

The Effect of Training Methods on Empowerment (Sense of Effectiveness, Participation) of Qeshm City Cooperatives Managers

Mohammad Mohseni¹, Serajaldin Mohebbi^{2*}, Masoud Beheshtirad³

¹Department of Management, Sirjan Branch, Islamic Azad University, Sirjan, Iran

²Assistant professor of Organizational Behaviour Management, Department of Management, Sirjan Branch, Islamic Azad University, Sirjan, Iran

³Assistant professor of Natural Resources, Department of Management, Sirjan Branch, Islamic Azad University, Sirjan, Iran

*Corresponding Author Email: mohebi.abcd@gmail.com

Abstract: This study was designed and carried out to examine the effect of training methods on empowerment of Qeshm city cooperatives managers. The method of this study was descriptive of correlation type. Its statistical population comprised 340 individuals including all managers of Qeshm city cooperatives serving in 2015-16. The size of this population was determined to be 186 individuals using Cochran's formula. Data collection tools are Morris's questionnaire of training course effectiveness and Spreitzer and Mishra's empowerment questionnaire. Central and dispersal indicators were used to describe data features and regression statistical method and Pearson's correlation coefficient were used to test the hypotheses by SPSS software. Results of the study show that training methods have a significant effect on empowerment (sense of effectiveness, managers' participation) of cooperatives' managers. This is important because the effect of training methods on managers' empowerment would increase their efficiency, reduces wastage of human resources, and improves performance.

Keywords: Training Methods, Empowerment. Cooperatives Managers.

Introduction

Today organizations are under influence of factors such as increase in global competition, abrupt changes, need for quality and after-sales services, and limited resources, and they are under a lot of pressure. After years of experience, the world have concluded that if an organization wishes to pioneer in their economy and avoid staying lagged in their competitive scene, they should enjoy expert, creative, and highly motivated human force. Human resources shape the basis of an organization's real wealth. One of the important concerns of the world's most successful financial establishments is to gather educated and wise human capital that can make changes in the organization they belong to. A successful organization consists of individuals with organizational culture, common thinking and objectives who provide their managers with their experiences and knowledge through teamwork in

flexible regime of their organization, with love for increasing progress of their organization. Therefore everyone feels ownership for their organization and the task they accomplish (Akhavan & Pezeshkian, 2008).

Using potential capabilities of human resources is considered a great privilege for every organization. Empowerment is a new method of survival in pioneering organizations within their competitive environment. Empowerment is the process of giving power to an individual. In this process, we help our managers to improve their sense of self-confidence and to overcome their sense of weakness and helplessness. In this context, empowerment leads to mobilization of individuals' inner motives. Empowerment is also encouraging the individuals to participate more in decision-making processes that affect their activities. By doing so, we can provide opportunities for individuals to show that they can create and realize good ideas (John Smith, 2000).

Empowerment can be defined as creating capacity in managers to efficiently play the role they have, along with efficiency and effectiveness. Obviously, realization of such goal would be possible in the light of knowledge, experience, authority, and ultimately an impactful element called motivation. Hence, empowerment would be a collaborative and dependent process that would bring decision creating, decision making, determining job guidelines, providing appropriate methodology under critical circumstances, power to play new roles and capability of presenting new innovative plans that would lead to harmony among managers and the staff, and would finally play the pleasant orchestra of development of the organization. Empowerment should be considered the most important issue of an organization, as it will pave the way for flexibility in changes within the organization, which is an important element in organic or organized organizations. Reduced work stress and increased job contentment are the two attitudinal results of empowerment at work place. Research shows that empowerment reduces illness, absence at the work place, redeployment, reduced mental and nervous pressures or stress (Fathi & Ejargah, 2004).

Regarding the importance of empowerment, it is necessary for organizations to strive for enhancing effectiveness of empowerment through correct understanding of factors effective in empowerment and amending the circumstances. A measure that organizations think of for revival and innovation against environmental changes in order to empower their managers is scheduling, implementing, and evaluating in-service training courses. Today organizations are made of important pillars such as capital, man force, technology, and management. According to many experts, man force is the most important one, because organizations' efficiency depends on correct accomplishment of their tasks within rank and headquarters circle. Since 70 percent of organizations' resources and capital is shaped with human resources, they are required to perform regular training activities at all organizational levels. Today, training the managers is considered to be one of the main strategies of achieving human capital and positive compatibility with the circumstances (Rezaian, 2005).

Training empowerment is to provide managers with the knowledge and skill for continuous improvement of all-inclusive quality. They should develop skill in problem solving, and through learning a set of knowledge, they should become capable of using it in any possible way. They should also rely on their own judgement and use it in all aspects of their work in order to cope with unexpected and new issues. If capable managers wish to make a judgment on urgent decisions and knowing exceptions to the rules, they should be equipped with a set of knowledge that goes beyond certain questions. In fact, it can be inferred that empowerment is a must, because there is little chance of doing the task by managers in its traditional sense (Niaz Azari, 2010). Accordingly, the present study seeks to examine effects of held training courses on empowerment (sense of effectiveness, participation) of cooperatives' managers in Qeshm city.

