

Investigating the Impacts of Training Programs in Empowering the Workers of Ilam Province Gas Refinery

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Abstract: Empowering is a method to create the spirit of collaboration in workers through the process of intervention and giving responsibilities to them. Regarding this matter, training is one of the most complicated duties to be done under the supervision of the organization affairs office that leads to the empowerment of human resources and guarantees the future success of the organization. Therefore, this study was done to investigate the impacts of training courses in empowering the workers of Ilam province gas refinery. The present study is considered among functional studies in terms of goal and in terms of the method of execution is categorized as a scaling study. The statistical subject of this study was 430 workers of Ilam province gas refinery. Through the Cochran formula, 202 workers were selected by the classification and random sampling method. In collecting data for this study, two capability standard questionnaires of Spritzer in 1995 and Spritzer and Mishra and the in-service training program prepared by the researcher were utilized.

Key words: Training programs, empowerment, workers of gas refinery, changes, choose

INTRODUCTION

Today's organizations are affected by factors such as the increase in global competition, sudden evolutions, the need for quality and post-sales services, limited resources, etc. and are under extreme pressure. After years of experience, the world has come to the conclusion that if an organization wanted to be a pioneer in its domain and do not fall back in the competition it should have professional, creative and highly motivated human resources.

In this field, human resources are the true basis for the wealth of an organization. Among the important concerns of successful organizations all over the world is to collect educated excellent human resources who are able to create evolutions in the organization they are working in. A successful organization is a whole consisted of people with an organizational culture, thought and common goals that give their experiences and knowledge with love for the success of the organization by group work in the flexible system of the organization. Therefore, each person will feel a sense of belonging to the organization and his or her duty.

Today the development of human resources through training programs is in the attention of organizations more than ever. This stress on training is considered to be a remarkable evolution in the endeavors of modern management. In other words, now training workers is

among the most basic duties of every executive. Therefore, the most important duty of the executives is to facilitate the way to evolution, improvement and empowerment of the workers by devising proper training programs.

Training as the most effective tool and the most powerful process for transmitting knowledge and skill to human resources and empowering them for doing their duties and taking steps toward the empowerment of human resources (Abtahi and Abbasi, 2007) is of special significance.

Empowerment is a method for creating the spirit of collaboration in the workers through the process of intervention and giving them responsibilities. This method will encourage workers to make decision for their own works and have more power and skills over what they do (Khateri, 2006). Empowerment is considered as a need for useful tools for improving the quality of the workers and increasing the effectiveness in the organization. Theorists of management have stated that evolution and improvement of the organization and empowering the human resources are effective ways for the work and improvement of human resources and they are of the opinion that empowering human resources is one of the approaches of the new age that is applied by the organizations and is in fact, the response to the vital need of contemporary management (Knyla, 2004).

In this field, training is one of the most complicated duties in the affairs of every organization, especially in the human resources as it empowers them and guarantees future successes. Training and improvement causes the establishment of a deeper perspective and vision, higher knowledge and wisdom and also more capabilities and skills for the people who are working in the organization to execute their duties and as a result lead to the realization of organizational goals by better and more efficiency and profitability (Abdullahi and Ebrahim, 2006).

The function of modern method for increasing production level and using more simple methods, have caused the executives of the organizations to try harder and look for proper solutions to increase the efficiency and effectiveness of their workers. Today, a great part of these issues can be resolved by training. Basically, the goal of training can be considered as improving the skills and the level of knowledge in the workers in doing their duties properly and in a standard way and in general to empower the workers through training and practice.

Improving the work method, the creation of the opportunity for changing jobs, increase in production or services, the possibility for promotion for the workers, the improvement in the workers' spirits, creating the spirit of collaboration in the workers, reducing the amount of supervision, reducing the cost of overtime work, reducing the absence and abandonment of service, completing and training the talents of the workers, creating interest in the workers to continue their service, familiarizing the workers with income and work privileges and also the goals and regulations of the organization and increasing the flexibility of the workers to the application of new methods and using modern tools for the importance of the information in this domain have increased the impact of training on the empowerment of the workers.

