

The Effect of In-Service Training of Employees on Empowering the Organizations, Employees

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ABSTRACT — This research has been accomplished with the subject of the effect of in-service training of employees on empowering the organizations, employees. Current research is descriptive and a survey study kind and with regard to the kind of the research hypotheses and purposes, descriptive method according to the evaluation has been used. The statistical sample of current research includes 27 persons of trained employees of organization that were selected as the statistical sample by random sampling. The used tools in this research is standard questionnaire. The data were analyzed by using of inferential statistics method of Pearson correlation coefficient and by helping of SPSS software. The results indicated that in-service training of employees has meaningful effect on increasing of employees, skill and in-service training of employees has meaningful effect on promotion of the knowledge level of employees.

KEY WORDS: in-service training, empowerment of employees, increasing of employees, skill, promotion of the knowledge level

Introduction

Some management scientists know the training as the most important organizational activity in next years. Many managers find out that training the employees in different fields can help the organization to show quick reaction in facing with changing markets. Training the employees in different fields can increase the efficiency, productivity and job satisfaction of persons. Productivity is an attempt for better life of the societies' people and it includes a view according to the strategy of improving the most important purpose of the organization which can embrace all activities of the societies' people like a chain. The philosophy of improving the productivity in the organizations causes the human force think, create, innovate better and find a systematic attitude, a thought that it is about the past and future instead of present. Training for the organization is accounted as a kind of long-term investment not current cost. Investment and human resources development are as one of the main structural needs for achieving the empowerment and organization productivity for facilitating in achieving the competitive advantage and being pioneer in commercial and services environment. Training is not only the university trainings but also it includes in-service trainings. Abundant empirical studies have proved the effect of training on employees' productivity. At current era, information means the processed data collection which form the base of sciences and knowledges and day-increasing development of human knowledge means increasing the volume and development of information. Under such conditions, only the persons of organizations and societies will have the ability of compatibility with today's complicated conditions that have the potential of optimum using of technology and new methods of information and existing knowledges in organizational situations and individual life. Since training or learning is a scientific and accurate case which includes the existing information in the organizations environment, naturally applying the information empowers the person for compatibility with new conditions. Increasing of knowledge and accelerated changes has caused the organizations consider the education and training on top of their plans. Because education is one of the most important factors of the countries development. The substructure of the countries and organizations development is related to the creativity and innovation of human resources. Compiling suitable training courses is for maximizing the effectiveness and efficiency of the organizations' persons. Training the employees is like keeping the assets and equipment.

The research generalities

The importance of the research necessity

Nowadays, training the employees has been placed in the row of the most significant duties of each manager. In this line, the most important duty of manager is to smooth the way of the work change and improvement by compiling the training plans constantly. Training is the most efficient tool and most powerful existing process for transferring the knowledge and skill to the human force and it is ready for strengthening them for doing the duties and nowadays most of the developed countries for permanence of the society growth and consistency spend the significant part of their gross national income for training the human force by different ways and they increase the rate of work productivity by teaching the necessary skills to the employees. Besides, executing the training plans in the organization strengthens development of the talents, contemplation, holism and persons' adherence to the organizational values; the training and optimization operation is one of the necessary and constant activities for conforming the human force to the changeable conditions of the organization and environment and training is a tool that helps the

manager in administrating the organizations' affairs by different techniques and methods. Creating a desired and suitable administrative system is possible to high extent by helping of training and promoting the human force capabilities. Day-increasing dominance of human on nature and recognition and knowledge of unknown things and book for finding new techniques and tools in order to solve the problems of the society especially in developing countries have caused the issue of training the human force to be important and effective more than before (Abtahi, training and optimizing (improving) the employees, 1996).

Theoretical principles

Theoretical definitions of the research

Training: training is an experience according to the learning and in order to create the relative stable changes in the person to empower him to do the work and improve a part of abilities, skills, change, knowledge, attitude and social behavior. Training needs to use of predicted plans that strengthen the competences existing in employees and cause to achieve new knowledges , skill and abilities in the person, in a manner that facilitate the improvement of occupational performance (Seyed Javadin, 2004: 434).

In-service training (short-term): In-service training is the systematic attempt in order to coordinate the future aspirations, desires and needs of the organization in the frame of works which are expected from persons. The main nature of in-service training in all organizations is to increase the employees' efficiency and create compatibility with the environment and consequently increase of services. The studies indicate that welcome of these training courses in the cases that persons have high education levels, have been employed recently, are the members of occupational association or are young in terms of age, is increased remarkably. While this case about the older persons with more work history is lower (Fathi and Vajargah, 2005: 174).

