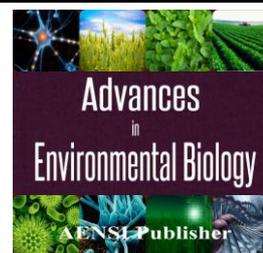




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The Effect of In-service Training Courses on Staff Efficiency from the Management Perspective (A Case Study of Broadcasting Center of Yazd)

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ABSTRACT

Updating knowledge and staff information by using in-service training courses is of the most effective tools for confrontation and adaptation with environmental changes and it guarantees the increase in level of competence and proper servicing in governmental and servicing organizations. The present research is done to investigate the effects of in-service training courses on the staff competence by using management opinions and with scheming the main hypothesis of the existence of a significant relation between in-service trainings and staff competency from management perspective and the statistical population of this research includes all the managers and vice presidents of Broadcasting Center of Yazd who are more than 44 people. The method of research in this study is functional in case of target and in case of method is of type of correlation researches which have been done via field study and questionnaire, prepared in 2013, is used for data collection. The validity of this questionnaire is confirmed after getting experts' opinions and doing amendments and its reliability is obtained 0.86 by calculating Cronbach Coefficient Alpha. The findings of this research demonstrate that from the perspective of management, there exists a significant relation between in-service training courses and competence level, job skills, and job satisfaction of those who participated in these courses. It should be heard in that, from the managements perspective, the most effect is of these courses is on job skills of the staff and its level of effect on competency and job satisfaction place in the next level.

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INTRODUCTION

Human resource is a major capital and strategic factor for any organization and useful and motivated human force has the most important role and effect in accomplishment in great and important duties of organizations and this effect is much more important in the human resources working in state organizations that are themselves the doers of policies of the policy makers and state planners and thus, one of the strategies of preserving and improving the competency of active human forces in governmental, industrial, ... sections is holding in-service training courses. Undoubtedly, "the proper usage of human resources as the factor of growth or fall of an economic agency is solely possible by the knowledge of sciences of human resource management and industrial psychology. Training of human resources has had an increasing growth all over the world especially in developed industrial countries and the owners of great and manufacturing industries prefer attention to human resources to other resources of the organization." [3].

With this explanation, in a society that is changing rapidly, not only training the staff is appropriate, but it is an activity that each organization should consider some resource for it to constantly have efficient and informed human resources [4]. Of course the type and amount of staff training of organizations depend on the rate of quality importance of the products and services presented to costumers and also the importance of work force skills for the organization. And this issue is much important in broadcasting organization as the only lawful responsible for broadcasting radio and television programs in country and also the second big governmental radio and television agency of the world that is responsible for contesting international and foreign media in dimensions of content production and using the latest technical achievement in line with the updated media knowledge. In addition to methods and modern educational content, another significant component should be

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taken into account that is confidence of efficiency and effectiveness of in-service training courses from the perspective of users and managers in order to be able to identify and remove the threatening defects and damages of these courses for achieving the expected targets. Therefore, the main target of this study is investigation of the role of in-service training of staff on their competence from the perspective of the managers working in Broadcasting Center of Yazd.

Research Theoretical Elements:

Training:

Training is defined in Dehkhoda Dictionary as: “the action of learning and educating” and educational, scientific and cultural organization of UNESCO states the target of training as “the development of skills, abilities to work, understanding the knowledge, and required information by different levels of human forces in order to improve.”

In psychological and social sciences, training is known as a kind of experience resulted from learning and Seyf [8] maintains in *Psychology of Training* that “training is a kind of learning experience and learning is averagely stable changes that emerge in the latent behavior of people because of experience. This word is more used in the translation of the word training, while the real translation of the word is training and education and it means a constant and regular flow that its target is helping physical, mental, cognitional, moral, and social growth or totally the growth of the characters of learners in the direction of social normalization and helping aptitudes to burgeon.” [8]

Types of Training:

Totally, trainings that are presented in different organizations can be place in two major categories: [12]

A- Pre-Service Education:

Pre-service education is a kind of training that is presented to the individual before his entrance or employment in the organization. The main target of this type of training is increasing or creating abilities and the required competence in the personnel to prepare individuals for taking special jobs. Time periods of pre-service education can be in two forms of short and long terms.

