

## INFLUENCE OF IN-SERVICE TRAINING ON EMPLOYEE'S OPERATION

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### ABSTRACT

*Man-power is the most crucial resource of an organization. All organizations with each duty should allocate a sizeable budget, time and plan for training individuals in various aspects. In-service training is a systematic effort that leads to coordinate and set ambitious, interests and following desires of people with needs and goals of organizations according to people's expectations. It seems that operating such plans have great impact on improving employee's operation in an organization. The study is going to investigate the influence of in-service training on employee's operation in Azad Mashhad University. The study is applied and from gathering data point of view is survey. The population of the study is all employee of Azad Mashhad University in 1390 who under the training of in-service training (485 employees). The same size according to Morgan table is 208 and the method of sampling is probability. In the research questionnaire exploited to gather information. The questionnaire was made by the research and the reliability that was tested according to expert's opinions and the validity of that was examined by chronback Alpha. In order to analyzing data kolomograph and Smirnoff was exploited for testing the normality of variable and also t-student student was used for sample. Moreover, freedom test was used for testing hypotheses of the research. For analyzing S P SS/PS++ (ver 16.0) is used. The findings reveal that in-service training has positive impact on operation of employees.*

**Key Words:** *training, in-service training, operation, Azad Mashhad University.*

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### 1. INTRODUCTION

Human being is changeable with potential and unlimited abilities which can be activated by a system, training, planning and corrects training. Human societies and related organs will be benefited. In fact training is the most important activities of an organization training system are complementary of employing system. It also makes current staff more able and guarantees future success. In the early 1960s Theodor Shots about the main factors of late in developing countries assume that the lack of training is the main reason of shortage compared to developing countries. Experience of developing countries revealed it. Nowadays staff training and the abilities who are working in an organization is one of the most crucial and vital plans management all over the world. That is why all other issues are related to quality. Due to the reason most organizations and institutes have paid a lot of attention to training and developing staff. The real place of training in developing organizations plays a vital role. If an organization attempt to have effective staff training they should follow in-service training. Surprisingly in-service training is one of the most sufficient elements in developing organizations.

Furthermore nowadays evaluating operation in an organization moved to very important nation. Using the result of evaluating is known as a management tool which is inevitable for all governors of organizations and also for top manager s and middle managers.

Islamic Azad University has defined as one of important centers in training experts in the country. Consequently it should prepare its staff for understanding more responsibilities and upper-level responsibilities in order to improving quality and service.

3: although due to prompt changes in societies and because human are in need of adapting to them, in-service training become important and also training courses are considered as one of the main steps of training process. There is no

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evidence that organizations evaluate and follow the result of training courses. The research presumed the effect of short-term training courses in employees' operation views. The study is to create the required bases for permanent improvement in in-service training plan. The level of obtaining goals and determined objectives( which have positive impact on employee's operation)covering detects ,suggesting solutions, helping to reply supervision and people who are covering costs and also increasing affectivity and efficiency of operational factors.

In general the results reveal positive correlation between training and operation. There is a meaningful relationship among operational factors, increasing job skills, increasing the speed of daily things, increasing the quality of offering service, and improving individual relationships with in-service training. Moreover increasing motivation and creativity factors did not have any relationship.

## **1.1. The Study Framework**

### **1.2.1. Education**

Is a system whose goal is developing and improving mental capacity and social perception and job operation through training process(Harrison,2000).Education has had a wide range of meanings during different eras. It has also changed according to political, social and economic situations.

Consequently a definition of a successful education system helps an individual in blooming its talents and also trains it as a knowledgeable person in global notions and also as a person who is responsible to their society values. (Seyf, 2000).

From output point of consideration ,training staff is considered as following:(training staff is a group of activities in order to achieves individual and organizational results It can be also be defined as a major with philosophical bases which can be changed to action(Mir Sepasi, et al, 2005).

Training staff as a technical word applied with Leonard Nadler in 1960s and is defined as: a group of systematic in special time which the main objective of the activities is creating behavioral changes among organization members. (Nadler, 1970)

### **1.2.2. Training**

Training carries a more limited concept and often requires systematic activities planning's (Harrison, 2000).

According to the definition, education is developing required vision, knowledge skills and patterns of a person for doing suitable operation in a duty or a job (Seyf, 2000).

