Investigate the Effectiveness of In-Service Training of Staff in Improving Service Quality (Case Study: Municipality of Tabriz)

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Abstract

Training is systematic and continuous improvement of employees' knowledge, skills and behaviors that will help to comfort those serving local organizations. In this regard, the present study examined the effectiveness of training in improving the quality of staff is doing. The sample for this study was made up of managers and supervisors, the ways of simple random sampling were selected. Method of application of the method is descriptive survey. The data collection tool was a Likert type response depending on the style. After data collection to data analysis, nonparametric model chi-square (chi- square) was used. Our findings show that managers view training staff has had the greatest impact on performance and skills. This led to the evaluation of the effectiveness of in-service training of staff in improving service quality by staff of Municipality of Tabriz.

Keywords: Effectiveness, Employee Training Services, Improve Service Quality, Municipality Of Tabriz

1 - Introduction

Nowadays, the study of human resources and organizational capabilities can be viewed as the most important asset of the organization. Naturally, organizations, and places special value for such capital investments are on it .

The most prominent investment institutions and organizations for their staff trained manpower. The people, through education, the ability to acquire and develop their capabilities and skills needed to learn the business. Implementing such a program involves allocating financial and investment needs, and what is sometimes referred to as project managers concerned the question whether education programs are effective or not? Planning, various activities towards a specific target direction and focus resources to achieve

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its goals . Result in additional and unnecessary activities are excluded, the additional costs are declining economy and the efficient use of time would be(Knowledge , 1388 , p.1).

The knowledge and skills of personnel needs, progress and pace of technological change, the organization's success goes up. (Hemmati, 2006, 3) Training only saving factor is a system of personal anecdotes job routines. The training of personnel to be hoped job learning and future success of the system and achieve the lofty goals of the University Assurance.

Postoperative finding and hiring employees , training first attempt to understand the ways in which the set of skills necessary to perform the tasks needs to teach newcomers and employees (SM Javadein 434).

The success of a training course on several factors including the vehicle and the facility, and finally the method depends on the desired educational system. To determine the result of a training program needs to be evaluated in its performance.
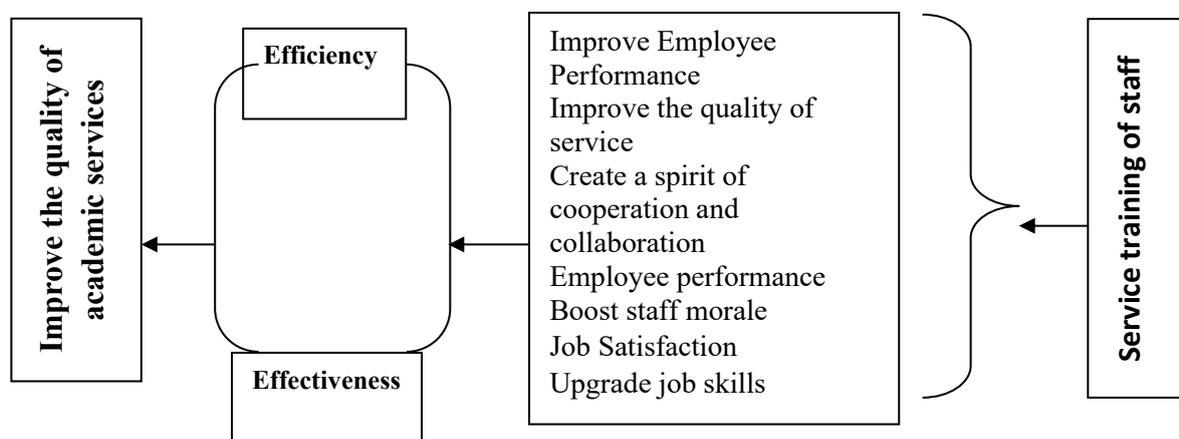
| Improve the quality of academic services | Efficiency / Effectiveness | Improve Employee Performance, Improve the quality of service, Create a spirit of cooperation and collaboration, Employee performance, Boost staff morale, Job Satisfaction, Upgrade job skills | Service training of staff |

Figure 1: conceptual model

2 - Theoretical Foundations

Logically, human resource is a resource that deserves special attention and devotes more time to (Storey, 2001). Related to the major functions of human resource management including recruitment process (planning, recruitment and selection) Human resource development (education , efficient planning and development, performance evaluation), compensation and rewards , safety and health the staff is efficient and power relations (Mondy, Noe and Premeaux, 2002).

higher education are leading. training begins with a needs assessment (Fathi and Ajargah , 2004).

