

STUDY OF CORRELATION BETWEEN SHORT-TERM IN-SERVICE TRAINING COURSES TO EMPLOYEE EMPOWERMENT (CASE STUDY: ISLAMIC AZAD UNIVERSITY-QUHAN BRANCH)

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ABSTRACT

Today, the challenges facing all organizations and institutions, and governments are the effectiveness and productivity discussion. The new block trade incidence of accelerated in global economic competition is required inevitable necessity of comprehensive development in all dimensions (Asterki 2011). One of the ways to achieve this goal is employees' empowerment. Empowerment is new method to increase productivity through the employees' commitment increase toward the organization. Thus it can be said empowerment is a different way for individuals working together and its main objective is management structure change from a traditional and hierarchical form to the participation structure (Seyd Amry, Muharram Zadeh & Mohamad Gholizad, 2009). Conservation, preservation and advancement of any society depends on the efficiency and Tanning& education quality of that community and any country needs to motivated and empowered employees as one of the pillars of training In order to enhance youths and prepare them for future (Heydari Nezhad, Azmsha & Baharami, 2012). Today, with the growing and becoming more complex jobs, it has also been added on the importance of employees training has also been added. Toffler knows training as most important activity and way to face with large changes in future life for accepting change, effective training and sophisticated helps people be able to achieve the sufficient ability and grow in their jobs and work more efficiently. It is evident that as much as employees enjoy of the knowledge and training in their work, their learning process is better and to provide a more useful thoughts and ideas for improving work processes (Al-Hussein, 2000). Today training and improvement of human resources is considered as one of the main strategies of organizations for positive Compatibility with changing circumstances. Organizational life largely depends on the various knowledge and skills of the employees whatever these areas be more on time and better the organization compatibility to the changing environment becomes greater (Khanian Sam 2005). If we would like to give a definition of in-service training must be said, that its main essence in all organizations and institutions is the increase of employees' efficiency, creation adaptation to environment and as a result, an increase in services, In-Service training is nothing but the efforts to promote knowledge,awarance and technical skills&job and proficiency and establish favorable behavior in employees of enterprise or organization and make them ready for doing duties and job optimally (Chaichi,2002).

KEYWORDS: Training, In-Service Training, Improvement Empowerment, Employees, University

Nowadays every organization is clear on roles and importance of in-service training and each enterprise commensurate to the importance that has given to this main assigns time and capital to be the key to the training time and capital in its human resources upbringing. The in-service training continues with considered courses and while efforts to increase the knowledge and skills ability of employees, While attempts at increasing employees' skills and knowledge, be remedial in solving problems and issues of working environment can have confident towards his organization survival. Therefore, continuous efforts to improve the quality of in-service training can bring significant benefits to be. It should be noted that one can never claim that training itself is beneficial, unless the provided training be evaluated, Authorities of organizational units, compelled to think of their organization's success and position and of one of the options for increasing scientific growth of organization is

employees presence in in-service training courses. Supervisors believe that in-service training courses can be foster the knowldge increases capabilities and skills and appropriate attitudes in employees. However, sometime the Predisposing factors neglected the behavior change in employee, that such guilt makes all their efforts failed to improve the organization.

One of the factors of economic, social and cultural development is education deployment widespread and training efficient and proficient manpower. Growing developments in the field technology knowledge creates new training requirements for different jobs that formal and academic education not respond only therefore there is dire need to other types of training including in-service training. In -Service training in fact put the new knowledge in prior education of graduates in the basket and with and advances them along with science and technology will, Therefore the development of these

training put its favorite impact on improving the quality of the education system, on the other hand employees training as development golden key on organization is one of important and main factors that causes organization leads to dynamics and efficiency and effectiveness extremity. From the 1960s onwards due to a change in the development, concept the position of education and training in economic development, socio-cultural of society has been changed and training workforce has been found a special place, If the society wants to alter its economic, industrial, political, social system and compatible it with the new requirements and necessities it has to possess the comprehensive policy on human resource development and it cannot be expected unless the education system. Education is as life and life is learning, we should learn and learning should not be neglected even for a moment, it does not matter how a person learns, teaches anywhere, everywhere is suitable for learning and it is never too late to learn.