Industrial training magazine is presented the following definition for education.

Education is a tool for management which is applied through teaching and training planning principle through improving affectivity capacity, obtaining and improving employees' operation (Gholamzade et al, 2003).

### **1.2.3. Operation**

Operation is a group of behaviors related to a job. According to the definition the concept of operation is more than the concept of exploitation (Morhed & Griffin, 2003).

Operation in this research is an effective function of skills, speed, and quality.

The relationship between people, motivation, creativity and innovation of staff which has direct relationship with each mentioned factors. Improving and increasing each factor has positive effect on operation. As a result, operation is a mark that a person is achieving in the questionnaire.

### **1.2.4. Job operation**

Operation is a level that an employee covers its job desires (Milcovich, 1988).

In another formal definition of job operation, it is known the as quality and quality of done duties by a person or a group or a group in a responsible job. Job operation is a base of exploitations and should help to cover an organization's objectives (Shermorhon, 2002).

### **1.2.5. Influencing Factors and operation**

As it is shown in following, operation is a function of skill, creativity, relationships, quality, motivation and speed. (It is logical due to its balance in being simple and real) If it is expected that employees have high- level operation in doing their duties, they should have skill, creativity and innovation in doing activities, sufficient motivation and paid to the factors, less operation is expected.

#### **1.2.5.1. Speed**

Being Hurry in offering accurate and assured services(Jayson, 1998 ).

#### **1.2.5.2. Jab Skills**

Skill in Dehkhoda encyclopedia is being and proficiency. Skill is an ability which can be learnt. In other words, it is a talent or prediction of results with minor time and energy (Wikipedia). Skill means that a person has an ability of working with others and can use them in doing his/ her activities. (Rezaian, 1995)

Job skill is the knowledge of mind or moving behaviors to facilitate doing jobs or job sophisticated activities. Therefore, there are some actual skills and abilities which are achieved by exploiting potential abilities and skill through experience. Not by action. Those are training processes which are necessary for doing a job. There have been a lot of researches which have done in job skills and management skills that some of them are: Conceptual skills, human skills, technical skills that some of are: Conceptual skills, human skills, technical skills, deciding skills, operational skills (seyedjavadin, 2002)

#### **1.2.5.3. Motivation**

Motivation is a willing to do more efforts to cover organization's objective which leads to covering some individual needs (Robbins, 1999). Motivations are whys which caves start- ups and of an activity and determine general behavior of a person. Motivations or needs are main reasons of an action (Hersi &Blanchard, 1992). As a result, Managers can cover their employee's motivation and can achieve organization's aims by employee's help. They also can be successful in doing their other responsibilities. (Alvani, 2006)

Awful management or the lack of interest and motivation for a job causes depressed employees who do not use their completion energy (singer, 1999)

#### **1.2.5.4. Creativity**

Creativity is an interest in "creating" which exit in all people in all ages patenting. In other words, creativity is the capacity of watching new relationship creating unusual thoughts and avoid traditional thinking patterns. Creative thought is a combination of creativity, flexibility which makes a learner able to think about unusual thoughts (Grewal, Levy, and Kumar 2009; Verhoef et al. 2009)

The success of today's organization is dependent on creativity, innovation, discovery and individual's behavior and effective changes in organizations to be alive. Performing the changes in the form of new and useful thoughts is increasing (Martins et al., 2003)

Bently (2002) states that creativity is applying knowledge and skills in new ways for achieving valuable results (Bently, 2002). Creativity is creating and producing a new idea. However, Innovation is performing the ideas.

In other words, creativity considers new thoughts and innovation is about performing the ideas (Shalley, Zhou, and Oldham 2004; West and Farr 1990) Being thoughtful is the criteria of creativity which able us to omit inefficient new effects from creativity (Weisberg, 1992).

#### **1.5.5.5. Relationship**

Relationship means transferring new knowledge from sender to receiver of the message through channels if there will be a meaning for receiver. There is a wide range of relationships which its output is information. Relationships information is exchanged (Land berg, 2002)

#### **1.2.5.6. Quality**

Quality is doing jobs correctly and permanently in all levels of an organization. Doing jobs correctly and permanently means covering system's wants based on standard (Yar ahmadi, 1999). In one of definitions of quality, quality is consists of two elements which are as following:

1- Quality as a concept of high- level: is a far image and are mostly common people's opinions. (things which are ambiguous and cannot be porches).

