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IMPLEMENTATION OF DISTANCE LEARNING AND COUCHING SYSTEM AS FACTORS OF EMPLOYEES' MOTIVATION AT AN ENTERPRISE

Mazorenko O., Polezhaieva O., Kozhevnikova K. Implementation of distance learning and couching system as factors of employees' motivation at an enterprise.

Implementing distance learning and coaching systems at the enterprise has become a significant area of interest and exploration in recent years. This article aims to provide an in-depth analysis of the implementation of distance learning and coaching systems within the enterprise, specifically focusing on their impact on employees' motivation. The study focuses on understanding the challenges and opportunities associated with integrating distance education and mentoring systems in the enterprise context for its employees' motivation. Through an extensive review of existing literature, this research examines the key factors that influence the successful implementation of these systems. Organizational culture, leadership support, technological infrastructure, employee readiness, and resource availability are critical factors in effectively integrating distance learning and coaching initiatives. The article also explores the role of technology in supporting remote learning experiences and discusses strategies to enhance employee engagement and motivation in virtual environments. The study investigates the impact of distance education and coaching systems on employee knowledge acquisition, skills development, and performance improvement as components of employee motivation at the enterprise. It examines these systems' effectiveness in learning outcomes, employee satisfaction, and organizational performance. Furthermore, the research highlights the importance of evaluation methods and standardized metrics to assess the impact accurately. In addressing the gaps and challenges identified, the article formulates practical recommendations and guidelines for organizations seeking to implement and optimize distance learning and coaching systems. These recommendations include strategies for integrating these systems into existing learning and development frameworks, leveraging technology to enhance engagement and personalization, and ensuring the quality and credibility of online learning content. Overall, this research provides valuable insights into the integration of distance learning at the enterprise.

Keywords: distance learning, skills improvement, employees' motivation, employees' qualification, coaching, mentor support, enterprise.

Formulation of the problem in general. In today's rapidly evolving professional landscape, acquiring new skills and continuous improvement have become paramount for individuals seeking growth and success in their respective fields. As enterprises embrace remote work and distance learning, employers face the challenge of motivating their employees to enhance their skills and make the learning experience exciting and engaging. This paper explores the factors that motivate employees to improve their skills and qualifications and provides insights into how enterprises can create an environment that fosters enthusiasm and interest in distance learning.

Distance learning and mentoring support for employees in the enterprise has become increasingly relevant in today's dynamic work environment. With the advancement of technology and the need for continuous learning, organizations seek innovative approaches to provide training and professional development opportunities to their workforce. However, implementing distance learning and mentoring programs has challenges and scientific inquiries. One applied problem in this domain is the need for more infrastructure or technological support for remote learning platforms. Many companies need help establishing and maintaining robust systems to facilitate seamless remote learning experiences for employees.

Additionally, resistance to change from employees or management can hinder the successful adoption of distance learning and mentoring initiatives, requiring careful planning and effective change management strategies. Integration of coaching systems with existing training programs is another practical concern. Organizations must find ways to align and complement traditional training methods with remote coaching systems to create a cohesive and comprehensive learning experience. Ensuring effective communication and engagement in a remote learning environment poses another challenge, as the absence of face-to-face interaction can impact the quality of interactions and collaboration among participants. Furthermore, addressing security and privacy concerns related to remote learning platforms is crucial to protecting sensitive organizational and employee information.

On the scientific front, there are several pressing problems to explore. Designing effective instructional strategies for remote learning is essential to optimize employee learning outcomes and engagement. Developing

frameworks for assessing the effectiveness and impact of distance learning and coaching systems is vital to measure these initiatives' value and return on investment. Understanding the role of technology in enhancing coaching effectiveness in a remote setting can help organizations leverage the available tools and platforms to create impactful coaching experiences. Additionally, investigating the factors influencing learner engagement and motivation in distant learning environments can illuminate how to design interventions that enhance employee participation and motivation.

So, distance learning and mentoring support for employees at the enterprise offer tremendous opportunities for growth and development. However, various applied problems related to infrastructure, change management, integration, communication, and security must be addressed. Additionally, scientific inquiries related to instructional design, assessment

frameworks, technology's role, and learner engagement contribute to advancing our understanding and practice in this field. By tackling these challenges and exploring these scientific problems, organizations can unlock the full potential of distance learning and mentoring support to empower their employees and foster a culture of continuous learning.