In the present age, training workers and empowering human resources plays a vital role in increasing profitability and accelerating the process of national development. Rogers Smith, former chairman of General Motors states that: we are well aware of the fact that money and technology will not solve all of our problems. We need the main factor, we need humans. Mechanizing the industry is just another complicated tool. Without eligible people and training programs for using the system and making the right decisions, technology will only enable us to create change in the wastes. We are forced to run and guide the technology and we need trained, able and educated people to help us in this endeavor on all levels .

In accordance with the above mentioned issues and also the implicit importance of each of the variances, it can

be said that the analysis of the role of training on empowering the workers is of special significance. Investigating the relation between the previously mentioned variances leads the executives to pay more attention to the workers. It also causes them to have special interest in the field of their empowerment which leads to the development of the organization and ultimately the better work by the workers. Also the attention of the executives to the beliefs people have about their abilities, causes them to utilize workers in the best possible way in working fields and get the desired results from this optimized utilization. Because of the fact that the gas refinery is one of the most important institutions in the infrastructural development of each society and the role it plays in the economic infrastructures of the nations, studying the work of the workers in these places is of great importance. As the empowerment of the workers is among the effective factors on the work of the workers and the fact that the workers' empowerment has seldom been discussed as an effective factor in the work, investigating the impact of training programs on the empowerment of the workers is very important.

Regarding this issue and in accordance with the importance of training human resources and evaluating its impact on improving the work and abilities of the workers, the researcher is trying to answer to the question that what is the impact of the training of human resources on the empowerment of the workers in Ilam gas refinery.

Background of the study: Results from the research by Heidary Nezhad, entitled "Investigating the Impacts of In-service Training Programs on the Empowerment of Physical Education Teachers" indicates that there is a positive meaningful relation between in-service training programs and empowerment. There was also a significant difference in the views of women and men toward the subject of the increase in the empowerment by the in-service training programs. Women gave more credit to these programs for empowerment rather than men. Results from the multifold regression analysis showed that among the different programs of in-service training, the anticipant professional programs are more powerful for empowering physical education teachers. Also, Zaree *et al.* (2012) in their study which was entitled "investigating the Relation Between Empowerment, Efficacy and Work Revenue in the Workers of the Education Organization in the Cities of Marvdash and Doroudzan" stated that there is a positive meaningful relation between empowerment and efficacy with work revenue. Also among some of the factors of these variances, there are positive meaningful relations. None of the sociologic variances have meaningful relation

or difference with work revenue. All in all it can be said that empowerment and efficacy can be predictors of work revenue. Shah and Tirgar (2012) in a study named “Relation between in-service training programs and empowering workers” reached the conclusion that there is a direct meaningful relation between the way the in-service programs are held and the empowerment of the workers in the branches of Maskan Bank in Kerman. Results from the study by Danshfard and Zakeri (2012), entitled “Investigating the Impacts of Military Training Programs on the Psychological Empowerment of the Soldiers Trained under the Supervision of IRIA” indicates that training programs of the military service is effective on the psychological empowerment of the soldiers with an acceptable significance.

Mehri *et al.*, (2011) in their study entitled “Investigating the Impact of In-service Trainings on the Working Empowerment of the Physical Education Teachers” stated that the most amount of impact on the empowerment of physical education teachers are derived from the briefing training programs. Therefore, it is suggested that briefing training leaflets and books be designed based on the real need and the ruling culture in the education organization and given to physical education teachers so that the effectiveness of briefing training will be evident more than ever. The results of the study called “Relation between electronic education and the empowerment of the high school students of the city of Famnin” done by Nasiri *et al.* (2010) indicates that there is a self-efficient and meaningful relation between electronic education and efficacy. Nastizaei and Hezareemoghadam in a research called “Comparing investigation of the impact of verbal short term training programs in comparison with the non-verbal ones on the psychological empowerment of the workers” stated that in spite of the fact that verbal short term training programs are more effective than non-verbal short term training programs on the psychological empowerment of the workers, this cannot be ignored that the main condition for the empowerment of the workers is training and the shortcomings of non-verbal short term training programs need to be analyzed. Results from the study by Zareimatin entitled “Investigating the Relation Between the In-service Trainings and the Empowerment of the Workers (In the Agriculture Organization of Qom Province)” shows that the capability level of the studied workers in this organization, are higher than the average in all aspects but no correlation was established between their level of capability and the hours of their in-service training programs.

