

THE RELATIONSHIP BETWEEN E-LEARNING AND EMPOWERMENT THE EMPLOYEES

(CASE STUDY: REGIONAL ELECTRIC COMPANY SEMNAN PROVINCE)

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ABSTRACT

Nowadays, teaching and learning tools such as information technology and Internet usage is growing strongly, on the other hand, one of the main issues faced by managers in organizational change empowerment the employees. This study examines the relationship between e-learning and empowerment in Semnan province is a regional Electric company. To prove the hypothesis, as the population selected employees using Cochran Formula 204 employees were randomly selected. Data using spss software and Excel were analyzed. Based on Spearman correlation test showed that between e-learning and its components (quality information systems, understanding emotions and cognitions, intentions, behavioral) with empowerment Electric Company Semnan province there are significant regional power relations.

Keywords: *Empowerment, Learning, Semnan, Regional Electric Company*

INTRODUCTION

Today, traditional systems in all areas of your life are faced with serious challenges. Century universities with different educational decades. Today, policy makers and servants, all trying to get on with the waves change, especially in the field of information technology to coordinate. E-learning is one of the best learning environments in the information age is. Therefore, effort and experience related to this type of learning has been highly regarded throughout the world.

In Iran there are more universities are widespread application of this technology. Fact some of them have attempted to adopt distance education students (liaw, 2002). Organizations in today's dynamic features and complexity, ambiguity, and the tradition is elusive and constantly changing environment are affected by and have accepted it as inevitable. Accurately predict changes difficult it will be relatively reasonable. It's important to understand that change is inherent and intrinsic organization of the third millennium adaptability and compliance with current developments in various areas of economic becomes necessary Social. Therefore having an able and efficient manpower essential foundation of national wealth and assets of the organization are great benefits for companies, organizations and businesses will follow (Mercer Jazayeri, 2005).

The Statement of the problem

With the development of science and technology and expansion of business areas including virtual or networked organizations, businesses expanded, the business environment and competitive environment full of challenges and become a paradigm of the survival of New many the firm has a problem. In such an environment, it is natural that competitive advantage transform. The greatest competitive advantage in the new business paradigms, learning is expressed. Hence, central to the new paradigm, learning. Thus, organizations are more successful sooner, faster and better than the competitors learn. Exactly why the concept of the learning organization and organizational learning and growth has been in recent years. Organizations rather than their traditional behaviors and movements that include training in the best shape

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it had also become an organization that is always learning, ie learning as a competitive advantage in their efforts to apply (Garratt, 1999)

Empowerment is one of the most promising concepts which has been in the business world, less attention has been paid to it but now it has become a matter of days. Kevin and Asprytzr question whether the empowerment can give a competitive advantage to an organization unlike many managers agree on the fact that empowerment is desirable, but mostly in the implementation of organizations have a hard time said. (Cullen, 1997). Through empowering employees, managers really multiply their effectiveness, they and their organizations are effective and they can do so again. Even though most managers, empowerment skills and experience they need to run, but the actual implementation of the strategy, management rarely occurs. (Vtn and Cameron, 2002). The aim of the experimental relationship between E-learning and empowering employees in the company's regional electricity companies Iranian province of relatively modest size, has to be examined. Given the importance of this issue, we first measured variables among employees who play a key role in the company, and then the relationship between different levels of e-learning and empowering its employees to participate in the company on the other hand that we are. staff Drshrkt province there are regional power ?

The importance and necessity of research

Nowadays, teaching and learning tools such as information technology and Internet usage is growing strongly. E- learning to traditional learning as a means of teaching and learning in the information age, one of the most effective means of teaching is. Therefore, efforts have experience related to this type of learning has been highly regarded throughout the world, from the user's attitude to the termination of the information technology, e-learning is very effective in other words, an understanding of users' attitude (employees and managers) to learning can create a better learning environment for learning to lead (liaw, 2002). On the other hand, one of the main issues faced by managers in organizational processes to enable employees (Robbins, 2001). Empowerment is an organizational strategy that giving employees more responsibility for decision-making and their participation in the monitoring process increases as well. Accordingly, the directors have sought mechanisms to foster human capabilities (Govindarajulu et al, 2004)., With Nvjh to the items listed in this study examines the relationship between e-learning and empowerment of human resources will be reviewed.