Materials and Methods

The present study was descriptive-survey in terms of purpose, nature, and content and applied in terms of purpose. The statistical population of this study included all managers of Qeshm city cooperatives comprising 340 individuals according to the figures obtained from cooperatives office of Qeshm city. 186 were selected as a statistical sample using Cochran's formula. Regarding that the present study is a field applied one, therefore two methods – evidence examination and field method – were used for data collection.

Morris's questionnaires of training course effectiveness evaluation and Spreitzer's questionnaire of psychological empowerment were used for data collection. After final adjustments, the questionnaire in use was sent to supervisor and advisor. It was approved after reviews were made and problems were solved, and its formal and contextual validity was confirmed. Cronbach's alpha was then used to measure the questionnaire's stability despite being standard, where 0.885 was calculated for the whole questionnaire, showing its reliability, and in other words its stability.

SPSS22 software was used for data analysis and application of statistical analyses. The statistical component of the study consists of two parts. In part one, descriptive figures are used to show the condition of the variants, and

inferential figures are used in the second part (KS normality test, Watson’s binocular test, and regression test) to conclude study results from the samples.

Results

Table 1. Results of Pearson’s correlation (Training Method-Empowerment).

Test result	Level of significance	Correlation coefficient	Number	Variant 2	Variant 1
Significant relation	0.000	0.729	186	Empowerment	Training methods

Regarding that correlation coefficient is 0.729 and significance level is less than 0.05, therefore there is a direct and significant relationship between the two variants (training methods and empowerment).

Table 2. Statistical figures of multiple regression analysis and a summary of fitted regression model.

Multiple correlation coefficient	Determination coefficient	Amended determination coefficient	Estimation criteria error	Watson’s binocular
0.729	0.532	0.529	0.4129	2.137

In regression statistical analysis and Watson’s binocular results, correlation coefficient and determination coefficients were calculated to be 0.729 and 0.532 respectively. This shows that 53 percent of the changes in training methods are connected to empowerment. Considering that the value of statistical figure of Watson’s binocular is placed in a standard interval of 1.5 to 2.5, therefore we conclude independence of the remainder. Hence, regarding the indicators, the model has the required adequacy.

Table 3. Results of multivariate regression variance analysis.

Sig	F	MS	df	SS	
0.000	208.931	35.628	1	35.628	Regression
		0.171	184	31.377	Residual
			185	67.004	Total

Since the significance level in above table is less than 0.05 that shows significance of the regression.

Table 4. Statistical figures of the variant introduced to the regression fitted model.

Significance level	minor correlation coefficients		Non-standard coefficients		
Sig	t	Beta	Std. Error	B	
0.000	6.770		0.151	1.023	Fixed value
0.000	14.454	0.729	0.051	0.743	Training methods

So it may be stated that as one unit of each independent variant (training methods) is lifted, the dependent variant (empowerment) would be lifted as much as the indicated coefficient.

$$\text{Training methods} = 1.023 + \text{empowerment} (0.743)$$

Table 5. Results of Pearson’s correlation (training methods-sense of effectiveness).

Test result	Level of significance	Correlation coefficient	Number	Variant 2	Variant 1
Significant relation	0.000	0.729	186	empowerment	Training methods

Regarding that Pearson’s correlation coefficient between training methods and sense of effectiveness at work is equal to 0.635 and the meaningful level of the test is less than 0.05, therefore there is a direct and significant relation between the two variants.

Table 6. Statistical figures of multiple regression analysis and a summary of the fitted regression model.

Multiple correlation coefficient	Determination coefficient	Amended determination coefficient	Estimation criteria error	Watson’s binocular
0.543	0.295	0.291	0.66343	2.325

As above table shows, the correlation between training method and sense of effectiveness at work is 0.543 and Determination coefficient is 0.295. This value shows that 29 percent of the changes in sense of effectiveness at work relate to training methods. Regarding that the value of statistical figure for Watson’s binocular is placed in a standard interval of 1.5 to 2.5, therefore we may conclude independence of the remainders. With respects to the mentioned indicators, the model has the required adequacy.

Table 7. Results of multivariate regression variance analysis

Sig	F	MS	df	SS	
0.000	77.005	33.893	1	33.893	Regression
		0.440	184	80.985	Residual
			185	114.878	Total

The calculated significance level for this statistical figure was less than 0.05, which shows significance of the regression.

Table 8. Statistical figures of the variant introduced into the regression fitting model.

