A Survey of the Effect of Information Technology Training Course on Efficiency and Empowerment of the Education Organization's Teachers and Staff

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ABSTRACT

The present study was conducted to investigate the effect of in-service training course of Information Technology (ICDL) on efficiency and empowerment of. Data were collected through a questionnaire. This study was a survey. The researcher-made questionnaire of the staff efficiency and the standard staff empowerment questionnaire belonged to Spritzer were used. Reliability of the questionnaires using Cronbach's alpha method was questionnaire of the staff efficiency was 0.937 and for the staff empowerment questionnaire was 0.925. The ideas of a group of experts were looked for in order to determine the validity of the questionnaire. A sample size of 291 subjects was selected through Morgan's table among the population of all the staff and teachers of Marivan's Education Organization. To test the hypotheses, the one-sample t-test and Friedman's test were run. Results showed that ICDL course improved the efficiency and capability of the staff and teachers. It was also shown that Word and Excel software skills were selected by the staff and teachers as the most applicable ones.

KEYWORD

Training course of IT (ICDL), efficiency and empowerment, education organization Introduction, Marivan city, Spritzer model.

INTRODUCTION

In the early human civilization, information and its application are important human issues. The production of great volume of information in various fields turned the present period into information era and created information explosion phenomenon. The term information era is dedicated to the present period due to the development of information and its exchange speed via information devices [2].

By increasing progress of knowledge and technology and information extension, our society needs the training of skills by which can proceed along with the science and technology development. The goal should be the development of the people to encounter problems with creativity and solve them as people can communicate well and eliminate the problems by collective knowledge and producing new thoughts. Today, our people need training the skills taking a step to a happy society by creating new thoughts [21]. Based on rapid changes of knowledge and human science, everything is changing rapidly. As an open system, organizations interact with their environment and need responding to environmental changes to continue their life. As human resources are most important factors in organizations, equipment of human resources is of great importance to encounter with the changes and all organizations with any type of mission should dedicate their capital, time and planning to developing people in various dimensions [13]. One of the suitable solutions to keep the employees in organization is presenting suitable and high quality educational programs to them and performing such programs has important influence on increasing employees’ commitment to organization and avoiding the loss of existing knowledge and skills in organization [25]. Thus, IT as a set of skills has increasing importance for all people in all affairs of life. One of the ways to improve this skill is taking International Computer Driving License (ICDL). ICDL is IT certificate not limited to special group or class and it teaches technical knowledge of using personal computer. ICDL international certificate is one of the methods and standards being designed for the first time in Finland in Europe and it are accepted in more than 70 countries all over the world as the most valid certificate of computer applied skills. ICDL is an innovative and tangible method to measure and support one’s skills, a model for training and learning in information community, a very effective model to evaluate graduates of IT education,
informing all people for active participation in production and information distribution and finally it is a flexible and available certificate increasing the dynamics of its owner [12].

**REVIEW OF LITERATURE**

Kamalian et al., (2013) in the study “the role of IT in empowerment of employees of technical and vocational organization” found that using ICT in main office of technical and vocational organization of Sistan and Baluchistan province can determine empowerment changes of employees as 417% and there is positive and significant relation between them. Also, the empowerment level of these employees is above average and their empowerment in competence is with average mean 3.40 above an in case of effectiveness with mean rank 2.79 is less than other empowerment dimensions. Falahi (2010) in the paper “the role of IT in empowerment of employees of Bank Meli of Iran in Shiraz city” found that using IT is effective on all dimensions of empowerment of employees in Bank Meli of Iran in Shiraz city. Also, the outputs of Duncan test showed that the highest impact is on increasing authority, ability, job variety, improvement of the quality of employees’ performance, increasing knowledge and skill, increasing self-control, increasing decision making and responsibility.

Hamidi and Yarahmadi (2009) in the study (using IT in job empowerment of the employees of library of region 5 of Islamic Azad University” found that libraries of region 5 have at least 1-5 people and 64.6% of them are in librarian field. In 69.2 of cases, there is a computer for each library for each employee. 0.25 of the study population use excel and internet.

