

Service Training and Organizational Efficiency

Mozaffar Espeed

Masters student of Business Management- Financial Management Branch, Qeshm Branch, Islamic Azad University

ABSTRACT – This study is aimed to investigate the effect of short-term training (in-service) on increasing employee efficiency. This research is descriptive -survey and according to the type of hypotheses and research objectives, descriptive method of evaluation-base is used. The research sample consisted of 27 trained employees of the organization that were selected by random sampling as sample. The instrument used in this study is the standard questionnaire. Data is performed using inferential statistics of Pearson correlation coefficient using SPSS software. Results showed that short-term trainings cause to create innovation and creativity in the staff. Service trainings increase job skills of manpower. Short-term trainings cause to increase employees' knowledge that it can have more and better quality, short-term trainings cause to more accuracy of employees on tasks and duties. Short-term trainings make the job rotation easier and cause to employees do their jobs in different positions, although it cannot be forgotten that job rotation can be used as a very useful tool in training. Short-term trainings raise working efficiency and cause to save resources.

KEY WORDS: service training, organizational efficiency, needs assessment of jobs

Introduction

Since efficient human resource is considered the most valuable resource of any organization, the great part of the investments has been focused on human resource. The most important instrument that is used for this purpose is "training", which is used with the aim of improving the quality of the skills, knowledge and attitude causing to enable people in tasks and success of the organization (Khorasani & Hasanzadeh Barani Kord, 2007: 40). Improve the efficiency is a thought and worldview that is based on raising power of creation and the ability to adapt and integrate community and organizations with economic, scientific and technical developments of the world (the relationship of training and labor productivity, Hamid Mazaheri Rad, 2011). Employee training is process that provides adaptation and consistency of employees to the changing environment of the organization and better adaptation of organization with outside environment. So organization in order to achieve optimal economic and industrial should place the manpower training at the top of their priorities and invest in training innovator and thinker minds. So large and comprehensive planning should be established on new ideas, creative, dynamic, vigorous and constructive attitudes, new visions and deep commitment of human resources in organizations. For this purpose should put this powerful force in the light of appropriate and consistent training.

Overview of Research

The importance and the necessity of research

Planning for training employees of an organization mainly follows targets such as increasing the amount of information, knowledge and skills and capabilities of employees that finally, more prepared and equipped them to perform specific tasks and at the same time changing and transforming in organization increasingly. (Golabi, 1990 52-53). The increasing dominance of man over nature and knowledge of the unknown and research to find techniques and new tools in order to solve the problems of society especially in developing countries, the training of human resources has been more important and effective. Peter Drucker, one of the most prominent thinkers and technical writers of management about his first boss says he was a gentle man and deserved but never have crossed his mind that one of its functions is to help his subordinate staff to learn anything, and capable to do something, in the result I soon hate of its work and the boss (quoted in International management magazine, July 1976). The importance of training in Iran, which has a large office structure and knowledge of its employees, is not in desirable level but at a high level. Also a lot of people may be involved in jobs unrelated to their field of study. These and many other cases show the importance of in-service training in Iran. Release the economy from oil revenues and reliance on non-oil revenues is as the main source of income and the most effective tool of development. To this end, manpower training and assessment of its effects on increasing their performance is very important. Human resource training, while at the level of government agencies improves the performance of the employees of organization, provides the areas of more appropriate encounter of employees with the authorities. A relationship which not have a desirable position in Iran. In this context, significant functional books have not been done. (Fathy, 2004: 7).

Theoretical Foundations

1. Theoretical definitions of research

Training: Training is an experience based on learning, which is done to create relatively persistent changes in individual till he

could improve his ability to do the job (Sheimon, 2001: 248).

Efficiency: Efficiency is to obtain the maximum possible profit by enjoying and efficient use of labor, power, talent and skills of manpower, land, money, equipment, time, location, etc. to enhance the welfare of society.

In-service training (short term): nothing but efforts to improve the knowledge and technical skills, professional and career, as well as the establishment of desirable behavior in employees of an institution or organization and prepares them to optimal performance of tasks and job responsibilities (Chaichi, 2002: 14-13).

Efficiency: The efficiency is meant to achieve goals with minimal resources or means the ratio of output to data (Conter, 1989: 6).

Effectiveness: Effectiveness means achieving the goals of the organization (Cunter, 1989: 6).

Employees efficiency: the ratio between time and wasted energy to done work is called efficiency that the more done work in the amount of time and wasted energy is more, employees efficiency is more and the more this amount is less, employees efficiency is less.

Employees training: Employees training is all efforts that is dine to improve the knowledge, awareness, technical skill, professional, occupational and creating desirable behavior in employees of an organization and prepares them to do their duties and job responsibilities (Abtahi, 1994: 17).

