The Role of In-service Training Courses to Improve the Effectiveness of Human Resources in Anticipation of Zabol University of Medical Sciences

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Abstract

Nowadays, increasing the efficiency of organizations depends upon the enhancement of efficiency of human resources. Enhancing the efficiency of human resources in order to do things successfully, also depends on training, expansion of knowledge and skill as well as developing desirable behaviors. This study aimed at investigating the impact of training programs of development plan and promotion on the improvement of employees’ effectiveness. Participants of the study includes 550 of the personnel of Zabol University of Medical Sciences. A researcher-made questionnaire was used as the research instrument which was designed based on Likert model. It is to be mentioned that the validity of the questionnaire was confirmed by expert supervisors and reliability was examined and approved through applying Cronbach alfa. Data analysis was done through applying SPSS, Kolmogorov-Smirnov, Pearson simple and multiple regression along with descriptive methods to test research variables. The results of the study indicated that training programs of development plan and promotion have significant impact on the improvement of employees’ effectiveness and its components such as job identifying, responsibility, management ability, and improvement of mutual relations.

Keywords: Effectiveness, Job identifying, Employees’ responsibility, Management ability, Improvement of mutual relations.

Introduction

Today, every organization regarding the importance of training, attempts to make improvement opportunity for its members. Education and training considered as the beginning of maturity, depth of thought, analysis and strategic tool of social change and development in several societies. Global experience illustrates that training is one of the most influential factors in behavior change, updating skills, developing expert knowledge, vision and attitudes in human resources and organizational development [1].

Accordingly, it should be mentioned that in the current era of change, the organizations are able to survive provided that having well educated members who try to promote their ability, grow new patterns of thought, enjoy individual and group thought and learn how to learn with the help of each other. It can be considered as one of the most effective factors in development of each country. It is also emphasized that achieving organizational goals depends on the ability of staff in doing their duties and be able to be adapted to the changing environment. Therefore, training and development of human resources cause the staff to do their activities and increase their efficiency in line with the organizational changes. Therefore, the process of training and development of human resources are the essential affairs to adapt human resources with organization changing conditions and environment, and regarded as the organization continuous and well planned effort to improve staff qualification and organizational
effectiveness. Thinkers of several sciences believe that creating positive and accurate view in the staff can be done through training. Indeed, training regarded as the instrument which is vital to achieve desired goal and also help managers to lead their organization.

It is also noteworthy to mention that in many organizations, having skillful employees is the most important reason of success. For this reason, many organizations develop and implement training programs for their employees. The development of organizations depends on the empowerment and innovation. Organizations’ development contingent upon enjoying empowered and innovative human resources.

Then, organizations pay more attention to the efficiency of their training programs and empowering their human resources; have always put emphasis on the role and place of the training and development of their staff in line with organization development. Moreover, one of the achievements of human civilization is the emergence of comprehensive social organizations that are witnessing these days. It can be considered as the reason of naming our society as the organizational one [2].

The importance of training in organizations is increased as the occupations becoming more complex than before. Put it another way, speeded modification that have occurred in recent decades make the organizations to adjust the way of their production, distribution, sort of business and required skill to conduct them with the current situation. It can be said that education and training help individual to perform in a better way.

As stated by Hajikarimi & Rangraz, 2005 and Orangi, 2011, training is a systematic manifestation which can be carried out via learning through training and obtaining planned experience. Training programs of development plan and promotion is indeed the transformation of employees’ knowledge, quality of conducting affairs, and obtaining different outlook concerning job, colleagues and managers. Training is the most effective device to train and furnish required human resource in the public sector.

Of course, in spite of holding several educational plans with great expenses annually, most of the educated individuals seemingly was not satisfied with the classes and no one found them practical in Zabol University of Medical Sciences. Concerning the existed difference between the current situation and a desirable one, in this study, we tried to propose some approaches to improve training circumstances and develop human resources in Zabol University of Medical Sciences. It is hoped that research of this kind leads to confiscate employees' training problems and improve them in a pleasant manner.

Review of Literature

In-Service Training

Training programs of development plan and promotion refers to the kind of training that generally comes about after employment in the organization. Several definitions have been proposed concerning in-service training of employees. Some of them is mentioned as below.

