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THE EFFECT OF TRAINING COURSES ON CAPABILITIES OF THE STAFF OF SYSTAN SOIL AND WATER COMPANY

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ABSTRACT

Since on job training has a great effect on the empowerment of the employees and with regard to the effective role of Systan Soil and Water Company, this research tends to study the effect of on job training courses on the capabilities of the staff and employees of Systan Soil and Water Company. This research is a descriptive - analytical co-relative one. The population of this study consists of all employees of Systan Soil and Water Company and Water Affairs Company who has been employed in 2014. Since the population is limited to 131 employees, all of them were selected and considered as the sample volume. Spritzer's psychological empowerment questionnaire (1996) and Eslami and et al.'s training effectiveness questionnaire (2011) were used to collect data. After some changes in the questionnaire, content and nominal validity was confirmed by experts and specialists. Using Cronbach's alpha test, the reliability of the questionnaire was determined 7.0 which proved good reliability of the questionnaire. To analyze the data, descriptive statistics (frequency, percentage, and mean) and inferential statistics (Pearson's linear correlation coefficient) were used by SPSS Software. The results show that the empowerment of the employees was at an average level. The correlation between all subscales of the organizational learning and empowerment showed that empowerment and enabling has a positive, significant, and meaningful relation with organizational learning measures with 0.01 significance level.

Keywords: *Training, Efficiency, Empowerment*

INTRODUCTION

Since human resources are the main and most important component in the organizations, mobilizing and preparing human resources to be ready to face the changes is of great importance. Also, all organizations with missions should allocate more time, energy, and money on bringing up and training humans on different topics and aspects (Jafarzadeh, 2007). To do so, many organizations believe that the only way is implementing empowerment programs and tries to provide the basis and opportunity to train their staff. Human resources and the employees of an organization are the main element and component, the central core, and the spirit of that organization, so training and educating human resources of an organization is a vital and essential task (Alavi, 2000).

No one can say that in today's world, an organization does not need on job training courses for its employees. For instance, in Sweden, 2 to 3% of its national intensive production is expended for training the employees. Empowering human resources through training can increase the competitiveness and competitive advantages of organizations. Thus, organizations need a training schedule to be successful in this regard. Recognizing, identifying, and analyzing training needs and requirements are the pre requisites of a successful training system. On the other hand, the success of training and educational system of any organization depends on determining its training needs. In fact, it is the first cause and guarantee for training effectiveness and improvement (Vaezi and Sabzikaran, 2010).

Goldstein considers on job training as the procedure of systematic acquisition of skills, rules, concepts, and attitudes that will result in the improvement of the performance of the employees in the organizations (Goldstein, 2002). On job training is a method of training which has a practical and experimental nature (Allen and Morton, 200).

Organizational improvement and change management intellectuals introduced human resources empowerment as an effective strategy for better performance and improvement of human resources. They

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also believe that empowering human resources is one of the attitudes of the new age which is employed by many organizations. Actually, it is an answer to the vital needs of current management.

Queen and Spritzer believe that although empowering can give an organization a competitive advantage and despite the fact that many managers accept that empowering is favorable and ideal, many organizations face problem while implementing training and empowerment programs (Quees and Spritzer, 1997).

Regarding the above mentioned, we understand that capable employees are great assets for the organization and management, for they are trustworthy, reliable, and leaders. Moreover, they have the ability to adapt themselves with external (or outside organization) changes, they are receptive to learning, and they enjoy collaborating in affairs and tasks.

Systan Soil and Water Company is responsible for implementing civil development projects on soil and water resources. This company plays an important role on conserving and improving soil and water resources in the region. Considering that the economy of Systan is based on agriculture, the role of this company is clearly defined and recognized in the region. Thus the capabilities of the employees of this company directly influence the economy of the province and the residents' welfare. Since on job training courses have great effect on the empowerment of the employees, and considering the effective role of Systan Soil and Water Company, this research put forward this question: what are the effects of on job training on the capabilities and empowerment of the employees of Systan Soil and Water Company?

Background

- Sabbaghian and Arasteh (2012) analyzed the effect of training employees on empowering the human resources of Keshavarzi Bank in the west zone of Tehran. The conclusion of the general hypothesis shows the effect of training on employees' empowerment. Also, the results show that in managers and employees' point of view, training had good effects and influence on clear goals and objectives (3.798), moral behavior (5.193), team work progress (2.80), starting positive relations (8.802), and improving the employees' morale. But it does not have any influence on collaborative morale (0.060) and a healthy and sane working ambience (0.850). The results also show that there is a relation between the number of the on job training courses and the empowerment of the employees (0.585).