The concept of quality is wonderful.

2- Quality in some features of a product: In this definition quality is quantify and is following by the best.

### 1.3. Prior Research

Most similar researches in the field manifest the positive effect of in- service training on efficiency and affectivity and improving employee's operation.

For instance: Samad Izadi carried out a research about the study of efficiency and affectivity of in- service training of teachers in associate level in primary training in Mazandaran province in 1992. The findings show that teachers how are attending in- service training, firstly have more discipline and in jobs. Also, Asghar pileparvaz varian conducted a research with the title of "The study and comparison of in- service training programmer's efficiency in two short- term and long term in rural civil department. The researcher assumed that people who attended short term in- service training are more successful than those who attended long- term. The other research which was done by Ahmed Bazaz jazayeri was about" The study of the impact of in-service training on operation in Ahwaz steel industry. The results presents that Employees who attended in-service training have better team work. In the hypothesis with alpha chronbach O.OS, it is proved that trained employees are more efficient in comparison with others. In Zahra Hosseini's research which was "Evaluating in- service training operation of teachers and governors of high schools" the following results were obtained.

1- Most teachers and managers believed that the content of a course should be based on their needs, wants and difficulties.

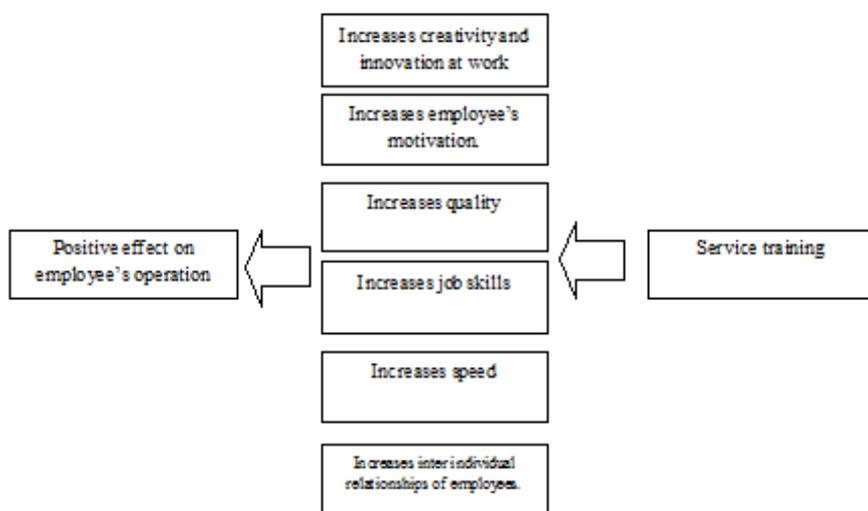
2- Because teachers and governors are too busy, extensive classes with gigs- level feedback was suggested.

3- According to teachers and managements governor's point of view testing system should be fair, suitable and permanent.

Hamidreza Goli did a research about "Testing the efficiency of short- tem in- service training on the operation of Mines Ministry employees" which found out that short- term training leads to job promotion, obtaining technical knowledge, increasing skills, increasing accuracy and also decreasing defects. However, sometimes supervisors do not confirm them. The mentioned research was based on Crotch Patrice's theory. In the research, two groups, employees and supervisors, are considered based on the efficiency of in service training.

## 2. CONCEPTUAL FRAMEWORK OF STUDY

In line with the literature review and the aim of study as described at the start of the paper, the conceptual Framework of the study was configured as demonstrate in Fig. 1



**Figure 1:** Conceptual Frame work

## **2.1 : Research hypotheses**

The following Hypotheses were created for this study based on the conceptual framework for the study and literature review

### **Main hypothesis is:**

- short- term in- service training has positive effect on employee's operation sub-

### **Hypotheses areas following:**

- 1- In- service training courses increases job skills.
- 2- In- service training courses increases speed.
- 3- In- service training courses increases quality.
- 4- In- service training courses increases inter individual relationships of employees.
- 5- In- service training courses increases employee's motivation.
- 6- In- service training courses increases creativity and innovation at work.

## **3. RESEARCH METHODOLOGY**

The research is applied and from collecting information point of view it is survey and from analysis point of consideration it is exploratory. In the research, the researcher studied the effects of in- service training on employee's operation.