John F.Mi defines training programs of development plan and promotion as “employees’ systematic and continuous improvement in relation to the sort of knowledge, skill and behavior which can be supportive in their welfare and the organization of their services. In such a manner, the purpose of training programs of development plan and promotion is to create more productivity, increased efficiency in current job and better conditions for obtaining the higher authorities [3].

Pierre and Gutter, likewise, consider in-service training as a systematic effort that its main purpose is to coordinate individuals’ aspirations, interests, objectives and forthcoming needs as well as the needs of the organization with expected efficiency.

Defines in-service training as a systematic approach of acquiring skills, rules, concepts and attitudes that lead to improved effectiveness in workplace. Dukyn, 1988 believes that in-service training includes improving the activities and duties of individuals in relation to their professional career, mainly in order to increase their expert knowledge, skills and attitude which able people to enhance their efficiency in doing their duties.
Effectiveness
The word effectiveness is of several meanings and can be defined in different ways. Some are as hereunder:

Effectiveness is to do something with special intention.

Effectiveness can be measured by numbers or terms.

It can be said that, therefore, effectiveness refers to both accomplishment and result. This term also is defined as the current action which is the certain amount of output value of the future. Delineate effectiveness as the effectiveness of one's accomplishment.

Research Hypotheses
Primary Hypothesis

- Training programs of development plan and promotion have impact on the effectiveness of Zabol University of Medical Sciences employees.

Secondary Hypothesis

- Training programs of development plan and promotion have impact on Knowing and comprehending job and responsibility of Zabol University of Medical Sciences employees.
- Training programs of development plan and promotion have impact on the promotion of management ability of Zabol University of Medical Sciences employees.
- Training programs of development plan and promotion have impact on the improvement of mutual relations of Zabol University of Medical Sciences employees.

Research Conceptual Model

Methodology
The current study is an applied one which sought to scrutinize the impact of in-service training courses to improve the effectiveness of employees. To this end, a descriptive research method - correlation (regression analysis) was used to exam the variable and determine if training programs of development plan and promotion have any impact on the improvement of employees’ effectiveness or not.

Participants of the study included a total number of 550 members of Zabol University of Medical Sciences. From among the participants, 262 of them were sampled through applying Cochran. A questionnaire was then distributed randomly between them as research instrument. The mentioned questionnaire was prepared based on Likert five-item. Its validity was confirmed by expert supervisors and reliability was examined and approved through applying Cronbach alfa. Data was analyzed through applying descriptive and inferential statistical methods.

Findings
Main hypothesis: Training programs of development plan and promotion have
impact on the effectiveness of Zabol University of Medical Sciences employees.

H₀: Training programs of development plan and promotion haven’t impact on the effectiveness of Zabol University of Medical Sciences employees.

H₁: Training programs of development plan and promotion have impact on the effectiveness of Zabol University of Medical Sciences employees.

Table 1: Shows the variables included in the regression model

<table>
<thead>
<tr>
<th>Model</th>
<th>Entered Variable</th>
<th>Deleted Variable</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training programs of development</td>
<td>-</td>
<td>Enter</td>
</tr>
<tr>
<td></td>
<td>plan and promotion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent variable: effectiveness

Table 2: Review of the model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>( R^2 )</th>
<th>( R^2_{adj} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.918</td>
<td>0.843</td>
<td>0.842</td>
</tr>
</tbody>
</table>

To evaluate the extent of impact as fit, regression model is analyzed, which is dealt with in the following part. Therefore, to study the relationship between the Training programs of development plan and promotion (Y) and effectiveness (X) the model is suggested, and after reviewing the adequacy parameters of the model given in the tables below, offering of the processed model is dealt with.

The table above shows the Training programs of development plan and promotion expresses 84% of the changes of effectiveness. Regression coefficients obtained are also shown in the table below.