Analysis of recent research and publications. The analysis of various sources was performed to gain a comprehensive understanding of the topic. The reviewed articles shed light on different aspects and offer valuable insights; Crespi and Lopez's article [5] presents a framework for successfully implementing the supportive mentoring system in universities and organizations. It emphasizes the importance of considering key factors, strategies, and best practices to ensure effective adoption and utilization of supportive learning within the enterprise context.

Table 1

Summaries of other scientific works

	Authors	Paper	Summary
1.	Crespí P., López J. [5]	"Mentoring impact on the transversal competence's development. An experience of educational accompaniment in the integral formation of the student."	Shows a framework for successfully implementing the mentoring system in universities and organizations. It discusses critical considerations, strategies, and best practices on a specific itinerary of contents: the intrapersonal competencies of proactivity, self-reliance, self-awareness, self-acceptance, search for meaning in life, and orientation to excellence.
2.	Billett S. [3]	"Developing a Skillful and Adaptable Workforce: Reappraising Curriculum and Pedagogies for Vocational Education"	This systematic review examines that vocational education primarily concerns developing occupational capacities. It analyzes various approaches to assisting young people move into work and specific occupations. There is a strong focus on making those young employees job-ready to meet the requirements of the specific workplace.
3.	Derouin R. E., Fritzsche B. A. Salas	"E-learning in organizations"	This study examines the role of e-learning in organizations, emphasizing its design, delivery, and evaluation for optimal effectiveness. While progress has been made in understanding its benefits, there is a need for further research. The aim is to develop a science of e-learning that provides practical recommendations for organizations in every sphere.
4.	Kaur G. [11, 120 p.]	"The Impact of Coaching on Employee Performance Mediated by Rewards and Recognition"	This article suggests coaching as the main factor in increasing the workforce performance, followed by rewards and recognition being also the main factor as well as a mediating factor to be considered as concepts that may give superior outcome to the performance of a workforce by enhancing the motivation of employees.
5.	Lee H., Miller C. [13]	"The Contribution of Coaching and Mentoring to the Development of Participants in Entrepreneurial Development Programmes"	This research study divides two support methods: coaching and mentoring. The impact of coaching lies in building trust and contributing to personal and professional development. While mentoring is more directive, it concentrates on the development of business skills, the successful completion of assignments, and the implementation of theory in practice.

Billett's systematic review [3] focuses on the impact of vocational education on developing occupational capacities. It shows different ways of assisting young people in entering the new workplace and preparing for specific occupations.

Also, it would be necessary to mention "E-learning in organizations" by Renée E. Derouin, Barbara A. Fritzsche, and Eduardo Salas [7] because their study examines the role of e-learning in organizations. It considers such topics as the

design, delivery, and evaluation for optimal workforce effectiveness with the help of distance learning. They wanted to show how it is essential to develop a science of remote studying that provides practical recommendations. The study highlights different platforms' features, functionalities, and user experiences. The analysis offers valuable guidance for selecting and implementing the most suitable virtual learning environment for effective remote learning and

professional self-development goals. So, this literature review provides valuable insights into implementing distance learning and coaching systems as a factor in employee motivation at the enterprise. It emphasizes the importance of considering frameworks, the impact of coaching on employee motivation and performance, the role of technology, and the comparative analysis of virtual learning environments. These findings contribute to understanding best practices and considerations for successful implementation in organizational settings. Here are summaries of some articles related to the studied topic.

Formulation of the goals of the article (statement of the task). The purpose of the paper is to evaluate the impact of distance learning and coaching systems on employee motivation, performance, engagement, and organizational outcomes and to see how fast and in which way it will influence people. The research aims to measure improvements in employee knowledge, skills, motivation, job satisfaction, productivity, and overall organizational performance resulting from implementing these systems.

Methods. The theoretical and methodological basis of the study is the provision of ground knowledge on employees' learning systems, distance education, and the support of a coach. In the process of research, such methods as quantitative, qualitative analysis, and literature review based on the related to the theme articles.

Presentation of the main research material. Currently, most enterprises are working on improving employees' qualifications with the support of coaches or mentors, or through unique educational online systems, either outsourced or developed specially for the company (Tab. 2).

