

The effect of training management on Effectiveness approaches of newly appointed heads of Islamic Azad University

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Abstract— the present research has performed to investigate the effect of training on effectiveness approaches of newly appointed deans of Islamic Azad University. The effectiveness approaches that were adapted from Robbins's model have four competitive values and eight subordinate effectiveness approaches. The present investigation is pre-experimental design research, which has carried out for one group pre test-post test design. The statistical population was All Islamic Azad University branches managers (1300 individuals). Among the participants were invited through written-type exam to the training workshop, just 56 participants were chosen as available sample population for taking pre-test and post-test. In this training program that performed for full four days, the Different methods were used in it. The information were been collected through questionnaire. The reliability of questionnaire was confirmed by experts view and its validity and subcategories was checked by cronbach Alpha ($\alpha = 82\%$). The obtained data were analyzed with the help of descriptive statistics such as mean, standard deviation, and perceptivity statistics such as Levin test, T test, and ANOVA. The obtained results showed that the training program is significant factor in effective change and register of competitive values of newly appointed deans and effectiveness approaches of them. But rational goals was highly affected one among competitive values, and the among of approaches, efficiency was highly and stability and balance were slightly effected approaches.

Keywords- Training performance, competitive value, approach effectiveness, management education.

I. INTRODUCTION

Training is one kind of good investment and a key factor in the development of Human rights [3]. Particularly in the circumstance that the environment is changing severely and human capital is highly competitive advantage. Training has found its place as the main strategy to strengthen human capital and positive compatibility with the change in conditions. Leading organizations in this situation need capable people, skilled and motivated which of course must be made in the development of the organization. From this perspective, management connected more to empower rather than the control [17]. Management with regard to the importance of this factor considered education as a strategic issue through change in viewpoint, skills and behavior of employees, enhance the human capital in order to achieve

organizational goals and makes it strong to defeat environmental changes [27]. Therefore, training and reforming human resources regarding the development of human capitals, advancement of basis, individual and personal capabilities and organizational development have been considered [22]. Managers, sometimes between conflicting and distinct goals that their organization is ahead, select one or more items and mobilizes the facilities and resources to achieve organizational goals altogether. What help managers to choose specific targets among the conflicting goals and try to achieve them are their effectiveness approaches [16]. When we defined the effectiveness as attainment of objectives in short-time and long-term, organizational performance revealed reflection of the administrators effectiveness of approaches [23]. Managers' approaches are their viewpoints for the organization; moreover, their effectiveness procedures are their attitudes toward the effectiveness of the organization [26].

Their organization to guide the direction that they think is approaching the destination increase the effectiveness of the organization [the same]. Management approaches influence the determination of objectives, organization human resources, their choice manner and guidance, methods, processes, mechanisms, the way of their implementation, providing financial resources and their consumption [15]. Islamic Azad University hold about nine thousand workshops for employees, managers and faculty members annually that were more than three million five hundred thousand hours/person and per capita hour of each individual is approximately 70 hours.

Also from this number, about 1200 workshops are related to training of managers. Naturally, the cost of designing to hold these workshops is extensive. Also participating in this kind of education program required for managers in order to extend their management decree and it is influential into the situation and conditions of employment and promotion for faculty members and staffs also seek financial rewards and participation in job training courses is mandatory for them. This question is now whether this training is effective and reaches the objectives?

Therefore, the purpose of this study is to identify effect of training on change management approaches of recently

appointed managers and the impact of training on competitive advantages to be able to offer suggestions to take steps to improve the quality of managers training courses. Jones has proposed the traditional approaches to measuring the effectiveness in the triple patterns: to provide objective, sources of supply and internal processes [same].

Providing objective focuses on inputs and outputs of the organization; important goals in this approach are the operational objectives because the official objectives were vague and they are difficult to measure [18]. Indices such as profitability, market share, growth, social responsibility and quality of production are the indicators to assess effectiveness and have been suggested based on objective approach. Resource-based approach focuses on data that are received from the environment and are based on indicators such as the bargaining position, the ability of the organization's decision-makers to decide toward the situation and the capability of managers to utilize tangible everyday resources of the organization [15]. Process-centered approach that emphasizes mechanisms and internal methods of organization gives attention to the indicators such as strong and adaptive culture, positive organizational climate, operational efficiency, horizontal and vertical communications, growth and development of staff, etc. [26]. Open systems approach which also considered in the views of the traditional approaches has paid attention only to a part of the effectiveness criteria. This view focuses on factors such as relations with the environment to ensure receiving continuous data, production of acceptable outputs, flexible in response to environmental changes, the level of conflict among organizational groups and job satisfaction. Inversely, goals-based approach emphasizes necessary facilities to ensure the organization continuity and survival. University of Michigan researchers in order to evaluate the effectiveness of several insurance institute systematic approaches pay attention to indicators such as volume of business operations, production cost, young members, market penetration, growth of labor, loyalty to management, and maintenance costs, etc. [the same]. In traditional methods, only a part of the real parameters of effectiveness of the organization are considered.

