



The Impact of Strategy Program Devised for the On-the job-training on the Empowerment of Nurses and Staffs of University of Medical Sciences

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Abstract

In the present world, empowerment is regarded as an effective method of improving the quality of the staff and increasing the organizational efficiency. For achieving success in the current changing work environment, organizations need knowledge, views and creativity of their staff. The present study was carried out as a simple review in 2017 and it was considered as the index of empowerment training based on the education of the nurses and medical staff at universities of medical sciences. The data of the present research was collected reviewing the library resources, published papers and valid websites, and looking for the keywords "strategy program, training and empowerment, on-the job-training, nurses" with no language and temporal limitations. According to the research findings, it can be concluded that the plan of devising the strategic plan of on-the job-trainings has much positively affected the empowerment of human resources in universities of medical sciences. The results the present experiment can be useful for the directors, officials and nurses of the medical, health, education sectors, departments of planning and development of human resources at state and private organizations, especially the university of medical sciences.

Keywords: Strategic Program; Training and Empowerment; On-the Job-Training; Nurses

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1. Introduction

Due to what mentioned above, in order to align the organizational and individual development, and consequently, to optimally implement the programs for development of the staff employed in administrative, medical and health departments, the university of medical sciences decided to write and determine the staff's training and development programs through the employees' participation and within strategic plan for individual development or an education prospect for some years. The organizations that highly value the issue of training, allocate many resources to the process of training the staff so that they ensure that their employees have acquired the required expertise through the training program, and that the electronic training

courses have optimally impacted all occupational potentials' indexes, and that they have direct and significant relation with all components of the said indexes [1].

If a definition of on-the job- training is to be provided, it should be mentioned that, its main essence within all organizations and institutions include raising the efficiency of the staff and making them accommodate themselves to the environment and consequently, increasing the number of their services. On-the job-training is nothing but attempts made within an organization or institute in order to develop the knowledge, technical and occupational expertise and establishment of proper behavior in their staff and prepare them for occupational tasks and responsibilities [2].

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Due to the quick developments of human sciences and knowledge, everything is changing so fast. Organizations, as an open system, have interactions with the environment, and to continue their life, they have to meet the needs created by environmental changes. As human resources are the principal component and axis of organizations, their equipment and preparation for confrontation with changes is highly significant, and all organization, through a specific kind of mission, should direct the most amount of capitals, time and planning to human training on different levels (Jafarzadeh, 2013). Many organizations have found out the solution to this issue is the implementation of strategy programs of on-the job-training and empowerment, and thus attempted to prepare the ground for staffs' training.

2. Brief Introduction of Iran's University of Medical Sciences

Academy of Gondishapur, called Jonishapur by Arabs, was found in the Sassanid dynasty. Having an age of 17 centuries, it is one of the most ancient universities in the Middle East. Gondishapur is an old city in the north of Khuzestan province, near the County of Dezful, whose ruins have remained up to now, and it was famous due to its hospital and university.

Iran University of Medical Sciences and Health Services is a highly large university of medical sciences in Iran, found in 1973 as the Imperial Medical Centre by Abdulhussein Samiee. Among three top universities of Tehran, it is known as the University of Medical Sciences. It was merged with Tehran University of Medical Sciences in November 2010. At the said time, it had the fourth rank among the top universities of medical sciences. On September 17, 2013, and in the first session of Supreme Council of Cultural Revolution, held during the office of Hassan Rouhani, the members of the Council unanimously voted for the separation of Iran University of Medical Sciences and Health Services from Tehran and Shahid Beheshti universities of medical sciences.

In 1976, and while cooperation with Harvard, Columbia and Cornell universities was started, educational planning and constructional activities, determining the spaces, providing the equipment and human resources were also being conducted at this university. Planning and construction of the initial building of this institute was completed by William Pereira, the American architect, during the era of Muhammadreza Pahlavi. The first phase of this project was completed, but on October 5, 1980, and upon the seizure of the US Embassy in Tehran, severing the relations between Iran and the US, Islamic Revolutionary Guard Corps (IRGC) seized and confiscated the properties of the William L. Pereira & Associates Architecture company. Pereira and Associates sued to the US government against

Iranians and put in a claim for 207 million US Dollar damages. Accordingly, the second and third phases of the project was not completed.

