

IMPACT OF IN-SERVICE TRAINING ON EMPLOYEE EMPOWERMENT REGIONAL ELECTRIC COMPANY IN GILAN

Hosein GanjiNia

Department of Public Management, Islamic Azad University, Rasht Branch, Rasht, Iran

Shahram Gilaninia

Department of Industrial Management, Islamic Azad University, Rasht Branch, Rasht, Iran

Reza PoorAli Motlagh Sharami

M.A. of Business Management, Islamic Azad University Rasht Branch, Rasht, Iran (Corresponding Author)

Abstract

This study is sought to examine impact of in-service training on employee empowerment regional electric company in Gilan that can be identified effective ways in-service training on employee empowerment.

Present study in terms of research method is descriptive type of correlation in and terms of aim is practical. Statistical population was all regional electric company employees in Gilan (n = 521) and to determine the sample size initially was used Kolmogorov test, then Considering normal distribution to estimate the sample size was used Cochran's formula and on this basis a sample size was calculated 200.

Keyword : In-service Training, Empowerment, Feelings of Competence, Feelings of Meaningful, Feelings of Efficacy, Feelings of Trust, Feelings of Organizing-Self

Introduction

The term "empowerment" is used as a new form for employees engaged and has been a common from 1980(Wilkinson 1998). The term is derived from domains and disciplines including Psychology, Economics, Training, Studies of Social and Organizations. (Fox 1998) Empowerment is a process that similar to a path or journey which expands business. Other aspects of empowerment may be have a lot of coordination With particular field and people involved in the business(Abtahi 1994). Empowerment depends to individual and field specific projects and programs are involved in that. (Honald 1997)

In general, empowering of employees, as management activities is divided in two main types: direct and indirect. Direct forms including giving more responsibility to individuals or teams to execute and manage their tasks and participation in decision making. Indirect forms of presence in group quality circles to the board of management. (Mir Sepasi 2004)

The Issue Expression of Research

The definition of training can be said : Approach that its main purpose is to change and learning staff and increasing skills required to perform more effective job tasks. Training is an ongoing organizational activities and successful organizations devoted personnel training a significant part of its activity and investment. The purpose of formed courses at all

levels of organization is people performance improvement in doing a job tasks and valued feeling are discounts for their workplace organizations. (Saki 1998)

On the other hand, empowerment is a process to achieve continuous improvement in organizational performance which achieved through influence development of qualified individuals and teams in most respects and it affect in performance and operation of the entire organization. (Kinla 2004)

This way look at the two concepts of in-service training and powerful be found which there are very important relationship between this two.

Previous Research

1) Investigate the factors affecting on empowerment of NAJA headquarters officers.

This research implemented by Alireza Jazini (2003). In this study has conclusion that training alongside factors such as leadership, motivation, and job satisfaction has most effective on employee empowerment.

2) Investigate the role in-service training in Empowerment of justice staff in Gilan.

The survey was conducted by Naghi Esmaeeli (2009) and the results include there is a relationship between in-service training with responsibility, staff compatibility, sense of competition and staff learning, employee loyalty, creation growth and success in job, and creating a sense of credibility and value in staff and finally there are the relationship between in-service training and employees Empowerment.

3) Evaluation of in-service training and its impact on the increase efficiency of human resources in state sector.

This research was carried out by Mehdi Jamshidian and Akbar rezaei (2006). The results of this study have shown that in-service training is increase factor of efficiency, skills and Job satisfaction in assets office Isfahan

4) Evaluate the effectiveness of short-term courses in-service training on staff performance ministry of mines & metal.

This Thread was done by HamidReza Zadeh Goli (2003) the results obtained showed that in-service training will cause promote job and creation interest in employees, acquire of more technical knowledge, increased skills and abilities, Increasing order, discipline, punctuality, cooperation and a spirit cooperative, and Increased power and efficiencies of work.