- Zaeemipoor *et al.*, (2005) inspected the impacts of retraining management skills of nursing managers on the empowerment of nurses. The findings showed that 73% of were average empowered before retraining courses and 74% of them were average empowered after retraining courses. The average of nurses' empowerment before the course was 18 ± 96.5 , while this number increased to 16 ± 106.9 after the course. T statistical test presented a significant difference between before and after training courses empowerment of the personnel ($P=0.001$). Step by step multi regression analysis showed that changing morale aspects and understanding a healthy environment are the forecasters of personnel empowerment before and after the training course. The study showed that changes in managers' behavior increased the empowerment of the nurses.

- In their study entitled "The Status of the Empowerment Indicators and its Relation with Individual Factors", Seyyedameri *et al.*, (2009) showed that trainers' morale had the most and increased communication had the least effect and influence on total empowerment indicator.

- Spreitzer (1996) investigated surveys conducted, in the past 20 years, on the empowerment of the employees came to this conclusion: the employees' self confidence, access to information on the mission and objectives of the organization, employees' performance, and innovative and creative behavior have a positive and meaningful relation with psychological empowerment.

- Reviewing the relation between the psychological empowerment of teachers and their commitments, Wu and Short understood that there is a relation between psychological empowerment components and professional growth (Quoted by Madkov, 2001).

- Reviewing the relation between the employees' empowerment and their on job training courses, Morris concluded that the employees who did not attend on job training courses were less empowered than those who took part in such courses (Quoted by Isselle, 2002).

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Survey Hypothesis

- There is a significant and meaningful relation between employees' innovation and creation and employees' empowerment.
- There is a significant and meaningful relation between employees' collaboration and cooperative morale and employees' empowerment.
- There is a significant and meaningful relation between employees' discipline and employees' empowerment.
- There is a significant and meaningful relation between employees' decision making power and employees' empowerment.
- There is a significant and meaningful relation between employees' job satisfaction and employees' empowerment.
- There is a significant and meaningful relation between employees' skills and employees' empowerment.

MATERIALS AND METHODS

Research Methodology

This research is a descriptive - analytical co-relative one. The statistical population of this study consists of all employees of Systan Soil and Water Company and Water Affairs Company who has been employed in 2014 and started their jobs in Systan. Since the population is limited to 131 employees, all of them were selected and considered as available sample. All number method was used to select the sample. Two questionnaires were used to gather data:

1. Spreitzer psychological empowerment questionnaire (1996) was localized. After making adjustments in 5 dimensions (the sense of meaningfulness of the job, the sense of job competence, the sense of having rights, the sense of being effective and useful, and the sense of collaborating with others) and considering 19 items according to Lykirt Spectrum, it was organized from 1 to 5. The empowerment will be considered weak, average, and excellent in case the scores are 19 - 38, 38 - 57, and more than 57, respectively.

2. Eslami *et al.*, training effectiveness questionnaire (2011) was compiled in 6 aspects: innovation and creativity, collaboration and cooperation, discipline, decision making power, job satisfaction, improving employees' temperament and mood, employees' required skills. It was organized in 19 items according to Lykirt Spectrum and from 1 to 5.

Using Cronbach's alpha test, the reliability of the questionnaire was determined more than 0.7 which proved good reliability of the questionnaire. To analyze the data, descriptive statistics (frequency, percentage, and mean) and inferential statistics (Pearson's linear correlation coefficient) were used by Spss Software.

RESULTS AND DISCUSSION

Findings

According to table 1, comparing the empowerment of the employees shows that 12.2% were weakly empowered, while 54.2% were averagely empowered. 33.6% of the employees were well empowered. Totally, the empowerment of the employees was average.

Table 1: Distribution of Respondents' Empowerment

Empowerment	Number	Percentage	Cumulative Percentage
Weak	16	12.2	12.2
Average	71	54.2	66.4
Good	44	33.6	100
Total	131	100	

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Table 2: Correlation between Organizational Training Subscale and Empowerment

Variable		Creativity and Innovation	Collaboration and Cooperation	Discipline	Decision Making	Job Satisfaction	Skill
Empowerment	Pierson Significant Number	.4280 .000 131	.4780 .000 131	.330 .000 131	.487 .000 131	.517 .000 131	.36 .000 131

Table 2 shows the correlation between organizational training subscales and the empowerment. We can see that empowerment has a positive and significant relation with all organizational training subscales at 1%. The highest correlation goes to job satisfaction subscale (0.517). Decision making takes the second place (.487). Collaboration and cooperation (.478), creativity and innovation (.428) and skill (.366) take the following places. Discipline has the least correlation with empowerment (0.330).