In the research according to place and time of research, at first conceptual model is considered and then the method and survey of the sample is determined. The sample is Islamic Azad of Mashhad. The whole people are 458 and the sample size according to Morgan table is 208. The sampling is probability.

$$n = \frac{458 \times 1.96^2 \times 0.5(1-0.5)}{458 \times 0.05^2 + 1.96^2 \times 0.5(1-0.5)} = 208$$

- Time of research: 2011
- Place of research: study the influence of in- service training on employee's operation.
- Because the research is survey the variables are as following: Independent variables: employee's operation

- 1- Increasing skill
- 2- Increasing speed.
- 3- Increasing the quality of offering services
- 4- Improving the relationship amongst colleagues
- 5- Increasing motivation
- 6- Increasing creativity and innovation

Intervention variables: gender, age, job, experience, education level.

### **Gathering information tools**

Main tools for gathering information are:

Primary sources: questionnaire which was made by the researcher

Secondary sources:

- a) Study documents, books, articles, theses and internet.
- b) Organizational documents (reports, operational exports, ...)

The questionnaire has 24 questions in 6 parts. 5- Scale liker was used.

**Table 1: Coding Influencing questions of in- service training on operation Employees:**

A little	To some extent	Average	Much	Too much
1	2	3	4	5

**Table 2: Listing Influencing questions of in- service training on operation Employees**

Row	Questions topics	Number of questions topics
1	increases job skills	1-4
2	increases speed	5-7
3	increases quality	8-10
4	increases inter individual relationships of employees	11-14
5	increases employee's motivation	15-19
6	increases creativity and innovation at work	20-24

The questionnaire is not standard but it was checked by experts in the field. The first sample was also distributed and questions were according to the culture.

Chronbach alpha is the best index for testing reliability of the questions of a questionnaire. Consequently, it was used in the research.

**Table3.The Chronbach's Alpha coefficients Influencing questions of in- service training on operation Employees**

Row	Questions topics	Alfa	
		First sample	Second sample
1	increases job skills	0/8338	0/8848
2	increases speed	0/8233	0/8404
3	increases quality	0/8986	0/8799
4	increases inter individual relationships of employees	0/9059	0/8541
5	increases employee's motivation	0/8712	0/8604
6	increases creativity and innovation at work	0/8428	0/9090
7-	Influencing questions of in- service training on operation Employees	0/9638	0/9377

According to Chronbach alpha reliability was confirmed.

In the study for analyzing data descriptive and extrapolation methods were used In descriptive statistics plenty tables and percentages, mean deviation and in, Kolmogrov and Smironov were used for determining hypotheses. Moreover, spss/pc<sup>++</sup> (ver 16.0) was used as a software.

#### The hypothesis of normality test

In comparative tests usually normality test is used.

**Table 4. Results of regression Kolmogrov and Smirnov (Influencing questions of in- service training on operation Employees)**

Factors	Z Statistic Kolmogrov Smirnov	Mean	Result
increases job skills	1/304	0/068	Normal
increases speed	1/108	0/182	Normal
increases quality	1/072	0/201	Normal
increases inter individual relationships of employees	1/307	0/066	Normal
increases employee's motivation	1/134	0/152	Normal
increases creativity and innovation at work	1/06	0/211	Normal

#### Sample demographic features

**Table 5. Separation of sample data based on the sociological characteristics**

Sex	Woman (21/6)				(75/5) man		
Marital Celibacy -	(88/5) Married				(9/6) Single		
Employment Type	(% 74) Official				(% 26) Contract		
Education	(% 83) Diploma		(% 11) Degree		(%5) BA		(% 1) MA
Age	(% 11)20-30		(% 49) 31-40		(%22) 41-50		(% 18) 51-60
Job Experience	1-5 % 30	6-10 % 20	11-15 % 23	16-20 % 4	21-25 % 11	26-30 % 10	More Than 30 % 2

#### 4. TESTING RESEARCH HYPOTHESES

There have been a lot of studies about the relationship between in- service training and operation which have conducted in Iran or abroad. In most of them there is a focus on positive correlation between them.

##### Main Question: Do in- service training of employees improve their operation?

The findings of analysis reveal that p- value is 0.001 and  $\alpha : 0.05$  .