Theoretical Research

In-service Training : In-service training is attempt to improve staff competence through continuing education courses, meetings and study groups, visits, lectures and personnel reform. (Gilaninia 2011)

Empowerment : Empowerment called control over their work, authority on jobs, teamwork diversity, payment systems related with the performance (Rappaport 1995) also approach which leadership empowered subordinates as a main component of organizational and managerial effectiveness. (Hagman 2001)

Feelings of Competence : Competence refers to individual idea, stating that individual has ability required for perform activities related to their task (Spritzer 1995)

Feelings of Organizing-Self : Organizing- Self is referred to feel having a choice, where behavior competence is the dominant, organizing- self is feel having a choice in starting and order to activities.(Locke 1968)

Feelings of Meaningful : Meaningful is an opportunity to people feel followed important and worth business objectives. Feel that they are moving on a road their time and effort are worth.(Gilaninia 2011)

Feelings of Efficacy : Effectiveness is the degree to which an individual can influence on outcomes of strategic, administrative and operational. (Gilaninia2012)

Feelings of Trust : Trust implies to relationships between elites and subordinates (trust between manager and employees and vice versa) Trust is concerned interest, competence, openness and trust in others.(Gilaninia 2012)

Models of Research

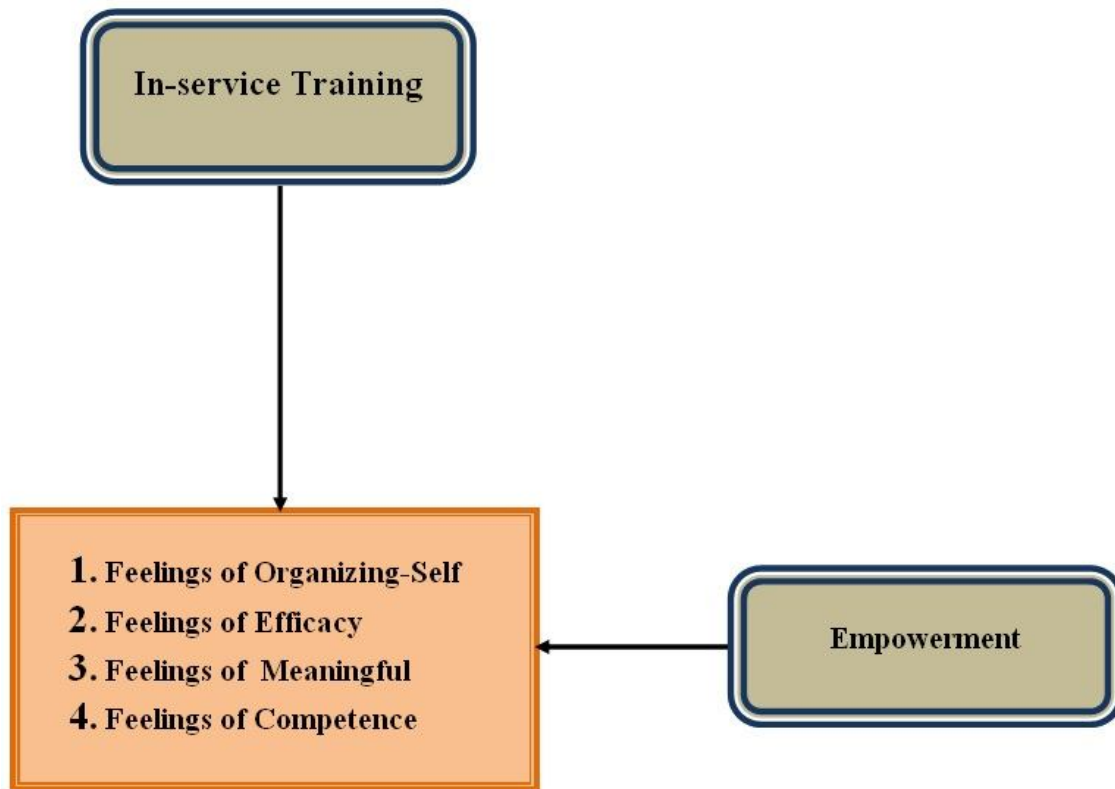


Figure 1 : Analytical model to of research

(Abdollahi & Nave Ebrahim 2006)

The research hypotheses

The Main hypothesis : There are significant relationship between in-service training and employees empowerment of regional electric company in Gilan.