Chou (2010) did a study entitled “Investigating the Effects of Incorporating Collaborative Action Research

into an In-service Teacher Training Program”. The results showed that incorporating these programs in the in-service training curriculum of the teachers has a great significance in the knowledge structure of the teachers and helps the establishment of their scientific useful teaching methods and creates more confident in them. Laschinger and Finegan (2005) analyzed the function of empowerment in building trust and respect in the workplace and reached the conclusion that there is a relation between empowerment and just behavior. The collaborators in a study by Lippin (2001) are of the opinion that in-service training cause changes in keeping the safety and health of the workers and the workplace and ultimately cause the increase of the workers’ capability. Morris (1996) in investigating the relation between the empowerment and in-service trainings states that workers who have not participated in the in-service training program are less empowered than those who participated. Counter reached the conclusion in his study that each of the aspects of empowerment are related to the actions that increase revenue. Those who feel more significant or pay more attention to significance try more for their jobs and have more commitment to their duties and therefore, possibly show more resistance in face of barriers and problems (Fig. 1).

Conceptual model of the research

Main hypothesis: Training programs have impacts on the empowerment of the workers in Ilam gas refinery.

Secondary hypotheses:

- Training programs have impacts on the sense of meaningfulness at work among the workers of Ilam gas refinery
- Training programs have impacts on the sense of competency at work among the workers of Ilam gas refinery
- Training programs have impacts on the sense of having the right to choose at work among the workers of Ilam gas refinery

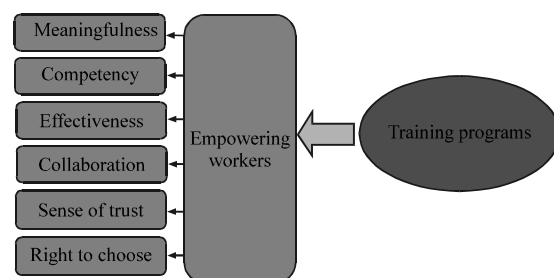


Fig. 1: Conceptual model of the research (Spreitzer, 1996; Spreitzer and Mishra, 1997)

- Training programs have impacts on the sense of effectiveness at work among the workers of Ilam gas refinery
- Training programs have impacts on the sense of collaboration with others at work among the workers of Ilam gas refinery
- Training programs have impacts on the sense of trust at work among the workers of Ilam gas refinery

MATERIALS AND METHODS

The present study is considered a functional study in terms of goal. The functional study is the one in which the results of investigating the sample group is applied to a group that has been picked as a sample from them. Also, the present study can be categorized as a scaling research because of the fact that it has used questionnaires. Scaling research or finding grounds for a method to analyze the nature of people's personal characteristics and perceptions (approaches, beliefs, ideas and interests) through the analysis of their answers to questions that were carefully devised. The statistical subject of the present study, according to the statistics from the office section of Ilam gas refinery is 430 of this refinery's workers. Through the Cochran formula, 202 workers were chosen and they in turn, were first categorized through the aciform classified sampling method and organizational posts were categorized and then, through the simple random method, the needed samples were chosen. In designing the questionnaire, the two empowerment standard questionnaires by Spritzer (1996) and Spreitzer and Mishra (1997) and an in-service questionnaire devised by the researcher were used. Their justifiability and durability was calculated in the amount of 97%.

RESULTS AND DISCUSSION

Grading the aspects of empowerment from the workers' point of view: According to the results reached in Table 1, it can be stated that among the interchanging aspects of empowerment with regard to the resulted average grades of the effectiveness aspect and significance are in turn 3.98 and 3.93 in priority.