IN-SERVICE TRAINING

According to the definition " In-service training is to improve the educational and cultural activities of employees associated with their specialized field that primarily or exclusively will be done for members with the purpose of their knowledge increasing, professional and skills achievement and change in their perception and attitude so that could do for training and education of employees effectively. The training model can be implemented in a centralized educational as well as decentralized system and it can be operated by one or more institutions of various public, technical, professional institutions, and public education and be conducted also supervised by representatives of public education of a country.

Walking to work during study that has been implemented in the UK education system education is an example of this pattern. Under this form of training teachers are employed according to the technical competence and also study and teach intermittently over several semesters.

Czech and Slovak is another example of this pattern that runs through correspondence training courses.

In-service training is a systematic activity that is depend to organizational conditions that in any enterprise or institution leads to fundamental growth and changes in the level of skills, knowledge and technical skills and

development of human resources in such way that its impacts on the performance of the organization will be effective.

EMPLOYEES IN-SERVICEY TRAINING NECESSITY

The need of occupational skills achievement necessary for employment and accountability in posts as training at employment beginning.

Changes in the social system of community and the need to coordinate with existing manpower with its admired and accepted values Therefore, on this validity the necessity of training Islamic political Islamic Republic to manpower employed in the administrative and official organizations such as universities.

In-service training objectives

In-Service training and manpower improvement objectives of any institution or organization should be summarized in form of triplet goals i.e., or social generational and personnel and provided training is in order to achieve these goals.

Social purpose

Social purpose is the main directing of programs and operations of various institutions and organizations. Given these objectives, enabling managers and staff to enjoy of basis of ideology, culture, economy, and national traditions, the movement manner toward them in the bodies relate to drawing of the dilemmas of working environment of known positions. it is natural that deep understanding of economical, political, social issues that in fact have direct relation with social objectives, they are of more important for higher authorities 'designer of organization and decision makers, because of reason , managers should enjoy of a training to enhance these capabilities.

Organizational objectives

Providing organizational goals requires the ability and skills that is necessary to perform assigned tasks and roles to be strengthen in coordination the need and necessity. The major benefits that can be considered to achieve the purposes of the organization for training and employees improvement may be summarized as follows:

1. Improving the way of doing duty and quilt of work.

2. Possibility to replace specialist in emergency conditions.
3. Take advantage of local industries and reducing costs in this way.
4. Reduce Injury and events.
5. Creating and greater stability in the organization.
6. Differences extent reduction and automatic power reduction increase.

Employees' objectives

Unity and appropriateness between individuals and the responsibilities assigned to them and the knowledge and working capability would creates satisfaction in the human, In other words, humans whatever can better carried out the work ,he is satisfy of himself, and thus are more satisfied with his work. Employees' adequacy is not only ads strength and self-reliance, but it is also as a valuable professional and specialization capital reassuring better life in the future.

The evolution of science and technology in all expertise fields and necessity to outfit growth of employees commensurate with the evolution of science and technology development as apprenticeship and knowledge increasing. Employee's training objective needs to match her career goals. For example, if an employee in the accounting department would like to specialize in payroll services, then the manager and employee can create a training program that will help reach that goal. Training objectives consist of training offered by the company and third-party resources such as college courses or training seminars.

Important & Role of In- service training

The importance of this issue for some large organizations is too much that they themselves establish the centers to upbringing of human capital.

Each organization in his human resources training programs consider emphases and highlighting So that through this it can create change in order to remedy employees' behavior.

Changes and reforms that causes promote the organization, regardless of the type of goal in different units, the employee run the affairs in organization is formed as a collection of obtained investment. Favorable Affairs implementation or in other words, effectiveness or of human resources requires knowledge and awareness that would assign tasks would exigency.

However members of the same organization enter with previous job trained but favorable trend of growth manpower requires that the within the organization development their experience, quality of work and activity levels be increased. On the other hand, keeping a locked job experience and skills will stifle the spirit of excellence and growth in membership and thereby stop their dynamics.