In the effectiveness analysis, they believe that a phenomenon called "The overall effectiveness of the organization" cannot take to imagine, but the core of effectiveness includes items such as: objectives, resources, employees, customers and the society that the organization is a part [21].

The new view of the effectiveness measurement proposed the effectiveness of simultaneous multiple indicator methods. This method can provide satisfactory views of stakeholders, method of competing values and technique of card balance. In the stakeholder satisfaction method, different criteria from various stakeholder groups viewpoints are studied including employees, customers, owners, shareholders, suppliers of raw materials, government, and society, etc. [33].

Card balanced approach considering several different indices of effectiveness maintain different parts of the organization. [15]

This approach evaluates the organization with a focus on the four main parts: the financial aspect which is measured through how the quality of the organization operation in providing better performance. The customer aspect, through how the service delivered to the customer, then the internal process aspect, through how to work the process and increase of the value and finally focuses on the aspect of the growth and learning how to change and improve are measured [27].

Queen and Rohrbaugh also proposed the method based on competitive values that four competitive values and eight effective approaches were considered as the sub-scales. They combined two dimensions value of the organization (Lucas of control & organization structure) together.

Lucas of control of the organization may focus into the organization (systemic) or outside the organization (environmental) and the organization structure aspect continues from flexibility to stability. Flexibility approaches to the organic structure; stability and resistance draw near mechanical pattern and upper control is given consideration.

From combination of these two dimensions, four competitive values were defined that included:

An open system (including two sub-approaches flexibility and supplying growth sources), rational goals (including two approaches efficiency and planning, and target determination), based on internal processes (including two approaches stability, balance, and information and communication) and a pattern based on human relations (including the two approaches skilled labor, fulfilling and continuity of manpower) [3].

II. METHODOLOGY

This research regarding the aim is practical one and in the case of methodology is pre-experimental (pre-testing) that the plan of pretest/post-test has been implemented via one group. The statistical population of this study includes all the heads (directors, chancellor, deputies) of Islamic Azad University branches throughout the country, which includes comprehensive branches, huge, big, medium, and small training centers. Deputies include deputies of training, student, and research, financial - administrative, cultural and engineering.

Number of branches and active training centers at the time of research were 330 ones, and number of managers has been 1320 persons. The model via using sampling is available (managers have participated through an invitation to the workshop where they are required to attend the course in one out of four training programs at the second half of 2008 and the first half of 2009). Research in three stages was as follows:

The first stage after verifying the sample in the form of available group that required participating in educational programs but they themselves had chosen the time, via distributing questionnaires the pre-start was initiated after their completion, they were collected before the start of educational programs. A second phase was the start and performance of the training program as an independent variable and change factor have been studied. The workshop program was conducted using the workshop method, lecture, role-playing, and showing film by workshops coaches.

Priorities were presented by senior managers of University Central Organization and the theoretical issues were offered by university professors. After finishing the four-day course (boarding), the questionnaires share to the participants and after collecting their questionnaires, they were appreciated for their attending.

In order to describe the data in descriptive level indicators such as frequency, mean standard deviation and variance were used. To analyze the finding, models of inferential statistics such as variance analysis, Leon Test, T-test and ANOVA were used. The operation was carried out in SPSS software.

III. RESEARCH FINDINGS

By mean comparison in overall effectiveness of approaches of participants in pretest and post-test, regarding the fact that the hypothesis is of distinctive one and the significant level domain is two (/000), which is less than five percent, the mean difference is significant and the effect of education on effective approaches to change is approved. Because of the overall mean scores advanced from 63.12 in pretest to 102.79 in the posttest, it means that it had a positive growth of 62.8 percent; the effect of training is positive. Comparison of mean scores as a group (directors, heads, and deputies) shows: the first two significant level domains is under five percent, the mean difference was statistically significant in pre test and post test confirm that the effect of education has increased and secondly, the increased average training showed positive effect of training on the change of approaches. Study mean scores of the four competitive values through test shows the significance of two domains that are under 5 percent; the independent variable – education – has vital efficiency and considering the change of all means, this effect was positive.