Table 1: Grading empowerment aspects

Aspects	Average	SD
Effectiveness	3.989	0.800
Significance	3.938	0.764
Competency	3.413	0.807
Right to choose	3.361	0.871
Trust	3.203	0.753
Collaboration	3.397	0.856

Main hypothesis: Training programs have impact on the empowerment of Ilam gas refinery. Table 2 indicates that the amount of constant amount and the workers' empowerment variance are both of significance in the model (in accordance with the significance column). The amount of beta shows a standardized regression factor or constant amount of beta which equals 0.611 that indicates the interchanging direct impact of training programs on workers empowerment.

First derivative hypothesis: Training programs have a meaningful impact on the sense of significance of work among the workers of Ilam gas refinery.

Table 3 shows that the amount of constant and the effectiveness variance are both of significance in the model (in accordance with the significance column). The amount of Beta indicates a standardized regression factor or the constant amount of beta which equals 0.335 that shows the direct impact of the training programs variance on the significance.

Second hypothesis: Training programs have impact on the sense of significance in work among the workers of Ilam gas refinery.

Table 4 shows that the amount of constant and the significance variance of both of them are of significance in the model (in accordance with the significance column). The amount of the beta indicates a standardized regression factor or the constant amount of beta which equals 0.537 and shows the direct impact of training programs variance on the significance.

Table 2: Investigating the impacts of training programs on empowering workers

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	0.694	0.262	-	2.648	00.0
Empowerment	0.776	0.073	0.611	10.574	0.00

Variance: training programs

Table 3: Investigating the impacts of training programs on the sense of effectiveness in work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	2.156	0.266	-	8.101	00.0
Effectiveness	0.318	0.065	0.335	4.867	0.00

Variance: training programs

Table 4: Investigating the impact of training programs on the sense of significance in work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	1.318	0.246	-	5.361	00.0
Significance	0.535	0.061	0.537	8.734	0.00

Variance: training programs

Table 5: Investigating the impact of training programs on the sense of competency in work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	1.696	0.204	-	8.332	00.0
Competency	0.507	0.058	0.537	8.736	0.00

Variance: training programs

Table 6: Investigating the impact of training programs on having the sense of having the right to choose at work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	2.127	0.198	-	10.715	00.0
Right to choose	0.387	0.057	0.443	6.766	0.00

Variance: training programs

Table 7: Investigating the impact of training programs on having the sense of trust at work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	2.351	0.229	-	10.296	00.0
Trust at work	0.336	0.070	0.332	4.824	0.00

Variance: training programs

Third hypothesis: Training programs have impact on the sense of competency among the workers of Ilam gas refinery.

Table 5 shows that the amount of constant and variance of sense of competency are both of significance in the model (in accordance with the significance column). The amount of Beta is an indication of a standardized regression factor or the constant amount of beta which equals 0.537 and shows the direct impact of training programs variance on the sense of competency.

Fourth hypothesis: Training programs have impact on the sense of having the right to choose among the workers of Ilam gas refinery.

Table 6 shows that the amount of constant and variance of sense of having the right to choose are both of significance in the model (in accordance with the significance column). The amount of beta is an indication of a standardized regression factor or the constant amount of beta which equals 0.443 and shows the direct impact of training programs variance on the sense of having the right to choose.

Fifth hypothesis: Training programs have impact on the sense of trust among the workers of Ilam gas refinery.

Table 7 shows that the amount of constant and variance of sense of trust are both of significance in the model (in accordance with the significance column). The amount of beta is an indication of a standardized regression factor or the constant amount of Beta which equals 0.332 and shows the direct impact of training programs variance on the sense of trust.