However, more than 50% use applied software and computer networks. Zahra Shahkaramipour and Hedayat Tirgar (2012) in the study “relationship between in-service training courses and employees empowerment” found that there was a significant and direct relation between performance of in-service training courses and empowerment of employees in branches of Maskan bank of Kerman. Heydarinejad et al., (2012) in the study “the investigation of the impact of in-service trainings on job empowerment of teachers of physical education” found that there was a positive and significant association between in-service training courses and empowerment. Also, there was a significance difference between the view of men and women regarding the increase of empowerment on the impact of in-service training courses and this were more among female teachers than male teachers.

The results of multiple regression analysis showed that among the various in-service training courses, specialized courses were strong predictor for empowerment of physical education teachers. Mehrdad Matani and Ramezan Hassanzade (2008) in the paper “investigation of the effectiveness of in-service training courses on employees performance (in Islamic Azad University of Sary branch) found that in-service training courses were effective on productivity, job satisfaction, job stability and preparation for performing duties. Also, the findings showed that there was a significant difference between the effectiveness mean in two groups of men and women. Akbar Rezayi (2004) in “evaluation of the impact of in-service training courses on job performance” found that educational courses of employees were successful in achieving required goals of insurance training center of Iran in educating the required human resources of company and improving the knowledge, skills and job attitudes of employees and improving the performance of people working in the company. Mohammad Hossein Raoufi (2004) in a study “the impact of in-service training on efficiency and productivity of managers and employees of schools of Mashhad city” found that trained managers had better and effective performance compared to non-trained managers in establishing human relations and creating a friendly environment. Trained managers had better performance and more efficiency regarding “giving importance to employees training”. Trained managers had better performance regarding “accepting the changes and innovations in organizations. The trained managers had high performance regarding “self-confidence in affairs” compared to non-trained managers. Mahsa Yaghmayi (2012) in the study “the impact of in-service training on job skills of employees of public libraries of Tabriz city” found that in-service training increased job skills of employees.

Izadi and Karimi (1999) performed a survey regarding the impact of IT education courses on improving the performance of employees of high education institution of management and planning. The results of study showed that ICDL training course leads to the increase of new skill, accuracy and effectiveness, speed and work and interest of people in work and job success of people. There was no significant difference between the view of managers and employees regarding the impact of training course on improving performance. Yusefi and Rezaayirad (2010) investigated the comparison of the familiarity of lecturers and students of Islamic Azad Universities of Mazandaran by ICDL skills. The results showed that lecturers are more familiar with these skills and the priority of familiarity with seven skills between lecturers and students is different.

Salehi and Hajizad (2010) investigated the general computer knowledge of employees in educational centers and showed that regarding computer basics, internet, Power Point «Excel «Access» were lower than mean and were average only in Word. The findings of Zangane (2010) with the aim of investigation of the effectiveness of ICDL courses on knowledge, attitude and skill empowerment of the employees of water and electricity organization of Khuzestan showed that the impact of training courses on knowledge, attitude and skill empowerment was weak and lower than standard.

Nosratpanah and Rahmati (2011) in a study evaluated the effectiveness of ICDL courses on employees of Naja from the view of managers and commanders of Naja. The results showed that trainings led to the empowerment of employees to use computer and internet resources and exact, rapid and complete performance of duties. Jahanian and Noruzi Nav (2011) investigated ICDL training courses on improving the performance of employees of Tehran University and the results showed that there is a relationship between taking ICDL courses and news skill of employees, their accuracy and effectiveness, speed of work, job success of employees.
and motivation and attraction in employees. In another study regarding the importance of computer knowledge among the faculty members in high education in Texas University found that computer knowledge in various levels has great impact on qualitative improvement of faculty member of Texas University (Salony & Fang, 1991).