Efficient manpower with emphasis on knowledge, skills and thought long and progress will lead to the development of human resources have the greatest impact on social progress (Mousavi , 2004). In the area of education, specialized knowledge of new techniques for understanding the issues , it is necessary for employees .

2.1 - Types of training

Service education and training according to the nature, duration and purpose of the training is intended to teach differently. This credited service training can be divided into three categories in terms of time short term, long term and can be combined into. Based on the purpose of the in-service training, we can justify all kinds of training, retraining, compensation, promotion of apprenticeship or learned. Special education and specialized division in service training is based on the nature of each of the following explains.

In service training given time shall be divided into three categories:

1 - Short-term specialized training to those service training refers to the period of time varies from several weeks to several months and staff (Apyd , 1992) , for example, short-term specialized training for teachers , staff, administrators , and executives are among the training .

2 - The long -term training refers to those of the first and second terms of the are leading higher educational degree. This type of organizational learning in most Asian countries, including Iran, Pakistan, Korea, Bangladesh, Nepal and Thailand are common. (Apyd 1989), for example, if the managers of an organization comprised of management courses to undergraduate and post- qualification period to be them the course of long-term of in-service say.

Long-term relationships are created, for example, if an organization specific short courses over the past few years, they can complete some courses, obtain a higher qualification. Of course, this is subject to pre- unit office or on the job training, special training track is designed.

John Would define training says training is the systematic and continuous improvement of employees ' knowledge, skills and behaviors that contribute to the welfare of the serving area. The purpose of in-service training to create more manufacturing capacity, enhanced performance and better conditions for obtaining current job is higher authorities' .goes. the training process of systematic acquisition of skills, rules , concepts or attitudes that lead to improved performance.

Job training with job training is different .those of training refers to the individual's specific job be familiar with the methods and techniques used to implement it. In other words job training job training is one of the ways that are practical in nature (Peters , 1997, p 16).

2.2 - Effect of education on efficiency and organizational effectiveness

have chosen to follow and believe in the success of these principles makes it easier to achieve the desired goals . One of these schools, academic schools and one school of human relations which have been proposed principles.

One of the principle that both schools are jointly attention to the issue of training, both groups of scientists in this field of the note, and for the Advancement of education which have mentioned workability. For example, the founder of the school of scientific management Taylor Quartet principles, "says staff selection and training of scientific methods to accomplish their assigned tasks."

Due to the scientific management school practices through which employees can raise efficiency. On the other hand, based on the principles of human relations school teaching staff to the kind of attention to themselves as they are . Thus, according to the views of the two schools and science education through deliberate amenable to implementation.

Efficiency is the " ratio comparison between some aspects of performance (unit) costs incurred to achieve it ." So if the managers want their employees to work more suited to one method , is job training . Training can fix it with some organization, is one of the factors that

increase individual performance . That is why the scientific management school of the ergo meter and timing are trying to train the staff properly . In fact, the ergo meter , the organization split into smaller activities and through it , in which case the person may suffer from poor performance to be identified and appropriate training to enhance individual performance runs .

We aim to create the conditions for organizational effectiveness to their duties and expectations of the organization and how the organization of the training introduced.

Meanwhile, today's organizations without having creative staff can realize their goals . Because in terms of economy, society and environment governing agencies, they are constantly exposed to unwanted problems. Therefore, to successfully solve these issues, employees must have the ability to be creative. Because "creativity to find new and better ways to solve problems, and each enhance the mental skills to be creative ." Thus, scholarly and creative agencies, can better manner enables organizations to achieve their objectives (effectiveness) leads to formation. Of course, on condition that the other aspects and dimensions of staff needs to be overcome to some extent. Present time this will improve the effectiveness of educated workers.

2.3 - Concept of Quality

Quality common and familiar words that comes to differing interpretations of the concept and its application. But common to all these definitions of "goods or services consistent with the needs and customers." Quality customer starts paying attention to any goods or services, regardless of the customer, does not necessarily lead to quality (Fitz Simmons, James A. , and Edward Simmons. , 1382).