Efficiency: it is the output ratio that we have achieved it practically to the intended standard output that at current research, the purpose of efficiency with regard to the questions is to increase the work efficiency and boost the employees'knowledge. The persons' efficiency depends on different factors that the most important of them include: 1.personal talent for intended work, 2.the properties of machine or work tools, 3.having enough experience, skill and information in intended work, 4.work motivation and conditions, 5.the effect of fatigue and other work factors (Parva, 1998: 239).

Effectiveness: it is the degree and amount of achieving the determined purposes. In other words, effectiveness indicates that to what extent the intended results have been obtained from intended results.

Employees' efficiency: the ratio between wasted time and energy for accomplished work is called efficiency. Therefore with training in addition to boost the employees' knowledge and information, this ratio can be increased in desired direction and the employees' efficiency can be increased with fixed time and energy. This is one of the training purposes especially short-term in-service training of employees in the organizations (Abtahi, 1995: 17). **Training the employees:** Nowadays training and improving the human resources is considered as one of the main strategies of the organizations for positive compatibility with the change conditions. The organizations' life depends on different knowledge and skills of employees to high extent and whatever these fields are more on-time and better, the compatibility of organization with the change environment will become more (Samkhanian, 2006: 12-13).

Conceptual model of the research

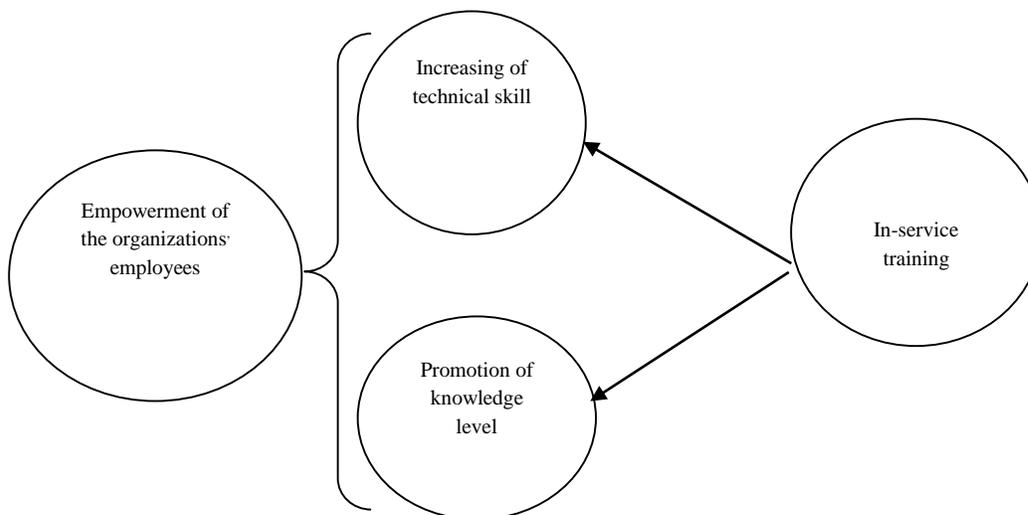


Diagram 1. The conceptual model of the research

The research hypotheses

The main hypothesis

In-service training of employees has meaningful effect on empowerment of organizations' employees.

Subsidiary hypotheses

1. In-service training of employees has meaningful effect on increasing of employees' skill.
2. In-service training of employees has meaningful effect on promotion of knowledge level of employees.

Methodology

At current research, with regard to the research subject which is "the effect of in-service training of employees on empowerment of the organization's employees", the used method at current research is descriptive and it is a survey study kind and with regard to the hypotheses kind and research purposes, descriptive method according to the evaluation has been used and its purpose is to collect the information as a base on judgement about training courses effectiveness, plans and other cases. The statistical population in this research includes all trained employees of Payame Noor University of Bandarabbas branch and the sample persons in this research are 27 persons of trained employees of the organizations. The method of collecting the information of this research will be in two library and field forms. For collecting the information related to the research background and literature, library method (referring to the library, using of articles base, valid sites and etc.) will be used. In the field method for the questionnaire, in addition to establish relationship with manager and employees of the studied organization and encourage them to spend time for studying the questionnaire accurately and giving the correct answers to the questions, the researcher has tried to consider the intended organization in terms of productivity that the validity rate of questionnaire was confirmed. The reliability rate of the questionnaires was confirmed by using of Cronbach's Alpha. In data analysis, two statistical methods have been used: 1.Descriptive statistics: in this part, the researcher does not seek to prove or reject a special hypothesis, because at this level of processing in each stage, only one variable is studied and the relationships between the variables aren't considered. 2. Inferential statistics: this part includes Pearson correlation coefficient.

Data analysis

Gender

The following table indicates the frequency distribution and the responders' percent separately according to their gender; that the most of them are women with 63 percent and men with 37 percent (table and Figure 1).

