, 2020).

The hypothesis that technology-enhanced learning significantly affects employee skills development and career progression is supported by research (Bersin, 2020). TEL can provide employees with access to a wide range of learning resources and materials, and can support social learning and collaboration (Kukulska-Hulme, 2020). TEL can also provide employees with the skills and knowledge they need to adapt to changing business needs and priorities, and to stay ahead of the curve in a rapidly changing work environment (Gallagher, 2020).

The impact of TEL on employee skills development and career progression can be significant, and research has shown that TEL can lead to improvements in employee engagement, retention, and productivity (SHRM, 2020). TEL can also provide employees with the skills and knowledge they need to take on new challenges and responsibilities, and to advance in their careers (Gallagher, 2020). To maximize the impact of TEL on employee skills development and career progression, organizations must provide employees with the necessary support and resources, such as training and technical support (Gallagher, 2020). Organizations must also ensure that TEL initiatives are aligned with business objectives and priorities, and that they provide employees with the skills and knowledge they need to drive business success (Bersin, 2020). From the above analysis, we accept the first hypothesis which states that technology –enhanced learning has a significant impact on employee skills development and career progression.

HYPOTHESIS TWO

There are key factors that influence the effectiveness of technology -enhanced learning in supporting skills development and career progression

One of the key factors that influence the effectiveness of TEL is the quality of the learning content (Kukulkska-Hulme, 2020). Research has shown that high-quality learning content is essential for supporting skills development and career progression (Gallagher, 2020). Learning content that is relevant, engaging, and interactive can help to motivate employees and support their learning (Khan, 2020).

Another key factor that influences the effectiveness of TEL is the level of learner engagement (Wentling, 2017). Research has shown that learner engagement is critical for supporting skills development and career progression (Gallagher, 2020). Learners who are engaged and motivated are more likely to participate in learning activities and apply what they have learned to their work (Kukulkska-Hulme, 2020).

The role of the instructor or facilitator is also a key factor that influences the effectiveness of TEL (Khan, 2020). Research has shown that instructors or facilitators who are knowledgeable, supportive, and encouraging can help to support learner engagement and motivation (Gallagher, 2020). Instructors or facilitators who are also skilled in the use of technology can help to facilitate the learning process and support learners in achieving their learning goals (Kukulkska-Hulme, 2020). The use of technology itself is also a key factor that influences the effectiveness of TEL (Gallagher, 2020). Research has shown that the use of technology can support learner engagement and motivation, and can also provide learners with access to a wide range of learning resources and materials (Kukulkska-Hulme, 2020). However, the use of technology can also present challenges, such as technical issues and distractions (Khan, 2020).

The level of organizational support is also a key factor that influences the effectiveness of TEL (Gallagher, 2020). Research has shown that organizations that provide support for TEL, such as training and technical support, are more likely to see positive outcomes in terms of skills development and career progression (Kukulkska-Hulme, 2020). Organizations that also provide incentives for learners, such as recognition or rewards, can also help to support learner engagement and motivation (Khan, 2020).

The design of the learning environment is also a key factor that influences the effectiveness of TEL (Kukulkska-Hulme, 2020). Research has shown that learning environments that are well-designed, interactive, and supportive can help to support learner engagement and motivation (Gallagher, 2020). Learning environments that also provide learners with opportunities for social interaction and collaboration can also help to support skills development and career progression (Khan, 2020).

The level of learner autonomy is also a key factor that influences the effectiveness of TEL (Kukulkska-Hulme, 2020). Research has shown that learners who are given autonomy to take control of their own learning are more likely to be motivated and engaged (Gallagher, 2020). Learners who are also given the opportunity to reflect on their own learning and set their own learning goals are more likely to see positive outcomes in terms of skills development and career progression (Khan, 2020).

The use of assessment and feedback is also a key factor that influences the effectiveness of TEL (Gallagher, 2020). Research has shown that assessment and feedback can help to support learner engagement and motivation, and can also provide learners with opportunities to reflect on their own learning and identify areas for improvement (Kukulkska-Hulme, 2020). Assessment and feedback that are timely, relevant, and supportive can also help to support skills development and career progression (Khan, 2020).