Table 2

Outlining five different types of distance learning for employees

Distance Learning Type	Description	Examples of Apps/ Websites
Online Courses	Structured courses delivered entirely online, covering various subjects and skill areas.	Coursera, Udemy, LinkedIn Learning
Virtual Classrooms	Interactive online classes where employees can participate in real-time lectures, discussions, and collaborative activities.	Zoom, Microsoft Teams, Google Meet
Webinars	Live or recorded online seminars focusing on specific topics or skills often feature subject matter experts.	GoToWebinar, WebEx, Adobe Connect
Micro-learning	Bite-sized, self-paced learning modules or videos that concisely deliver targeted knowledge or skills.	Skillshare, Khan Academy, Duolingo
Mobile Learning	Learning materials and resources are accessible via mobile devices, allowing employees to learn on the go.	Udacity, edX, Memrise

The outcomes of this scientific article offer significant practical implications for organizations seeking to implement and harness the benefits of distance learning and coaching systems.

By following the research-based recommendations, organizations can enhance employee performance, foster higher levels of engagement, achieve cost savings, facilitate talent development, and cultivate organizational resilience. These evidence-based insights directly affect human resource management practices, training and development strategies, and organizational effectiveness. Consequently, this research provides valuable guidance to organizations aiming to optimize their learning and coaching initiatives for maximum impact and success [8, pp. 40-49].

Analyzing the papers [1–16] helps discover the applied and scientific problems that require solutions. Applied problems:

• Lack of infrastructure or technological support for remote learning platforms.

• Resistance to change from employees or management.

• Integration of coaching systems with existing training programs.

• Ensuring effective communication and engagement in a remote learning environment.

• Addressing security and privacy concerns related to remote learning platforms.

Scientific Problems:

• Designing effective instructional strategies for remote learning.

• Developing frameworks for assessing the effectiveness of distant learning.

• Exploring the role of technology in coaching effectiveness in a remote setting.

• Investigating the factors influencing learner engagement and motivation.

Recommendations on how the abovementioned problems can be resolved are given in the Tab. 3 and Tab. 4.

Several vital factors drive employees to invest in skill enhancement. Firstly, intrinsic motivation, driven by personal interest and a desire for self-improvement, plays a crucial role. Employees who genuinely enjoy their work and have a passion for their field are more likely to be motivated to expand their knowledge and skills. Additionally, the opportunity for career advancement, promotion, and increased job security serves as extrinsic motivators, incentivizing employees to invest in their professional development.

Recognition and rewards for acquiring new qualifications also contribute to employee motivation and engagement in skill improvement initiatives [6].

Table 3

Applied problems and solutions

Applied Problem	Best Resolutions
Lack of infrastructure or technological support for remote learning platforms.	1. Invest in robust technology infrastructure and resources to support remote online learning platforms.
	2. Provide training and technical support to employees to ensure they have the necessary skills to navigate and utilize the platforms.
Resistance to change from employees or management	1. Offer comprehensive communication and change management strategies to address concerns and promote the benefits of remote learning.
	2. Provide training and education to employees and management about the advantages and opportunities of remote learning.
Integration of coaching systems with existing training programs.	1. Conduct a thorough analysis of existing training programs to identify areas where coaching can complement and enhance learning outcomes.
	2. Create a seamless integration plan that aligns coaching systems with the organization's overall training framework and goals.
We are ensuring effective communication and engagement in a remote learning environment.	1. Establish clear communication channels and guidelines for remote learning, including regular check-ins, feedback mechanisms, and forums.
	2. Utilize interactive and collaborative tools to facilitate engagement, such as video conferencing, virtual classrooms, and discussion boards.
Addressing security and privacy concerns	1. Implement robust security measures, including secure login credentials, data encryption, and regular security audits.
It is related to remote learning platforms.	2. Develop clear privacy policies and protocols to protect sensitive data and adhere to relevant data protection regulations.

Of course, the enterprise must make distance learning exciting and compelling; it must adopt strategies that align with employees' needs and preferences. Firstly, providing a range of learning options, such as online courses, webinars, and virtual workshops, allows employees to choose formats that best suit their learning styles and schedules. Offering a diverse curriculum covering technical and soft skills ensures employees can develop a well-rounded skill set. Moreover, incorporating interactive and engaging learning methods can significantly enhance employee interest in distance learning. Employers can leverage technology to facilitate virtual simulations, gamification, and collaborative projects, enabling employees to apply their knowledge in practical contexts. This experiential learning approach promotes active engagement and enhances the relevance and applicability of the acquired skills [2, p. 78].