So often the quality of the product characteristics desired by acclimation customer or the extent to which the product can meet the customer's prior expectations are defined (Johnson and Nilsson,.2003, pp.1-15).

2.4 - Quality of Service

Service quality assessment that takes place during the service. Every moment of customer contact as an opportunity to build trust and like or dislike , it is up to the organization to receive the goods or services referred to (Johnson, MD, and Nilsson, L.2003, pp.1-15).these advantages can be maintained and large organizations in complex environments (Ghobadian, A., Speller, S., and Jones, M., 1994, pp 43-66).

3- Methodology

Applied research is research. And the implementation of descriptive methods, but most methods of this study is. Also a survey to learn about the attitudes of trained staff and their managers is used to assess the effectiveness of training.

Secondly achieved using available data collected through questionnaires managers about the activities and all the data has been collected and analyzed.

3-1 - The population, sample size, sampling procedures and methods of data analysis:

The population consisted of all employees, treaty, screening 1388 1384 is the year of in-service training courses make attend college. Terms of top and middle managers and executives have been evaluated. In order to analyze research data descriptive (frequency table, frequency, etc.) are used. In order to analyze the data, nonparametric model chi-square (chi - square) was used.

3-2 - The validity and reliability of research instruments:

In this study, content validity was used to determine the validity of the present. Researcher to understand the questions and the questionnaire was used to define key terms and questions along the way, trained ones have been given the job description. Concerning the reliability of the sample, more than 10% check the validity

4 - Findings

4.1 - First hypothesis:

First hypothesis: in service training of staff has been effective in improving employee performance.

H0: There is no relationship between performance and service training.

H1: Among improve employee performance and service training they are related.

Table 1: Variable test hypotheses related to the research

performance level	F_o (Frequency Observed)	F_e (Expected frequency)	$[F_0-F_e]$	$[F_0-F_e 0/5]^2$	]-	$\frac{[F_o - F_e \mid -0/5]^2}{Fe}$
Weak	7	9	-2	2/25	0/25	
Good	11	9	2	2/25	0/25	

$\chi^2 = 0/5 =$ $\qquad$ d.f=n-1=2-1=1

$c = 0/95 \Rightarrow \alpha = 1 - c = 1 - 0/95 = \%5$

$\chi_{d.f,\alpha}^2 \Rightarrow \chi_{1,\%5}^2 = 3/84$

4-2 - The second hypothesis:

Second hypothesis: in-service training of staff to improve the quality of services been effective.

H0: There is no relationship between performance and service training.

H1: Among improve employee performance and service training they are related.

Table 2: Data describing the initial research hypothesis

collection	Good	Fair	Weak	Improvement of the quality Independent variables
42	21 (20/4)	10 (9)	11 (12/6)	In service training capabilities
28	13 (13/6)	5 (6)	10 (8/4)	Training responsibilities
70	34	15	21	Sum

d.f=(r-1)(c-1)=(2-1)(3-1)=2

$c = 1 - c = 1 - 0/95 = \%5$

$\chi_{d.f,\alpha}^2 \Rightarrow \chi_{2,\%5}^2 = 5/99$

Table 3: Variable test hypotheses related to the research

F_o (Frequency Observed)	F_e (Expected frequency)	[F₀-Fₑ]	[F₀-Fₑ]- 0/5]²	$\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
11	12/6	-1/6	2/56	0/203
10	9	1	1	0/11
21	20/4	0/6	0/36	18%
10	8/4	1/6	2/56	305%
5	6	-1	1	17%
13	13/6	-0/6	0/36	27%

$\chi^2 = 0/833 = 1=1$ 　　　　　　　　　　　　　　　　d.f=n-1=2-

$c = 0/95 \Rightarrow \alpha = 1 - c = 1 - 0/95 = \%5$

$\chi_{d.f,\alpha}^2 \Rightarrow \chi_{1,\%5}^2 = 3/84$

4-3 - The third hypothesis:

Third hypothesis: in -service training of staff has been instrumental in creating a spirit of cooperation and collaboration among employees.

H0: create a spirit of cooperation and collaboration among employees and in-service training, there is no connection.