2. Conceptual Model of Research

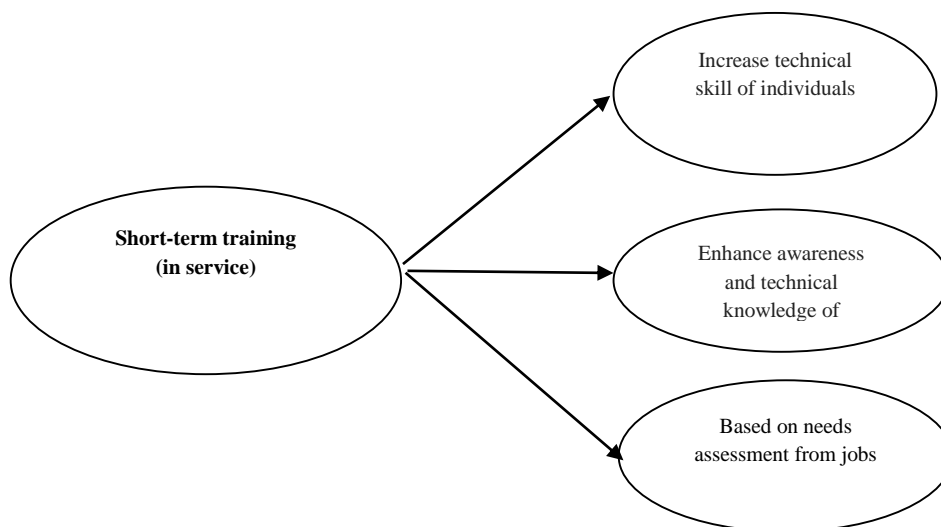


Diagram 1. Conceptual Model of Research

Hypotheses

The main hypothesis

Service training of employees is effective in the productivity of them. So that short-term trainings (in-service) cause to increase the efficiency and effectiveness of employees and the productivity.

Sub hypotheses

1. Short-term trainings are caused to increase technical skills of individuals in their profession.
2. Short-term trainings are caused to enhance awareness and technical knowledge of individuals to their job.
3. Implemented short-term trainings for employees have been implemented and designed based on needs assessment of jobs.

Methodology

In this study, according to the research topic that is "Service training and organizational efficiency" the method used in this research is descriptive survey and according to the type of hypotheses and research objectives, descriptive method based on evaluation is used and its aim is to collect information as a basis to judge the effectiveness of training courses, programs and other items. The population in this study is all trained employees of PNU of Bandar Abbas and the number of samples in this study are 27 trained employees of the organization. The method of data collection will be library and field method. To gather information on the history and literature of research, library research (refer to the library, use the base of articles, reputable sites, etc.) will be used. In field method for the questionnaire, the researcher has tried while communicate with managers and employees of organization and encourage them to careful study of questionnaire and give the correct answers to the questions investigates the considered organization in terms of efficiency, that the amount of validity of the questionnaire was confirmed. To determine the reliability of the questionnaire, Cronbach's alpha was used. In analysis of data, two statistical methods are used: 1. Descriptive statistics: in this section, researcher is not tried to prove or disprove a special hypothesis, because at this level of

processing at each step only one variable is investigated and relationships between variables are not taken into consideration.2. Inferential statistics: Pearson correlation coefficient is included.

Data analysis

The descriptive analysis of research data

Gender

The following table shows the distribution of frequency and respondents' percentage by separating gender that most of them are women with 63 percent and men with 37 percent. (Table and Figure 1).

Table 1. Gender frequency of respondents

Gender	Frequency	Percent	Valid percentage	cumulative percentage
Male	10	37.0	37.0	37.0
Female	17	63.0	63.0	100.0
Sum	27	100.0	100.0	

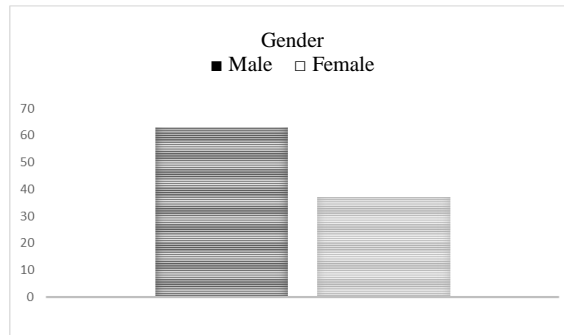


Figure 1. The frequency percentage of gender of respondent

Education

The following table shows the frequency distribution and the percent of respondents by separating education that most of them are graduate education with 51.9 % and the lowest are higher that graduate with 7.4% (Table and Figure 2).