Theoretical Research

Empowerment of human resources

Enabling Oxford dictionary as a verb and means to enable the creation of necessary conditions for improving people's motivation in performing their duties, by fostering a sense of self-sufficiency is defined. In general, however, the basic mandate is empowering employees, but is also required for the complete fulfillment of the other conditions. So empowering process consists of two steps:

1 Strengthen the process of self-organization members, through identifying and feel of the conditions and factors that are causing lack of power to the people.

2 - Trying to fix the conditions and factors mentioned in an organization with official acts.

Employee empowerment is one of the techniques for improving employee productivity and optimal use of their capacity in the field of organizational objectives are various definitions of the word empowerment is provided by the experts. Azaymrn is Mnqd empowerment and easy definition of a concept. The idea that anyone can grow in their minds, but few people truly are the masters. (Zimmerman, 1995).

Depends on general management and organization of research examining; definitions of empowerment are classified into three categories:

A - empowerment as delegation, b - empowerment as motivation c - empowerment approach is based on both the mechanical and the organic. (Grove, 1971).

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It is believed that creativity and innovation is realized when an organization or firm Prdانش forces, creative and motivated is important. Certainly, the realization of such an addition to the knowledge and experience of the staff will work to motivate staff Mysrkhvahd (Vtn and Cameron, 2002).

In other words, empowerment is a means of empowerment. Means that we help people to feel more confident with quality improvement as well as their own feelings Yadrmandgy dominate., Also means that the people who make the work enthusiasm of we also means that intrinsic motivation for a task to mobilize. In this context, the aim of empowering manpower of human potential to develop value-added enterprise, strengthens the feeling of confidence and boldness Brnatvanyha and their Drmandgyhay. In other words, the aim of empowering, providing the best intellectual resources related to the field of organizational performance (Iran- Nejad, underflow, 2002).

Focus with regard to both mechanical and organic approach to the definition of these terms is discussed. In terms of the mechanical approach of empowerment is delegation of responsibility and Calculating for obtaining results., But the organic approach, empowerment means to discuss the risks (risk-taking), growing, changing needs of employees, empowering ways of behaving towards staff, team building to encourage collaborative behavior, encourage intelligent risk-taking and trust in the staff performance (Fox, 1998).

Organizational Learning

E-learning refers to training via electronic media including the Internet, intranets, extranets and is presented as hypertext (Govindasamy, 2002). Kahn examples of learning in web-based learning, Internet-based education and advanced learning he (Khan, 2000). Therefore, it can be inferred that such definitions of e-learning is very broad circle of users and educators. Nonetheless, the literature related to learning than the attitude of the users (learners) and the educators of this system are discussed. In order to evaluate the application of learning technologies that enhance the performance of the Internet to transfer information and knowledge is vast.'s Perceptions thinking order to measure different dimensions of the learning be taken into consideration users to tools Pathology the effective useful (Wang, 2003).

Foraminifera believes learning is based on the basis of three criteria: (Rosenberg, 2001).

- e-learning network that allows continuous upgrades, storage and distribution of the information provided.
- Text via standard technology using computer-users (learners) are transmitted.
- e-learning as a training aid and can be used alongside traditional forms of training, including training in the methods used.

In order to design effective e-learning environment offers considerably Lyav three types: learner characteristics (independent learning), training structure (of the media) and interaction (cooperative learning) in the development of learning and understanding essential community needs (liaw, 2002).

- The learner characteristics such as attitude, motivation, belief and confidence they need to be specified. Learning, independent learning environment will be confirmed, ie, each user has many opportunities for learning in E-learning environments are commensurate with their abilities (Passerini & Granger, 2000).
- Due to the use of multimedia tools for education, these tools can lead to the development of cognitive skills to learners. These skills include an understanding of the important elements of conceptual complexity, the ability to argue and discuss business concepts ability to use conceptual knowledge to new situations (Spiro et al, 2004).
- Finally, an e-learning environment for group interaction offers, such as the interaction between learners or learners with learning educators. Interaction is a kind of collaborative learning helps learners in the area of the working discussions, that increasment the the learners are, expand its interactions with other learners, are yet more chances to increase their knowledge, because many categories of learning takes place within a social context and this leads to the formation of structure is understood in contrast (Bruner, 1971).

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Although attitudes and views of users as a key factor in the deployment and adoption of computer technology is, however, a single, all-encompassing definition of attitude has yet to be.