In-Service Training advantages

In-Service training in any organization, has the following advantages:

Knowledge and skills Improvement of employees

Usually in educational systems in various countries, although employees having general information about their jobs at the time of employment, but they are unaware of the information consistent and direction with their duties.

Hence the In-service training acts as a tool synchronization for information and manpower skills their undertaking jobs, in other hand employees' skills and information for different professions, jobs including more complex technical professions due to the scientific and technological innovation are becoming increasingly obsolete.

Increase the solidarity of employees with organizational goals

Ideally, the individual is expected to be hired as an employee, in order tries to meet the needs and objectives of the organization, and it is expected that makes his own needs this situation is established when expected organizational and individual needs are fully coordinated and aligned. The actual environment, the harmony rarely happens. This harmony rarely happens in the actual environment. Usually, management science professionals in order to end this struggle conflict of individuals and organizations, suggest ways, these solutions including delegating relative authority and freedom of action to employees to play the organizational role, interests and previous preparation, conducting in-service training courses. Therefore In-Service Training can reduce this Struggle as much as possible with diverse training courses implementation the organizational goals rationalization and encourage employees to instituting of organizational expectations and congruent them to individuals demands.

Organizational changes assistance in needed time

One of the major issues in the history of in-service training in Iran particularly after Islamic Revolution is employees' orientation to these changes. Usually the personnel will be anxious by observing the changes in the business environment for their inability to adapt in changes. because the jobs, performances, exception also will be transformed along with changes and past knowledge and person for doing works and plying new role seems to be incomplete. Therefore, psychological resistance against the changes is one of the fundamental problems of educational system change.

On the other hand, even if such resistance could not be seen the inability or incomplete playing of in employees 'assigned new roles will fail implementation of the changes affairs. Here in-service training also is responsible for a great mission. Only through in- service training that an employee can be equipped with new skills and information, so that in this way can be responsive to exceptions of organizations. Consequently, we can unequivocally say that without trained personnel (educational and administration) changes in each dimensions of education and administration, is doomed to failure.

Encouragement and Interest Creation through Continuous Training towards organization

It is no doubt we all agree on the fact that among the factors that influence a person's career and generally his interest towards organizations is the parameters such as adequate salaries, interest and taste to work, the ability and skills to do the job, the social status of desired job, Job stability, awareness of the effects assigned tasks on society and the importance for which it is believed. Therefore whatever these factors be stronger, employee's encouragement and interest in the job in the institution where he the works will be more.

Organization's overall efficiency increase

The Organization's efficiency increase is dependent on the of organizational goals achievement.

In other words, when we talk about organization's high affiance that be able to fulfill its goals.

Out of all these aforesaid matters the basic factor of organization's objectives determination is effectiveness enhancers. If the in-service training be able to promote the employees' information in adequately

level, resolve organizational conflict , to improve the continuity of waste reduction and stability of events improve ,to facilitate organizational changes and strengthen incentives, in fact, will have a positive impact the overall efficiency of the organization.

RESEARCH REVIEW

In-service training Features in the world

In- Service training in the traditional concept, that means transmitting a set of skills and techniques in form of the teacher - student, has a very long history. A historical record in this area shows that traditional in-service training is much older than formal and classical training. What causes the stem attention to create and facility a new concept of training were extensive changes that have been leaded to important achievements, especially in the realm of technology. So we can conclude that considering failure of traditional training and the restructuring necessity of employee training is something that generally " grew with the Industrial Revolution and then expanded. (Fathi &Ejargah, 2004).

The main level of manpower training consideration since great advances's wave was shaped of the 19th century and early 20th century, although its roots can be found in the decades and centuries Ago. These developments, in addition to change the necessary conditions to enter into various occupations and put various economic and social sectors, with higher qualifications as a condition of enter into jobs, tainting of manpower on-the-job was also a particularly considered. To examine the evolution of organizations in developed countries will endorse this claim that the success key of these organizations is paying special attention to education, retraining and professional in -service training on the job is so in the twentieth century -service training in many developed countries has been formed and was institutionalized in the second half.

Now we review some developments in this area in the different countries.

