Original Article

Employees Empowerment through In-Service Training

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ABSTRACT

In recent decades, empowerment has become one of the concerns of managers, because managers' workload has been increased rapidly. Therefore, managers need to rely on their subordinates; *The in fact the working conditions and competitiveness of organizations force managers , more than anything else to empower employees so, nowadays empowerment is the most amazing approaches of to human resource development is leading to the development of human resources and organization. Empowerment is a constant movement and its importance is steadily increasing because the basis of the business today is along with social changes, technological development and competitive environment demand and organizations need to people who provide the best use of advanced technology, find innovations to improve their products and services. Due to the changes that occur in the world and in order to adapt these changes, experts thought to do for "human Resource training and development". In fact in-service training was considered as best managers 'tool to deal whit these changes .Hence ,it was decided to do substantial investment on employees .these investments were for human resource training In truth training in the best utility managers to deal with these changes was considered. Therefore, it was decided to pay substantial investments in human beings. The aim of investments was to train manpower. Training is used, with the objective of improving the quality of skills, knowledge and attitude that lead to empowerment of employees in doing their task and success of organization. In-service Training is effective in increasing of job satisfaction of employees in addition impact on the enhancement of effectiveness and efficiency of human resource. Because each employee in his turn is interested in the development and well acquainted with the latest scientific achievements in the area of his desired specialization, in order to raise the quality of their work and be fruitful. In other words, training makes a person more compatible with the environment and work organization and would bind him to his duties and thereby leads to increase employee satisfaction .Training is not only academic training but includes in-service training. In this article we explore the ways to empower employees through in-service training.*

Key Words: *training, organization of training courses; Empowerment, Employees.*

INTRODUCTION

Employees Empowerment means to encourage them to more participation in the decisions making that affect their activities. That means to provide a space for employees to be able to create good ideas and convert them to action. Empowerment is a critical element of business in the modern world. The objectives such as being closer to the customer, improve after-sales service, offering continuous innovation, increase productivity and gain a competitive field will be achieved for the organizations that have found new ways to empower the people.

The role of skilled and efficient manpower is obvious and undeniable in achieving the goals of the organization, and no doubt that the wealth of a country and a better sense human capital appears in the form of skills, organizations and their motives. Managers should accurately identify the motivation factors in their incitement in order to make use more of employed manpower, and try to further this ability on track of organization's goals (Reyahi, 2004).

The experience use of the term empowerment so-called industrial democracy and engage employees in the decision-making of organization under titles, team making, participation and total quality management. This term became the topic of day quickly in 1980 and by theorists such as Chon Konger &

Kanng was developed v (1988), Espritice (1995), Kenneth Blanchard (2000), John P. Carlos (2000) and Alan Randlf (Meher Alizadeh&Chini Pardz,2004).

The term empowerment has been more common since 1980s onwards, in the past few years have referred to the concept of empowerment in many books and articles and using this term for anything has become usual from group formation to decentralized organizations. Empowerment has roots in psychology, sociology and the sociology and religion that go back to decades, even centuries past (Mehr Ali Zadeh, chini parda, and 2004).

in recent decades; empowerment has become one of the concerns of managers, since managers' workload has increased rapidly. Therefore, managers must trust their subordinates in fact working conditions and competition of organizations force managers to employee empowerment more than anything else. So that today it is one of most miracle approaches of human resources development that leads to the development of human resources and organization .Empowerment is a constant movement and its importance is steadily increasing because the basis of the business today, along with social changes, technological developments and competitive environment that demands.

Organizations need to people who are able to offer the best combination of advanced technology, and they can find innovations to improve their products and services. (Sabaghian,1374).

Origin of Empowerment – History of Empowerment

The Empowerment term has been day motto in two decades of 1980 and 1990. In past a few years it has been indicated to empowerment concept in most of books and articles and applying this motto has been practiced for everything from group organizing to uncontrolled organizations Empowering in subjects such as, psychology, sociology and theology have got roots that refer to past decades even past centuries.

In the field of psychology, Adler propounded the **domination incentive** whit emphasis on effort that individuals for having domination acquisition in their world contact. The similar concepts have been introduced in the past several decades such as **effecting incentive** that is an inner incentive that causes things occur. (Adler A., 1982, P.72).