Table 2. Frequency distribution of respondents' education

Education	Frequency	Percent	Valid percentage	cumulative percentage
Diploma and lower	3	11.1	11.1	11.1
Associate degree	8	29.6	29.6	40.7
BA	14	51.9	51.9	92.6
Higher than BA	2	7.4	7.4	100.0
Sum	27	100.0	100.0	

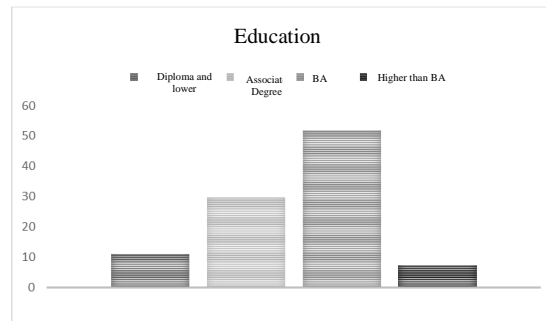


Figure 2. The frequency percentage of respondents' education

Employment

The following table shows frequency distribution and percent of respondents by separating employment that most of them (63%) are contractual and least are formal with 37 %. (Table and Figure 3).

Table 3. Distribution of frequency of respondents' employment

Employment	Frequency	Percent	Valid percentage	cumulative percentage
Formal	10	37.0	37.0	37.0
Contractual	17	63.0	63.0	100.0
Sum	27	100.0	100.0	

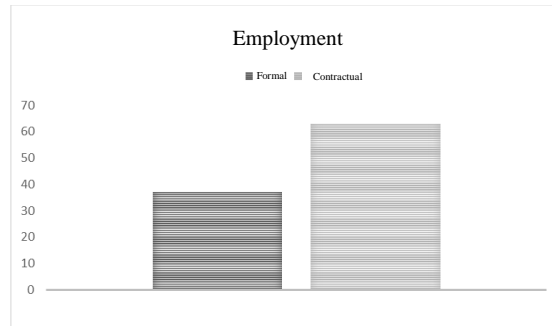


Figure 3. The frequency percentage of respondents' employment

Service records

The following table shows frequency distribution and percent of respondents by separating service record that the most are 1-10 with 55.6% and the least are 21-30 with 11.1%. (Table and Figure 4).

Table 4. Frequency distribution of respondents' service record

Service record	Frequency	Percent	Valid percentage	cumulative percentage
1-10	15	55.6	55.6	55.6
11-20	9	33.3	33.3	88.9
21-30	3	11.1	11.1	100.0
Sum	27	100.0	100.0	



Figure 4. The frequency percentage of respondents' service record

Inferential statistics

Pearson correlation test

First hypothesis: short-term trainings are caused to increase technical skill of individuals in their profession.

Table 5. Pearson Test related to the variables of short-term trainings and technical skill

Correlation			
		Short- term training	Role of Training in improving efficiency
Short- term training	Pearson correlation	1	0.494
	Significant level		0.009
	Number	27	27
Role of Training in improving efficiency	Pearson correlation	0.494	1
	Significant level	0.009	
	Number	27	27

To investigate this hypothesis, we use Pearson correlation coefficient that equal to table above correlation coefficient 0.494 at the acceptable significance level is achieved 0.009 therefore it can be concluded that short-term trainings are caused to increase technical skill of individuals in their profession and the hypothesis is confirmed.

The second hypothesis: short-term trainings are caused to enhance technical knowledge of individuals in their profession.

Table 6. Pearson Test of related to variables of short-term training and enhancing knowledge level

Correlation			
		Short- term training	The effect of training courses in familiarity with Job duties
Short- term training	Pearson correlation	1	0.463
	Significant level		0.015
	Number	27	27
The effect of training courses in familiarity with Job duties	Pearson correlation	0.463	1
	Significant level	0.015	
	Number	27	27

To investigate this hypothesis, we use Pearson correlation coefficient that equal to table above correlation coefficient 0.463 at the acceptable significance level is achieved 0.015 therefore it can be concluded that short-term trainings are caused to enhance technical knowledge of individuals in their profession and the hypothesis is confirmed.

The third hypothesis: Implemented short-term trainings for employees have been implemented and designed based on needs assessment of jobs.

Table 7. Pearson Test of related to variables of short-term training and needs assessment of jobs

Correlation			
		Short- term training	The relevance of training content with needs
Short- term training	Pearson correlation	1	0.538
	Significant level		0.004
	Number	27	27
The relevance of training content with needs	Pearson correlation	0.538	1
	Significant level	0.004	
	Number	27	27

To investigate this hypothesis, we use Pearson correlation coefficient that equal to table above correlation coefficient 0.538 at the acceptable significance level is achieved 0.004 therefore it can be concluded that implemented short-term trainings for employees have been implemented and designed based on needs assessment of jobs and the hypothesis is confirmed.

