

# Study of Empowerment Impact on Efficiency of Teachers' Teaching in Exceptional Elementary Schools of Zahedan

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**Abstract:** The object of this research is to study impact of empowerment plans on teachers' teaching efficiency in exceptional elementary schools of Zahedan. The research methodology is descriptive- analytical with survey approach. Statistical society also includes all Zahedan exceptional elementary schools teachers who are 261 persons. Sampling was in simple random method. As to Morgan table a sample with 152 person's volume was determined. The measuring tool of this research was the researcher's 30 items questionnaire whose admissibility has been approved by supervisor and its perpetuity has been computed by 0.819 Cronbach's alpha. In data analysis, SPSS18 software has been used. The results of this research demonstrate: empowerment plans influence on teachers teaching in Zahedan exceptional elementary schools. As well, empowerment plans influence on teachers' personality aspect, teachers' class management aspect, teachers teaching method, teachers' valuation method in Zahedan exceptional elementary schools. In addition, demographical characteristics (service record, genus, education degree) influence on teachers teaching in Zahedan exceptional elementary schools.

**Key words:** Efficiency, Empowerment, Teachers' Characteristics.

## Introduction

Didactic management whose object is facilitating learning in different aspects (learning for knowing, learning for acting, learning for living and living together) and at last educating responsible and professional citizen, require to gain capabilities and competence in technology, economic, social, intellectual, management, moral, religious, environmental, universal, individual, investigational, cultural, political and so on (Abdollahi & Nave Ebrahim, 2007).

In the current age, empowerment is identified as a tool that managers can manage efficiently through it modern organizations that have specifications such as prevalence channels, growing reliance on horizontal and network structure, minimizing the distance between the personnel from managers and decreasing organizational dependency. Empowerment by nurturing the personnel who have stimulus and capability will give these managers the possibility to act against competitive environment dynamicity quickly and properly to provide their organization competitive prominence (Mohammadi, 2002).

Today empowerment is considered as one of the efficient tools for qualitative enhancement of the personnel and organizational efficiency increasing. In order to gain success in the modern ever changing

business environment, the organizations require knowledge, ideas, energy and creativity of the personnel including front line personnel and high level managers. In order to recognize it, the organizations act by corresponding empowerment way to encourage them to invent without forcing, by respecting collective interests with least supervision and performing tasks as organization owners. Empowerment enables the personnel to encounter with problems and threats and have more resistance and inflexibility. So it can be suitable as a source to prevent personnel damageability and it can plant hope seed in their hearts in critical conditions including financial investment demolition and human life destruction. Empowerment should be examined in different angles. Empowerment isn't as a pen or pencil that it can be taken from managers and given to the personnel or it isn't a simple agreement by signing it, it can be said: "now you are empowered". But it is a process which needs a clear and dynamic theory, in which continuous participating and learning context have been provided for the personnel and managers and suitable order and methods should be provided and prepared for success (Rbbins, 2002).

Efficient and effective teaching is one of the indexes in dynamic education. Teachers in class rooms use special methods and ways to teach and instruct material and contain of the text books. These methods are categorized generally in two sets: traditional methods such as speech and so on and novel and active methods like group discussion, problem solving, discovering, and learning in dominance level and so on. Each of them is used in their own method and as to the lessons issues (Mahmoodi, 2002) And teacher are successful whose students supply cognitional and social subjects well and teach effective utilization of them (Behrangi, 1992).

Manpower is one of the important indexes of the organization. This big human investment along with education organization aims requires education and empowerment. Since speed of technology change in modern world is high, along these changes, manpower should be updated and its recognition requires manpower empowerment as to modern society and organization needs. Improving and organizing manpower is one of the education policies in government and education and improvement of manpower is one the inevitable tasks. As results, formal and informal educations should be used in empowering manpower and teachers. Also quantity ruler should be thrown away in education and by implementing doctrinal plans and schemes along with teachers' empowerment, we replace quality scale. As a result, if we follow improving quality in education, we have no remedy except teachers' empowerment.

As to the mentioned materials and performed studies, the researcher is going to study empowerment impact on teachers teaching in Zahedan exceptional elementary schools and to provide scientific and practical suggestions to education authorities and schools managers.