In a study “the impact of IT training on interests and inclination of faculty members of University in Texas University” found that faculty members with IT education had high motivation for teaching compared to those non-trained faculty members and their information knowledge was increased (Glimor, 1991). Barret et al., (2006) considered the increasing role of ICT in organizational changes. According to them, Information and communication technology (ICT) is used in most of the aspects of contemporary organizational changes and it is an important force in formation of organizations.

Laschinger & Finegan (2005) in the study of using empowerment in trust and respect in workplace found that there was an association between empowerment and fair behavior and empowerment should be done via fair behaviors in works. Lippin investigated security and health trainings based on empowerment approach of employees and stated that participants in the study believe that in-service trainings can make some changes in safety and health of employees and workplace and these factors increase empowerment of people in their duties.

**SIGNIFICANCE OF STUDY**

Technology progresses in computer is a sign of human changes and require people perceive its application importance in various jobs and be aware of its impact on society. It is believed that in an industrial society and in information era, computer literacy is valuable as energy and raw materials and new information technologies as computer and various tools of storage and transfer of information created a revolution as important as invention [12].

The organizations dedicating more resources and efforts to education programs and development of employees skills should improve the skills permanently, increase motivation, knowledge transfer and provide positive, psychological and organization dynamics and increase their competitive opportunity [28]. Thus, empowerment of human resources via training can increase competitive advantage of organizations. To be successful in this way, organizations need educational planning. The recognition and analysis of educational needs is a pre-requisite of a successful educational system. On the other hand, the success of educational system of each organization depends upon determining its educational needs and it is the first factor of guaranteeing the effectiveness of educational function and improvement [22].

One of the suitable solutions to keep the employees in organization is presenting suitable and high quality educational programs and execution of such plans play important role in increasing employees’ commitment to organization and avoiding loss of knowledge and skill in organization [25]. ICDL course is an important one and its impact on employees justifies its significance.

**STATEMENT OF PROBLEM**

ICDL CERTIFICATE

ICDL certificate is designed to evaluate computer knowledge. ICDL is composed of seven skills as: Introduction to basic concepts of Information Technology, Computer, Management File, working with Word, working with Excel, Access, Power Point, working with Internet and E-mail.

European Computer Driving License (ECDL) is called ICDL at international level guarantees that its owner has basic concepts and knowledge of IT and he can use PC and general applications of computer. In other words, this certificate shows that its owner has passed its theoretical test to use PC and general applications of computer. ICDL is an international certificate considered as a degree to employ the applicants by companies, institutions and state centers and guarantees the applicant or employee has the required knowledge and skill to use PC and its general applications with the international accepted introduction [10].

ICDL is an IT certificate for all citizens, those who need it and are internet and learn the technical knowledge of using PC. This certificate is suitable for all people, in any job and applicants at any age [23]. Today, in most of advanced countries, investment on ICT is in training sector. As at first, technology has influenced all aspects of life including work, leisure time, learning, health and etc, second ICT is an important tool in information processing.

**THE DEFINITION AND DIMENSIONS OF EMPOWERMENT**

Empowerment is defined in Oxford English dictionary as: Granting power or authority to a person to do work or creating the feeling in a person to do more works. In recent years, this term is used widely in organizations and most authors consider it as a curing tool and slogan of management in the early 1990. Shakelton (1995) defines empowerment as “philosophy of giving decision making and responsiveness power to the subordinates in organization”. [26] Empowerment means granting power, freedom, knowledge and skills to employees for decision making and effective performance of affairs. Empowerment means granting authority and responsibility to the employees for decision making in all aspects of creating product or service for customer and the employees should be responsible to the outcomes [1]. In the past years, empowerment is referred in most of the books and articles and this term has been applied for anything ranging from group formation to non-centralized organizations. Empowerment in psychology, sociology and religion study dates back to past decades, even past centuries [17]. One of the best studies on empowerment is performed by Spreitzer (1992). Four dimensions are identified for empowerment. Later, based on Mishra (1992) studies,
another dimension was added to it and five key dimensions of empowerment have been formed. These dimensions are considered in the study of Kanger and Kanungo (1998). If the managers develop these five dimensions in employees, they are empowered by happiness [17]. Five key dimensions of empowerment include:

Self-Efficacy & Sense of Competence: Competence means as employees believe they have the required skills for their works [20]. Those with this feeling believe that they have required capability as successfully. These people have personal control and believe that they can learn in case of new challenges. Self-efficacy determines whether people work hard or not [3]. If people have effectiveness feeling, or they have the required skill for successful performance of a work, people get empowered and they feel competent and assured that they can perform the work well. They have Personal Mastery and believe that for encountering with new challenges, they can learn. Some authors believe that this feature is the most important empowerment element as it determines self-efficacy [39].

Self Determination (personal selection, self-authority): Self-authority is an aspect of self-selection and controlling an activity. This feature reflects autonomy in decision making process about where and which duties are obliged. Compared to competence reflecting one’s beliefs regarding behavioral skills, Self-Determination indicates a behavioral selection [34]. Self-Determination is viewed as autonomy and this freedom is a very important mechanism to reduce the mental tensions [35]. Empowered people own their works as they can determine how the works are done at which rate. Choice right is the main component of self-determination [39]. Regarding the difference between self-efficacy and self-determination, we can say self-determination is true choice but self-efficacy refers to capability [6].

Personal Consequence (influence capability). Empowered people have personal control on consequences. They believe that they can make changes by affecting the environment they work or the results that are generated. Personal Consequence is “one’s beliefs at a period of time regarding his abilities to make positive changes”. Personal Consequence is associated totally to self-control. In order to feel empowered, people should feel not only their works are important, but also they should feel they can feel this influence. In order that the consequence is with empowerment, they should feel that they have the control of production or services consequence [39].

Meaning (work value): Employees give value to the goals of their activities and coordinate their mental standards with what they perform in their job [39]. In other words, meaning is a value attitude based on coordination of ideals and values of people and what they perform. Empowered people feel meaningfulness. Meaning means the relationship of goals and work duties with one’s ideas and standards [38]. People feel more committed to the job with meaning compared to the work without any meaning and they get more involved and focus much force on the work. As meaningful work is with the personal and self-value, people are more excited to it. Also, those people who are empowered by meaning of job, are more innovative and effective on high ranks. They are more efficient than those who have low scores in terms of job meaning [39].

Trust (Assurance and security): Finally, empowered people have trust and are sure they are behaved fairly and similarly. These people can be sure that as a subordinate their final work is fairly. It means that they are sure that power owners don’t damage them and they are behaved fairly. In other words, trust means personal security. Trust implicitly means that people put themselves in a vulnerable situation and empowered people believe that they are not hurt as the result of the trust [39].

**DEFINITION OF EFFICIENCY**

Efficiency in dictionary means adequacy, usefulness, function and output. Simply, efficiency means performing a work correctly. Joseph in the book “management of productivity defined efficiency as: efficiency is the production of high quality goods at the shortest time. In other words, efficiency refers to the quantity of presented services to financial costs or the labor force used for it [4]. Efficiency is appropriate performance of works in organization, the decisions that are made with the aim of reducing the costs, increasing production and improving product quality [37]. Efficiency is appropriate performance of works with the shortest time or energy for the highest efficiency [29].

**EFFECTIVE FACTORS ON EFFICIENCY**

Normally, effective factors on productivity are effective on efficiency and increase or decrease it. Effective factors on productivity are divided into internal organizational factors (authority of organization) and external organizational factors or environmental as out of the control of organization in short-term:

Internal organizational factors include as: Hardware factors: Machineries and equipment, technology, raw materials, financial resources and land. 2- Software factors: Information, instructions, maps and formulas. 3- Human or brain ware factors: Including a: Human resources: ability, specialization, experience, education, motivation, work environment and management behaviors, b) management: philosophy and management style, access to information technologies and etc. External organizational factors are those effective on productivity but enterprises cannot control them as government policies, national and international rules, work place, access to financial sources, electricity, water, transportation, communication and raw materials and etc [4].