The first sub-hypothesis : There are significant relationship between in-service training and employees feelings of competence regional electric company in Gilan.

The second sub-hypothesis : There are significant relationship between in-service training and employees feelings of organizing-Self regional electric company in Gilan.

The third sub-hypothesis : There are significant relationship between in-service training and employees feelings of efficacy regional electric company in Gilan.

The fourth sub-hypothesis : There are significant relationship between in-service training and employees feelings of meaningful regional electric company in Gilan.

The fifth sub-hypothesis : There are significant relationship between in-service training and employees feelings of trust regional electric company in Gilan.

Research Methodology

Scientific research is based on two basic aim nature and method segmentation (Hafez Nia 2002)

The Statistical Population

The population consists a number of intended good elements have at least one a characteristic trait. (Azar & Momeni 2001)

The population in this of research are all employees of regional electric company in Gilan that their number is equal to 521.

The Statistical Sample

The sample is a set of symptoms which selected from a larger part, a group or community. (Naderi 2004)

Sampling method in this study was a simple randomized.

Data gathering tools

For collecting the data needed to test the hypothesis was used questionnaire techniques.

Validated of Questionnaire

To assess the validity of questionnaire was used Cronbach's alpha Its desired outcome as follows :

Variable		Cronbach's Alpha Coefficient	
Independent Variable		0/84	
Dependent Variable	Competence	0/85	0/82
	Organizing-Self	0/83	
	Efficacy	0/86	
	Meaningful	0/85	
	Trust	0/86	

Table 1 : Cronbach Alpha Coefficients

Methods of data analysis

Analysis of the data in this study is descriptive analysis and inferential analysis

Hypothesis Test

Included Pearson tests and a univariate regression

Test results

The Main hypothesis : There are significant relationship between in-service training and employees empowerment of regional electric company in Gilan.

- H_0 : There is no significant relationship
 H_1 : There is significant relationship

Variables	No.	Correlation Coefficient	Significant	Result
In-service Training and Empowerment	95	%81/9	0/000	Confirm

Table 2 : The Correlation Coefficient Between In-service Training and Empowering

According to the table it can be seen that value of significant is equal to $0/000 < 0/05$. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and empowerment is %81/9 and this suggests a direct relationship between the two variables in-service training and organizational empowerment of regional electric company in Gilan.

	R	R ²	Beta	Constant Value	Significant
In-service Training and Empowerment	%79/5	%63/1	0/795	0/924	0/000

Table 3 : Regression testing Between In-service Training and Empowering

Given the value of significant is less $0/05$, there are a significant relationship between the two variables in-service training and empowerment in 95% confidence level. Intensity of this relationship is equal to 79/5. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other hand determine coefficient of this hypothesis is equal to $0/631$, In other words empowerment variable can predict %63/1 changes of in-service training variables.

The first sub-hypothesis : There are significant relationship between in-service training and employees feelings of competence regional electric company in Gilan.

- H_0 : There is no significant relationship
 H_1 : There is significant relationship

According to the table it can be seen that value of significant is equal to $0/000 < 0/05$. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and employees feelings of competence is %45/5 and this suggests a direct relationship between the two variables in-service training and employees feelings of competence of regional electric company in Gilan.

Given the value of significant is less $0/05$, there are a significant relationship between the two variables in-service training and employees feelings of competence in 95% confidence level. Intensity of this relationship is equal to 60/5. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other

hand determine coefficient of this hypothesis is equal to 0/366, In other words employees feelings of competence variable can predict %36/6 changes of in-service training variables.

The second sub-hypothesis : There are significant relationship between in-service training and employees feelings of organizing-Self regional electric company in Gilan.