Table 8: Investigating the impact of training programs on having the sense of collaboration at work

Models	Non-standard coefficients (B)	SE	Standard factors (β)	t-amount	Significance level
Constant	2.028	0.201	-	10.073	00.0
Sense of collaboration	0.412	0.570	0.463	7.165	0.00

Variance: training programs

Table 9: Regression test of the different factors of workers' empowerment

Models	Haywire variance	Eliminated variances	Methods
1	Competency	0	Stepwise (criteria: probability of F to enter ≤ 0.050 , probability of F to remove ≥ 0.100)
2	Meaningfulness	0	Stepwise (criteria: probability of F to enter ≤ 0.050 , probability of F to remove ≥ 0.100)
3	Collaboration	0	Stepwise (criteria: probability of F to enter ≤ 0.050 , probability of F to remove ≥ 0.100)

Sixth hypothesis: Training programs have impact on the sense of collaboration with other people among the workers of Ilam gas refinery.

Table 8 shows that the amount of constant and variance of sense of collaboration are both of significance in the model (in accordance with the significance column). The amount of beta is an indication of a standardized regression factor or the constant amount of beta which equals 0.332 and shows the direct impact of training programs variance on the sense of collaboration.

Regression analysis: In accordance with the resulted data in Table 9, there are three models for the regression equation in the stepwise method. Results show that in the first model, the first variance to enter the regression equation is the competency variance and in the second model, added to competency, the meaningfulness variance has also entered the regression equation. Also in the third model, together with the previously mentioned variances, the collaboration variance has also taken part in the regression equation. Here, all the other variances, because of the fact that they have had little relation with the in-service training, have been eliminated from the regression equation.

The results in Table 10 are indications of the fact that the amount of field changes of multifold correlation coefficient in the model and the first variance (competency) was in the amount of 0.289 and by the entrance of the second variance and the second model, the amount of change (R^2) has increased in the amount of 0.135. In fact, it means that by the entrance of meaningfulness rates in the regression equation, the amount of the specification of the dependent variance has increased in the amount of 0.135. Also, with the entrance of the third variance to the regression equation, the

Table 10: Meaningful changes of stepwise regression

Models	Multifold correlation coefficient (R^2)	Multifold correlation coefficient (R^2)	Analyzed (R^2)	SE of the estimate	Field changes (R)	F change	df ₁	df ₂	Sig. F change
1	0.537 ^a	0.289	0.285	0.64432	0.289	76.311	1	188	0.000
2	0.651 ^b	0.423	0.417	0.58174	0.135	43.620	1	187	0.000
3	0.674 ^c	0.454	0.445	0.56742	0.031	10.564	1	186	0.001

Table 11: Results of F-test (ANOVA^d)

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	31.680	1	31.680	76.311	0.000 ^a
Residual	78.048	188	0.415		
Total	109.728	189			
Regression	46.442	2	23.221	68.615	0.000 ^b
Residual	63.286	187	0.338		
Total	109.728	189			
Regression	49.844	3	16.615	51.604	0.000 ^c
Residual	59.885	186	0.322		
Total	109.728	189			

amount of the specification of the dependent variance has increased in the amount of 0.031. In fact, the amount of change (R^2) has increased by 0.031 in the second model. The amount of significance (Sig.<0.05) indicates that these changes are meaningful. Therefore, the amount of change in R square has been <0.05 and is meaningful.

Table 11 shows that the F-test analysis results in the regression test have been stepwise and the amount of significance (Sig.<0.05) for each of the variances of competency, meaningfulness and collaboration indicates the significance of these three variances in empowering the workers. This means that the three presented models in this test are confirmed.

According to the results of this (Table 12), the first model in which competency has entered the regression stage, the standard beta equals 0.537 which means that this amount is significant (Sig. = 0.00). In the second model, added to competency, the meaningfulness has also entered the regression stage and the standard beta for the competency variance drops to 0.394 and the amount of 0.394 is reached as the standard beta for the meaningfulness variance in which case in both models the amount of beta is significant. Also in the third model, added to the two variances of competency and meaningfulness, the collaboration variance has also entered the regression equation and the amount of beta for each of the two variances of competency and meaningfulness is in turn 0.388 and 0.272. The amount of the standard beta for the collaboration variance is 0.215 which in this model is also of significance (Sig. = 0.00).