Significance level		Minor correlation coefficients		Non-standard coefficients	
Sig	t	Beta	Std. Error	B	
0.000	5.527	0.243	1.342	Fixed value	
0.000	8.775	0.543	0.083	0.725	Training methods

Therefore, regarding the results it may be stated that as one unit of each independent variant (training methods) is lifted, the dependent variant (sense of effectiveness) would be lifted as much as the indicated coefficient.

$$\text{Sense of effectiveness} = 1.342 + \text{training methods} (0.725)$$

Table 9. The results of Pearson’s correlation (training methods-sense of participation in managers)

Test result	Level of meaningfulness	Correlation coefficient	Number	Variant 2	Variant 1
Significant relationship	0.000	0.540	186	Sense of participation in managers	Training methods

Regarding that Pearson’s correlation coefficient between training methods and sense of effectiveness among managers is 0.540 and its level of significance is less than 0.05, so it may be stated that there is a direct positive relationship between these two variants.

Table 10. Statistical figures of multiple regression analysis and a summary of the fitted regressive model

Multiple correlation coefficient	Determination coefficient	Amended determination coefficient	Estimation criteria error	Watson’s binocular
0.540	0.292	0.288	0.67126	1.809

According to the table above, the correlation between variants of training method and sense of participation among managers is 0.540. Determination coefficient has also been calculated as being 0.292. This value shows that 29 percent of the sense of participation among managers is related to training methods. Regarding that the value of statistical figure for Watson’s binocular is placed in a standard interval of 1.5 to 2.5, therefore we may conclude independence of the remainders. With respects to the mentioned indicators, the model has the required adequacy.

Table 11. Results of multivariate regression variance analysis.

Sig	F	MS	df	SS	
0.000	75.886	34.193	1	34.193	Regression
		0.451	184	82.908	Residual
			185	117.101	Total

The calculated significance level for this statistical figure in regression variance analysis test is less than 0.05, which shows significance of the regression.

Table 12. Statistical figures of the variant introduced into the regression fitting model

Significance level	Minor correlation coefficients		Non-standard coefficients		
	T	Beta	Std. Error	B	
0.000	3.772		0.246	0.926	Fixed value
0.000	8.711	0.540	0.084	0.728	Training methods

It may be inferred from the results of above statistical figures that as one unit of each independent variant (training methods) is lifted, the dependent variant (sense of participation) would be lifted as much as the indicated coefficient.

$$\text{Sense of participation} = 0.926 + \text{training methods} (0.728)$$

Conclusion

The overall purpose of this study is to examine effect of training methods on empowerment (sense of meaningfulness about the job, sense of competence at work, and sense of having options) of cooperative managers in Qeshm city. Regarding the results of the test, it may be concluded that testing methods have significant effect on the sense of effectiveness at work among cooperative managers of Qeshm city. In line with this, holding training courses in the form of mentoring in line with increasing the staff effectiveness in holding the training course may be effective. Its prerequisite is a proper need assessment for training courses, which can increase the individuals’ sense of effectiveness at work and at organizational activities. Closeness between training needs and work activities can increase the sense of effectiveness in doing work activities among the individuals. In the meantime, training methods have a significant effect on the sense of participation among cooperative managers of Qeshm city. Accordingly, the necessity of paying attention to the individuals’ participation in training need assessments can be pointed out. Also among methods of performing training courses, they can often be held in an appropriate, participatory way and through cooperation of all learners. Training methods and seminars can be effective in this context. These dimensions point at a degree to which the individuals’ behavior might be seen differently in implementing their job objectives. That is expected results are achieved within the work space. The results of this study are in line with those of (Wilson, 2002) and (Asgari et al., 2013). Creating motivation and increasing capability among man force in organizations is one of the most important tasks of the managers, and the more satisfied needs individuals have in this context, the more rational and logical their behavior would be. Therefore, one important task of organizations to promote training methods is to know ways of creating and enforce motivation and empowering them.

Conflict of Interest

The authors declare no conflict of interest.

References

- Akhavan, Peiman, and Pezeshkian, Amir, (2008). Utilizing Knowledge Maps in Empowering the Staff of Knowledge-Oriented Organizations. The fifth international conference of information and communication technology management
- Asgari et al., (2013). Effect of Psychological Empowerment of the Staff on Knowledge Creation Capacity Development in Organizations, Information Technology Management, Management Faculty, Tehran University.
- Fathi Vajargah, Koorosh, (2004), Planning In-Service Training for the Staff. Samt Publications. Tehran.
- Morris, L. (1996) Training: Empowerment and Change Training & Development Alexandria, Vol 5 N7, p. 51.
- Niaz Azari, Kiumars, (2010). A Review on the Role of Knowledge Management in High School Teachers' Creativity. Tehran: Farashenakhteh Andisheh Publication.
- Rezaian, Ali, (2005), Management Principals. Samt publications. Fourth publication. Tehran.
- Spreitzer, G. M. (1995) Psychological Empowerment in the Workplace: Dimensions, Measurement and Validation.
- Smith, John A. (June, 2000). The Research Base for Balanced Literacy. Utah State Office of Education Literacy and Assessment Conference, Salt Lake City.