

The Study of the Effect of In-Service Training on Empowerment of the Personnel of the Sepah Bank Branches in Gilan

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ABSTRACT

The present study seeks to examine the effect of in-service training on empowerment of the personnel of the Sepah Bank branches in Gilan, so as in this way, to identify the effective ways of in-service training on the empowerment of the employees of the Sepah bank branches in Gilan. The present research method is descriptive and of correlation type and from the view point of the aim it is applicatory. The statistical population was all the Employees of the Sepah bank branches in the Province of Gilan (521 people), that at the beginning, the Colmogragh test was used to determine the sample size. Then, considering the normal distribution of the determinant, Cochran's formula was used to estimate the sample size, and based on that the sample size was calculated 200 people. The measurement tool in this research was questionnaire, and Cronbach's alpha test was used to determine the final questionnaire. Meanwhile, the validity of the research indicators was evaluated by consulting the professors and authorities. Pearson's correlation coefficient was used to examine the relations, and the regression test was used to state the effect rate of independent variables upon dependent ones. The summary of the research results is as the following: There is a significant relation between in-service training and empowerment of the employees of Sepah bank.

Besides, multivariable regression analysis by the method of Entering collective independent variables is significant in this research and the coefficient determination obtained is 0.415 which means that about 41.5% of the total empowerment variance of the employees can be predicted and explained by in-service training to them.

KEY WORDS: in service trainings, psychological empowerment, sense of competence, sense of confidence, sense of being effective, and Sepah bank.

INTRODUCTION

Meanwhile, the process of empowerment is to achieve continuous improvement in organizational performance which is obtained through development and expansion of qualified individuals and teams influence on most of their aspects and duties, which in turn affects their work and the general performance of the entire organization. (Kynla, 1383:14)

Thus, looking at the definition of the two concepts of in-service training and empowerment it can be found that there is a close relation between these two concepts. Michael Lobov writes about the necessity of investment in training in his book: "Invest for the growth and development of the employees; if the individuals haven't got prepared for higher duties and responsibilities, promotion from within the organization is catastrophic. Organizations which have loyal employees, invest for their continuous training, education and development. (Payrizi, 1372: 11).

Training is one of the most complex duties in administration of any organization and especially in human resource management. After the absorption system, there is the improvement system and the proper use of human resources. In fact, education is one of the most important actions and programs of any organization; and education system is the complementary for employment system, leads to staff empowerment, and guarantees the future successes.

Training and improvement leads to deeper insights, higher knowledge, and more abilities and skills in people working in the organization to do their duties, and as a result leads to achieving the organizational goals with much more efficacy and output. Nowadays no organization is able to improve itself without training its employees. Both the small and large organizations devote their main sources to training and improvement of human resources, and for some companies education is a continual activity, which all the employees are interested in, and all the employees enjoy different forms of training during their tenure.

As a matter of fact, effort and money spent on education, raises three questions. First of all, what is education for? Second, what is the purpose of education? Third, how are the results of education evaluated? In learning

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psychology, education is an important mental process. This process, as a change agent and as an agent of new attitude and orientation, could effectively **improve** the performance of an organization's employees and restructuring the procedures and practices applicable in the administrative system. (Pour Aman, 1377, 201-202)

In different countries, in order to empower organizations, one way of training for staff, is to increase their individual skills and in other words to empower them. In this regard, nowadays, this method has been implemented in Iran, too. But, the important thing is that: "Can job training really increase the employees' skills in various sectors?" And if it can, how much this effect is? Considering the matters mentioned above, with regarding the research aims and in order to investigate this question "Is there a significant relation between in-service training and psychological empowerment of the employees of Sepah bank?", the researcher intends to study the effects of in-service training on psychological empowerment of the employees of Sepah bank branches in the province of Gilan.

The necessity and purpose of Research:

In order to occur a change in the Employees' behavioral aspects such as knowledge, attitude and skills, some necessary conditions should be provided (for example: the employees should make themselves change, the employees should be aware of their duties and the work they should do, the employees must work in a position commensurate with their abilities and their operational capabilities.)

On the other hand, staff empowerment is a necessary management tool, which could be used to lead to increased efficiency in human resources. And today it could be seen in a great number of developed countries such as Japan, Germany and other developing countries that, precise scheduling is done and lots of money is spent on staff training to empower them. (Taheri, 1383, 233). Thus, as it is observed, nowadays, staff empowerment using the in-service training to reach increased efficiency in the organizations, has changed into a necessary thing.