Results of the impacts of training on the empowerment of workers in Ilam gas refinery suggest the significance of this relation and the impact of training on the empowerment of the workers. In fact, the results show

that the variance of workers' training directly affects the empowerment variance and its aspects (meaningfulness, collaboration, right to choose, competency and trust) and this means that the increase in the level of changes in the method and amount of worker's training causes an increase in the level of the empowerment of the workers in Ilam gas refinery.

In accordance with the resulted data from the inferential results of the present study, three models for the regression equation in the stepwise method were reached.

Results show that in the first model, the first variance to enter the regression equation was the competency variance. In fact, this shows that competency is the first most important variance in the workers' empowerment and plays a vital role. In the second model, added to the competency variance, the meaningfulness variance also entered the regression equation. Also in the third model, together with the two previously mentioned variances, the collaboration variance also entered the regression equation. The results indicate that among the aspects of the empowerment of organizational workers, the variances of effectiveness, right to choose and trust are variances that do not have a great deal of significance in empowerment. The amount of the field changes of the multifold correlation coefficient in the model and the first variance (competency) equals 0.289 and by the entrance of the second variance and the second model, the amount of change (R^2), increases in the amount of 0.135. In fact, this means that with the entrance of meaningfulness tares in the regression equation, the amount of the determination of the dependent variance has increased by 0.135. Also with the entrance of the third variance in the regression equation, the amount of the determination for the dependent variance has increased by 0.031 which in fact means that the amount of 0.031 from the change (R^2) have has been added to the second model. Therefore, the amount of change in (R^2) is <0.05 and is significant. Meaningfulness and collaboration indicate that these three variances are significant in empowering workers. Therefore, the three presented models are confirmed in this test.

Operational methods for empowering workers

In-service training: Today, training human resources is stressed upon as an effective step in sanitation and empowerment of the workers by organizations, especially

Table 12: Results of standard and non-standard variances

Models	Non-standardized coefficients (B)	SE	Standardized coefficients (β)	t-values	Sig.	Correlations		
						Zero-order	Partial	Part
Constant	1.696	0.204		8.332	0.000			
Competency	0.507	0.058	0.537	8.736	0.000	0.537	0.537	0.537
Constant	0.612	0.246		2.486	0.014			
Competency	0.372	0.056	0.394	6.606	0.000	0.537	0.435	0.367
Meaning-fulness	0.392	0.059	0.394	6.605	0.000	0.537	0.435	0.367
Constant	0.460	0.245	1.877	0.062				
Competency	0.366	0.055	0.388	6.661	0.000	0.537	0.439	0.361
Meaning-fulness	0.271	0.069	0.272	3.933	0.000	0.537	0.277	0.213
Collaboration	0.192	0.059	0.215	3.250	0.001	0.463	0.232	0.176

*Dependent variable: prevention

learning and dynamic organizations. In-service training causes the establishment of confidence and self-value and ultimately work-satisfaction in the workers by providing the needed knowledge and skills to effectively incorporate their duties. The result of this process is the higher efficiency of the organization. Also, the in-service training can create social investments by empowering workers because each worker is a member of the society who if empowered, will be considered among the social investments. In-service training of the workers is incorporated in one of the following ways.

In-service training in the work place:

- Apprenticeship
- Internship
- Private tutoring
- Intermittent training
- Training classes
- Job circulation
- Assisting system

In-service training outside the work place:

- Attending scientific conferences
- Training in simulated environments
- Incorporating professional studies
- Attending speeches
- Attending work seminars
- Utilizing computer training sets

Sharing information with the workers: One of the other methods for empowering workers is to share information with them. Sharing information for the empowerment of the workers is to share the information of the organization with the workers. Sharing information with the workers is not only a necessity but also causes the establishment an environment of trust, intimacy and responsibility. This sharing not only causes the sense of attachment, collaboration and ownership toward the organization but intrigues the workers to use the information to improve the operation of the organization.