H1: create a spirit of cooperation and collaboration among employees and training them are related.

Table 4 : Testing the third hypothesis of the study variables

Spirit of cooperation	F_o)Expected frequency(	F_e)Expected frequency(	[F₀-Fₑ]	[F₀-Fₑ 0/5]²	]- $\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
Weak	12	22	-10	90/25	4/1
Good	30	22	8	56/25	2/56

$\chi^2 = 6/66 = 1=1$ 　　　　　　　　　　　　　　　　d.f=n-1=2-

$c = 0/95 \Rightarrow \alpha = 1 - c = 1 - 0/95 = \%5$

$\chi_{d.f,\alpha}^2 \Rightarrow \chi_{1,\%5}^2 = 3/84$

Since H0 test statistic is then said to be in the region of 95% between creating a spirit of cooperation and collaboration among staff in-service training of their relationship, are possible.

4-4 - the fourth hypothesis:

Fourth hypothesis: in service training of staff is an effective staff performance.

H0: There is no relationship between training and performance of staff.

H1: There is a relationship between training and performance of staff.

Table 5: Test the hypothesis that the variables related to four researches:

F_o)Frequency Observed(	F_e)Expected frequency(	$[F_0\text{-}F_e]$	$[F_0\text{-}F_e]\text{-}0/5]^2$	$\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
10	21/5	-11/5	121	5/63
33	21/5	11/5	121	5/63
$\chi^2 = 11/26$				

4-5 - The fifth hypothesis:

Fifth hypothesis: in service training of staff has been instrumental in boosting staff morale
H0: the training staff morale boost employee relationship exists.
H1: The relationship between training staff and strengthening employee morale there.
Table 6: Test the hypothesis that the variables

F_o)Frequency Observed(	F_e)Expected frequency(	$[F_0\text{-}F_e]$	$[F_0\text{-}F_e]\text{-}0/5]^2$	$\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
10	21/5	-11/5	121	5/63
33	21/5	11/5	121	5/63
$\chi^2 = 11/26$				

test H0statistic is then said to be in the region of 95% Service training of employees and boost employee morale in other words we can say that there are relationships that strengthen and enhance employee morale service training of employees.

4-6 - The sixth hypothesis:

Hypothesis VI: The training staff has been instrumental in providing job satisfaction.
H0: the training of employees and job satisfaction, there is no connection.
H1: the training of employees and job satisfaction are related.

Table (7): test variables related to the sixth research hypothesis

F_o)Frequency Observed(	F_e)Expected frequency(	$[F_0\text{-}F_e]$	$[F_0\text{-}F_e]\text{-}0/5]^2$	$\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
10	21	-11	110/25	5/25
32	21	11	110/25	5/25

4-7 - The seventh hypothesis:

Seventh hypothesis: in-service training of staff has been instrumental in improving job skills.

H0: the relationship between in-service training of staff and upgrading their professional relationship exists.

H1: The relationship between in-service training of staff and upgrading their job skills are lacking.

Table 8: Test the hypothesis that the variables associated with the Seventh Research

Spirit of cooperation	F_o)Expected frequency(	F_e)Expected frequency(	$[F_0\text{-}F_e]$	$[F_0\text{-}F_e]\text{-}0/5]^2$	$\dfrac{[F_o - F_e \mid -0/5]^2}{Fe}$
Weak	10	21/5	-11/5	121	5/63
Good	33	21/5	11/5	121	5/63

$$\chi^2 = 18/4$$

The criterion for testing H0 is the region with 95% confidence we can say that the hypothesis is confirmed. In other words we can say that the service training of employees and enhance their job skills are related.

5 - Conclusion

The results of theoretical studies (library) research studies done in order to investigate the issue , including the assessment of in-service training of staff, the training and upgrading of staff skills and training at such points that can be specialized and non-specialized courses done. , and this matter is necessary to take various levels of staff. Therefore technical skills, knowledge and information needed to improve the effectiveness of organizations for the promotion of employees on the one hand and on the other hand the main objective of the training staff at the university. It should be noted in this regard can not only cause the effectiveness of staff training provided , but it depends on compliance with criteria that the just the payroll system application proper punishment Conditions workplace can encourage things that increase satisfaction and organizational performance.

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