White psychological **reaction** that indicates to effort for limitations freedom. (Brehim, 1966)

Profound incentive is effort for challenges facing and prevailing on them. (Hartter, 1978)

Personal cause that is motivation for freely performance. (Decharms R., 1979, P.27)

In each of this studies, the root concepts in meaning of empowering means have similarity to individuals inclination to self controlling experience, to attach self importance and believing freedom In sociology the being empowering concepts about most of movements **rights** for example human rights have been fundamental which in that people will fight for their freedom and situation control and personal status In addition to this most of writings that attack to social problem through social change will try to increase their access to a empowered situation. Before this term be current in management in field of political and social science, feminist view and also in the form of dative help to third world country was used. (Solomon, 1976, P.91)& (Bookman & Morgan, 1988, P.61)

The writers of these fields have exploited the term of empowerment as meaning of making available of necessary resources and tools for individuals so that be invisible for them and make use of them in their interests direction. (Nigel Nichelson, 1995, P.155)

In management, the antecedent of using term of empowerment refer to industrial democracy and employees interfering in organizations decision making under various titles of team making, participation, total quality management(TQM). The latest changes that have been accomplished on this subject were named by employees' empowerment. (Hardy Cythia & Leiba & Qsullivin Sharon, 1998, P.51)

Empowerment is not new concept. This concept has come in different cases in most of new scientific resources literatures of management. For example in year's decades 1950, the scientific resource of management was filling of these permissible that managers should have friendship behavioral **human relationship** in front of their employees.

In years of 1960 managers must be sensitive as regard to employees, needs and incentives **sensitiveness training**. In decades of 1970, managers must ask employees help Employees involvement.

In decades of 1980, mangers had to organizing a group and carry on meetings-the quality rings. (Bayham, 1988)

Pursuing these subjects in years decade of 1990, and thereafter is indicate of that managers should learn that how expand empowerment. But in spite of emphasis on different shapes of employees' involvement and empowerment, still the power of employees' empowerment has not been generalized in skills collection of most of managers and empowerment will be seen much merely in front of whatever advised. (Cameron & Whetten & Kim & Chaffee, 1987)

The Need for Empowerment

The enterprise will be attacked from inside as well as outside, financial managers feel that they are not treated truthfully from internal part of organization, they have been disillusioned and disappointed and organization have more expectation and will change the play rules regularly and in fact employees seek for more meaningful work and they ask for more clearness and accuracy and they are asked for more self-finding, self-actualization. The organization should conformity itself whit changes and grows and learns new ways in order to range oneself. Employees are not sure with their responsibilities and guaranties and that who has been tied up in this between is management who feels has between new demand from outside of organization and should employing a groups so that the organization may do his duties well.

The empowered enterprise should have following specialization:

- It should add to job containing.
- It develops skills and job containing duties.
- It makes favorable basis for creation and innovation and interstice.
- The employee will do complete work instead of part of that.
- It secures customer satisfaction.
- It provides field for market direction finding.

In world new economic, the quick changes is fundamental reason for creation new looks in work environment and binds organizations, in charges in order to permanence Review their management system.

in addition to technology has progressed and most of consumers have more demand, management of organizations need to flexible polices so that encourage individual responsibility and innovation and let employees to be responsible for their work because these are designer that they are affected from organization and they effect on it too. They are expecting to participate in organization's decision making, they are desirous for truth and clearness and they want more self- finding and self-actualization.

Therefore managers should behave in such way that meets the employees, expectation and also organization's goals. This can be done through empowerment and in case making use of that not only employees, guarantee and faithfulness to organization become more but also behavioral such as justice, compatibility and harmonious whit group will be seen on them. (Mohammadi Rakhshande, 2000)

Principles of Empowerment

Guiding principles always can act like studying glass so that the articles can be read and understand with better vision or like a lampion which keep the way light in darkness. According to empowerment definition, the protecting methods and executive methods, LEAP management style (leading, empowerment, evolution, partnership) the empowering behaviors and roles can have some advantages for organizations and managers.

The twelve principles of empowerment almost have harmony with whatever experts say. These principles are as follows: (Aghayar Sirus, 2005, PP.111-129)

- For exercising of empowerment there is not any magic formula or standard prescription. The empowerment exercising has specific specialization.
- Empowerment is at service of a goal: empowerment is a tool for achieving goal and it is not goal. Empowerment helps to employees to help to their organization and themselves and give meaning to their job and pride feeling so that they can be able do the work desirability.
- Empowerment should be managed: Do it and be sure that it is exercising.
- Empowerment when can act well that be biased on values: when more energy can be achieved from empowerment that management be acceptable by employees.
- The confidence and commitment are considered as two key points: with capturing employees, thoughts and sprit can provide their participation in giving suggestion and make their efforts and faithfulness multiplied.
- Managers and supervisors should be empowered same as employees.
- With work frontiers definition can make clear the authority limits of employees and with obstacles removal the conditions of this work will be available.
- Communications and information: are vital arteries or empowerment life source.
- Empowerment training is something more than mandatory actions, make employees ready for more participation and performance level improvement, and make employees understand that if the organizations spend for them that are because, it grants more value for them.
- The tutorship and making clear are more effective than control and supervision especially when you want encourage employees in participation and growing them.
- Empowerment is difficult process and it necessitates of spending more time, because cannot change beliefs, polices, working methods, organizational structure and behaviors easily.