B- In-Service Education:

In-service education is in fact said to the kind of training that is done after the employment of individuals in institution or organization in order to prepare individuals for optimized performance of staff job duties and responsibilities, promotion of the performance of staff and organization by cutting the present defects in their performance [18]. In fact, in-service education refers to an educational method in which an experienced and skillful individual trains neophytes in performing job skills in work environment. Of course, the popularity of this method is attributed to two factors: its ease and low cost [17]. This kind of training is mainly presented in three fundamental bases of knowledge development, improvement of skills, and change of visions [12].

J. F. May, defines in-service education as: systematic and constant improvement of employments in case of knowledge, skills, and behaviors that help them and their organization with welfare and its target is creation of more ability in production, efficiency increase in the present job, and gaining better conditions for getting promotions [1].

Staff In-Service Education Objectives:

Fathi Vajargah [12] has listed the objectives of in-service education in the following that includes main educational strategies in organizations [12]:

- Increasing professional ability and training latent abilities for daily works and duties
- Preparing staff for getting new duties and responsibilities
- Improvement of level of knowledge and information of office and educational staff
- Improvement of the level of job skills and skills of office and educational staff
- Creation of proper and appropriate behavior in line with stable values of society in the staff
- Increasing job satisfaction and improvement of staff spirit
- Increasing flexibility in staff in proportion to application of new methods and using modern tools and equipment and also organizational changes
- Creation of cooperation spirit among coworkers in line with accomplishment of organization objectives
- Paving the way for the usage from maximum available human resources in order to achieve organization's objectives and policies
- Regulating training of the working human resources in line with the improvement of their level of information and also the contexts of the growth of creativity and innovation

Efficiency:

Efficiency technically is the proportion of entrance and exit of force (energy or work in the unit of time (and this proportion is stated in the form of percentage. In production, efficiency is the proportion of output that is practically achieved to the expected standard output [15] and in organization, efficiency is related to the proper performance of works in organization; this means that the decisions that are taken aiming at decreasing costs, increasing production, and improving quality of products [17].

The concept of efficiency is deemed in this research as the change in the positive outlook of managers towards the performance of staff in the work environment of the organization.

Job Skill:

Skill means smartness and agility in work and craftsmanship and mastership in the dictionary of Dehkhoda and it is used as ability and dexterity in Moin Dictionary. Skill is a learning capability or in other words is the competency of doing or predicting the results with spending of minimum time and energy in doing works. This ability can be in public or private skill. For example, in working, some skills like management of time, group work, and leadership is equal in all works, but for each area, specific skills have been considered (Wikipedia).

Job skills are very different and various and presenting a definition of skill that can be used in all the cases seems difficult. According to him, skill is a capability that leads to result with confidence and expense of minimum work energy or time [19].

Several features in this definition should be noticed, first, work should be reached the desired result.

Second, being skillful means that the doers should reach the desired result with more confidence in proportion to others

Third, application of that skill should be with the expense of minimum time and energy

Job Satisfaction:

Happock defines job satisfaction as a multi dimensional and complicated concept that is related with mental, physical, and social factors. Only one factor does not lead to job satisfaction but a certain combination of a set of factors make an individual to be satisfied from his job in a certain time and tell himself that he is satisfied with his job and enjoys it [9].

Kuhn believes that if the main and important incentives of individual in his job and what he does be satisfied, the less the distance between his private needs and his understanding or his vision in proportion to the latent ability of the job for satisfying these need, the more the job satisfaction. The existence of motivation in job is necessary for the continuation of it and if an individual is not interested in his job and is not excited by doing his duties, continuing this job will be boring for him. Satisfaction of the needs via the job creates a satisfactory feeling about the job that the satisfactory feeling becomes more with the importance and intensity of the need and the rate of its satisfaction with the profession [6].

Review of Literature:

In regard with the impact of in-service training of staff on different job dimensions and even the quality of work life of staff much study is done some of which will be mentioned as follows.