Research in this area Tryandys attitude to the three elements of emotional, cognitive and behavioral therapy has split. Emotional element to feel love or hatred refers to an object. Cognitive component refers to beliefs and behavioral elements what one really wants to do is concerned (liaw, 2002).

In this regard, a conceptual model to examine the perceptions and attitudes toward information technologies and Internet users models tricyclic technology is used. This model is derived from another model of technology adoption is considered as one of the theories regarding the attitude survey about users is information technology (Davis et al, 2010).

TAM proposes two ideas for special behavior: Attitudes about ease of use, attitudes regarding the amount of benefits. These two approaches in determining the intention of a person's position on the use of technology. But based on model tricyclic individual attitudes to information technology obeys tricyclic ring system of quality ring and ring sense and cognitive behavioral intention.

- Ring Information System: Dillon and McLean believe that the quality depends on the quality of information, as in e-learning environments, multimedia systems, the quality of information can be considered as a variety of data formats. Plus attitude to the environment of e-learning users' satisfaction as the perception of ease of use or functionality of the system and the environment multimedia quality and satisfaction as indicators of the quality system is taken into consideration. (Delone & Mclean, 1992).
- emotional and cognitive perceptions, including indicators such as interest rates, benefits are Khvdkamyaby (liaw & Huang, 2003).
- behavioral intention: the intention to serve the employees and the use of e-learning as a learning tool to predict (liaw & Huang, 2003).

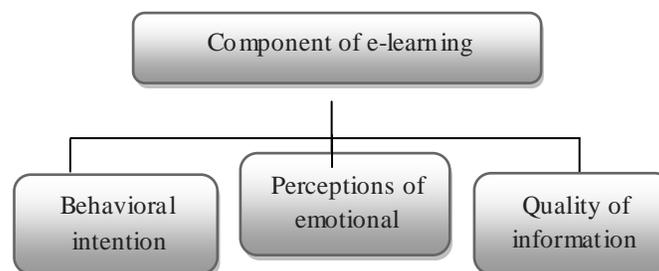


Figure 1: Components of e-learning (liaw & Huang, 2003).

Background research

Pour Kayani and scholar (2013) dissertation research on e-learning and empowering its employees to the conclusion that the e-learning system with the capability of human resources Vmvlfh Oil Products Distribution Company Kerman is a meaningful relationship. Ahmadi (2010) conducted a study titled Learning and Empowerment. Organizational learning, it is necessary solutions Pshnhadgrdydh.

Asprytzr (1995) dissertation research on self- empowerment, job Bamlkrd concluded that self-esteem, PA information and access to the organization's goals, job performance and innovative behavior Vkhlaq staff empowerment is negatively correlated (Shekuhavde, 2008).

Clark (1994) investigation concluded, and means of communications media technology is directly related to e- learning education. Kanter 's (1984) study concluded that each of the behaviors that enable performance increases, relation. Those who feel more meaningful and more are considering to do their jobs more effort and are more committed to their duties (Navaser, 2008).

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Conceptual model

The conceptual model as a basis for the studies of the variables in terms of \rightarrow and \leftarrow determine the relationships among them. In other words you can say that conceptual \rightarrow \leftarrow al, conceptual model or as a map of mental and analytical tools. All studies are based on a conceptual framework that defines the variables and the relationships among them. In this conceptual framework, the research model based on the relationship between the factors that cause the matter had been diagnosed, he theorizes. This theory can not necessarily speak to the researcher logically be derived from the results of previous studies on the issue. On the other hand, the conceptual model is a tool to refine the focus of research. (Moghimi, 2004).

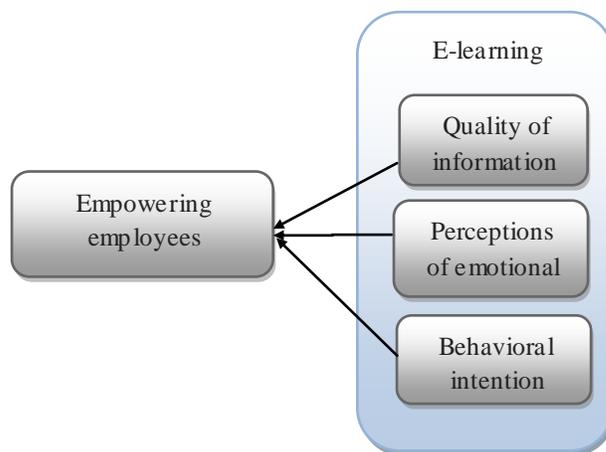


Figure 2: Conceptual model of research (liaw & Huang, 2003).