**CONCEPTUAL MODEL OF STUDY**

The conceptual model of study shows the impact of training course of IT on efficiency and empowerment of employees. In the conceptual model of study, IT training course is independent variable and efficiency and empowerment of employees are dependent variables. It can be said, the constituent factors of empowerment are based on Spritzer model and the factors of efficiency variable are provided by experts, library studies, previous studies and consultation from the managers and employees of statistical population. Figure 1 shows the complete model of study and
variables and they are the basis of study questions. Questions of study is:

- Is training course of IT leads to increasing efficiency of employees and teachers?
- Is training course of IT leads to increasing empowerment of employees and teachers?

**STUDY METHOD**

This study is applied in terms of purpose and survey in terms of method and is cross section in terms of data collection. The study period is Mordad 2013 and the study area is Kordestan province, Marivan city. The study population is all the employees and teachers of all education levels of education of Marivan city who took training course of ICDL (All the employees and teachers were 2800 and the employees and teachers taking training course were 1200). Based on the study population (1200 people) by Morgan Table, 291 people are selected as study sample. The data were collected via library and field. Via questionnaire, the field data and review of literature were performed via library resources.

Besides descriptive section, the questionnaire is composed of two sections. The questionnaire of efficiency is researcher-built with 21 questions showing the impact of training course of IT on efficiency of employees as five Item Likert scale (very low=1, Low=2, Average=3, much =4 and very much =5). The questionnaire is corrected and supported many times as it is distributed as the study questionnaire. The second section of the questionnaire is based on Spritzer and Mishra questionnaire and shows the empowerment of employees in five dimensions of Spritzer and Mishra model. The questionnaire is including 18 close questions based on Likert scale (strongly disagree, 1; disagree 2, No Idea, 3; Agree, 4; strongly agree, 5). Based on the study topic, it is improved to 25 questions and some of the questions are adjusted based on the study subject. To determine the validity of questionnaire, the experts’ views are used. Cronbach’s alpha is used for the reliability of the questionnaire. It is 0.937 for efficiency questionnaire and 0.925 for employees empowerment questionnaire and it shows the questionnaire has good reliability (the value is bigger than 0.70, reliability of the measures is acceptable [16]. By SPSS 17 software, the collected data are analyzed. Single t-test is used to test the hypotheses and Friedman method (rank mean) is used for ranking.

**STUDY FINDINGS**

**FIRST HYPOTHESIS: THE IT TRAINING COURSE LEADS TO THE INCREASE OF EMPLOYEES’ EFFICIENCY**
Table 1 - Single t-test of the relevant variables of hypothesis 1 and conclusion of total variables