- Gholamshahi [11] has dealt in a research to investigation of in-service training in Telecommunication Company. The findings of his research demonstrated that 1. There exists a difference between the ideas of male and female staff about the impact of in-service training, 2. There exists a difference between the ideas of married and single staff about the impact of in-service training on their performance, 3. Staff with more than 15 years of experience reported the impact of in-service training on the performance more than those with less than 15 years of experience.
- Rajabian [5] dealt in a research with the effectiveness of training courses on the performance of staff Agriculture Bank. The finding demonstrated that 1. Holding training courses have been much effective on job performance of staff in their own opinions, 2. There have not been observed a significant difference between the opinions of sample members with the number of different passed training courses, organizational positions, education, experience, and gender about the effectiveness of training courses [5].
- Gorji [13] has dealt in a research with the investigation of the impact of in-service training on improvement of the performance of office staff of IAU branch of South Tehran and the following result was obtained: the held in-service training course has had positive impact of the staff performance of IAU of South Tehran (Gorji, 2003).
- Saidi [7] dealt in a research to investigate the effects of management trainings on the raise of effectiveness of managers and Iran's Telecommunication staff and obtained the following results in a statistical population including 37 of managers and 370 of personnel via correlation and Variance Analysis method.
 1. Education affects the effectiveness of operational managers and observers.
 2. The effectiveness of managers has direct relation with their experience.

3. There exists a positive and direct relation between management training and the efficiency of managers and staff [7].

- Jeng Chi Kai has investigated the efficiency of Life Insurance Company and the effectiveness of in-service training and in his opinion the great change of the explanation of life insurance decreases the rate of stability, increases cost of sale, develops the gap between services, customers' protest, increases the cost of education, wasting the company's resources and its social resources. Therefore, he focused his study on the effectiveness of the training of life insurance and on the solving of efficiency problem and concluded that efficiency and educational effectiveness is significantly dependent on rate of insurance acceptance before joining the company, families' support, and job satisfaction.
- Nancy A. Oser investigated in-service training system in technologies of PCB Company and concluded that if in-service training is designed based on the needs of workers and a good content be predicted for it, it can lead to increase of the workers' power and skills.
- B. J. Mcintosh and F. M. Hopkins, researchers of Tennessee University of the US, have done a research in 2009 on 45 people of horse trainers in agricultural centers of horse training and resulted that all of the researched features have increase after the in-service trainings.

Research Hypotheses:

There exists a relationship between in-service training and staff efficiency.

There exists a relationship between in-service training and staff job skills.

There exists a relationship between in-service training and staff job satisfaction.

Methodology:

This research is a temporary-analytical research and has been done in Dey, 2013. Based on the classification of researches in case of objectives, this research is a functional research that deals with the investigation the effects of in-service training on staff efficiency from the perspective of managers and is of survey type regarding the method of research. The population includes all of the elite and experts (managers and vice presidents in Broadcasting Center of Yazd) in different section that are 44 people and all of them are surveyed.

Data Collection Tool:

Library and field study methods are used for data collection of this research. In library method, books, thesis, research papers, journals, and validated scientific websites are used for development of theoretical basis and the review of literature. In field study method, a questionnaire is designed that included demographic questions (age, gender, marital status, experience, education, organization unit), questions related to efficiency (quality of team work, cooperation and interaction, error cut, professional action, frugality in spending, scientific processes), job skill (increase of professional skills, relevance with organizational position, update knowledge, working with computer skill, belief in measures, ...), and job satisfaction (interest in the profession, satisfaction, feeling of competency, self esteem, creativity, lawful advantages, increase in incentives) and all of the questions were designed based on Likret's 5-choiced range. Choices of 'Completely Agree', 'Agree', 'No Comment', 'Disagree', and 'Completely Disagree, were attributed 5 to 1 points respectively in a way that the mean of 100 points had been the calculation measure of each section of the questionnaire.

Table 1: Population Features of the Studied Population.

Population Variable	Components	Frequency	Frequency Percentage
Gender	Male	37	%92.5
	Female	3	%7.5
Marital Status	Married	40	%100
	Single	0	0
Age	Less than 25 Years	0	0
	26-35 years	6	%15
	36-45 years	30	%75
	More than 46 years	4	%10
Experience in Organization	Less than 7 Years	1	%2.5
	8-15 years	20	%50
	16-21 years	12	%30
	More than 21 years	7	%17.5
Education	Diploma	1	%2.5
	College	1	%2.5
	Bachelors	23	%57.5
	Masters	15	%37.5

The validity of this questionnaire is confirmed after getting experts' opinions and doing amendments and its reliability is obtained 0/86 by calculating Cronbach Coefficient Alpha. Then, using SPSS Clementine 12

Software, the questionnaires were codified and extracted and were analyzed by statistical descriptive and analytical tests. Next, population analysis of the statistical population is introduced. Frequency and frequency percentage of the received responses of research variables in relation with some of the most important population variables are shown in the following table.