Furthermore, distance learning environments must foster a supportive and inclusive learning community. Employers can encourage peer-to-peer interaction through discussion forums, virtual study groups, or mentorship programs. Facilitating connections and knowledge sharing among employees cultivates a sense of belonging and motivates learners to participate and contribute to the learning process actively.

Conclusions and prospects for further research. Motivating employees to improve their skills and qualifications is vital for enterprises committed to fostering a culture of continuous learning and growth. By recognizing the primary motivators, employers can inspire their workforce to embark on the journey of skill enhancement. Emphasizing the importance of distance learning, employers can create a stimulating and engaging learning environment through diverse learning options and interactive methods and cultivate a supportive learning community. Ultimately, by investing in their employees' professional development, organizations can unlock the full potential of their workforce, leading to increased productivity, innovation, and success in an ever-evolving business landscape. Distance learning has the potential to unite workers by providing a shared learning experience and fostering a culture of collaboration and knowledge-sharing within the organization.

Table 4

Scientific problems and solutions

Scientific Problem	Best Resolutions
Designing effective instructional strategies for remote learning for employees	1. Research instructional design principles for remote learning and identify best practices specific to employee training.
	2. Utilize interactive and engaging learning materials, such as multimedia content, simulations, and gamification, to enhance employee learning.
Developing frameworks for assessing the effectiveness and impact of distant learning and coaching systems	1. Conduct empirical studies to measure the outcomes and effectiveness of distant learning and coaching systems in employee development.
	2. Develop evaluation frameworks and assessment tools that align with the specific goals and objectives of the organization and its training programs.
Exploring the role of technology in enhancing coaching effectiveness in a remote setting	1. Investigate video conferencing, screen sharing, and other remote collaboration tools to facilitate effective coaching interactions.
	2. Explore integrating AI-based technologies like chatbots or virtual assistants to provide personalized coaching support and feedback.
Investigating the factors influencing learner engagement and motivation in distant learning environments	1. Conduct surveys, interviews, or focus groups to gather employee feedback on their engagement and motivation levels in remote learning.
	2. Analyze the impact of various motivational strategies, such as goal setting, peer interaction, and timely feedback, on learner engagement in distant learning.

While implementing distance learning and coaching support in a company that has not previously had such systems can pose challenges, there are several strategies to ensure its effectiveness and successful implementation:

1. Needs Assessment: Conduct a thorough needs assessment to understand the employees' specific learning and development needs. This will help tailor the distance learning programs to address those needs effectively.

2. Clear Objectives and Goals: Clearly define the objectives and goals of the distance learning initiatives. This will provide a roadmap for implementation and enable employees to understand the purpose and benefits of their participation.

3. Stakeholder Engagement: Involve key stakeholders, including employees, managers, and senior leaders, in the decision-making process. Seek their input and address any concerns or resistance to change. Engaging stakeholders from the beginning will increase the likelihood of successful implementation.

4. Training and Support: Provide comprehensive training and support to employees to ensure they are familiar with the distance learning platforms, tools, and resources. Offer technical support and guidance to address any challenges they may encounter during the learning process.

5. Communication and Engagement: Foster effective communication channels to promote employee engagement and interaction. Encourage using collaborative tools and platforms that facilitate discussions, peer-to-peer learning, and knowledge sharing.

6. Recognition and Rewards: Implement a system to recognize and reward employees' participation and achievements in distance learning programs. This can include certificates, badges, or other forms of acknowledgment that reinforce the value and importance of continuous learning.

7. Evaluation and Feedback: Regularly assess the effectiveness and impact of the distance learning initiatives through feedback surveys, assessments, and performance evaluations. Use this feedback to make improvements and refine the programs over time.

8. Continuous Improvement: Embrace a culture of continuous improvement by regularly reviewing and updating the distance learning programs. Stay abreast of emerging technologies and learning methodologies to ensure the initiatives remain relevant and practical.