Conclusion

In this study it was tried to show the relationship between the service training of human resources and increasing organizational efficiency. It can be said efficiency is not simply a matter of economic and financial, but is an attitude for rationality of activities and avoiding cancellation and futile work. Efficiency is not the exploitation of workers but coordinating the quality and cost in the competition and wisely acting. Efficiency isn't specific for human resources but effective use of all resources, including materials, capital, energy, time and information. Efficiency isn't only increase of the quantity but also quality is absolutely considered. Efficiency is collaboration and coordination for the common interest as summary a philosophy of life. According to the mentioned materials, has been found that every person works with higher skill, better and more efficiency. One way to increase the level of skill is service training and university training (academic). Efficiency of any organization depends directly on how to properly train of its staff. It can be said that skill plays main role in achieving flexible and organizational effectiveness. Workforce training can reform it and prepare to comply with the new processes and techniques and allow efficiency to grow faster. According to the triple hypotheses in the organization became apparent that service training of employees is led to maintain the continuity and survival of the organization. Investigating hypotheses and results obtained of this study in relation to all hypotheses concluded that all of them have been approved in significant level, and the subject of the research means evaluate and assess the impact of short-term in-service trainings on the organization's performance was evaluated and all this investigations prove that the applied independent variable means service trainings by the mentioned organization have been helpful and could increase knowledge and insight and ability of learners that as a result, solve a significant portion of the and specialized requirements and increase motivation and interest of employees to organization and profession. Including results that can be gained from the short-term trainings are as follows:

1. Short-term trainings cause to create creativity and innovation in employees.
2. Service trainings increase job skills of manpower.
- 3.Short-term trainings cause to increase employees' knowledge; it can have more and better quality.
4. Short-term trainings cause to more accurate of employees in tasks and duties.
5. Short-term trainings make job rotation easier and cause to employees do their duties in different positions; although it cannot be forgotten that job rotation can be used as a very useful tool in training.
- 6.Short-term trainings raise working efficiency and cause saving in resources.

Practical suggestions

1. Increase employee participation through consultation with employees in decisions related to their area of expertise
2. Increase employee participation through meetings and group discussions with employee participation
3. Training of employees through running training courses of comers, in-service workshops and seminars
4. The content of training courses and materials should be coordinated and fitted to the features and characteristics of employees.
5. Determine the duration of the implementation of in-service training fitted to the type of activity and mission of the organization also predicting the necessary facilities, condition of participants and selecting experienced teachers
6. Motivate employees to participate in held training courses
7. Evaluation of held training courses at the end of the course as well as measure its impact on behavior and inclusive labor
8. Holding training courses as applied- science in a way that heightens the power of inclusive creativity and innovation.
9. Holding training courses in periods that not have a difficulty to the business affairs of employees and is the possibility of easy participation of employees.
10. Holding training courses should be held separately depending on the degree of education and science level of employees.
11. Holding training courses should be hold to enhance the scientific level of the employees and their information consistently not to be abandoned with one holding and should not be in very long intervals.
12. Increased facilities for holding training courses and standardizing the course, as well as to facilitate and encourage employees who passed the courses with success.
13. Environment of holding training classes should have desirable conditions and has no problem in learning employees.
14. More and better use of Information Technology and Management Sciences in service training of employees
15. Evaluation of in-service training courses based on modern methods not disabled and traditional method that according to new assessment on each of the different stages of the in-service training process can be evaluated.
16. Holding training courses so that has a regularity and continuity and maximum every 5 years, training courses renewed rather than holding courses is sporadically and without planning and special strategy that of course the periods should go ahead with modern science and so called training courses should be updated.
17. Learning of training course's employees is successful when on three factors: 1. Knowledge: A trainer should have enough information. 2. Environment: trainer should have the right tools for transferring knowledge to employees. 3. Involve skills: trainer or the instructor should have good knowledge from learners and have the ability to engage employees in learning.
18. Special attention to the process of feedback in holding training courses thereby can identify weaknesses in holding training courses and by elevating them, added to the quality of providing education and training courses.
19. Tried to lead organization to a side that employees are the mainspring of training and learning in the organization by gradual change in organizational culture and institutionalize culture of learning. The organizations that recognize them as learning organizations have employees that continuously increase their capacity to create results that are really looking forward it. The new and worth patterns of thinking are formed in these organizations. There is a free public space and people are continually learning how to learn together.

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