Data Analysis Method:

In this research, after gathering the questionnaires and extracting the responses for changing the primary data obtained from the questionnaire to a useable mode, SPSS12 Software is used and data input to extraction of descriptive statistic or classification of information, changing the classified information to frequency of statistical mean and tables, and for final conclusion, confirming or rejecting the research hypothesis, T-test is used.

Research Findings:

Regarding the demographic information of the studied sample (Table 1) and after the analysis of the information resulted from the questionnaires with SPSS12, the following results are obtained.

A. The most mean point is respectively related to job skill (68 ± 12) and efficiency (62 ± 13.5) and job satisfaction (59 ± 10.4) and thus, from the perspective of managers, in-service trainings has the most effect on job skill and the effect on job satisfaction and efficiency rate goes after it.

B. The relationship between in-service training course and components of efficiency, job skill, and job satisfaction is a significant relation ($p < 0.001$) and thus, from the perspective of managers, in-service training courses have increased staff efficiency.

C. There does not exist a significant difference between the mean scores of two groups of female and male about each one of the components of efficiency ($p = 0.77$) and job skill ($p = 0.807$) and job satisfaction ($p = 0.507$).

D. There does not exist a significant statistical relationship between mean scores of efficiency, job satisfaction, and job skill with age ($p = 0.57$), experience ($p = 0.45$), and education ($p = 0.38$).

E. The mean scores of efficiency, job satisfaction, and job skill have a significant relation just in relation with organizational units of technical presidency area in the level ($p < 0.05$) and this demonstrates this fact that the employees of this section have had better efficiency, skill, and job satisfaction in proportion to in-service training courses.

Discussion and Conclusion:

The findings of this research show that there exists a significant relationship between in-service training courses and staff efficiency from the perspective of managers and the similar studies done by Bani Rad about the investigation of the impact of short term training on the staff efficiency from the perspective of managers of Electricity Industry of Azerbaijan Gharbi also confirms this [2] and there are a limited number of studies that show there is no relationships between in-service trainings and staff efficiency like the study done by Naderi about the investigation of the role of in-service training courses on the office and financial staff of Medical Sciences University of Arak that demonstrates that in-service training does not have any effects on staff efficiency [14] and also evaluation of this relationship from the perspective of top managers and their evaluation and judgments in proportion to the performance of the staff compared to the judgments by the staffs themselves can be much more representative of this efficiency. But, some points in this research is remarkable and there are some points that can add to the gaining of more efficiency and context for better and more satisfaction and even paving the way for staff job satisfaction especially in the studied population that can act like a catalizor and make the attempt which is done more successful towards training motivated and useful human forces in line with the achievement of great objectives of the organization. Some issues like constancy of education, doing continuing evaluation, holding in-service virtual training courses, doing in-service training courses outside the organization, and also the co-participation of units' managers and the staff in in-service training courses can help improve the components related to efficiency, job satisfaction, and job skills. The most important points that reduce the efficiency and caused defects in the in-service trainings in the statistical population are lack of prediction in lawful advantages and motivation mechanisms for participators in in-service training courses in the studied population that can affect the findings of this research.

Regarding the that fact that the results of this research which is done between one center (Yazd) from among 32 broadcasting centers and because educational policy making of the broadcasting organization is done in a focused mode, the author suggests that with doing similar studies in other centers, capabilities and local and regional behaviors of the personnel of each one of the centers be obtained about the components of efficiency, satisfaction, and job skill and then, in the process of a comprehensive study or doing meta analysis from the done researches, the future policy makings and strategies be extracted in the area of in-service trainings.

Regarding the variety and difference of educational discussions of each one of Saf areas (program maker units of radio and television and broadcast information and news) and staff area (technical, office, financial, and support) that in proportion to the activities of each one and outlook difference that emerge from the type of

education and meta area contest to let the researcher face limitation and re-studying for getting an appropriate questionnaire that has a good validity and reliability. It is also suggested that the practice of next researches be done in broadcasting media with the distinction of technical parts.

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