In England, in-service training was considered seriously in the 20th century but before that and in 19th centry the institutions was organized entitled organized teacher. In-service training was considered in organized form in this country for first time in 1944. (Fathi &Ejargah, 2007).

In France in-service training was considered in 1946. In this year Institutions entitled "Administration Institute" was established which was responsible for matters relating to the preparation, formulation and implementation of educational programs in governmental organizations level. The basic objective of this Institute was to improve government services and its quality modification (Fathi & Ejargah 2007).

In the **United States of America**, Employees' in-service- training was of special interest since 1949 " particularly in the second half of the 20th century was enjoying of increasing development. Base of this validation training and education of the 1960s, a large part of the workforce was covered by the in- service training. (Fathi & Ejargah, 2007).

In **China**, in-service training has a long history. Financial In-service training in China was begun since 1990, that State Economic Commission formed the National Training Center in Beijing; these training were conducted in order to provide training services to employees of state financial employees. (Mohaghagh moin, 1998).

Similarly, in many other European countries, the USA and Asia, In-service training was developed and expanded since 1960.

In- service training' Features, before the Islamic Revolution of Iran

In Iran also as many countries, in-service training in form of teachers - student was going on since past but the in-service training of human resources practices in new method and institutions has not been provided till 1932. Based on available information in Railway the Railway technical school was established at the central railway in 1936. Then in 1940 a school begun to work in the Ministry of Post, Telegraph and Telephone. (Fathi & Ejargah, 1997).

Since 1948 the employees' training courses were including the government's plans and some training programs, carried out.

In decade of 1960 the different ministries attempted to run a different training courses according to their needs in 1966 in order to coordinate the training of employees in government part the civil service law made Ministries and public institutions obliged to follow the aforesaid regulation and get the approval of the

administration and employment organization for continuing and implementing educational programs or training their employees (Abtai, 2009).

Any ministry, public or private institution or organization should set their required work force to train and thought.

In- service training after the Islamic Revolution of Iran

After the Islamic Revolution the organization of in-service training office has been changed, in-service training office till 1982 in addition to staff training 's implementation of, justification and retraining courses for admistrational and educational employees, it expanded Training for teachers due to change in textbooks and could establish in-service training centers . Other provinces were covered by the central training office.

Administrative and Employment Affairs Organization in 1984 divided the educational system into four periods that induced:

- Public training
- Job training
- Training and management improvement
- Islamic Education

The state administration and civil service organizations in 1985 asked the governmental organizations to send their requests for long-term courses to the organization.

Until 1993 this office could used its effort to develop this facility in other provinces.

1371 to justify retraining courses and training for administration and finance, Islamic Education and training for staff strengthened.

In January of 1381, the implementation of the Administrative Supreme Council, (Subject reach e-government and government employee education program including information technology IT) skills in:

- Basic Concepts of Information Technology
- Using the computer and managing files
- Word processors.
- Spreadsheets
- Databases
- Presentation

- Information and Communication was notified by Management and Planning.

During the years 1992 to 2005, the important steps of in- service training consist of efforts to:

1. The development of advanced management training at the level of deputy heads and deputies officers in regions and provinces.
2. Try to get consent of authorities in the matter enhancing the possibility of apprenticeship training and full administrative and teaching staff of the Education and Training Ministry And helping them to earn higher degrees through undergraduate, graduate courses and their continuing study at the postgraduate level.
3. Try to provide educational resources through enhance and emphasis on textbooks and educational resources.
4. Try to develop vocational training courses. (Fathi & Ejargah, 2004)

Many of the administrative and technical business and management sciences can be provided by compiled training programs to employed staff and make them an empowered and Capabiltiable.

Human force they can be a force .all organizations should treated their required man power for various job by employees with training, the force required all organizations must prepare themselves for the job efficiently.

RESEARCH METHODOLOGY

In the present study, that is of descriptive - survey researches we investigate the relationship between in-service training with employees' empowerment of Islamic Azad University –quchan.

In this study, the relationship's extent of educational programs can be examined by using of six major stages, i.e. the ability and skills of employees, collaboration enhancement, working discipline, identifying the characteristics of working environment, foster innovation and creativity, increasing attention to work.