3. Statement of the Problem and Significance of the Study

The recent educational data of the universities of medical sciences showed that staff's tendency to participate in on-the job-training courses has reduced. Therefore, the adoption of a proper approach to reinforce their motivation and attracting them to the issue of training and self-development was necessary. Besides, it was evident that, through a mechanism, the employee should be given the chance to present their views and proposals on the efficacy of the learning and training process and to actively participate in their individual and occupational development.

The insufficient use of intellectual resources, mental capacities and potential capacities of human resources makes the issue of empowerment significant and a chief challenge before the current era's managers of organizations. Many organizations don't properly employ the abilities of the staff, and the managers can't use the potential capacities of their employees. In other words, though the staff have the potentials to put forth creativity and innovation and do a more/better work, they are not appropriately employed within the organizational environment due to the said causes. The scholars and experts in the fields of management of organizational development and optimization introduce empowerment of the human resources as a strategy positively impacting the performance and optimization of the human resources. They believe that empowerment of the human resources is an approach, belonging to the new era, adopted by organizations and firms for meeting the vital needs of the contemporary management.

4. Research Method

The present study was carried out as a simple review in 2017 and it was considered as the index of empowerment training based on the education of the nurses and medical staff at universities of medical sciences. In the present research, the criteria and index of society empowerment is based on the training of the nurse and medical staff of the universities of medical sciences. The data of the present research was collected reviewing the library resources, published papers and valid websites, and looking for the keywords "strategy program, training and empowerment, on-the job-training, nurses" with no language and temporal limitations.

5. Results and Findings

5.1 the Significance of Empowerment

The insufficient use of intellectual resources, mental capacities and potential capacities of human resources makes the issue of empowerment significant and a chief challenge before the current era's managers of organizations. Many organizations don't properly employ the abilities of the staff, and the managers can't use the potential capacities of their employees. In other words, though the staff have the potentials to put forth creativity and innovation and do a more/better work, they are not appropriately employed within the organizational environment due to the said causes. The scholars and experts in the fields of management of organizational development and optimization introduce empowerment of the human resources as a strategy positively impacting the performance and optimization of the human resources. They believe that empowerment of the human resources is an approach, belonging to the new era, adopted by organizations and firms for meeting the vital needs of the contemporary management [3].

5.2 The Strategic Purposes in Empowerments of the Staff

The purpose of empowerment is facilitation of achieving the organizational targets. Anyway, every increase of power shouldn't increase the opposition between managers and employees [4].

The purpose of empowerment is providing the best intellectual resources on every function of the organization. Moreover, it is aimed at the highest level of influence exercised by the most qualified employees through the best methods.

Empowerment isn't aimed at involving more people into decisions-makings of the organization, but it is to employ the staff in finding better methods and to adopt the best decisions. The purpose of empowerment is not organizing and developing teams, yet it is supposed to promote competencies required for the creation of new ideas and solving problems through interaction and cooperation among the members of the teams. The long-term purpose of empowerment is the continuous improvement of the performance within the whole organization, and in short-term, it is aimed at employing the existing capabilities of the organization's members. Indeed, empowerment will definitely lead to more freedom of choice. However, the mentioned items are regarded as some instrumental purposes and a way of achieving the true target. The true purpose is always the improvement of the performance.

In short, the specific purposes in empowering the staff are:

- Shouldering the staff with the responsibility of continuous analysis of the occupations for raising the number of effective working methods employed in communication with customers and the beneficiary;
- Leaving the task of defining the performance purposes, strategies of functioning and assessment of performance to the working teams in communication with customers and beneficiary;
- Directly involving the staff in working processes along with continuous improvement of the processes;
- Generating the feeling of efficiency in the members of the organization through recognition and omission of the conditions that debilitates them
- Improving the expertise, spirit of cooperation and efficiency of the organization;
- Bolstering the sense of being worth among the staff [5].

5.3 The Purposes of the Strategy Program for on-the job-training

This method is significant as the following items are present in the programs, educational materials and contents of the learners:

1. The criteria for selection of the materials and topics of the short-term training courses (including practical and theoretical), include teaching/generating the expertise required for meeting the different needs of the occupations as well as new working methods, preparing people for acquiring new jobs and good conduction of the work commensurate with the high personality of the man.
2. The content of the educational programs ensures man's adaptability to the scientific issues as well as their qualification for the development of the country.
3. Teaching/generating specific expertise through participation in short-term specific courses are also a part of this program.
4. Educational programs of short-term courses are presented for either acquiring scientific and technical expertise or for changing the organisational behaviour; they also train the participants for turning their organisational behaviour into the proper one.
5. In the educational courses, though the training the expertise to the people for carrying out the delegated jobs are important, the said courses consider some issues so that the trainees, acquiring the said expertise, observe the organizational disciplines and criteria and the impact of their activities facilitates the achievement of organizational aims.
6. The general content of the courses both provides the trainees with new scientific findings

and empowers them to develop creativity or innovations.