Organizations can implement distance learning and coaching support by following these strategies more effectively and efficiently. It requires careful planning, stakeholder involvement, effective communication, and ongoing evaluation to ensure that the initiatives are successful and contribute to the professional development and unity of the workers. Summing up, implementing distance learning at the enterprise presents a promising opportunity to improve employees' skills and qualifications and increase employee motivation and performance. By utilizing various types of distance learning methods, enterprises can provide flexible and accessible learning experiences that cater to the diverse needs of their workforce.

Online courses offer structured and comprehensive learning opportunities, allowing employees to delve into different subjects and skill areas at their own pace. Platforms such as Coursera, Udemy, and LinkedIn Learning offer various courses, empowering employees to enhance their expertise in specific domains. Virtual classrooms bring the interactive element of traditional face-to-face learning to the online space. Through Zoom, Microsoft Teams, and Google Meet, employees can actively engage in real-time lectures, participate in discussions, and collaborate with peers, fostering a sense of connection and shared learning experience. Webinars provide focused and specialized learning opportunities, often featuring subject matter experts who share their knowledge and insights. Platforms such as GoToWebinar, WebEx, and Adobe Connect enable employees to attend live or recorded seminars, expanding their knowledge on specific topics or skills. Microlearning offers bite-sized learning modules or videos that concisely deliver targeted knowledge or skills. Platforms like Skillshare, Khan Academy, and Duolingo enable employees to engage in short, focused learning sessions that fit easily into their busy schedules. Mobile learning allows employees to learn on the go using their mobile devices. With platforms like Udacity, edX, and Memrise, employees can access learning materials and resources anytime, anywhere, enhancing their continuous learning journey. By leveraging these different types of distance learning methods and utilizing relevant apps and websites, organizations can empower employees to take ownership of their professional development. This not only enhances individual skills and qualifications but also contributes to the overall growth and success of the enterprise.

In conclusion, integrating distance learning in the enterprise holds high potential for improving employees' skills and maintaining a culture of continuous learning. By embracing these diverse learning approaches and leveraging the appropriate tools and platforms, organizations can create a dynamic and engaging learning environment that empowers employees to thrive and adapt in an ever-changing professional landscape.

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Abstract.

Мазоренко О.В., Полежаєва О.В., Кожевнікова К.С. Впровадження системи дистанційного навчання та коучингу як чинник мотивації працівників на підприємстві.

Впровадження систем дистанційного навчання та коучингу на підприємстві в останні роки стало предметом багатьох досліджень. Ця стаття має на меті здійснити поглиблений аналіз впровадження систем дистанційного навчання та коучингу на підприємстві з особливим акцентом на їх впливі на мотивацію працівників. Дослідження зосереджене на розумінні викликів і можливостей, пов'язаних з інтеграцією дистанційної освіти та систем коучингу в контекст підприємства для мотивації його працівників. Завдяки проведеному огляду існуючої літератури це дослідження визначає ключові фактори, які впливають на успішне впровадження цих систем. Організаційна культура, підтримка керівництва, технологічна інфраструктура, готовність співробітників і доступність ресурсів визначені як критичні фактори ефективної інтеграції дистанційного навчання та коучингу. У статті також досліджується роль технологій у підтримці дистанційного навчання та обговорюються стратегії підвищення залучення та мотивації працівників у віртуальних середовищах. У статті досліджується вплив впровадження систем дистанційного навчання та коучингу на набуття працівниками знань, розвиток навичок та підвищення продуктивності як складових їхньої мотивації на підприємстві. Автори досліджують ефективність цих систем з точки зору результатів навчання, задоволеності працівників і організаційної діяльності. Крім того, дослідження підкреслює важливість методів оцінки та стандартизованих показників для точної оцінки впливу. Для усунення виявлених прогалин і проблем у статті сформульовані практичні рекомендації та керівні принципи для організацій, які прагнуть запровадити та оптимізувати системи дистанційного навчання та коучингу. Ці рекомендації включають стратегії інтеграції цих систем в існуючі системи навчання та розвитку, використання технологій для покращення взаємодії та персоналізації, а також забезпечення якості та достовірності онлайн-навчального контенту. Загалом це дослідження дає цінну інформацію про інтеграцію дистанційного навчання на підприємстві.

Ключові слова: дистанційне навчання, підвищення кваліфікації, мотивація співробітників, кваліфікація співробітників, коучинг, менторська підтримка, підприємство.