Table 1. Frequency of the responders' gender

Cumulative percent	Valid percent	Percent	Frequency	Gender
37.0	37.0	37.0	10	Man
100.0	63.0	63.0	17	Woman
	100.0	100.0	27	Total

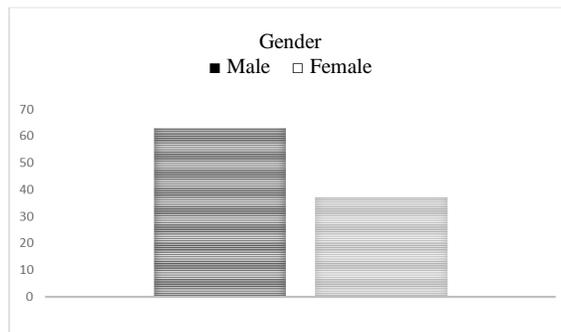


Figure 1. Frequency percent of the responders' gender

Education level

The following table indicates the frequency distribution and responders' percent separately according to their education level that most of them have bachelor degree with 51.9 percent and least of them have higher degrees with 7.4 percent (table and Figure 2).

Table 2. Frequency distribution of responders' education level

Cumulative percent	Valid percent	Percent	Frequency	Education levels
11.1	11.1	11.1	3	Diploma and lower
40.7	29.6	29.6	8	Associate degree
92.6	51.9	51.9	14	Bachelor
100.0	7.4	7.4	2	Higher than bachelor
	100.0	100.0	27	Total

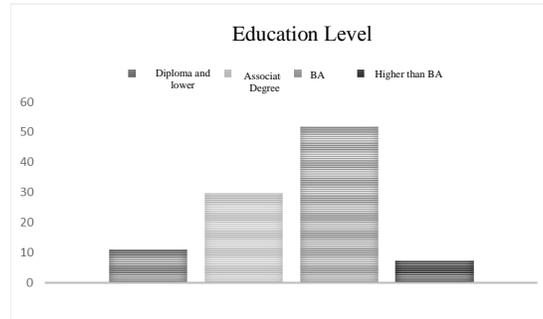


Figure 2. Frequency percent of the responders' education level

Employment

The following table indicates the frequency distribution and responders' percent separately according to their employment; that most of them are contractual with 63 percent and least of them have been employed formally with 37 percent.

Table 3. Frequency distribution of responders' employment

Cumulative percent	Valid percent	Percent	Frequency	Employment
37.0	37.0	37.0	10	Formal
100.0	63.0	63.0	17	Contractual
	100.0	100.0	27	Total

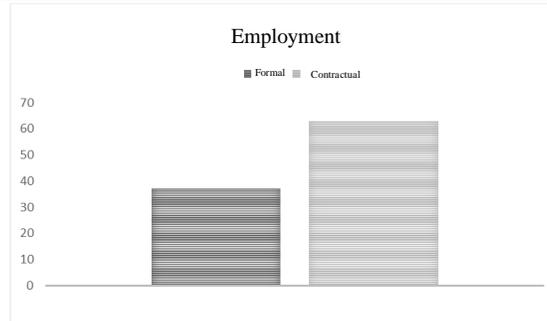


Figure 3. Frequency percent of responders' employment

Services history

Table indicates the frequency distribution and responders' percent separately according to their services history; that the most of them have the services history equal to 1-10 years with 55.6 percent and least of them have the services history equal to 21-30 years with 11.1 percent (table and Figure 4).

Table 4. Frequency distribution of services history status of responders

Cumulative percent	Valid percent	Percent	Frequency	Services history
55.6	55.6	55.6	15	1-10
88.9	33.3	33.3	9	11-20
100.0	11.1	11.1	3	21-30
	100.0	100.0	27	Total



Figure 4. Frequency percent of responders' work history

Inferential statistics

Pearson correlation test

The first hypothesis: in-service training of employees has meaningful effect on increasing the employees' skill.

Table 5. Pearson test related to the variables of short-term training and technical skill

Correlation			
The role of training in increasing the productivity	In-service training		
0.494	1	Pearson correlation	In-service training
0.009		Meaningful level	
27	27	Number	
1	0.494	Pearson correlation	The role of training in increasing the productivity
	0.009	Meaningful level	
27	27	Number	

In order to study the above hypothesis, we use of Pearson correlation test that according to the above table, the correlation coefficient of 0.494 is obtained at the acceptable and meaningful level of 0.009, therefore it can be concluded that in-service training of employees has meaningful effect on increasing the employees' skill and the research hypothesis is confirmed.

The second hypothesis: The second hypothesis: in-service training of employees has meaningful effect on promoting the employees' knowledge level.

Table 6. Pearson test related to the variables of short-term training and promotion of knowledge level

Correlation			
Training courses effect on familiarity with occupational duties	In-service training		
0.463	1	Pearson correlation	In-service training
0.015		Meaningful level	
27	27	Number	
1	0.463	Pearson correlation	Training courses effect on familiarity with occupational duties
	0.015	Meaningful level	
27	27	Number	

In order to study the above hypothesis, we use f Pearson correlation test that according to the above table, correlation coefficient of 0.463 is obtained at the acceptable and meaningful level of 0.015, therefore it can be concluded that in-service training of employees has meaningful effect on promoting the employees' knowledge level and the research hypothesis is confirmed.

