

**EXAMINING THE RELATIONSHIP BETWEEN THE STATE OF IN-SERVICE TRAINING AND
ESTABLISHING ORGANIZATIONAL TRANSFORMATION
(THE CASE OF WEST AZERBAIJAN SADERAT BANK)**

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ABSTRACT

Organizations and administrations are regarded as the basis of human society. Also, management and leadership are considered as the main subscales of life, dynamism or exclusion. Different progression existing in technology science and management have led to the fact that organizations experience modern state which is substituted for the traditional management. In addition to the traditional and natural-based tasks, organizations should respond to the user cases happening. The extent and effect of organizational change are so rough that arise the need for developing new methods for resolving the issues. Dynamic and efficient managers should take into consideration the change science and organizational transformation along with planning, organizing, and supervising. Today, organizations face and experience changes while most of them are not prepared for confronting such changes.

KEYWORDS: establishment, human society, Training.

INTRODUCTION

The role of in-service training is obvious for every organizations and every organization devotes particular time and effort for training its human force. The organization which holds in-service training courses can improve the overall skills and potential of employers, leading to longer life of organization. Hence, continuous effort in improving the quality of in-service training can have considerable benefits. It is essential to note that training itself is not beneficial; rather, it has some advantages when these trainings are evaluated.

Conditions required for training employers

Following conditions should be met in order for employers' behaviors to face changes:

Employers should not deviate from changes: in other words, employers have the incentive for changes in behaviors. All people should adapt themselves with the new circumstances and changes. Everything is supposed to be expired if not used for a long time, so it seems necessary that employers have the respected skill for doing the tasks (Abtahi, 2010). Employers should be aware of the task and responsibilities determined for them. Lack of awareness is an impede for tendency to change. In fact, all employers should have the description of task doing which has the main duty of human resource manager in the organization. Employers should be placed in proper occupational positions which correspond to their individual capabilities and operational powers. Employers who do not find the relationship between their own interest and incoming job conditions do not usually take part in training courses. Presumably, the main reason for not showing presence in these courses is the quality of choosing and adopting worker by the human resource. Unfortunately, this is a part of issue in the administrative case in which people are not skilled in their own occupational positions. Therefore one can notice the lack of instruction and training. Change in behavior requires observing reward: change is the results of a process. In case employers do not receive the benefits of change and its effects on individual and occupational development, they will not have the incentive for behavioral change. Training courses should have the power so that they reveal the need for change among employers. Also, employers should be given awareness of the task they are supposed to perform. Establishing proper working condition is the responsibility of supervisor and employers should enjoy the regard based on such sensitivity. There will be no incentive in case no difference is made between the time the employer uses the obtaining and the time they do not take part in the courses (Mohamadi, 2004).

Identifying training needs

Having knowledge and analysis of the effectiveness pertinent to training needs are the main needs of successful training system. Determining the type of needs is the first step to plan and train employers. In case the planning or training is met appropriately, objective basis for effective planning will be displayed (Soltani, 2012).

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Organizational change concept

Organizational change is one of the most important factors of productivity and human resource. The growth and development of every community depend on the development of human resources. In so doing, organizational administrators should consider the employers' development through the assistance of human resource. Empowering and boosting human resources means empowering intellectual and partial power of employers. This means that people should be given incentive so that they find proper self-confidence along with helping them do their tasks in a successful way (Hersi and Blatchard, 2012).

Goals of organizational change

Determining the goal and targets along with the complex attempts for change require accurate targeting. Targeting enlightens the needs and organizational positions and that it helps the type of reactions shown by manager when confronting the positions. When it comes to the case of management, one can say that there is more change in reflect condition. Planning in achieving particular goals reduces the time and effort to the minimum level. All organizations accomplish their tasks to attain two goals, namely, living and development. In case an organization tend to stay consistent, it is essential that it shows much sensitivity with regard to the change and transformation. Increasing the productivity, reducing the expense, reaching certain position for planning and decision-making, increasing the predictability power, and diversifying the type of other products are among the other goals of organization (Soltani, 2012).

One can classify in-service training courses based on their nature

In-service training are divided by technical and general types.