<table>
<thead>
<tr>
<th>Efficiency variables</th>
<th>T</th>
<th>df</th>
<th>Sig</th>
<th>Mean</th>
<th>SD</th>
<th>Lower limit</th>
<th>Upper limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving work skill</td>
<td>23.221</td>
<td>290</td>
<td>0.000</td>
<td>4.003</td>
<td>0.528</td>
<td>0.916</td>
<td>1.08</td>
</tr>
<tr>
<td>Saving time</td>
<td>22.392</td>
<td>290</td>
<td>0.000</td>
<td>4.05</td>
<td>0.556</td>
<td>0.928</td>
<td>1.10</td>
</tr>
<tr>
<td>Speed of doing administrative works</td>
<td>21.712</td>
<td>290</td>
<td>0.000</td>
<td>3.93</td>
<td>0.529</td>
<td>0.852</td>
<td>1.02</td>
</tr>
<tr>
<td>Exact performance of duties</td>
<td>19.372</td>
<td>290</td>
<td>0.000</td>
<td>3.96</td>
<td>0.606</td>
<td>0.862</td>
<td>1.05</td>
</tr>
<tr>
<td>Increasing innovation in duties</td>
<td>36.001</td>
<td>290</td>
<td>0.000</td>
<td>3.95</td>
<td>0.325</td>
<td>0.905</td>
<td>1.01</td>
</tr>
<tr>
<td>Job motivation</td>
<td>20.742</td>
<td>290</td>
<td>0.000</td>
<td>4.01</td>
<td>0.608</td>
<td>0.931</td>
<td>1.12</td>
</tr>
<tr>
<td>Computer knowledge development</td>
<td>21.214</td>
<td>290</td>
<td>0.000</td>
<td>4.002</td>
<td>0.581</td>
<td>0.912</td>
<td>1.10</td>
</tr>
<tr>
<td>Costs reduction</td>
<td>28.643</td>
<td>290</td>
<td>0.000</td>
<td>3.91</td>
<td>0.389</td>
<td>0.848</td>
<td>0.974</td>
</tr>
<tr>
<td>Information transparency</td>
<td>30.083</td>
<td>290</td>
<td>0.000</td>
<td>3.95</td>
<td>0.390</td>
<td>0.895</td>
<td>1.02</td>
</tr>
<tr>
<td>Work quality improvement</td>
<td>24.873</td>
<td>290</td>
<td>0.000</td>
<td>3.91</td>
<td>0.451</td>
<td>0.844</td>
<td>0.990</td>
</tr>
<tr>
<td>Rapid response</td>
<td>25.967</td>
<td>290</td>
<td>0.000</td>
<td>3.99</td>
<td>0.470</td>
<td>0.921</td>
<td>1.07</td>
</tr>
<tr>
<td>Much control on works</td>
<td>21.214</td>
<td>290</td>
<td>0.000</td>
<td>4.006</td>
<td>0.581</td>
<td>0.912</td>
<td>1.10</td>
</tr>
<tr>
<td>Achieving individual and job goals</td>
<td>35.161</td>
<td>290</td>
<td>0.000</td>
<td>3.90</td>
<td>0.316</td>
<td>0.856</td>
<td>0.958</td>
</tr>
<tr>
<td>Reduction of bureaucracy</td>
<td>29.449</td>
<td>290</td>
<td>0.000</td>
<td>3.88</td>
<td>0.367</td>
<td>0.824</td>
<td>0.942</td>
</tr>
<tr>
<td>Information classification</td>
<td>23.537</td>
<td>290</td>
<td>0.000</td>
<td>3.83</td>
<td>0.434</td>
<td>0.765</td>
<td>0.905</td>
</tr>
<tr>
<td>Avoiding re-work</td>
<td>26.627</td>
<td>290</td>
<td>0.000</td>
<td>3.90</td>
<td>0.415</td>
<td>0.836</td>
<td>0.970</td>
</tr>
</tbody>
</table>

To test this hypothesis, 16 sub variables and single t-test method are used. The mean of the response of the partial questions and the sum of questions of the hypothesis is calculated based on Five-item Likert scale. The results showed that significance level in all sub variables is 0.000 and is lower than error 5%. Thus, based on hypothesis with confidence interval 95% is supported.