Conclusion

1. Conclusion according to the hypotheses

The first hypothesis

In-service training of employees has meaningful effect on increasing the employees' skill.

H₀: In service training of employees has no meaningful effect on increasing the employees' skill.

H₁: In-service training of employees has meaningful effect on increasing the employees' skill.

The first hypothesis with correlation coefficient of 0.494 is at the acceptable and meaningful level of 0.009. Therefore it can be concluded that in-service training of employees has meaningful effect on increasing the employees' skill, consequently H₀ hypothesis is rejected and H₁ hypothesis is confirmed.

The second hypothesis

In-service training of employees has meaningful effect on promoting the knowledge level of employees.

H₀: In-service training of employees has no meaningful effect on promoting the knowledge level of employees.

H₁: In-service training of employees has meaningful effect on promoting the knowledge level of employees.

The second hypothesis with correlation coefficient of 0.463 is at the meaningful and acceptable level of 0.015, therefore it can be concluded that in-service training of employees has meaningful effect on promoting the knowledge level of employees, consequently H₀ hypothesis is rejected and H₁ hypothesis is confirmed.

2. Applicable suggestions

1. Increasing the employees' participation through consulting with employees in doing the decisions related to the domain of their expertise.
2. Increasing the employees' participation through holding sessions and gregarious discussions with employees' participation

3. Training the employees through holding training courses at the beginning of their services, in-service, training workshops and seminars
4. The training courses content and training articles should be coordinated and proportional with employees' characteristics.
5. Determining the time period of holding in-service training proportional with the activity kind and organization's mission, also predicting the necessary facilities, participators' conditions and selecting the expert and experienced professors
6. Creating motivation for more participation of employees in the held training courses
7. Evaluating the held training courses at the bend of the course and also evaluating the amount of its effect on learner's behavior and work.
8. Holding the training courses scientifically and applicably in a manner that causes to increase the learner's creativity and innovation.
9. Holding the training courses in the time sections that cause no disorder on the work affairs of employees and there is the possibility of easy participation of employees.
10. The training courses should be held depending on the academic degree and scientific level of employees separately.
11. The training courses should be held in order to promote the employees' scientific level and update their information constantly and it should not be held only one time and it shouldn't be with very long time intervals.
12. Increasing the facilities for holding the training courses and standardization of holding these courses and also giving facilities and encouraging the employees that have succeeded in these training courses.
13. The environment of holding the training classes should have desired conditions and it shouldn't cause any disorder in employees' learning.
14. More and better using of information technology and modern management knowledges in in-service training of employees.
15. Evaluating in-service courses which have been held according to the new methods not traditional and effete method; that according to the new evaluation in each one of different stages of in-service training process, this evaluation can be accomplished. Evaluation at the stage of evaluating the needs controls on recognizing and determining the training priorities according to the real problems and concerns. Evaluation at the stage of compiling and executing the plan controls on identifying the deviations; and evaluating the amount of correct movement in the path has been determined since before (formative evaluation) and finally evaluation at the end of the course controls on stipulation and judgement about the rate of effectiveness and success of training courses (subordinate evaluation) and pursuit evaluation a time period after completing the course is placed on the agenda for evaluating the real results of the plan. While in traditional methods of evaluation, evaluating the training courses is executed at the end of in-service training cycle namely after compiling and executing the training courses, in such situation, the main purpose of evaluation was to identify the training courses effect after the end of the training process and such result is often accomplished through surveying and studying the participants' opinions.
16. Holding the training courses in a manner that have an order and continuum and maximum every five years, the training courses should be renewed and holding the courses shouldn't be dispersed and without special planning and strategy that of course, the courses should be according to the modern knowledge and idiomatically, the training courses should be updated.
17. The success of employees' learning in the training courses depends on three factors: 1. knowledge: the trainer should have enough information. 2. Environment: the trainer should have suitable tools for transferring the knowledge to the employees. 3. Involvement skills: the trainer or teacher should have good recognition of learners and he/she should have this ability to involve the employees in learning.
18. Special regard to the feedback process in holding the training courses, the weakness points in holding the courses can be identified by it and by removing them, the quality of presenting the training and training courses can be added.
19. In the organizations with gradual change of organizational culture and institutionalizing the learning culture, it should be tried to propel the organization toward a direction that the employees can be the main motive of training and learning in the organization. These organizations which are known as the learner organizations have employees who increase their capacity constantly for creating the results that those employees are really looking for them. In these organizations, new and valuable models of thinking are formed. There is free gregarious space and the persons learn continuously that how to learn together.

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