RESEARCH ARTICLE

TRAINING OF EMPLOYEES AND ITS TYPES IN THE ORGANIZATION A SURVEY OF THE VIEWS OF A SAMPLE OF WORKERS AT THE DIRECTORATE OF NINEVEH HEALTH

*****Ibrahim Salih Mohammed Almaroof and Mohammed Tawfeeq Dhannoon Ibrahim Agha**

Directorate of Nineveh Health, IRAQ

ARTICLE INFO

ABSTRACT

The research handles the training of workers and its types. Training is one of the most important strategic functions of human resource management, as it is one of the important reasons for the sustainability and success of organizations in the modern era, as well as its relation to the human resource, which is the basis of the work of any organization. The research is based on two aspects: the theoretical one, using the various researches and studies related to the subject of research, and the practical one, which is conducted by distributing the questionnaire to managers at all levels of management in the organization as a sample for research. The research aims to demonstrate the importance of training employees as an administrative science mission in improving the performance of the organization.In general, the study tries to answer the following questions.

- Is there a clear vision of the management of the organization for the importance of training workers.
- Is there a difference in the attitudes of respondents about the types of training prepared by the management of organizations.
- Does the management of the organization in question depend on the criteria for evaluating its trainees.

INTRODUCTION

The study adopted the descriptive approach, and used repetitions, weighted mean, desired weight and percentages, and the study reached a set of conclusions and proposals

First: Problem of the research: Training represents one of the important tasks of managing human resources by which the organization can realize its aims, cope the technical developments and get the compotetive feature to be able to survive and continue. Without trained human resources, the organization can not realize that. Hence, the following questions can be raised:

- What does the organization adopt in training methods?
- How much do individuals participate in training programs?
- What are the training methods?

Second: The Importance of the Research: The trainers have an active role through their training and rehabilitation, as training and qualification earns them the knowledge, skills and experience required, as well as increase the bonds of cooperation and relations during their participation in these training courses.

Third: The Aims of the Research: In light of the identification of the problem of research and its importance, the main objective of the research is to describe and diagnose the variable research. A set of objectives of the research can be indicated as follows:

Developing a theoretical framework of the importance and types of training.

- Description and diagnosis of the research variable.
- Providing a set of results and proposals.

Fourth: The hypothesis of the Research: There is a clear variation in the types of training and training programs used by the organization in question"

Fifth: Methods of data collection: The researcher relied on two types of data. The first type is the theoretical aspect which is obtained through the literature of the subject, represented by books, letters and the Internet, which formed the theoretical framework. The second type is the practical one which is obtained through the field visit, using the questionnaire, which

is the main tool in data collection, through the distribution of (25) forms.

Sixth: The limits of the Research

1- **Time Limits**: The research was conducted from September 2018 to December 30, 2018 and in the city of Mosul.
2- **Spatial boundaries:** The directorate of Nineveh Health was investigated.

Seventh: Methods of statistical analysis: A number of statistical methods were used, such as frequency, percentages, weighted averages, and required weight, as they are tools for describing and diagnosing study variables.

Eighth: Description of the subjects: The managers of the departments, divisions and administrative units of the North Electricity Distribution directory were chosen as a sample of the research, as they exercise decision-making tasks and participate in providing the necessary advice and information in completing the activities of the organization, the individuals who can undertake the training of the employees.

The concept of training employees: There are different and varied concepts in this area. This variation was not only on the formal aspects of the concept but also included many aspects. Thus, many researchers confirm that training is a scientific and practical approach that seeks to achieve organizational goals. Some researchers see it as the ongoing organized process by which the individual acquires knowledge, skills, abilities, ideas and opinions required to perform a specific work or to achieve a specific goal. Others addressed it as a set of tricks and methods of control and methods to control others in a certain social position. Therefore, it can be said that training is an ongoing process of providing individuals and groups with the knowledge, skills, abilities and views to achieve the goals they are expected to achieve and improve their performance continuously (Hammoud and Alkharsheh, 2007, 125). Hence, training, according to this concept, is a contious process practiced by the indivisual since his birth and continues to accompany him throughout his life and the requirements of achieving its goals and meet the growing needs within the organizations in which the individual works, especially if the organization is considered a social Purposeful unit through which individuals have many capabilities to achieve their goals and objectives of the Organization they work for. (Al-Doury, 2000, 157). Training is a means to change the behavioral patterns of individuals within organizations, providing trainees with the skills and abilities that enable human behavior to be consistent with all changes in ongoing processes to improve the efficiency and effectiveness of humanitarian organizations (Anthony *et al*., 1999, 337).