Table 3: Calculating the effectiveness regression equation

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-standard rate</th>
<th>Standard rate</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Std. Error</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant value</td>
<td>0.203</td>
<td>0.145</td>
<td>0.918</td>
</tr>
<tr>
<td>1</td>
<td>Training programs</td>
<td>0.936</td>
<td>0.037</td>
<td>25.47</td>
</tr>
<tr>
<td></td>
<td>of development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>plan and promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent variable: effectiveness

The result of testing shows the extent of impact of Training programs of development plan and promotion on effectiveness. Training programs of development plan and promotion path coefficient to effectiveness is 0.918. This amount is the correlation between the two variables. Variable inserted into the regression is the core regression analysis given in the above table. Regression equation can be calculated using the following non-standardized coefficients column:

Effectiveness = 0.203 + Training Programs of Development Plan and Promotion (0.936)

It can be said that by enhancing one unit of each independent variable, dependent variable will improve as the written coefficient. In other words, by promoting one unit of Training programs of development plan and promotion, 0.936 units of standard deviation of effectiveness will improve, as a result they have a positive relationship. T test for regression coefficients for independent variables are shown in the table. This value for this variable is equal to 0.000, thus effective on effectiveness.

Hypothesis1: Training programs of development plan and promotion have impact on Knowing and comprehending job and responsibility of Zabol University of Medical Sciences employees.

H₀: Training programs of development plan and promotion haven’t impact on Knowing and comprehending job and responsibility of Zabol University of Medical Sciences employees.

H₁: Training programs of development plan and promotion have impact on Knowing and comprehending job and responsibility of...
Table 4: shows the variables included in the regression mode

<table>
<thead>
<tr>
<th>Model</th>
<th>Entered Variable</th>
<th>Deleted Variable</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training programs of development plan and promotion</td>
<td>-</td>
<td>Enter</td>
</tr>
</tbody>
</table>

Dependent variable: Knowing and comprehending job and responsibility

Table 5: Review of the model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.621</td>
<td>0.385</td>
<td>0.380</td>
</tr>
</tbody>
</table>

To evaluate the extent of impact as fit, regression model is analyzed, which is dealt with in the following part. Therefore, to study the relationship between the Training programs of development plan and promotion (Y) and Knowing and comprehending job and responsibility (X) the model is suggested, and after reviewing the adequacy parameters of the model given in the tables below, offering of the processed model is dealt with.

The table above shows the Training programs of development plan and promotion expresses 38.5% of the changes of Knowing and comprehending job and responsibility. Regression coefficients obtained are also shown in the table below.

Table 6: Calculating the Knowing and comprehending job and responsibility Regression Equation

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-standard rate</th>
<th>Standard rate</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Constant value</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1.48</td>
<td>0.277</td>
<td>5.37</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Training programs of development plan and promotion</td>
<td>0.574</td>
<td>0.066</td>
<td>0.621</td>
</tr>
</tbody>
</table>

Dependent variable: Knowing and comprehending job and responsibility

The result of testing shows the extent of impact of organizational culture on Knowing and comprehending job and responsibility. Training programs of development plan and promotion path coefficient to Knowing and comprehending job and responsibility is 0.621. This amount is the correlation between the two variables. Variable inserted into the regression is the core regression analysis given in the above table. Regression equation can be calculated using the following non-standardized coefficients column:

Knowing and Comprehending Job and Responsibility = 1.48 + Training Programs of Development Plan and Promotion (0.574)

It can be said that by enhancing one unit of each independent variable, dependent variable will improve as the written coefficient. In other words, by promoting one unit of Training programs of development plan and promotion, 0.574 units of standard deviation of Knowing and comprehending job and responsibility will improve, as a result they have a positive relationship. T test for regression coefficients for independent variables are shown in the table. This value for this variable is equal to 0.000, thus effective on Knowing and comprehending job and responsibility.

Hypothesis2: Training programs of development plan and promotion have impact on the promotion of management ability of Zabol University of Medical Sciences employees.

H₀: Training programs of development plan and promotion haven’t impact on the promotion of management ability of Zabol University of Medical Sciences employees.

H₁: Training programs of development plan and promotion have impact on the promotion of management ability of Zabol University of Medical Sciences employees.

Table 7: Shows the variables included in the regression mod

<table>
<thead>
<tr>
<th>Model</th>
<th>Entered Variable</th>
<th>Deleted Variable</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training programs of development plan and promotion</td>
<td>-</td>
<td>Enter</td>
</tr>
</tbody>
</table>

Dependent variable: Promotion of management ability
Table 8: Review of the model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>R² adj</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.688</td>
<td>0.473</td>
<td>0.469</td>
</tr>
</tbody>
</table>

To evaluate the extent of impact as fit, regression model is analyzed, which is dealt with in the following part. Therefore, to study the relationship between the Training programs of development plan and promotion (Y) and Promotion of management ability (X) the model is suggested, and after reviewing the adequacy parameters of the model given in the tables below, offering of the processed model is dealt with.