Of course, the most positive effects were in competitive value, reasonable goals and the lowest impact is in internal processes. Of course, in the pre test the first rank among the competitive values refers to the open system that in the post test displacement occurred and competitive value of logical goals acquired first rank. Investigation of gathered data in connection with the third hypothesis also shows the mean scores of eight approaches of the effectiveness in the post test has increased and the difference between the mean level of significance with regard to the two domains is under five percent; this approves the effect of education as independent variable and means positive change shows the positive effect of education. But these studies show that among the eight sub-approaches, in the pretest the highest rank in order is of growth, supplying resources, productivity and efficiency.

But in the post test the highest rank in order is of efficiency approaches, efficiency and flexibility.

In the pretest and post test the last rank has referred to the stability approach and balance.

T-test to evaluate changes in eight approaches among the directors, heads, and deputies also regarding the significance level of less than five percent in each group, the mean difference has been approved. Therefore, training caused

effective changes in eight approaches among deputies, directors and the heads.

The reviews also show that the differences between the two groups M.A. and Ph.D. studies did not significantly differ and also significant distinction between the participants as well as the organizational posts (president or vice president) was not observed.

IV. CONCLUSIONS

The aim of this paper was to study the effect of training on effectiveness approaches among the newly appointed heads of Islamic Azad University branches. The results showed that the education is a significant factor on the effective and positive change of effectiveness approaches and competitive values of newly appointed managers. In the research of foreign scholars, other factors that influence the effectiveness approaches change and their determining indices are mentioned. Robbins expressed items such as the influence of higher management, environmental conditions and measurable goals [29] and Mondy referred to items such as organizational level, organizational structure, and method of training, technology and style of learning [25].

But the overall results of this study adapted with the Robbins theory who have expressed that one of the main change in perception is attitude and behavior, and training [29]. Mondy also knows one of the ways to change attitude and perception towards the efficiency is teaching [that].

The results of this study are consistent with the results of internal researchers including Jalali, Moshtaghi Iraqi, Mirmiran, and Shahrabi. [1] [9] [8] [5].

Results of this research are different with the results of the study about the ability to distinguish in the region 4 of Islamic Azad University using list of quality, student learning organization which expressed that universities are unable to act as a knowledge-based organizations because they suffer from learning incapability [10]. To express the cause of further increase the competitive value in logical goals application can be said teachers and instructors of the workshop have spoken mainly about the objective and tangible targets to promote academic degree of the branch, how to attract students, approval of university programs and increase rate of branches all of which are objective and operational targets. Hall & Clark also stating that if in the approach the operational targets (not official targets) are used, better results will be achieved [18], which sustain that situation. Significant increase in productivity and efficiency approaches are also due to the standards as approved by the student teacher ratio, changing the academic pyramid with a tendency to doctoral faculty, the number of fields, the number of approved schools, student accommodation capacity and the number of academic articles that are expressed in the explanations of the senior managers of Central Organization who have been present as instructors; in fact, it is instrument for achieving the reasonable objectives.

Significant increase (100 percent) in the average of effectiveness approach to skilled labor in the posttest than pretest and also the emphasis on the role of education programs to change member of faculty employment situation

from contractual to formal-experiment to formal-permanent, influential in the verdicts expand of the directors and deputies of branches, the ability to replace training instead of experience to achieve management positions, attending the training program as one of the qualification to gain post and financial awards has been expressed. Participants didn't have this information before the start of the program. The lowest increase referred to stability-balance approach.

This conclusion is compatible with a viewpoint of researchers who accept that the selection and change of effectiveness approaches result in the life cycle stage of the organization [13].

Workshop program approved a broad based growth and academic development of branches and have provided this consideration for the manager that the organization is in growth stage and stability approach has not been considered. Overall review of training including newly appointed people such as justification or society adaptation also education of newly appointed people emphasized. Society adaptation gets closer the staff views and aligns their attempts to achieve the desired objectives of the organization together [12]. Besides, Justification is the initial attempt of the training and development for their workers to whom is given information about job, organization and work group. They become familiar with the policies of the organization and get closer to the goals and priorities of the organization [same]. The results of this study further clarify the role and importance of training for newly appointed people and providing scientific and theoretical applications. Theoretically, the effect of education on attitude change and procedures of newly appointed people is approved and it is confirmed that research is different. Acquired knowledge of research will help managers to promote human resources in the organization and operates special programs for development of empowerment. Islamic Azad University can also use the result of this research to enhance or improve training programs of newly appointed managers; other organizations including universities can also fit with their conditions and their naturalizing use this educational program.

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