Table 2 - Ranking variables of hypothesis 1

<table>
<thead>
<tr>
<th>Rank mean</th>
<th>Variables</th>
<th>Rank</th>
<th>Rank mean</th>
<th>Efficiency variables</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.31</td>
<td>Exact performance of duties</td>
<td>9</td>
<td>9.47</td>
<td>Improving work skills</td>
<td>1</td>
</tr>
<tr>
<td>8.14</td>
<td>Work quality improvement</td>
<td>10</td>
<td>9.34</td>
<td>Development of computer knowledge</td>
<td>2</td>
</tr>
<tr>
<td>8.10</td>
<td>Achieving individual and job goals</td>
<td>11</td>
<td>9.12</td>
<td>Job motivation</td>
<td>3</td>
</tr>
<tr>
<td>8.06</td>
<td>Costs reduction</td>
<td>12</td>
<td>9.02</td>
<td>Much control on works</td>
<td>4</td>
</tr>
<tr>
<td>8.01</td>
<td>Avoiding re-work</td>
<td>13</td>
<td>9.02</td>
<td>Time saving</td>
<td>5</td>
</tr>
<tr>
<td>7.98</td>
<td>Reduction of bureaucracy</td>
<td>14</td>
<td>9.01</td>
<td>Rapid response</td>
<td>6</td>
</tr>
<tr>
<td>7.93</td>
<td>Speed of doing the works</td>
<td>15</td>
<td>8.67</td>
<td>Information transparency</td>
<td>7</td>
</tr>
<tr>
<td>7.21</td>
<td>Rapid response</td>
<td>16</td>
<td>8.60</td>
<td>Increasing innovation in duties</td>
<td>8</td>
</tr>
</tbody>
</table>

N = 291
df = 15
Chi-Square = 41.213
Sig = 0.000

Also, due to positive upper and lower limit, the study hypotheses are in good range. Table 1 shows the results. Also, to know training course of IT has the highest effect on efficiency variables, Friedman test is ranked and the results are shown in Table 2.
SECOND HYPOTHESIS: TRAINING COURSE OF IT LEADS TO THE INCREASE OF EMPLOYEES’ EMPowerment.

Table 3- Single t-test of the variables of hypothesis 2 and conclusion of total variables

<table>
<thead>
<tr>
<th>Empowerment variables</th>
<th>T</th>
<th>df</th>
<th>Sig</th>
<th>Mean</th>
<th>SD</th>
<th>Lower limit</th>
<th>Upper limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self- efficacy</td>
<td>22.49</td>
<td>290</td>
<td>0.000</td>
<td>4.020</td>
<td>0.555</td>
<td>0.930</td>
<td>1.10</td>
</tr>
<tr>
<td>Self-determination</td>
<td>10.835</td>
<td>290</td>
<td>0.000</td>
<td>3.70</td>
<td>0.791</td>
<td>0.572</td>
<td>0.827</td>
</tr>
<tr>
<td>Personal consequences</td>
<td>29.809</td>
<td>290</td>
<td>0.000</td>
<td>3.97</td>
<td>0.399</td>
<td>0.908</td>
<td>1.03</td>
</tr>
<tr>
<td>Meaning</td>
<td>59.372</td>
<td>290</td>
<td>0.000</td>
<td>3.91</td>
<td>0.189</td>
<td>0.888</td>
<td>0.950</td>
</tr>
<tr>
<td>Trust</td>
<td>65.686</td>
<td>290</td>
<td>0.000</td>
<td>3.93</td>
<td>0.175</td>
<td>0.911</td>
<td>0.967</td>
</tr>
</tbody>
</table>

To test this hypothesis, five sub variables and single t-test are used. The mean of the responses of partial questions and sum of questions are calculated based on five-item Likert scale. The results showed that significance level in all sub variables is 0.000 and lower than error level 5%. Based on confidence interval 95%, the hypothesis is supported.

Due to importance of upper and lower limit of the study hypotheses are in good range. Table 3 shows the results. To know the training course of IT has the highest impact on which empowerment variables, Friedman test is used for ranking. The results are shown in Table 4.

Table 4- Ranking of the variables of hypothesis 1

<table>
<thead>
<tr>
<th>Empowerment variables</th>
<th>Rank mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-efficacy</td>
<td>3.20</td>
<td>1</td>
</tr>
<tr>
<td>Personal consequences</td>
<td>3.16</td>
<td>2</td>
</tr>
<tr>
<td>Trust</td>
<td>3.05</td>
<td>3</td>
</tr>
<tr>
<td>Meaning</td>
<td>2.89</td>
<td>4</td>
</tr>
<tr>
<td>Self-determination</td>
<td>2.70</td>
<td>5</td>
</tr>
</tbody>
</table>

N = 291, Chi-Square = 10.264, df=4, Sig = 0.032

Friedman test is used to rank variables and to know which of the seven skills of ICDL is important from the view of employees and teachers of education and which one is applied.