A. special or technical training

This type of training involves the discussion of those areas which have not been taken into consideration previously. Sine organizational needs require that people are professional and expert in different dimensions, these trainings wear importance cover. Teacher training for several grades in villages is the example of this kind. B. public training: these trainings are provided to establish the integrity between attitude and perspective among organizational employers and offering some developments. In some cases, deepening the attitudes, perspectives or practical skills constitute the purpose of these trainings. As an example in case, training English to organizational employers falls into this category.

Related studies

It was attempted in one of the studies to examine the relationship between transformative leadership as well as interactive type and organizational commitment, to do, to questionnaire were used. It was found through running Pearson correlation coefficient, two way analysis, and t-test that managers' entrepreneurship level was in positive correlation with organizational commitment; however, no relationship was found between interactivity of managers and organizational commitment. In addition, the level of entrepreneurship did no differ for male and female. Timen and Shaw (2012) examined the information technology and organizational change from employers' perspective. It was found through analyzing the distributed questionnaire that there was no significant difference between overall proprieties of participants including age, gender, and level of education and the access to internet; however, there was a significant difference between the two groups in terms of the sigma. In another study, Shahkaramipor (2013) examined the relationship between in-service courses and empowering of employers. It was reported in the study that there was a direct and significant relationship between the quality of in-service courses execution and empowering of employers' working at Kerman Maskan Bank.

MATERIALS AND METHODS

The study was survey, descriptive in terms of research method and quality if data collection. Stratified random sampling method was used. All 471 employers working at Saderat Bank branches constituted the statistical population. The researcher considered the rate of p and q as the same (50%). Using Cochran formula, the sample size was obtained as 212. The first section demonstrated the descriptive statistics and the second section was designed to demonstrate the inferential statistics.

Inferential statistics

The number of participants who held bachelor of art degree was 87. The age of participants indicated that 85.1% was male and 14.9% was female. The years of experience manifested that most of the participants were between 5-10 years of experiences. In others words, 43% of the participants had 5 to 10 years of experience.

RESULTS AND DISCUSSION

Firs secondary hypothesis

There is a significant relationship between special training and establishing organizational change in West Azerbaijan Saderat Bank branches

There is a significant relationship between public training and establishing organizational change in West Azerbaijan Saderat Bank branches

First main hypothesis

There is a significant relationship between in-service training and establishing organizational change in West Azerbaijan Saderat Bank branches

Correlation Coefficient	Sig	Type of Relationship	Correlation Coefficient Value
Pearson	0.001	Direct and strong	0.580

Based on the obtained 0.580 Pearson correlation coefficient, it was found that there was a significant relationship between in-service training and establishing organizational change. The level of significance is less than 0.001, so one can conclude that there is a linear correlation between the two variables. Positive value of this correlation coefficient determines the direction of relationship.

Standard Error	Balanced R Square	R Square	Determining Coefficient	Model
0.49217	0.333	0.337	0.580 ^a	1

The above table presents the determining factors and coefficient square. Determining factor shows Pearson correlation coefficient between sets of dependent and independent variable. Determining coefficient was the variance determining and changes of dependent variable by sets of independent variables. The value falls between 0 and 1. The closer the value to 1, the more determining of dependent variable. This value is 0.580 which means that 58% of the variances dealing with dependent variable is determined by independent variables.

Model	Sum of Squares	Degree of Freedom	Mean Square	F Value	Level of Significance
Regression	25.694	1	25.694	106.071	0.000
Remaining Value	50.627	209	0.242		
Total	76.322	210			

Based on the results obtained, the obtained F value is 106.71 which is significant at less than 0.001 error level. This indicates that the indent variable can predict the variance changes of dependent variable variance and changes. In other words, research regression model is appropriate and it is possible to determine the changes of dependent variable (organizational change) by the independent variable.

Model	Non-Standard Beta Coefficient	Non-Standard Beta Error	Standard Beta Coefficient	T Statistic	Level of Significance
Constant Value	2.242	0.195		11.475	0.000
Variable	0.537	0.052	0.580	10.299	0.000

Based on the obtained results, one can say that business process variable has an effect on organizational change. Since significance is less than 0.05, null hypothesis is rejected. Also, business process variable (0.537) has a significant effect on organizational change variable.

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