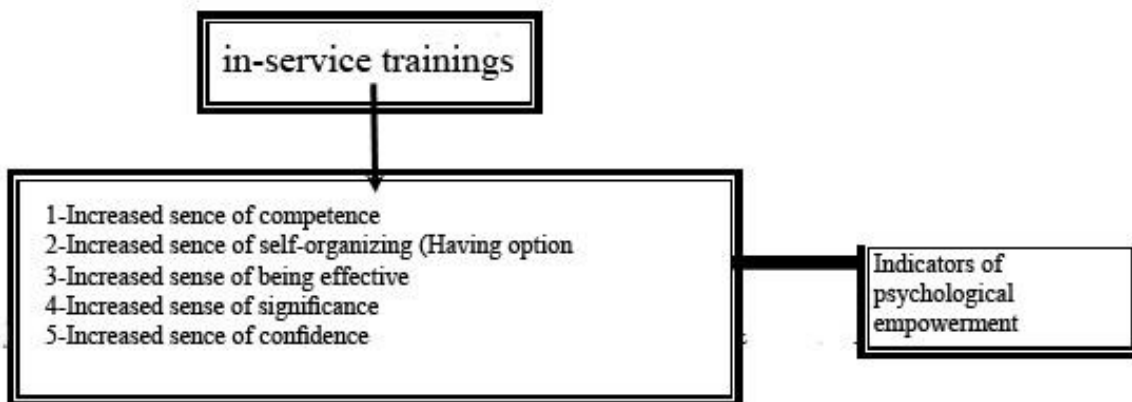
Considering the importance of the matter, the main objective of this research is "to evaluate the effects of in-service training on psychological empowerment of Sepah bank employees in Rasht- Gilan". Moreover, in this study, the researcher has tried to measure the relation between the in-service trainings (independent variable) and sub-indexes of psychological empowerment (dependent variable) i.e. sense of competence, sense of self- arrangement, sense of being effective, sense of meaningfulness and sense of confidence.

Theoretical principles and the model of research:

Staff training and their development and professional growth is the basic part of empowerment programs. (Scott and Jrafe 1991, Saj & kosloski 2000, Harly 1998, Ramzden 1997, Thomas & Velthouse 1990, Bowen Velovler 1992, Kaspelmam & Thomas 1996 and Zimerman 1995; narrated by Abdollahi & Naveh Ebrahim, 1385: 72) . In this regard, Blanchard et al write: In empowerment culture, people should be responsible and self –acting. For this reason, Education should be an inseparable part of empowerment processes. If we really intend to empower the staff, the result of the training should be obtaining the necessary skills for the job; and reaching this goal needs effort before, during and after the education. If the people are supposed to become powerful and authorized, they should be informed of the aims of participation in class and the things they are supposed to learn, before they attend the classes. The responsibility of training is to teach and to make change. If the training doesn't lead to learning and change, empowerment never happens. (Blanchard et al , 1379: 79).Considering the matters mentioned above, in order to reach the objectives of the research, the researcher has benefitted from the psychological empowerment model pattern of Abdollahi and Naveh Ebrahim, in this research.

Therefore, regarding the objectives of the research and in order to answer this research question "Is there a significant relation between in-service training and empowerment of the employees of Sepah bank" the following analytic model was introduced:

Analytic diagram



In this model, the objective of in-service training is: Any type of effort for competence development of educative employees in the way of training courses, relearning classes, meetings and research groups, visits, speeches, and improvement of the conditions of the employees. (narrated by Behrangi, 1370: 108).

However, the empowerment is an approach through which the leader empowers his subordinates as the main part of managerial and organizational effectiveness. (Hoonald, 1997: 202). In this model, psychological empowerment consists of 5 indicators. The first indicator is the sense of competence. Competence or self-efficacy refers to one's belief meaning that one has the abilities to do the activities related to one's duty. (Guest, 1987; narrated by Spritzer, 1995:1443). However, while the competence (self- efficacy) refers to the sense of capability, self- arrangement refers to the sense of having electoral right (Veten & Kameron, 1381: 26). Meanwhile, in this model, the meaning of significance is a chance for the persons to feel that they pursue important and valued career goals. (Apple Bam & Hunger; narrated by abdollahi and Naveh Ebrahim, 1384: 54). Also, effectiveness is a degree that the individual can affect the results and strategic, administrative and operational consequences. (Sphort, 1989; narrated by spritzer, 1995: 1444). And confidence refers to the relations between elites and subordinates (Trust between the manager, staff and vice versa). (Mishra & Spritzer, 1997; narrated by abdollahi and Naveh Ebrahim, 1385: 55).