- H_0 : There is no significant relationship
 - H_1 : There is significant relationship
- According to the table it can be seen that value of significant is equal to 0/000<0/05. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and employees feelings of organizing-Self is %64/8 and this suggests a direct relationship between the two variables in-service training and employees feelings of organizing-Self of regional electric company in Gilan. Given the value of significant is less 0/05, there are a significant relationship between the two variables in-service training and employees feelings of organizing-Self in 95% confidence level. Intensity of this relationship is equal to 80/5. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other hand determine coefficient of this hypothesis is equal to 0/649, In other words employees feelings of organizing-Self variable can predict %64/9 changes of in-service training variables.

The third sub-hypothesis : There are significant relationship between in-service training and employees feelings of efficacy regional electric company in Gilan.

- H_0 : There is no significant relationship
 - H_1 : There is significant relationship
- According to the table it can be seen that value of significant is equal to 0/000<0/05. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and employees feelings of efficacy is %70/8 and this suggests a direct relationship between the two variables in-service training and employees feelings of efficacy of regional electric company in Gilan. Given the value of significant is less 0/05, there are a significant relationship between the two variables in-service training and employees feelings of efficacy in 95% confidence level. Intensity of this relationship is equal to 80/5. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other hand determine coefficient of this hypothesis is equal to 0/707, In other words employees feelings of efficacy variable can predict %70/7 changes of in-service training variables.

The fourth sub-hypothesis : There are significant relationship between in-service training and employees feelings of meaningful regional electric company in Gilan.

- H_0 : There is no significant relationship
 - H_1 : There is significant relationship
- According to the table it can be seen that value of significant is equal to 0/000<0/05. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and

this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and employees feelings of meaningful is $\%+74/5$ and this suggests a direct relationship between the two variables in-service training and employees feelings of meaningful of regional electric company in Gilan.

Given the value of significant is less $0/05$, there are a significant relationship between the two variables in-service training and employees feelings of meaningful in 95% confidence level. Intensity of this relationship is equal to $86/3$. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other hand determine coefficient of this hypothesis is equal to $0/745$, In other words employees feelings of meaningful variable can predict $\%74/5$ changes of in-service training variables.

The fifth sub-hypothesis : There are significant relationship between in-service training and employees feelings of trust regional electric company in Gilan.

- H_0 : There is no significant relationship
- H_1 : There is significant relationship

According to the table it can be seen that value of significant is equal to $0/000 < 0/05$. Thus Hypothesis H_0 with 95 percent confidence is rejected and hypothesis H_1 is confirmed and this relationship is significant. Also according to this table, it can be said intensity of correlation between the two variables of in-service training and employees feelings of trust is $\%+59/6$ and this suggests a direct relationship between the two variables in-service training and employees feelings of trust of regional electric company in Gilan.

Given the value of significant is less $0/05$, there are a significant relationship between the two variables in-service training and employees feelings of trust in 95% confidence level. Intensity of this relationship is equal to $72/1$. To determine the direction of this effect with respect to the beta coefficient can be observed this effect is direct and positive. On other hand determine coefficient of this hypothesis is equal to $0/521$, In other words employees feelings of trust variable can predict $\%52/1$ changes of in-service training variables.

Conclusions

Research hypotheses is done using Pearson test and regression to investigate correlation and severity of relationship.

The results suggest there are a significant relationship between in-service training and with feelings of competence, feelings of efficacy, feelings of meaningful, feelings of trust, feelings of organizing-Self and finally there are a significant relationship between in-service training and empowerment. Confirmed this hypothesis is means confirmed model of analysis presented in research.

Suggestions for future research

Any study given the types of analyzed and given the incentives and values the eyes of the researcher has been explained part of the debates and issues surrounding of the purpose and another part has been outside of study area. Issues such as managerial strategies (Such as trust, leadership styles, group formation, collaboration, delegating), resources efficiently-self (Such as emotional dependence, modeling, support and successful experience job),

organizational conditions (Such as goal setting, reward systems, performance evaluation, resources and organizational structure) can be examined in future research

Limitations of the Research

Lack available enough funds and credit

Lack available adequate time opportunities

Lack of access to professionals and experienced personnel

Lack of access to the entire entire statistical population

Obtaining the necessary permits to fill out a questionnaire by employee of a government institution

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