Table 5- Ranking training course variables of ICDL

<table>
<thead>
<tr>
<th>Skills of training course ICDL</th>
<th>Rank mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word</td>
<td>5.22</td>
<td>1</td>
</tr>
<tr>
<td>Excel</td>
<td>4.26</td>
<td>2</td>
</tr>
<tr>
<td>Internet Explorer</td>
<td>4.21</td>
<td>3</td>
</tr>
<tr>
<td>Information Technology basics</td>
<td>3.76</td>
<td>4</td>
</tr>
<tr>
<td>Windows &amp; Management File</td>
<td>3.43</td>
<td>5</td>
</tr>
<tr>
<td>Power Point</td>
<td>3.30</td>
<td>6</td>
</tr>
<tr>
<td>Access</td>
<td>2.70</td>
<td>7</td>
</tr>
</tbody>
</table>

N = 291, Chi-Square = 350.035, df=6, Sig = 0.000
CONCLUSION

Achieving information as an effective tool and achieving strategic information is one of the good points of organizations as more; rapid, suitable and efficient productions are achieved by using information and its good circulation. This issue is defined as one of work priorities achieved in work issues (Vetan and Kameron, 2002). Thus, IT is a tool for data collection and their processing and turning the data to information. Thus, IT application in organizations is developing rapidly. The management of the organizations with high technology and new information applications is easier. As new tools can facilitate the ability of using information. IT training course is a period that by application and using its skills, efficiency and empowerment of employees in organization can be considered. The present study investigates this issue whether training course of ICDL leads to empowerment and efficiency of employees. Two questions are raised in this study whether ICDL training course leads to efficiency and empowerment of employees or not. The results showed that significance level of all variables is zero and is higher than error level alpha 5% and it shows effective regarding the fact that where and which duties are considered. In other words, in-service training causes that ownership of employees is increased and they determine which tasks, how and at which rate should be done).

On the other hand, it was found that Word and Excel software are introduced as applied software from the view of employees and teachers and Power point and Access are introduced as less applied software.

Considering planning and content formulation, educational content and holding the courses based on the real educational needs and changes of employees and teachers. Using post and pre-test to evaluate the total ability before and after educational course. Survey of the employees regarding their expectations of educational courses. The specialized and experienced human resources in training sector. The accuracy to select the lecturers of training courses by considering three main factors of specialization, ability to establish relation with learners and experts and familiarity with organization. Software is presented as specialized to the applicants needing these courses. This course is hold for all forces of organization.

After performing training courses, practical tests are performed to be sure of the effectiveness and improvement of empowerment of employees. Performing the activities of training employees should be based on framework of exact policies based on identification of shortcoming and risks of human resources of organization and guaranteeing the security of competent employees for doing their duties and achieving organizational goals. Making the authorities of training of systems familiar with educational technology application namely IT. The organization and authorities of educational course can be effective on specialization of educational courses and increasing the time of course to improve skill and individual abilities of employees and teachers.

Making training course applied based on organizational position of a person and doing various projects and practices in accordance of one’s job and duties in office or organization or optimal use of software in practical and applied level. Preparing the work place to execute scientific courses of employees and giving the required tools based on their responsibilities. Determining the level of people to participate in training courses. Structure and body of government and strong performance to change management and we can create appropriate structure with electronic government in the country. – Obliging the education system to use electronic content in teaching teachers. Providing teacher teaching method as educational design software and electronic content in schools. Cultural preparation to develop ICT.

REFERENCES


[33] Salehi, Mohammad; Hajizad, Mohammad. The investigation of general knowledge of computer of employees of Islamic Azad