METHODS

This study is of descriptive – survey kind and statistical population include the formal and temporary employees participating in in-service training courses in

Quchan University, in 2013, that their number was 153, and sampling was complete and entire population of 153 employees intended and for evaluation of correlation level, Empowering Learners amount of training (course content, instructors, facilities and organization) with getting their ideas was designed in the form of a questionnaire science to get correct and significant response from participator in this process is very important and Vital, so for this reason it leads to provide questionnaire with designed closed questions to leads to correct and unambiguous responses from the participants. The assurance was given to respondents that information by them will not be discoulsere in any how (no need to mention the name in the questionnaires) and also part of the questionnaire was dedicated to provide comments and suggestions. The opinions of the participants, the 5-point Likert scale was used in assessing the capability and skills of employees, foster collaboration, work discipline, understanding the characteristics of working environment, foster innovation and creativity, precision and attention to a poll taken by the employees of such impact in improving the performance of individual.

Content validity of the questionnaire was reviewed by educational experts. Questionnaire for assessing the reliability of internal harmony the, Cronbach's Alpha's scale is used. Alpha Coefficient for the five scales empowerment' questions was 0.83 and the correlation coefficient of in-service training questionnaire was obtained 85%. These values indicate high internal consistency of the questionnaire.

For data analysis, SPSS software and descriptive statistics were used.

In the analysis of demographic's study, the men group with frequency percentage of 79% and women group with 21% included highest and lowest frequency respectively. The maximum frequency is related to married employees with 93% and the minimum frequency with 7% is belonging to singles. In the Group reviews base on the age, maximum frequency is related to the group of 37-42 years, and the minimum frequency is belong to 57 -62. in the study of statistics population's qualification in the Bachelor group we observe the maximum frequency with 39.20% and in undergraduate group we are witness of minimum frequency of 8.50%, with considering to working experience in group of 15-20 years there are maximum frequency of 32.70% and the

group of 25-30 years with 0.065% frequency is minimum.

Analysis of the questionnaire results

Average total of capability is 3.7 of 7 which shows the amount of ability is relatively high. According to details of following table increase of Job skills learning with average of 3.9 have better situation as compare to other elements as 75.4% of employees evaluated this under study question in high and very high level. Percentage of employees in low and very low compared to what happens in the workplace have become more stringent by conducting in-service training courses, this

component with an average of 2.9 is evaluated below average.

Percentage of employees in low and very low compared to what happens in the workplace have become more stringent by conducting in-service training courses, This component with an average of 2.9 is evaluated below average.

Average of cooperation and strengthen sense of initiative and creativity with 3.42 out of 5 has been highest amount and recognition of professional environment particulars dimensions with average of 3.28 is little bit more than of average of more than other variables.

Statistics of under study variables

Standard division	Average	
0.86	3.32	Skills and capability
1.10	3.42	Cooperation sense
1	3.42	Strengthening innovation and creativity
0.95	3.28	recognition of professional environment particulars dimensions
1.12	3.34	Accuracy Increase
1.09	3.4	Working Discipline

The survey results of research questions

In order to study and knowing of the results and efficiency of employees' training according to Polls taken can indicated to the obtained results:

As we are intending to study the relation between an independent variable (in-service trainings) and deepened variable (employees empowerment) to achieve the questions' answers the spareman correlation coefficient has been used.

1st research question: Whether there is relation between of in-service training implementation with the ability and skill improvement?

The extent of correlation coefficient between the in-service training performance and improve of ability and skill is 0.576 with a significance level of 0.001. Since the significant level is less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

2nd research question: Is there relation between cooperation sense enhancement and in-service-training performance?

The rare of correlation coefficient between cooperation sense enhancement and in-service-training performance is equal to 0.523 with a significance level of 0.034. . Since the significant level is less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

3rd research question: Is there relationship between the performance of in-service training and working discipline?

The amount of correlation between In-service training and working discipline strengthen is equal to 0.631 with a significance level of 0.042. Since the significant level is less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

4th research question: Is there relation between of in-service training implementation and cognitive aspects related to the characteristics of working environment?