Based on the findings  $H_0$  was ejected and  $H_1$  is accepted. It means in-service training improves operation and the findings are similar to same researches.

For example, Samad Izadi carried out a research about “the study of efficiency and affectivity of in-service training of teachers in associate level in primacy training in Mazadaran province” In 1992. The findings show that teachers who are attending in- service training. Firstly have more discipline and promotion in jobs.

11- the other research which was done by Ahmed Bazazjazyen was about the study of the impact of in-service training on operation in Ahwaz steel industry.

The results present that employees who attended in-service training have better teamwork. In other research, Ali Taghipour zahir was conducted a research with the title of evaluating short-term in-service training courses on employees operation in mines ministry. The finding reveal in-service training improve employees operation. Lotfali Jabari in his research studied the efficiency of in-service training programs in ministry of agriculture jihad and its relationship with operation which found the same results.

**Sub-question 1: Does in-service training of employees increase job skills?**

As finding reveals p-value is 0.000 and  $\alpha = 0.05$  as a result,  $H_0$  is rejected and  $H_1$  is accepted. It means employees' in-service training increase job skills the results of analysis are similar with same researches. The results of Jazayeri (2003) shows that employees who were trained have more job stability, knowledge and skills compared to others. Furthermore, Ahmadi (1991) found out that there is no meaningful relationship between the efficiency of in-service training and before and after training skills which is different from the findings of the study.

Baloot et al (2001) carried out a research in France which illustrates that during 1981-1992. due to increase in trained employees, explosion (affectivity) increased 2% fall Holland (2001) revealed that 95% of in service training in the use were effective but they did not transfer the knowledge very well, so the program wasted 90 million. Felen et al (2004) in a research presumed the impact of supervisor training in international company of hastier in the study the managers

were taught. The result better behavior of managers there are different researches that is because there are many influencing factors which have impact on in-service training it cannot mentioned that definite these kinds of trainings have effect on operation and effective

**Sub question 2: do employees in – service training increase the speed of doing activities?**

As it can be seen p-value is 0.047 and  $\alpha = 0.05$  consequently,  $H_0$  is rejected and  $H_1$  is accepted which means in service training increase the speed of doing activities. The findings are similar to others Mashadi Mighani (1990) conducted a research which presented that in-service training of teacher's leads to their high speed. Also Ghavamabadi (1995) manifest that learning strategy training, increases the speed of learning greatly.

**Sub-question 3: do employees in service training increase the quality of offering service?**

As it is shown, p-value is 0.000 and  $\alpha = 0.05$  as a result,  $H_0$  is rejected and  $H_1$  is accepted it means employee's in-service training increase the quality of offering service. Behesht (2003) carried out a research and following results were obtained:

- Employee's in-service training increases accuracy in them.
- employee's in-service training promote the quality of activities and also Sayadi Sisakht (1998) in his survey found out that in-service training in employees core:
  - increasing accuracy
  - promoting the quality of activities
  - increasing job knowledge
  - increasing job skills
  - promoting spirit
  - decreasing costs.

On the other hand Paris and White (1986) presumed that in-service training are not have any effect. Their findings reveal that in-service training is not effective due to high costs, time-wasting and not being effective.

**Sub- question 4: do employees in- service training develop his individual relationship.**

As findings show, p-value is 0.000 and a result,  $H_0$  is rejected and  $H_1$  is accepted it means employee's in-service training develop individual relationship Izadi (1992) conducted a research which was about the study of affectivity and efficiency of teachers in-service training Mazandaran province. They found that one of the benefits of this course is improving individual relationship as we found in the research.

**Sub- question 5: do employees in service training increase their motivation?**

As it is shown from findings. The p-value is 0.01 and  $\alpha = 0.05$   $H_0$  is accepted which means employee's in-service training does not increase motivation William James (1998) form hardware university found that employee's in organization just use 20-30% of their abilities his researches illustrate that if employee's are trained, they reveal their abilities to 80-90%. It does not match the finding of the research. It is found that if training will be according to needs and wants they can be more useful.

**Sub- question 6: do employee's in-service training increase creativity and innovation?**

As it can be seen based on findings, the p-value is 0.14 and  $\alpha = 0.05$

$H_0$  is accepted which reveals that employee's in service training do not increase creativity and innovation. The finding is against willam's (2001).