### **Importance and necessity**

In spite of wonderful importance of empowerment , unfortunately in Iran as to several reasons including being imprecise organizational aims, not having proper definition of job relationship and personal relationship, unavailability of proper performance evaluation system, not defining proper indexes to measure manpower utilization and some of available factors in work market that is resulted from being uncompetitive of organizations work environment and the country economic structures, it has caused a specified procedure is not defined and even this procedure isn't considered serious. As the school atmosphere has important impact on organizational behavior and establishing empowered environment and on the other hand, the managers and teachers can have important and positive impact on developing capability at schools (Shams Morakani, 2011).

Education organization is considered justly as one of the biggest and complicated social systems. An organization that has a constructive and basic role in duration and continuation of human culture and civilization and today it is also base of cultural, political, social and economic development of each society. Study about effective factors in changing and revolution in societies and their advancement and growth states, their efflorescence has been simultaneous with growth and dynamicity of education organization and they have had the most efficient and capable qualitative and quantitative forces. So it is acceptable that in modern societies, education has important role and responsibility. Many evidences indicate this responsibility gets more difficult and important gradually.

As to the above materials we can find the importance and necessity of this research, so examining the impact of efficiency can have important element in establishing their empowerment.

### **Effective factors on establishing empowerment sense in personnel**

Regarding effective factors on establishing capability sense in personnel, various studies have been done. Each of the researchers has dealt with empowerment discussion in different aspects and they have considered the factors and characteristics which are effective in this context. Including: Denis Kinla, author of human sources empowerment believes, an organization to have most use of the personnel, should establish methods to discover individuals competence in order to develop competence and to maximize the opportunity for capable individuals to influence all the organization's work aspects. So we need to move toward empowerment concept

that concentrates on dominance. This influence is nothing except power. We need an organizational strategy of empowerment that concentrates on prevalence distribution based on competence. In organizational performance "The opposite of empowerment" isn't not having power, but it is not having property. In a research, Key and et al. meanwhile they emphasize, the personnel` understanding from psychological empowerment is more effective than external factors. They observed group work is important organizational factor in facilitating empowerment success. Ivan and et al. believe reengineering, information technology and reorganization provide opportunities for empowerment i.e. the process of increasing responsibilities with personnel responding about outputs.

Cigal and Gardner (2000) in a research under the title of contextual factors in psychological empowerment have considered the relationship between organizational factors (relation with supervisor, group formation and reward based on performance) and psychological empowerment. The results show each of the mentioned factors has relation with psychological empowerment aspects differently. Also Biren Baom (1988) states partnership management concentrates on collective agreement, partnership power, common commitments and ideals and leadership which rely on communal responsibilities.

Spriziter and Savier find in their researches a negative relationship between ambiguity in individuals` role and perception of their empowerment. The aims or tasks have high inflexibility cause to inject distrust and ambiguity. For example, not defining the aim may lead to conflict in aim between interested individuals. Therefore vague lines of authority may cause to increase distrust. Because the personnel will try to meet several people`s expectations instead of performing tasks. Soothan and Kan`s studies demonstrate ambiguity in role, threaten personal control and make stress. On the contrary, Melak, Sari and Shim`s studies demonstrate, aim clarity is an important determinant of work efficiency (Robbins et al., 2002).

So, clear aims creation, tasks and responsibility lines are of relevant key factors with personnel empowerment.

In the research was done by Javan mard et al, under the title of study of the relationship between individual skills, organizational learning, innovation and organizational performance in small and medium industries of Markazi Province, the results represent individuals skills have positive relationship with organizational performance, also the relationship between individual skill variable with organizational learning and innovation is direct and positive.

Coolen in 1999 has investigated the relationship between individual skill and organizational learning, Floyd in 1998 has investigated how much systemic thinking influence on individual skill and make learning incentive, Thomas in 1994 has measured individual skill relationship on learning. Kang believes organizational learning is created from individual skill and both of them require managers' concentration on systemic thinking that finally lead to organizational performance improvement. Heverly and Horet in 1992 represent the importance of individual growth in learning laboratories. Shipee Kavilson analyzed learning in small and medium businesses. Heverly and Horet in 1998 demonstrate positive relationship between organizational innovation and learning and finally Wolvaf and Heshqi in 2002 represent avoiding innovation has negative impact on organizational performance.

