

## designing an empowering educational learning management model for employees

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### Abstract

In today's era, human resources are considered the most valuable assets of any organization. Therefore, the purpose of this research was to design a comprehensive employee education and learning management model. To achieve the goal of the research, qualitative content analysis method was used. Accordingly, written documents and resources in the period from 2012 to 2021 were selected as the research population, and finally, 39 articles (including 24 research articles and 15 review articles) were selected in a purposive sampling and according to the Spritz empowerment model (1995) were analyzed, and effective educational strategies were extracted to fulfill all types of empowerment, and finally, a comprehensive employee education and learning management model was developed. based on the relevance of the articles to the research topic; First, an article was selected, the content was analyzed, and then another article was selected and analyzed. Until reaching theoretical saturation (article no. 39), the selection of samples continued. In order to examine the internal validity of the developed procedural and prescriptive model, a Likert-scale questionnaire was designed and was sent to 15 experts in the field of education and human resources along with pictures and explanations of the models. in order to determine average obtained is significant One-sample T-test was used. The results showed that the calculated average is significantly higher than the cut point (number 3) ( $T=7.33$ ,  $P<0.001$ ) Therefore, based on the findings, comprehensive employee education and learning management model is a valid model for empowering employees in their job fields from the point of view of experts. Therefore, the developed model can be used by human resource managers of organizations to empower employees.

**Keywords:** teaching and learning management model, educational models, empowerment, dimensions of empowerment

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## **Introduction**

Despite the belief of some managers and educational officials that any type of training is beneficial, existing training programs may not be effective enough. Therefore, it should not be claimed that training alone is efficient unless evaluated training courses are available. Organizations should be able to develop and enhance their intellectual capital and foster their self-motivated and self-developing human resources by employing targeted learning and training systems based on the organization's goals, mission, and strategies. Considering that the performance of today's organizations is influenced by the qualitative aspects of their human capital (knowledge, ability, motivation), empowerment with its traditional concept in the organization has a long way to go (Hajiyani et al., 2015). Organizations must empower their human resources as their most important resource and competitive advantage, given the conducted studies and the fact that no research has been done on the appropriate education management and learning model for employee empowerment, therefore, in this study, after examining the role of training based on the dimensions of effective human resource training and its dimensions and components in improving employee empowerment, a model of education management and learning for employee empowerment was presented. The findings of this study can systemically organize the elements of training and learning into a model for organizations and guide the approach to providing training to employees in a way that leads to improved learning and changes in their performance.

## **Methodology**

In this study, a qualitative content analysis method of the inductive type was used. Initially, definitions of the concepts or intended dimensions were presented for the inductive content analysis, and then explicit examples of each definition were searched for in the text. Finally, the categories were tested by comparing the definitions and examples. The researcher made changes to the categories where necessary, adding new categories, removing less useful categories, and merging similar categories. The Sprites framework was used as the basis for analyzing the sample research and resources available in this area. In the next step, initial definitions of each category were determined, and these definitions were applied to selected paragraphs from the sample texts. Relevant written documents and resources (books, articles, theses, and other texts in this field) from 2012 to 2021 were selected as the research population. Eventually, 39 articles (including 24 research articles and 15 review articles) were analyzed using a targeted approach based on the Sprites empowerment model. Effective training strategies for various types of empowerment were extracted, and a model of education management and learning for employee empowerment was developed. Procedure involved selecting articles based on their relevance to the research topic, analyzing their

content, and then selecting and analyzing further articles until theoretical saturation was reached (article number 39). To examine the internal validity of the developed prescriptive and process model, a Likert scale questionnaire was designed for various dimensions of the model and sent with images and explanations to 15 experts in the field of training and human resources. A one-sample t-test was used to determine whether the calculated mean was significantly different from the cut point value (3).

## Results

The present study offered a model of education management and learning for employee empowerment based on an analysis of effective strategies in this area. The proposed model can be categorized as a constructivist instructional design models, as it emphasizes specific principles rather than following a predetermined set of steps. One of the key features of this model is that learners are actively engaged throughout all stages of the model, interacting with the instructor, other learners, the learning environment, and factors affecting learning in a collaborative space. To assess the internal validity of the developed prescriptive and process model, a Likert scale questionnaire was designed for various dimensions of the model and sent to 15 experts in the field of training and human resources. According to the findings, the mean score for all questions was higher than the cut point value (3), indicating that the proposed model has good internal validity. A one-sample t-test was used to determine whether the calculated mean was significantly different from the average score of 3, and the results showed that the calculated mean was significantly higher than the average score ( $T=5.93, P<0.001$ ).

## Discussion and conclusion

The present study identified effective strategies for employee empowerment and applies them to a model for managing and training employee empowerment. The findings of this study systematized the elements of learning and training in an organized model for organizations, which offers a systematic approach to providing training to employees that leads to improved learning and performance. By following this model, concerns of stakeholders in the field of employee empowerment can be reduced, and it can help with the proper implementation of an effective employee training system, preventing human resource wastage. The proposed model can increase high-level learning outcomes and create a conducive environment for productive employee empowerment. It impacts learning because it engages learners in the process of discovery and problem-solving, and also incorporates formative assessment to create knowledge construction in learners. Moreover, due to its execution process, it can serve as a suitable model for enhancing employee empowerment in the implementation of desired courses.

## **Reference**

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