Research background:

1) Power of Empowerment:

The above subject is the title of a book in which Cook Alice has expressed his eleven years of research results in more than 120 different companies and organizations in 2009. Cook Alice, based on his researches, has expressed 3 major empowerment branches by the title of individual empowerment, group empowerment and autonomous work groups. In his researches, while conducting interviews with hundreds of managers and supervisors of 120 organizations during these 11 years, he has expressed some of the values and beliefs that underlie the synergy on individuals and groups.

In this regard, by reviewing the evolutionary process of the integrated quality management style over the last 20 years, he began to provide effective methods for changing organizational processes, and to enable organizations to optimize utilization of the personnel action. In the following, Cook Alice based on the results of his researches, has presented 12 principles of management to empower the organization. Some of these principles are as follows:

- 1) Empowerment is serving a purpose to help the employees to help their organization.
- 2) Empowerment works best when it is based on values.
- 3) Trust and commitment are two key points to consider in order to empower the organizations.
- 4) Managers and supervisors must also be empowered as well as the employees.
- 5) Empowerment Training is more than just corrective actions.
- 6) Empowerment process is difficult and time consuming.

2) The study of the relationship between the organizational culture and staff empowerment (Case study: Hepko Company)

The above subject has been written as the Master's thesis of Mr. Younes Rasool Dasht in Masters Course of Public Administration of the Azad University of Arak in 1387, with the help of Mostafa Ali Miri and advice of Farrokh Ghoochani. This study was aimed to investigate the importance of the organization culture in understanding the empowerment, which is necessary for the promotion and support efforts leading to the TQM. And In this way, they benefitted from the model of empowerment culture of Ziegler and Pearson. In this model the researcher is trying to show the relationship between cultural variables and their relationship with understanding of empowerment. As a matter of fact, in this research, according to the company's strategic and operational plans on the way to staff empowerment and regarding the company's problems in this aspect, Researcher sought to achieve two results: 1- increased performance 2- Increased organizational commitment.

Questions of the research:

1. The main question in this research is: "Is there a significant relation between in-service training and empowerment of the employees of Sepah bank? And in this direction, the other questions of the research are as follows:
2. Is there a significant relation between in-service training and sense of competence in Sepah bank employees?
3. Is there a significant relation between in-service training and sense of self-organizing in Sepah bank employees?
4. Is there a significant relation between in-service training and sense of being effective in Sepah bank employees?
5. Is there a significant relation between in-service training and sense of significance in Sepah bank employees?
6. Is there a significant relation between in-service training and sense of confidence in Sepah bank employees?

Hypotheses of the research:**Major hypothesis:**

*There is a significant relation between in-service training and empowerment of the employees of Sepah bank.

Minor hypotheses:

- * There is a significant relation between in-service training and sense of competence in Sepah bank employees.
- * There is a significant relation between in-service training and sense of self-organizing in Sepah bank employees.
- * There is a significant relation between in-service training and sense of being effective in Sepah bank employees.
- * There is a significant relation between in-service training and sense of significance in Sepah bank employees.
- * There is a significant relation between in-service training and sense of confidence in Sepah bank employees.

RESEARCH METHOD

The present research, from the view point of research type is applicatory, and from the view point of research method is descriptive and a correlation. The unit of analysis is the individual, the statistical population was all the Employees of the Sepah bank branches in the Province of Gilan (521 people), that at the beginning, the Colmogragh test was used to determine the sample size. Then, considering the normal distribution of the determinant, Cochran's formula was used to estimate the sample size as follows:

$$N = \frac{N (1.96)^2 p.q}{N(0.05)^2 + (1.96)^2 (p.q)}$$

$$N = \frac{521 (1.96)^2 (0/7 * 0/3)}{521(0.05)^2 + (1.96)^2 (0/7 * 0/3)} = 199.1 = 200$$

The analysis of the data has been done by the statistical software of SPSS18 and to analyze the data, descriptive statistics such as: tables of frequency, percent, average, standard deviation, variance, minimum and maximum have been used. And to evaluate the hypothesis tests, the inferential statistics (Pearson's test and univariate regression) have been used.