The table above shows the Training programs of development plan and promotion expresses 47.3% of the changes of Promotion of management ability. Regression coefficients obtained are also shown in the table below.

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-standard rate</th>
<th>Standard rate</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant value</td>
<td></td>
<td></td>
<td>8.08</td>
</tr>
<tr>
<td></td>
<td>Training programs of development plan and promotion</td>
<td>0.523</td>
<td>0.050</td>
<td>10.41</td>
</tr>
</tbody>
</table>

Dependent variable: Promotion of management ability

The result of testing shows the extent of impact of organizational culture on Promotion of management ability. Training programs of development plan and promotion path coefficient to Promotion of management ability is 0.688. This amount is the correlation between the two variables. Variable inserted into the regression is the core regression analysis given in the above table. Regression equation can be calculated using the following non-standardized coefficients column:

Promotion of management ability = 1.70 + Training programs of development plan and promotion (0.523)

It can be said that by enhancing one unit of each independent variable, dependent variable will improve as the written coefficient. In other words, by promoting one unit of Training programs of development plan and promotion, 0.523 units of standard deviation of Promotion of management ability will improve, as a result they have a positive relationship. T test for regression coefficients for independent variables are shown in the table. This value for this variable is equal to 0.000, thus effective on Promotion of management ability.

Hypothesis 3: Training programs of development plan and promotion have impact on the improvement of mutual relations of Zabol University of Medical Sciences employees.

H₀: Training programs of development plan and promotion haven’t impact on the improvement of mutual relations of Zabol University of Medical Sciences employees.

H₁: Training programs of development plan and promotion have impact on the improvement of mutual relations of Zabol University of Medical Sciences employees.
the model is suggested, and after reviewing the adequacy parameters of the model given in the tables below, offering of the processed model is dealt with.

The table above shows the Training programs of development plan and promotion expresses 62.7% of the changes of Improvement of mutual relations. Regression coefficients obtained are also shown in the table below.

### Table 12: Calculating the Improvement of mutual relations Regression Equ

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-standard rate</th>
<th>Standard rate</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>2.03</td>
<td>0.792</td>
<td>15.48</td>
<td>0.00</td>
</tr>
<tr>
<td>Training programs of development plan and promotion</td>
<td>0.499</td>
<td>0.035</td>
<td>14.27</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Dependent variable: Improvement of mutual relations

The result of testing shows the extent of impact of organizational culture on Improvement of mutual relations. Training programs of development plan and promotion path coefficient to Improvement of mutual relations is 0.792. This amount is the correlation between the two variables. Variable inserted into the regression is the core regression analysis given in the above table. Regression equation can be calculated using the following non-standardized coefficients column:

**Improvement of mutual relations = 2.03 + Training programs of development plan and promotion (0.499)**

It can be said that by enhancing one unit of each independent variable, dependent variable will improve as the written coefficient. In other words, by promoting one unit of Training programs of development plan and promotion, 0.499 units of standard deviation of Improvement of mutual relations will improve, as a result they have a positive relationship. T test for regression coefficients for independent variables are shown in the table. This value for this variable is equal to 0.000, thus effective on Improvement of mutual relations.

**Conclusion**

In-service training is one of the most effective management advantage in debt of their training, specially, in-service training. According to the studies carried out between 1986-1987, about 6 million people receive in-training courses and there are 1 to 2 million instructors who hold the classes in England. Needless to say, of course, a few research has been done so far in this area. Then, here, it is just to mention some facts regarding the case studies carried out by in-service training instructors and put forward some points according to the results of the study.

- Lack of conformity between scientific discussions and the traditional ways of leading workplaces of Zabol University of Medical Sciences causes employees' confusion in doing some of their affairs. The field experts of administrative units and insuring organizations are, therefore, to well arrange the detailed plans in a professional and desired way.

Taking into account the necessity of the existence of training itself and practical courses, theoretical training is to be replaced with a practical one. Managers should also try to meet their practical needs. Training surveys and courses can be useful in this way. Appropriate encouragement and punishment can motivate employees to take part in training classes. Moreover, through merging training with welfare and culture, in-service training courses can absolutely be more attractive. It can be helpful to leave management affairs to the employees who attend in-service courses successfully [4-13].

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