Research Questions

The main question

Does the e-learning and empowerment in Semnan Regional Electric Co. is a meaningful relationship?

Sub-questions

- 1) Does the quality of the staff of the Regional Electric Company Semnan province powerful data correlation there?
- 2) Do you understand the emotional perception and empowering employees in Regional Electric Company Semnan province there is a significant relationship?
- 3) Does the behavioral intention powerful regional power company employees in the Semnan province, there is a significant relationship.

Research hypotheses

The main question

Between E-learning and empowerment in Regional Electric Company Semnan province there is a significant relationship.

Sub-questions

- 1) Powerful data quality between the regional electricity company employees in Regional Electric Company Semnan province, there is a significant relationship..
- 2) Emotional perception and understanding of employee empowerment Regional Electric Company Semnan province there is a significant relationship.

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3) Between behavioral intention powerful regional power company employees in Regional Electric Company Semnan province, there is a significant relationship.

MATERIALS AND METHODS

The method used in this research is descriptive - survey.is (Hafez Nia, 2006). Because the relationship between the independent variable (e-learning) and the dependent variable (empowerment) has been studied, by using descriptive statistics, correlation of individual demographic questions and then, based on the Pearson correlation test. The data were analyzed using the software SPSS21.

The population and sample

In order of population, the population studied is that. In fact, all members of the community who are interested in real or imagined to extend their results and findings of the research (Delaware, 1995) The population of this study consists of all employees diploma in Regional Electric Company randomly selected.

$$n = \frac{Nt^2pq}{Nd^2 + t^2pq}$$

$$433(1.96*1.96)(0.5*0.5)/(433*(0.05*0.05)+(1.96*1.96)(0.5*0.5))=204$$

Where N is equal to the population of 433 people, 1.96t = confidence level of 95% (5% = α), 50% P = ratio of the specific characteristics of the sample audience, 50% q = ratio trait Faqdyn particular sample, pq = s² the variance of the sample population, 0.05d = potential or CI.

Tools for data collection

Data in this study is a questionnaire. Data for the research hypothesis is collected through a questionnaire. E-learning for a range of data collection questionnaire with 23 questions was used to collect data on variables as well as the empowerment of human resources of the standard questionnaire with 35 questions was used.

Validity and reliability

Validity is defined as being correct. Several have been used to design the questionnaire, as well as e-learning experts and teachers to use and has the necessary reforms, it has good validity. Reliable and valid instrument means that the property should have the same repeat ability and the measurement results (Hafez Nia, 2006). Cronbach's alpha was used to estimate the validity of the method (Homan, 1992). In order to check the reliability of the questionnaire, 40 questionnaires to 40 patients and their partners were asked to respond to questions. Then two weeks later the same subjects were again given a questionnaire to answer the questions again. Reliability using Cronbach's alpha coefficient was calculated with the help of software spss21. Rates calculated alpha for the questionnaire, 87 percent of e-learning and human resource empowerment questionnaire, 81 per cent. With the values of alpha, the reliability of the questionnaires are necessary.

RESULTS

At this stage of the research, the researcher uses sample data to calculate statistics. Then with the help of statistical estimation and hypothesis testing, regression statistics are extrapolated to the population parameters. Correlation test examines the relationship between two or more variables and coefficients to calculate it. Correlation may be positive or negative. Correlation is negative and if there is a relationship between two variables, the correlation coefficient is zero. Positive correlation Sfrta +1 swings while

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negative correlations range from - 1 to zero. calculate correlation There are several variables using the appropriate methods should be selected according to the measurement scale (December, 2010).

The main hypothesis testing

E-learning and empowerment among the province's regional electricity companies have a meaningful relationship.

Q: Does the e-learning and empowerment in Semnan Regional Electric Co. is a meaningful relationship?

Research and statistical hypotheses:

Null hypothesis: the e-learning and empowerment in Regional Electric Company Semnan province there is a significant correlation between $H_0: \rho = 0$.