Hypothesis 1: There is a significant and meaningful relation between employees' innovation and creation and employees' empowerment.

Inspecting and reviewing correlation between innovation and creativity subscales with empowerment show that there is a significant and meaningful relation between employees' innovation and creation and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.428 between these two factors.

Hypothesis 2: There is a significant and meaningful relation between employees' collaboration and cooperative morale and employees' empowerment.

Inspecting and reviewing correlation between employees' collaboration and cooperative morale subscales with empowerment show that there is a significant and meaningful relation between employees' collaboration and cooperative morale and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.478 between these two factors.

Hypothesis 3: There is a significant and meaningful relation between employees' discipline and employees' empowerment.

Inspecting and reviewing correlation between employees' discipline subscales with empowerment show that there is a significant and meaningful relation between employees' discipline and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.330 between these two factors.

Hypothesis 4: There is a significant and meaningful relation between employees' decision making power and employees' empowerment.

Inspecting and reviewing correlation between employees' decision making subscales with empowerment show that there is a significant and meaningful relation between employees' decision making power and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.487 between these two factors.

Hypothesis 5: There is a significant and meaningful relation between employees' job satisfaction and employees' empowerment.

Inspecting and reviewing correlation between employees' job satisfaction subscales with empowerment show that there is a significant and meaningful relation between employees' job satisfaction and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.517 between these two factors.

Hypothesis 6: There is a significant and meaningful relation between employees' skills and employees' empowerment.

Inspecting and reviewing correlation between employees' skill subscales with empowerment show that there is a significant and meaningful relation between employees' skill and employees' empowerment at 1%. This shows a strong and significant and meaningful correlation of 0.366 between these two factors.

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Conclusion

- The results show that the empowerment of the employees is at an average level. This is in accordance with Zaeemi *et al.*, research. Their research also showed the empowerment of the employees is at an average level. But in the survey conducted by Seyyedameri *et al.*, (2009), the empowerment indicator in the studied population was 71.6%, which was at a good level. Although there are evidences that show an increase in the failure of some empowerment programs in meeting managers and employees' expectations, and there is no high level empowerment, understanding the problems and issues, identifying factors effecting empowerment and methodical implementation of these programs, organizations can start empowerment of human resources. We can say that many factors and elements affect the empowerment of the employees which should be considered while reviewing the factors.
- The results show that there is a meaningful relation between innovation and creation and empowerment. This is the same as the research conducted by Eslami (2008) and Wang and Beard (2010) which showed organizational on job training would result in higher empowerment.
- The results show that there is a significant and meaningful relation between employees' collaboration and cooperative morale and employees' empowerment. In their research, Meir and Wien (2009) showed that there is a relation between employees' collaboration and their empowerment. Also, Choo and Bawly (2007) believe that experiencing through learning will result in the formation of a healthy working environment and sane relationship and communication among employees. In this regard, we can say that training is a means of reaching goals while other factors are also influential.
- The results show that there is a significant and meaningful relation between discipline and employees' empowerment. These results are in accordance with the research conducted by Rainhurt and Short (1999). They showed that teaching discipline would increase employees' empowerment. We can state that in case training courses are conducted according to some logical principles and with the aim of improving the employees' capabilities, they play an important and essential role in empowering the employees.
- The results show that there is a significant and meaningful relation between decision making power and employees' empowerment. Hedda (2008) indicated that there is a direct relation between training programs and employees' empowerment. By improving the morale, mutual respect, mutual trust and reliability, and employees' involvement in decision making processes, training courses will increase the employees' empowerment.
- The results show that there is a significant and meaningful relation between job satisfaction and employees' empowerment. These results are the same as the results of the research conducted by Moqaddam (2001). As conducting high quality training courses will result in the increase of knowledge, skill, and empowerment of the employees, the employees will be satisfied with the organization, do their tasks and duties correctly, and have good performance when they can solve their problems.
- The results show that there is a significant and meaningful relation between skill and employees' empowerment. These results are the same as the results of the research conducted by Sabbaghian and Arasteh (2012). We can imagine that in case training courses are conducted according to some logical principles and with the aim of improving the employees' capabilities, they will improve and develop team work and communication which consequently will increase their empowerment and capabilities.

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