Quinne and Spritzer also recognize the existence of organizational support to make security and stability sense in implementing personnel empowerment process as necessary. In Kannen model, effective factors on improving work force utilization include meritocracy system, rewarding and service system, sufficient monthly salary, professional extraordinary and retired advantages, education and growing work force, work states improving and personnel welfare, group work, suggestions system, partnership and personnel professional movement (Luoma, 2000).

### **Efficiency and performance of teachers**

Efficiency and performance of teachers in renovation of educational system, it is necessary to have support factor for social and political forces. It is necessary to amend all the structure and defaults that education organization has been based on them and educational institutions with Islamic model is established and the teachers are appointed with Islamic thinking and practice and also novel knowledge of education who have needed awareness (Heydari Hojjat, 2002). Just it is in this way that we can educate youth who reveal all the value criteria in their behavior, character and personality. For efficiency, valuation, standardization and scientific competence, they have main role. In efficiency area of characteristics, specifications, skills and standards of the teachers, they have been welcome all over the world and different organizations and institutions, whether in state section or private section, involve in designing standard test and their implementation in frame of teachers` performance evaluation system.

### **Research hypothesis**

*The first hypothesis:* Do the empowerment plans influence on teachers` personality aspect in Zahedan exception elementary schools?

**The second hypothesis:** Do the empowerment plans influence on teachers` class management aspect in Zahedan exceptional elementary schools?

**The third hypothesis:** Do the empowerment plans influence on teachers` teaching method in Zahedan exceptional elementary schools?

**The fourth hypothesis:** Do the empowerment plans influence on teachers` evaluation method in Zahedan exceptional elementary schools?

### Methodology

The research methodology in the present investigation is descriptive in correlation kind. The present research is practical in object aspect and is survey – descriptive in implementation aspect.

Statistical society in this research includes all the teachers of Zahedan exceptional schools that their number is equal to 261 persons (83 males and 178 females).

The statistical sample has been chose 152 persons according to Morgan table.

### Results

**The first hypothesis:** Do the empowerment plans influence on teachers` personality aspect in Zahedan exceptional elementary schools?

To test the research first hypothesis, single sample T-test has been used. In this test, the obtained average for teachers` personality aspect has been compared with average limit i.e., 3. In the case the hypothesis of the mentioned variable average being more than 3 is approved, the first hypothesis is approved. The results of this test have been summarized in table (1).

**Table 1.** Test results of the first hypothesis.

variable	average	Statistics t	df	Sig.	Low limit	High limit
Teachers personality aspect	4.15	26.670	150	0.000	1.062	1.232

As to the above table, since the significance level is smaller than %5 error level and also high and low limit are positive, it can be found, the average of this variable has significant difference with mean value (number 3). So the research first hypothesis is approved and it can be said, empowerment plans influence on teachers personality aspect of Zahedan exceptional elementary schools.

**The second hypothesis:** Do the empowerment plans influence on teachers` class management aspect in Zahedan exceptional elementary schools?

To test the research second hypothesis, single sample T-test has been used. In this test, the obtained average for teachers` class management method has been compared with average limit i.e., number 3. In the case the hypothesis of the mentioned variable average being more than 3 is approved, the second hypothesis is approved. The results of this test have been summarized in table (3).

**Table 2.** Test results of the second hypothesis.

variable	average	Statistics t	df	Sig.	Low limit	High limit
Teachers class management aspect	4.10	28.724	150	0.000	1.025	1.176

As to the above table, since the significance level is smaller than %5 error level and also high and low limit are positive, it can be found, the average of this variable has significant difference with mean value (number 3). So the research second hypothesis is approved and it can be said, empowerment plans influence on teachers class management aspect of Zahedan exceptional elementary schools.

**The third hypothesis:** Do the empowerment plans influence on teachers` teaching method in Zahedan exceptional elementary schools?

To test the research third hypothesis, single sample T-test has been used. In this test, the obtained average for teachers teaching method has been compared with average limit i.e., number 3. In the case the hypothesis of the mentioned variable average being more than 3 is approved, the third hypothesis is approved. The results of this test have been summarized in table (3).