RESEARCH FINDINGS

The results of the data indicate that 74.5 percent of the respondents in this study are men. Meanwhile, the majority of the respondents are between the age group of 31-50 (72.5%). Also, 47% of respondents had a bachelor's degree and the service records of 44.5 percent of the sample query were between 5 to 15 years. The other percentages were free.

Table 2: descriptive indicators of the sample

| variance | Standard Deviation (SD) | average | Maximum (Max) Grade | Minimum (Min) Grade | Number of samples | Research variables |
|----------|-------------------------|---------|---------------------|---------------------|-------------------|-------------------------------|
| 1.373 | 1.1716 | 3.3 | 4.83 | 1.14 | 200 | Scale of In-service trainings |
| 0.862 | 0.9825 | 4.1 | 4.2 | 1.3 | 200 | Scale of competence |
| 0.873 | 0.93443 | 3.3 | 5 | 1.94 | 200 | Scale of independence |
| 0.736 | 0.85767 | 3.5 | 4.74 | 1.12 | 200 | Scale of effectiveness |
| 0.819 | 0.90507 | 4.2 | 4.69 | 1.08 | 200 | Scale of significance |
| 1.007 | 1.00370 | 3.5 | 5 | 1 | 200 | Scale of confidence |
| 0.514 | 0.71706 | 3.7 | 4.9 | 1.6 | 200 | Scale of empowerment |

Source: research calculations

Suggestions:**Suggestions based on the research results:**

1. The results of research indicate that there is a significant relation between the in-service trainings and confidence. This means that the in-service trainings provide a bed to increase confidence in human resources along with the insurance of fairly dealing with subordinates. In other words, in-service trainings cause the employees to ensure that they are treated in the same fair manner in the organization. Therefore, it is recommended that the authorities of the organization consider this point when holding out the in-service training classes; and regarding the presence of direct relation between the two variables, they create the sense of confidence in the employees during these training classes.

2. Among the other research results, is the relationship between in-service trainings and significance. Sense of significance means the human resource becomes sure of the important and valuable carrier goals. In other words, from the viewpoint of the human resource, the short term, medium term and long term carrier goals designed by the organization, known as valuable and important. Regarding the presence of relation between this variable and in-service trainings, it is recommended that during running these classes, this point is considered and in these classes, goals, occupational programs, and the role of human resource in performing them is reminded, so as to put a positive effect on the sense of significance of the staff.
3. The results of research indicate that there is a significant relation between the in-service trainings and the sense of being effective. In other words, the in-service trainings provide a bed for the creation of the sense of being effective in the employees of the organization. This means that, in-service trainings could create the sense of confidence in the employees of having the ability to influence the strategic, administrative and operational outcomes of their job. Persuasion and creation of this sense in the human resource, will in turn provide a bed for the individual empowerment and performance increase, and in this way it improves the efficiency of the entire organization. Therefore, it is recommended that the organizational authorities and planners give special care to this point.
4. Besides, the results of the research indicate that there is a relation between the sense of self-organizing (independence) and in-service trainings. This means that holding short term training courses could improve the sense of independence in human resources and in this way, affect their sense of independence. As previously mentioned in theoretical topics, sense of self-organizing or independence is the staff confidence in having a choice to begin and regularize their own activities. In other words, the human resources are confident of having the option in the way of doing their own duties and organizing them. Therefore, if in the in-service training courses, we can correctly grow this sense in the human resources and also in alignment with organizational goals, their job performance will increase and the effectiveness of their activities will improve. Therefore, it is recommended that the authorities give special care to this point. The importance of this point appears especially when we know that based on the results of the research, the highest intensity of the relationship between in-service trainings and different aspects of empowerment has been seen in this aspect.
5. The results of the research indicate that there is a relation between the sense of competence and in-service trainings. This means that the in-service trainings could be effective on the sense of competence of the human resource. According to the definition, sense of competence is having confidence in one's ability to do one's own activities. In other words, sense of competence in the human resource means to ensure their effectiveness. Based on this, the in-service trainings by creating the belief of this sense in human resource could make them more aware of their abilities, so that in this way their individual performances would also increase.

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