The findings of mentioned research mentioned that training in organization increase employee's creativity (willams, 2001)

André pools (2001) did a research about employees' creativity and manager's role in increasing employee's creativity in the UK. He mentioned that which factors can increase the employee's creativity in organization one of these element is education (Andripouls, 2001). It does not match with the finding that are not similar to its trainings the reason of this is because of differences between training which are offered with required of difference between are offered with required training.

**Table 6. Results of regression t-student for factors of in- service training on operation Employees**

Questions	Mid	Standard deviation	t	Mean
Main Question	3/171	0/771	3/2	0/001
Sub- question 1	3/77	0/907	4/3	0/000
Sub- question 2	3/10	0/904	1/69	0/047
Sub- question 3	93/2	0/995	4/23	0/000
Sub- question 4	3/28	0/832	4/94	0/000
Sub- question 5	3/07	0/835	1/26	0/1
Sub- question 6	3/06	0/862	1/09	0/14

**Question 7: from responder's point of view, is there any prorates between the advantages of in- service training?**

**Table 7: result of freedman for prioritizing in-service training advantages**

No	Item	Amount
1	$\chi^2$ freedman	54-184
2	Degree of freedom	5
3	Meaning full level (p-value)	0/000

$\chi^2$  Freedman is 54.184 and meaning full level is 0.000 because the meaningful level (p-value) is less than 0.05 it can be said that there is a priority amongst responds.

**Table 8: mid of ranks and for priroriths of in- service training advantages.**

Factors	Mid of ranks	Priorities
Increasing skills	3.82	The third
Increasing speed	3.2	The fourth
Increasing the quality of offering services	3.9	The first
Improving relationship between colleagues	3.89	The second
Increasing motivation	3.15	The fifth
Increasing creativity and innovation	3.04	The sixth

Yahya and goo (2002) studied about the study of employee's training needs. The crucial skills which are considered in training planning are: solution- making skills, innovation and creativity substantiate processes, interpersonal relationship, leadership skills, operation management, creating group and teamwork.

#### 4. DISCUSSION AND CONCLUSION

Generally, the results reveal the direct and positive influence of in- service training on employee's operation in Islamic Azad university of Mashhad. In other words in- service training in an organization increases skills, speed, the quality of offering services and improving interpersonal relationship but it does not have any relationships with motivation and increasing creativity and innovation.

Following suggestions are according to findings:

#### **1.4. Suggestions for organization managers**

1- Although as a base of in-service training it is believed that this kind of training can increase knowledge and skills of participants and also give positive vision (mirkamali,19994), Expert in the field are worried about its efficiency. As sloman (2003) mentioned this kind of trainings are useful when employees and supervisors are keen on them.

Therefore, the first step of holding in-service training is creating interest and motivation in managers and employees.

2- focusing on improving human through training as a process for improving abilities, increasing knowledge, changing trend and employees visions about the jobs has changed recently.

3- increasing individual (personal) skills for promoting and improving to top positions by performing training planning's, sending employees to job training course which are out of organizations.

4-presenting rewards and job promoting of employees which are out of company and voluntarily in training planning which is related to job region for keeping and increasing motivation of people and creating healthy competitiveness in other employees.

5- Review the ways of restructuring short-term training courses, Mashhad University

6- Creating quality training centre in an organization which have presented various ways in training quality by studies and researches of different criteria, creating quality is designed and performed.

#### **2.4. Future researches**

1- Study the influence of training on improving the relationship between people and groups.

2 -Study the influence of training on organizations success.

3- The methods of improving efficiency of in-service training courses in Islamic Azad university of Mashhad.

4- Determine training strategy for Islamic Azad university of Mashhad.

5- Study the review solutions of short-term in-service training in Islamic Azad university of Mashhad.

6- Testing the need of short term and long-term training courses in Islamic Azad university of Mashhad.

7- Study the role and position of top managers of Islamic Azad university of Mashhad in short-term training courses.

#### **3.4. Research limitations**

1- Not accessible tools (standard questionnaire) about research causes a lot of time was spent on it.

2- Inaccurate responses of employees.

3- Impossibility in doing research during their jobs.

4- The time limitation in gathering employees' opinions in long time not just in 1390.

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