The importance of training employees: The importance of training is highlighted through: (Hammoud and Al-Kharashah, 2007, 127).

- Acquiring trainees with the skills, information and intellectual and practical knowledge that they lack, especially in the light of the intellectual developments witnessed by the humanitarian community in general, as it is a knowledge society in which many experiences accumulate that any developing indivisual must continuously depend on.

- Providing individuals new behavioral patterns and trends consistent with the needs required by the development of work in the organizations in which they work, whether productive or service.
- Improving and inhancing the individual and collective abilities and skills of the trainees, as this will achieve the dimensions of their targeted advancement.
- Exchanging experiences, knowledge and information among trainees, especially if training methods dependable on the exchange of knowledge and idea are used.
- Developing the individual and collective energies of the trainees through brainstorming or role representation and other methods aimed at development.

The objectives of training employees: There are several objectives for training such as: (Hammoud and Al-Kharashah, 2007, 128) (Al-Ridaideh, 2006, 31) (Muharramah, 2006, 31).

- Increasing productivity and improving the quality performance at the organizational level, especially as the skills achieved by the training contribute effectively to improving the individual performance of the employees by developing their skills and acquiring the intellectual and applied knowledge, which positively affects the increase and improvement of productivity in quantity and quality.
- An effective training program will increase the morale of individuals and increase their efficiency and performance.
- Training is a positive means of preparing and qualifying human forces capable of occupying new functions within the Organization.
- Training contributes to the rationalization of administrative decisions and raise the level of performance efficiently and effectively.
- Effective training will contribute to the reduction of expenses associated with supervision, especially as the outcome of the training limits the need for supervision.

MATERIALS AND METHODS

The organization can choose among training types and what suits it, depending on the nature of the current activity. The nature of the anticipated activity, and the expected changes in the technology and organization of the organization's work. Therefore, training has been divided to the following types (Maher, 2006, 322-328) (Amin, 1998, 114-119) (Bedouin, 2009, 24):

First: Training according to the stage of employment includes

Directing the new employee: The new employee needs a set of information to introduce him to his new job. The information obtained by the new employee in the first few days and weeks of his work affects his performance and psychological trends for many years to come. The organizations differ in the way in which the new employees are designed to work. Some depend on the method of lectures, others depend on the interviews of the direct supervisors of these employees. While others depend on printed brochures containing all important information (Jajo, 2008, 31)

On-the-job training: Organizations sometimes wish to provide on-the-job training rather than elsewhere to ensure

higher training efficiency. In this way, the organizations seek their supervisors to provide information and training on an individual level to the trainees. This training is more important because most of the machines used in the work are complex. The employee or the worker can not even benefit from his past experience. He must directly recieve training on machinery and by supervisors (Foster, 2001,41).

Training for the purpose of renewing knowledge and skills: This type of training is provided when the knowledge and skills of employees become obsolete, especially when new business methods, technologies and systems are introduced.

Training for promotion and transfer: With the promotion or transfer to another position there is a high probability that the current skills and knowledge of the employee will differ from the knowledge and skills required in the job to which he will move, and this difference or difference requires training to fill that gap.

Training for the preparation of retirement: In top organizations, staff are prepared to retire. Instead of suddenly becoming unhelpful in life after retiring, the individual is trained to look for new ways of working or looking for interests other than the job, and to control the resulting stress and tensions due to his retirement.

Second: Types of training by type of jobs:

Professional and technical training: This type is concerned with manual and mechanical skills in artistic and professional works.

Specialized training: It includes training in knowledge and skills for jobs higher than professional and professional positions.

Administrative training: This training includes the managerial and supervisory knowledge and skills required to hold senior, middle or lower management positions.

Third: Types of training according to its location

Training inside the organization: The organization may wish to hold its programs within the organization, whether with trainers from inside or outside the organization, and therefore the organization should design the programs, or invite trainers to contribute to its design and then supervise its implementation.

Training outside the organization: Some organizations prefer to transfer all or part of their training activities outside the organization itself if training experience and training tools are better available outside the organization. Hamoud and Al-Kharashah, 2007, 140-143, divided the types of training into:

First: Training according to the organizational level

Training programs are divided according to the organizational level to the following types:

- Vocational training: It represents the training aimed at providing individuals with the skill and knowledge of performance in a given profession which is the specialization performed by the individual. This type of training includes individuals who have recently been recruited in certain specialized occupations, or may include older employees whose performance requires the acquisition of certain skills or new knowledge.
- **Management Training:** This type of training is focused on individuals working in administrative and managerial positions, who occupy middle or lower administrative positions in administrative work and sometimes even to senior leadership positions.
- **Supervisory training:** This type of training, training supervisors to increase their skills and abilities to supervise and deal with individuals under their responsibility for the purpose of satisfaction and direction towards achieving the objectives to be achieved.
- **Specialized Training:** This is to increase information and knowledge and develop specialized skills in a limited area of professional competence.