7. Through participation in these courses, and due to the scientific and technical expertise acquired, as well as the promotion of the expertise acquired through the changes occurred in the working processes, the purposes and activities of production will be fulfilled, the main purposes in this regard include:

7.1 Raising the quantity and quality level of production and delegated affairs;

7.2 Improvement of the methods for back-up operations in production, such as accurate planning for methods of improving technical programs, engineering and research services and etc.;

7.3 Improvement of the working relations and generation of the spirit of cooperation among the staff;

7.4 Reducing the amount of waste in production and the working events;

7.5 Paving the path of occupational promotion for the staff and assuming more responsibilities;

7.6 Improving the methods of production and distribution;

7.7 Generation of more solidarity with organizations and productive units in the staff and creating job satisfaction in them in terms of the acquired scientific rank;

7.8 Omission of the opposition between the organizational goals and the wants of the staff

6. Steps of Implementing the Plan of “on-the Job-trainings” in the University of Medical Sciences

Steps of executing the plan include:

1. Polling the staff included in the plan and their employers

2. Holding the briefing-educational workshop of the program for preparing the plan of strategic on-the job-training and empowerment of the staff.

3. Drawing the ideal prospect of each person (determining the optimum situation) based on the accurate and future-oriented information of the person acquired by the University of Medical Sciences.

4. Evaluation and knowing the advantages and disadvantages (determining the present condition)

5. Comparing the present conditions against the optimum situation (assessment of the developmental needs).

6. Setting the goals and opportunities of development

7. Determining the functional priorities and preparing the development program.

8. Implementation of the program

9. Reassessment and updating the program

A while after the implementation of the plan of preparing the strategy program of on-the job-training and empowerment of the staff, the staff and their employers were polled once again using the same questionnaires to analyse and assess the plan's impact on the goal's level of fitting each other, the tendency of the nurses and generally the medical staff (human resources) to participate in on-the job-training courses held by the university of medical sciences, the knowledge of the university of medical sciences of the weaknesses and strengths of the nurses and medical staff, the knowledge of the human sources of their own weaknesses and strengths and the relation between the nurses and supervisor and the performance of the medical staff.

7. Conclusion

Generally, it can be concluded that the plan of preparing the strategy program of on-the job-training has improved the empowerment of the human resources of the University of Medical Sciences. The result of the present experiment is useful for all chairmen, officials and the staff of the medical, health, education, planning and development departments of the state and private organizations, specifically the University of Medical Sciences. In general, it can be concluded that the occupational capabilities of the (medical) staff were relatively bolstered by the on-the job-trainings, and attaining the higher levels of development of such capabilities depend on the proper presentation of the on-the job-trainings. Due to the conducted studies, we find that the competent people are a highly valuable capital for the organization, as they update themselves and are reliable, and can adapt to the extra-organizational changes, because they are interested in learning and participation of conduction affairs. These organizations can use this process for the following goals:

➤ Training the human resources needed for the health sector of the country and raising their efficiency based on the occupational standards, value and domestic culture and the labor market demanded by different areas of the state health system.

➤ Development and Institutionalization of the business culture which is based on talent, motivation, knowledge, skills, technology, expertise, capability and entrepreneurship with the spirit of Islamic values and professional manner

➤ Implementation of the on-the job-training had a positive effect on the empowerment of the staff.

➤ Occupational trainings improved the empowerment of the staff.

➤ Enriching the job improved the empowerment of the staff.

- Training and internally motivating positively impacted the empowerment of the staff.
- Participatory management style improved the empowerment of the staff.
- Training promoted the occupational approach and empowerment of the staff.

8. Suggestions

Polling the staff and nurses included in the plan and their employers is done through the distribution of the questionnaire on the efficacy of the on-the job-training courses, based on the Carrick Patrick model, and the impact of the on-the job-trainings on the performance, views and empowerment of the medical staff, nurses and staff of the medical sciences university, who filled in the said questionnaire is analyzed. Then, their answers are analyzed using the SPSS software, version no 21, and based on the research hypotheses, the proper statistical tests are used, and their results can help the researcher in assessing the efficiency of this strategy program.

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