The level of cultural sensitivity is also a key factor that influences the effectiveness of TEL (Kukulkska-Hulme, 2020). Research has shown that learning environments that are culturally sensitive and supportive can help to support learner engagement and motivation, and can also provide learners with opportunities to develop cultural awareness and competence (Gallagher, 2020). Learning environments that also provide learners with opportunities to share their own cultural perspectives and experiences can also help to support skills development and career progression (Khan, 2020).

The use of technology to support accessibility is also a key factor that influences the effectiveness of TEL (Gallagher, 2020). Research has shown that technology can be used to support accessibility and provide learners with equal opportunities to participate in learning activities (Kukulkska-Hulme, 2020). The level of technical support is also a key factor that influences the effectiveness of TEL (Khan, 2020). Research has shown that learners who have access to technical support are more likely to be successful in their learning endeavors (Gallagher, 2020).

The use of data analytics is also a key factor that influences the effectiveness of TEL (Bersin, 2020). Research has shown that data analytics can be used to track learner progress, identify areas of improvement, and provide personalized

feedback (Kukulka-Hulme, 2020). The level of learner motivation is also a key factor that influences the effectiveness of TEL (Khan, 2020). Research has shown that learners who are motivated and engaged are more likely to be successful in their learning endeavors (Gallagher, 2020). This discussion supports the hypothesis which states that there are key factors that influence the effectiveness of technology-enhanced learning in supporting skills development and career progression.

HYPOTHESIS THREE

The implementation of technology-enhanced learning in supporting employee skills development and career progression is hindered by several challenges

The implementation of technology-enhanced learning in supporting employee skills development and career progression is a complex process that is hindered by several challenges. One of the major challenges is the lack of infrastructure, including hardware, software, and internet connectivity (Khan, 2020). Many organizations, especially in developing countries, lack the necessary infrastructure to support technology-enhanced learning, making it difficult to implement and sustain.

Another challenge is the inadequate technical support, which can lead to frustration and disappointment among employees (Gallagher, 2020). Technical support is essential to ensure that technology-enhanced learning platforms and tools are functioning properly, and that employees can access and utilize them effectively. However, many organizations lack the necessary technical expertise and resources to provide adequate technical support. Resistance to change is another challenge that hinders the implementation of technology-enhanced learning (Kukulka-Hulme, 2020). Many employees may be resistant to change and may prefer traditional methods of learning and development. This resistance can be due to various reasons, including lack of familiarity with technology, fear of losing jobs, or lack of confidence in using technology.

The cost of implementing technology-enhanced learning is another challenge that many organizations face (Bersin, 2020). Implementing technology-enhanced learning requires significant investment in hardware, software, and infrastructure, which can be a barrier for many organizations, especially small and medium-sized enterprises.

The lack of digital literacy among employees is another challenge that hinders the implementation of technology-enhanced learning (Khan, 2020). Many employees may lack the necessary digital skills to effectively use technology-enhanced learning platforms and tools, which can lead to frustration and disappointment.

The need for continuous updating and maintenance of technology-enhanced learning platforms and tools is another challenge that many organizations face (Gallagher, 2020). Technology is constantly evolving, and organizations need to continuously update and maintain their technology-enhanced learning platforms and tools to ensure that they remain relevant and effective. The issue of data security and privacy is another challenge that hinders the implementation of technology-enhanced learning (Kukulka-Hulme, 2020). With the increasing use of technology-enhanced learning, there is a growing concern about data security and privacy, and organizations need to ensure that they have adequate measures in place to protect employee data.

The lack of standardization in technology-enhanced learning platforms and tools is another challenge that many organizations face (Bersin, 2020). With so many different technology-enhanced learning platforms and tools available, it can be difficult for organizations to choose the right one, and to ensure that it is compatible with their existing systems and infrastructure.

The need for ongoing evaluation and assessment of technology-enhanced learning is another challenge that many organizations face (Khan, 2020). Organizations need to continuously evaluate and assess the effectiveness of their technology-enhanced learning initiatives, and make adjustments as necessary.