One hypothesis: assuming a between e-learning and empowerment in Regional Electric Company Semnan province there is a significant relationship.: $H_1: \rho \neq 0$

Table 1 - Results of correlation between E-learning and empowerment

| The Results of the test | Do you mean level | The amount of allowable error | The Spearman correlation coefficient |
|----------------------------|-------------------|-------------------------------|--------------------------------------|
| Reject the null hypothesis | 0.000 | 0.05 | 0.286 |

Since the significance level is less than 0.05 computed statistic is significant, the null hypothesis is rejected and the correlation between these two variables is. The correlation coefficient for the 204 data, is 0.286.

The second sub-hypothesis testing

Emotional perception and understanding of employee empowerment Regional Electric Company province there is a significant relationship.

Q: Is the perception of emotional understanding and empower employees in Regional Electric Company province there is a significant relationship?

Research and statistical hypotheses:

Null hypothesis:

Emotional perception and understanding empowerment in Regional Electric Company province there was no significant correlation between $H_0: \rho = 0$.

One hypothesis:

between perceived emotional understanding and empower employees in Regional Electric Company province there is a significant relationship. $H_1: \rho \neq 0$

Table 3 - Results of correlation between perceived emotional understanding and empower employees

| The Results of the test | Do you mean level | The amount of allowable error | The Spearman correlation coefficient |
|----------------------------|-------------------|-------------------------------|--------------------------------------|
| Reject the null hypothesis | 0.000 | 0.05 | 0.311 |

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Since the significance level is less than 0.05 computed statistic is significant, the null hypothesis is rejected and the correlation between these two variables is. The correlation coefficient for the 204 data, is 0.311.

The third sub-hypothesis testing

Between behavioral intention powerful regional power company employees in the Semnan province, there is a significant relationship.

Q: Does the behavioral intention and empower employees in Regional Electric Company Semnan province there is a significant relationship?

Research and statistical hypotheses:

Null hypothesis:

Between behavioral intentions and empowering employees in the regional electricity company, there is no significant relationship province $H_0: \rho = 0$.

One hypothesis:

between behavioral intentions and empowering employees in Regional Electric Company Semnan province there is a significant relationship. $H_1: \rho \neq 0$.

Table 4 - Results of correlation between behavioral intention and enabling and empowering employees

| The Results of the test | Do you mean level | The amount of allowable error | The Spearman correlation coefficient |
|----------------------------|-------------------|-------------------------------|--------------------------------------|
| Reject the null hypothesis | 0.000 | 0.05 | 0.294 |

Since the significance level is less than 0.05 computed statistic is significant, the null hypothesis is rejected and the correlation between these two variables is. The correlation coefficient for the 204 data, is 0.294.

DISCUSSION AND CONCLUSION

Results of this study showed that e-learning dimensions (system quality, information, perceptions and understanding of emotional, behavioral intention), and empowerment of staff in Regional Electric Company Semnan province there is a significant relationship. This means that whatever the status of e-learning in companies is high, thus the higher is the empowerment of the company.improve organizational performance, which is moving towards the strategy of the company (Vbalndgy growing organization in the field of human resources) will be used.

Recommendations based on research findings

- Human resource management should be given in the e-learning system, several updates, and the availability of tools to facilitate learning, enhance the quality of the information system should prioritize.
- Practical engaging employees in organizational decision making so that people have the power to decide the outcome of their presence in the organization in order to see results.
- In the empowerment of human resources managers human resource strategies and measures such as providing information, empowered, participative management, team-building and independence to carry out the necessary context for organizational tasks employees must provide to staff so they who are willing and motivated to do.

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- Assignment of jobs and organizational posts according to their individual abilities occur. To cope individual mandate is being raised and being useful and effective.
- Managers need to control and reduce restrictions and instead of pushing strategies, the strategies used to capture, because by employing strategies to attract executives to the organizational environment in a way that would form the inner desire of employees to the tasks is provided.
- The employee is given the opportunity to apply the knowledge learned in practice, take risks and make mistakes if they were not to blame. That is, they must be given the opportunity to learn from mistakes.
- Because Empowerment is something personal and internal, meaning that they can not bring them to empower themselves. Therefore, managers should play the role of facilitators and using management techniques and strategies to provide the conditions for empowerment.

Suggestions for future research

- 1 - It is recommended that researchers learning effects in other variables such as team effectiveness, organizational performance.... examine.
- 2 - It is recommended to research the relationship between learning organization Vtvanmndsazy in other companies, banks and organizations in other times and places are studied.
- 3 - is recommended if the conditions necessary facilities, this research should be carried out in two stages, first stage and second stage of the pilot workshop reinforcement learning and the results compared are two stages.

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