Training of Trainers: The trainers are trained in the organization in order to carry out their training role within the framework of the various training programs. This is not limited to the purely technical aspects that focus on mastering professional and specialized skills and knowledge, but extends to the aspects of psychology, human relations and educational methods for the purpose of raising their competence in successful dealing with individuals to be trained later.

Second: Training according to time: This type of training depends on the length of time required for training to determine the type of training:

- Short-term training This type of training often takes one to six weeks. The training courses are intensive or focused. The trainer gives a general and comprehensive idea about the training program without going into the details required by the program. This type of time is not sufficient for the instructor to cover the subject in detail, and the trainee does not have sufficient time to know the training material fully and comprehensively.
- **Long-term training:** This type of training extends to one year or more and it is advantageous for the trainee to obtain adequate and sufficient information about the training material, which makes the benefit greater. But the drawbacks to this type of training are the length of time that requires the appointment of people who perform the work of the trainee as well as the costs resulting from the training process (Al-Ridaideh 2006, 22)

Third: Training according to the quality of individuals

This type of training takes two main dimensions:

- **Individual training:** This type of training represents the development of individual skills and abilities, often related to individuals who have been promoted to higher administrative and technical position.
- **Group training:** This mode depends on the collective method of training, as often join a group of individuals to be trained collectively in specialized training centers for the purpose of developing their skills in one of the areas in which they work.

Table 1. Frequency distributions, percentages, computational and deviations of the training variable

Standard Deviation	Arithmetic mean	Response scale										Training
		Strogly disagree		disagree		Not sure		agree		Strongly agree		
		%	F	%	F	%	F	%	F	%	F	
0.347	4.560	-----	----	4	1	4	1	24	6	68	17	X1
0.358	4.360	4	1	---	-	4	1	40	10	52	13	X2
0.292	4.560	-----	---	4	1	8	2	16	4	72	18	X3
0.355	4.360	----	----	12	3	---	---	28	7	60	15	X4
0.331	4. 600	------	----	4	1	4	1	20	5	72	18	X5
0.365	4.200	4	1	4	1	12	3	28	7	52	13	X6
0.311	4.640	----	----	4	1	-----	---	24	6	72	18	X7
0.374	4.080	4	1	8	2	8	2	36	9	44	11	X8
0.253	4. 600	----	---	4	1	-----	---	28	7	68	17	X9
0.219	4.520	4	1	4	1	4	1	12	3	76	19	X10
0.365	4.360	4	1	4	1	8	2	20	5	64	16	X11
0.372	4.360	------	----	12	3	-----	---	28	7	60	15	X12
0.244	4. 600	----	---	4	1	4	1	20	5	72	18	X13
0.389	4.080	4	1	4	1	12	3	28	7	52	13	X14
0.269	4. 600	4	1	-----	----	4	1	16	4	76	19	X15
0.324	4.722	1.9	----	4.8	---	4.8	---	24.5	---	64	---	Avarage

This course describes the research dimension of training and relies on the results of the statistical program SPSS.

RESULTS

Table (1) presents the frequency distributions, percentages, computational and standard deviations of the training dimension by the responses of the subjects. The percentages of Table 1 of the factor analysis (X1-X15), which measures the training variable, shows that 88.5% of the responses were (strongly agree and agree). Other responses disagree with 6.7%. Nutral responses were (4.8%).These responses support the value of the arithmetical mean (4.722) and the standard deviation (0.324).

DISSCUSION

- It was found that the training of staff and all levels of the organization in question is an important and fundamental means of keeping abreast of scientific developments.
- It has been shown that training contributes to reducing mistakes and accidents of the profession
- Training has proved to be a successful means of improving relations among the members of the Organization, by recognizing individuals and all levels of their duties.
- Second: Proposals
- Preparing multiple studies on the disadvantages of work and errors and accidents accompanying the provision of service in all organizations. So that the training will be realistic and contributes to the preparation of training programs to overcome these disadvantages and errors
- Increasing the number of training studies conducted within the organization and not relying on the central training courses, as this allows the organization to identify its training needs.
- Directing efforts to benefit from foreign non-governmental organizations in order to involve staff of organizations at all levels in training courses outside the country.

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