The issue of accessibility is another challenge that hinders the implementation of technology-enhanced learning (Gallagher, 2020). Organizations need to ensure that their technology-enhanced learning platforms and tools are accessible to all employees, regardless of their abilities or disabilities. The lack of support from top management is another challenge that many organizations face (Kukulka-Hulme, 2020). Technology-enhanced learning requires significant investment and commitment from top management, and without their support, it can be difficult to implement and sustain. The need for change management is another challenge that many organizations face (Bersin, 2020). Implementing technology-enhanced learning requires significant changes to organizational culture and processes, and organizations need to have a clear change management strategy in place to support these changes.

The issue of scalability is another challenge that hinders the implementation of technology-enhanced learning (Khan, 2020). Organizations need to ensure that their technology-enhanced learning platforms and tools can scale to meet the needs of their growing workforce. The lack of flexibility is another challenge that many organizations face (Gallagher,

2020). Technology-enhanced learning platforms and tools need to be flexible enough to meet the diverse needs of employees, and to accommodate different learning styles and preferences. From the above discussion, we accept the third hypothesis which states that the implementation of technology-enhanced learning in supporting employee skills development and career progression is hindered by several challenges.

FINDINGS

From the discussions above, the study found out that:

1. Technology-enhanced learning can increase employee engagement and motivation, leading to improved skills development and career progression (Gallagher, 2020).
2. Personalized learning experiences, tailored to individual employees' needs and goals can improve skills development and career progression (Khan, 2020).
3. Mobile devices can support learning on-the-go, providing employees with access to learning materials and resources at any time (Kukulska-Hulme, 2020).
4. Social learning and collaboration, facilitated through technology-enhanced learning, can improve skills development and career progression (Gallagher, 2020).
5. Technology-enhanced learning can reduce training costs, while also increasing efficiency and effectiveness (Khan, 2020).
6. Employees require technical support to effectively use technology-enhanced learning, ensuring that they can access and utilize learning materials and resources (Kukulska-Hulme, 2020).
7. Technology-technology-enhanced learning can support career progression, providing employees with the skills and knowledge required to advance in their careers (Gallagher, 2020).
8. Continuous evaluation and improvement are essential for effective technology-enhanced learning, ensuring that learning materials and resources remain relevant and effective (Khan, 2020).

RECOMMENDATIONS

From the findings above, the study recommends the following:

1. Organizations should implement interactive and immersive learning experiences, such as gamification and virtual reality, to increase employee engagement and motivation.
2. Organizations should use data analytics to provide personalized learning recommendations to employees, tailored to their individual needs and goals.
3. Organizations should develop mobile-friendly learning content, enabling employees to access learning materials and resources on-the-go.
4. Organizations should implement online communities and discussion forums, enabling employees to collaborate and share knowledge and experiences.
5. Organizations should invest in technology-enhanced learning platforms, reducing training costs while increasing efficiency and effectiveness.
6. Organizations should provide technical support and training to employees, ensuring that they can effectively use technology-enhanced learning platforms and tools.
7. Organizations should align technology-enhanced learning with career development pathways, providing employees with the skills and knowledge required to advance in their careers.
8. Organizations should regularly evaluate and improve technology-enhanced learning initiatives, ensuring that learning materials and resources remain relevant and effective.

CONCLUSION

The impact of technology-enhanced learning on employee skills development and career progression is a significant and complex issue that has been explored in-depth in this analysis. This study highlighted the numerous benefits of technology-enhanced learning, including increased employee engagement, improved skills development, and enhanced career progression. The implications of this study are far-reaching, and suggest that organizations should prioritize the development and implementation of technology-enhanced learning initiatives in order to support employee skills development and career progression. By doing so, organizations can improve employee engagement, retention, and productivity, while also driving business success and competitiveness.

As the workplace continues to evolve and become increasingly complex, it is likely that technology-enhanced learning will play an increasingly important role in supporting employee skills development and career progression. By prioritizing the development and implementation of technology-enhanced learning initiatives, organizations can position themselves for success in the modern workplace, and provide their employees with the skills and knowledge they need to thrive.

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CITATION

Arumede, M. U., & Edwin I. Edwin. (2025). The Impact of Technology-Enhanced Learning on Employee Skills Development and Career Progression. In *Global Journal of Research in Business Management* (Vol. 5, Number 1, pp. 129–139). <https://doi.org/10.5281/zenodo.14860039>