**Table 3.** Test results of the third hypothesis.

variable	average	Statistics t	df	Sig.	Low limit	High limit
Teachers teaching method	4.44	22.255	148	0.000	1.309	1.564

As to the above table, since the significance level is smaller than %5 error level and also high and low limit are positive, it can be found, the average of this variable has significant difference with mean value (number 3). So the research third hypothesis is approved and it can be said, empowerment plans influence on teachers teaching method of Zahedan exceptional elementary schools.

**The fourth hypothesis:** Do the empowerment plans influence on teachers` evaluation method in Zahedan exceptional elementary schools?

To test the research third hypothesis, single sample T-test has been used. In this test, the obtained average for teachers teaching evaluation method has been compared with average limit i.e., number 3. In the case the hypothesis of the mentioned variable average being more than 3 is approved, the fourth hypothesis is approved. The results of this test have been summarized in table (4).

**Table 4.** Test results of the fourth hypothesis.

variable	average	Statistics t	df	Sig.	Low limit	High limit
Teachers` evaluation method	4.14	22.807	147	0.000	1.038	1.235

As to the above table, since the significance level is smaller than %5 error level and also high and low limit are positive, it can be found, the average of this variable has significant difference with mean value (number 3). So the research fourth hypothesis is approved and it can be said, empowerment plans influence on teachers evaluation method of Zahedan exceptional elementary schools.

### Discussion and Conclusion

Regarding the research first theory "Do the empowerment plans influence on teachers` personality aspect of Zahedan exceptional elementary schools?" the results represent the empowerment plans influence on teachers` personality aspect of Zahedan exceptional elementary schools. The outcome results of this research has positive significant relationship with results of Salehi and et al. research under the title of innovation and partnership relationship with Islamic Azad university faculty (case study of Marvdasht unit), the results showed there is a significant positive relationship between innovation and partnership with university faculty empowerment . There is a significant relationship between flexibility, extension and originality aspects with empowerment. There is a significant relationship between high professional involvements, obligation and variability with empowerment, it has conformity.

Regarding to the second hypothesis "Do the empowerment plans influence on teachers` class management method in Zahedan exceptional elementary schools?" the results showed empowerment plans influence on teachers` class management aspect of Zahedan exceptional elementary schools. The outcome results of this research has conformity with Lee research under the title of teachers empowerment to make educational software: a constructive approach that represents the teachers has utilized this suggested approach and however this approach is more difficult in comparison with self-evaluation of computer skills, also they wanted to do it in future.

Regarding to the research third hypothesis "Do the empowerment plans influence on teachers` teaching method in Zahedan exceptional elementary schools?" the results showed empowerment plans influence on teachers` teaching method of Zahedan exceptional elementary schools. The outcome results of this research have conformity with Ramdahani and et al. under the title of improving plan of teacher quality: teachers' empowerment to increase education quality in Indonesia that represent teacher's empowerment has caused improving teachers ability.

Regarding to the research fourth hypothesis "Do the empowerment plans influence on teachers` evaluation method in Zahedan exceptional elementary schools?" the results showed empowerment plans influence on teachers` evaluation method of Zahedan exceptional elementary schools. The outcome results of this research has conformity with results of Molla Hoseini and Ehsan research under the title of investigating the relationship of personnel empowerment and organizational efficiency in state offices and organizations of Rafsanjan city, they showed the results of collected data analysis approve the existence of relationship between personnel

empowerment and organizational efficiency in state offices and organizations in Rafsanjan city. Also there is a relationship between competence sense, reliance sense, effectiveness sense, autonomy sense and being significant sense of personnel jobs and organizational efficiency in state offices and organizations in Rafsanjan city.

### **Suggestions**

As to the outcome results from the research hypothesis, the following suggestions are offered:

1. Teacher with seriousness and sobriety in class room make better learning for the students.
2. Schools teachers and managers with good and proper treatment with students make better learning for them.
3. Precise surveillance on students' tasks should be done by the parents.
4. To increase interest in learning science in students, ordered course planning by parents and teachers is done.
5. The teachers try to increase their scientific abilities to make better learning for the students.
6. Teachers attend responding to the students course problems influence on student learning.
7. As much as possible the evaluation criterion of the student is the obtained scores during the year.
8. The mentors use different methods of valuation for making better learning for the students.

### **Conflict of interest**

The authors declare no conflict of interest.

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