By giving them more information, they will feel that to work, they need a goal, a goal of efficiency, problem solving, innovation or developing a project. Of people were collaborating in the process of setting these goals, eventually they will see themselves as partners and owners of the business and accept the responsibilities that are necessary for the empowerment. To share information with the workers, the following measures seem necessary:

- Informing workers of the information related to the operation of the organization and helping them to understand the nature of the business
- Creating trust in the workers by sharing information with them
- Expanding and empowering the self-observation methods and reducing hierarchical supervisions
- Regarding the mistakes of the workers as opportunities for learning

Developing personal dominance experiences: Bandora realized in 1986 that the most important thing an executive can do to empower others is to help them experience their personal dominance over some challenges, situation or problems. By successfully incorporating this, defeating an opponent or solving a problem, the workers will develop a sense of dominance in them. Personal dominance can be encouraged by the opportunity to incorporate successful projects that lead to the desired goals. The key to begin this is to use more simple tasks and then, going to more difficult projects so that the person will feel the dominance over all of the complications of the problems. To achieve the above mentioned method, the following steps are necessary:

- Dividing big responsibilities to separate parts and giving each one of them at a time
- Giving more simple responsibilities before difficult ones
- Praising small successes
- Elevating expansion of working responsibilities
- Giving increasingly more responsibilities for solving problems

Applying social and emotional support: Supporting means to be confirmed and accepted by the executives and colleagues in the organization and usually is reached by participating in organizational networks. Supporting networks include the chairman, colleagues, subalterns and members of the working group. Executives must praise and encourage them, accept them, support them and reassure them. In the year 1997, Bandora, after doing another analysis realized that an important part of the sense of ability is to have responsive and supportive executives. Executives who want to empower their workers must appreciate their work. They can write letters or notes to the workers, members of their unit or even their families to show that the good work of the person has been appreciated. Executives can also provide feedbacks for their abilities and competency. They can get social support from other for their workers by creating opportunities in which workers will be able to become a member of a part of a group or social unit. They can regularly hold ceremonies to reward the successes of the workers and listen to the ideas of the workers and try to understand their feelings and opinions. Therefore, executives can empower their workers by giving them the impression that they are accepted and considered valuable assets and inseparable parts to the organization (Abdollahi and Ebrahim, 2006).

Setting examples: Another way to empower workers is to set examples or show the right patterns of action. Bandora realized that watching successful people in challenging activities is a powerful motivator for others to believe that they also can achieve success. This causes the workers to consider their tasks doable and to know that the job is in the range of their abilities and success is within reach. To present a proper pattern of action, the following items are necessary:

- Showing the right way to successfully incorporate the tasks
- Paying attention to other successful workers
- Utilizing different working pattern for playing roles
- Using help from trainers
- Establishing a consulting relationship with workers

Team work: This phenomenon, because of the spirit of collaboration and synergy which has been given attention to in recent years is one of the results of dividing the responsibilities in different tasks in the past. Therefore, it is very important in terms of empowerment. To reach team work, the following items are necessary:

- Determining the issue among the appointed working group

- Determining the goals by the collaboration of the workers themselves
- Determining the needed time and place for gatherings for presenting feedbacks about the efficiency of the activities
- Stressing on positive points and valuing success and desired results

Building trust: The last method for empowerment is to build a sense of trust in the competency of the executive. Trust is the most fundamental feeling that each person can feel. Trust is the substructure of empowerment and the basis for leadership. It is not worthy to misuse the trust of others and betray them. To reinforce the trust among the workers and executives, the following items are useful:

- Attention and respect to the views of the workers
- Encouraging workers to freely transmit information
- Providing facilitation of access to the executives of the organization for the workers
- Giving freedoms to the workers to present suggested plans

CONCLUSION

The resulted information from the distribution of the questionnaires was analyzed through the SPSS Software. The results of the impacts of training in empowering the workers of Ilam gas refinery reveal the meaningfulness of this relation and the impact of training on empowering the workers. In fact, the results show that the workers training variance is directly effective in the empowerment variance and its aspects (significance, collaboration, the right to choose, competency, effectiveness and trust) and this means that increasing the level of changes in the method and amount of workers training leads to the increase of empowerment level of the workers in Ilam province gas refinery.

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