Degree of correlation between service and knowledge of the characteristics is 0.628 with a significance level of 0.000. Since the significant level is

less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

5th research question: Is there relation between of in-service training implementation and initiative and creativity enhancement?

Degree of correlation between service and strengthen ingenuity to 0.441 with a significance level of .0000. Since the significant level is less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

6th research question: Is there relation between of in-service training implementation and I and accuracy increase and attention to work by employees?

Degree of correlation between in-service training and accuracy increase is 0.452 with a significance level of 0.000. Since the significant level is less than rate of Type I error rate at level of 0.05 therefore assumption H_0 is rejected.

CONCLUSIONS

Human resources of an organization is considered the most important and strategic source. An organization .Even an organization with the premise of having the best equipment and facilities, without the benefit of having the most advanced technology and trained workforce specialists will not have complete success, we should not consider training as organizational costs, but should be considered as a part of the organizational tasks and the kind of investment. Since various organizations spent enormous costs for particular skills every year, and considering that such programs and training courses required much time , an accurate evaluation is necessary to show the Strengths and weakness and also the way of its progress and reform also the extent of achieving the goals and Generally provide a picture of the training effectiveness situation of these courses, of course this evaluation should be according to scientific principles and based on and objectives and conditions of the organization to have secure results.

The results of this study shows that participating learners in training course, evaluate the extent of training courses' effectiveness in empowerment increases in good level, though they conducted training courses has not been enjoyed of cent percent effectiveness, but base of statistical calculation can argued that the relation of

organizational training of Islamic Azad university, Quchan Branch significantly higher than average.

Obtained Information from data analysis indicates that in-service training promotes human resources to achieve the goals and mission of the organization.

In this study with providing six hypotheses, the relation of in-service training 's independent variable with deepened variable with empowerment's six factor were evaluated enabling. "The first hypothesis deals the relationship between in- service training and improves personal empowerment. The optioned results approved significant relationship between training and personal abilities .Thus enabling people feel that themselves enjoying of personal characteristics and the potential to have a successful career. They feel personal superior to someone and believe that they can learn a way to meet new challenges and improve. In the "second hypothesis was discussed to examine the relationship between training and foster cooperation. The results confirmed the existence of a significant relationship between these two, according this result empowered people with learning more able to organize team building and group activities and initiatives undertaken to test new ideas. "Third hypothesis" also explores the relationship between in-service training and discipline .Based on evaluation provided there is significant relationship between training and working discipline ability improvement was confirmed. working discipline indicates to discipline capability , empowered employees have ability to do delegated duties in working environment (on time presence at work, regular planning of meetings, suitable arrangement of working files,,,)etc.)

In forth hypothesis , the relation between training with recognizing of job particulars dimensions that indicates to individuals ability and effective accomplishment of delegated duties and responsibilities was examined The results of testing forth hypothesis also suggests the existence of a significant relationship between the variables is confirmed. Based on the evaluation of in-service training of employees show considerable ingenuity employees is important. Employee like creativity in work. These findings support staff work processes and creative initiatives should be supported.

The sixth hypothesis proves that there is significant relation between in-service training and accuracy increase and attention by the staff. This research

showed that conducting in-service training suitable to employees 'job causes they be aware that where they are wrong and should search and be careful to reduce their mistakes . The employees have been shown that they attempt in accuracy and more attention in their work to be successful. This matter has significant relation to training in increasing of empowerment level.

Employees training courses in an organization can eliminate the need for skilled manpower in the future and ensure to solve the employees problems.

Training and empowerment programs designed to suit the needs of the organization and provide people who are likely to be higher the job incumbent in one or two years, during training courses and development programs attempts to create required scientific knowledge and practical experience for to participants , develop their perception and attitude towards job and organization and enhance the self confidence and cooperation sense so that be suitable for getting better position and higher job.

Therefore training should be continues, helpful to increasing of employees 'skills.

Training is one of the most fundamental ways to prevent the waste of resources that in this regard it is necessary that the matter of in-service training be continuous and Systematic.

Includes levels and in different layers of the organization, increase job skills and abilities to help people, Provide the necessary atmosphere to increase knowledge and awareness.

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