- The honor and appreciating employees is necessary for future success. The employees should be thanked sincerely so that the desirable behaviors will be promoted.
- Looking for real management advice about people? Your goal is to create a work environment in which people are empowered, productive, contributing, and happy. Don't hobble them by limiting their tools or information. Trust them to do the right thing. Get out of their way and watch them catch fire. These are the ten most important principles for managing people in a way that reinforces employee empowerment, accomplishment, and contribution. These management actions enable both the people who work with you and the people who report to you to soar.
- Demonstrate You Value People: Your regard for people shines through in all of your actions and words. Your facial expression, your body language, and your words express what you are thinking about the people who report to you. Your goal is to demonstrate your appreciation for each person's unique value. No matter how an employee is performing on their current task, your value for the employee as a human being should never falter and always be visible.
- Share Leadership Vision: Help people feel that they are part of something bigger than themselves and their individual job. Do this by making sure they know and have access to the organization's overall mission, vision, and strategic plans.
- Share Goals and Direction: Share the most important goals and direction for your group. Where possible, either make progress on goals measurable and observable, or ascertain that you have shared your picture of a positive outcome with the people responsible for accomplishing the results.
- Trust People: Trust the intentions of people to do the right thing, make the right decision, and make choices that, while maybe not exactly what you would decide, still work.
- Provide Information for Decision Making: Make certain that you have given people, or made sure that they have access to, all of the information they need to make thoughtful decisions.
- Delegate Authority and Impact Opportunities, Not Just More Work don't just delegate the drudge work; delegate some of the fun stuff, too. You know, delegate the important meetings, the committee memberships that influence product development and decision making, and the projects that people and customers notice. The employee will grow and develop new skills. Your plate will be less full so you can concentrate on contribution. Your reporting staff will gratefully shin-and so will you.
- Provide Frequent Feedback: Provide frequent feedback so that people know how they are doing. Sometimes, the purpose of feedback is reward and recognition. People deserve your constructive feedback, too, so they can continue to develop their knowledge and skills.
- Solve Problems: Don't Pinpoint Problem People when a problem occurs, ask what is wrong with the work system that caused the people to fail, not what is wrong with the people. Worst case response to problems? Seek to identify and punish the guilty.
- Listen to Learn and Ask Questions to Provide Guidance: Provide a space in which people will communicate by listening to them and asking those questions. Guide by asking questions, not by telling grown up people what to do. People generally know the right answers if they have the opportunity to produce them. When an employee brings you a problem to solve, ask, "What do you think you should do to solve this problem?" Or, ask, "What action steps do you recommend?" Employees can demonstrate what they know and grow in the process.

Help Employees Feel Rewarded and Recognize for Empowered Behavior When employees feel under-compensated, under-titled for the responsibilities they take on, under-noticed, under-praised, and under-appreciated, don't expect results from employee empowerment. The basic needs of employees must feel met for employees to give you their discretionary energy, that extra effort that people voluntarily invest in work.

Dimensions of empowerment

According to research by Thomas and without (1990) four dimensions of empowerment has been considered. These dimensions include self-organizational feelings, meaningfulness or significance, perceived feeling (self-efficacy), and the effect is. Mishra (2010) afterwards added the trust to the above elements.

So the five dimensions of empowerment are as follows:

1. Self organizational-feeling

Self- organizational defined in individual's ability in choosing in method implement and organizing of his activities. When people voluntarily become involved in their work, they feel Self- organizing. These people rather than fee their activities predetermined or they are controlled from outside. They see themselves as locus of control.2. Feelings of competence (self-efficacy):

This sense of competence is a belief in his abilities to perform his work subtly. These people feel that they can carry out their duties masterfully. Some authors believe that this feature is an important element in empowerment.

3. Impact or personally accepting personally the result.

The empowered employees have self- control on results. They have a strong sense of active control. They are in this belief that by influencing on their working environment they can make change in created results.

4. Significant:

Significant means of relation between objectives and working duties with ideas and standards considered by employee the business activities of these individuals in their value system is important. Empowered employees enjoying of good morale and a kind of sense of personality importance in performing their duties significant challenge activities provide a kind of oriented feeling, excitement or mission.

5. Trust

Empowered Individuals are of a sense in the name of trust. The meaning of this feeling is that they have confidence that authority or owners of power centers' operators will not harm or damage them and they will be treated fairly In other words, trust means a sense of personal security. Research regarding trust has shown that people who rely on trust feeling more to replace the honesty and sincerity with superficiality and ostentation. (Ali *et al* 2012.).

Summary of empowerment can be seen in the table below

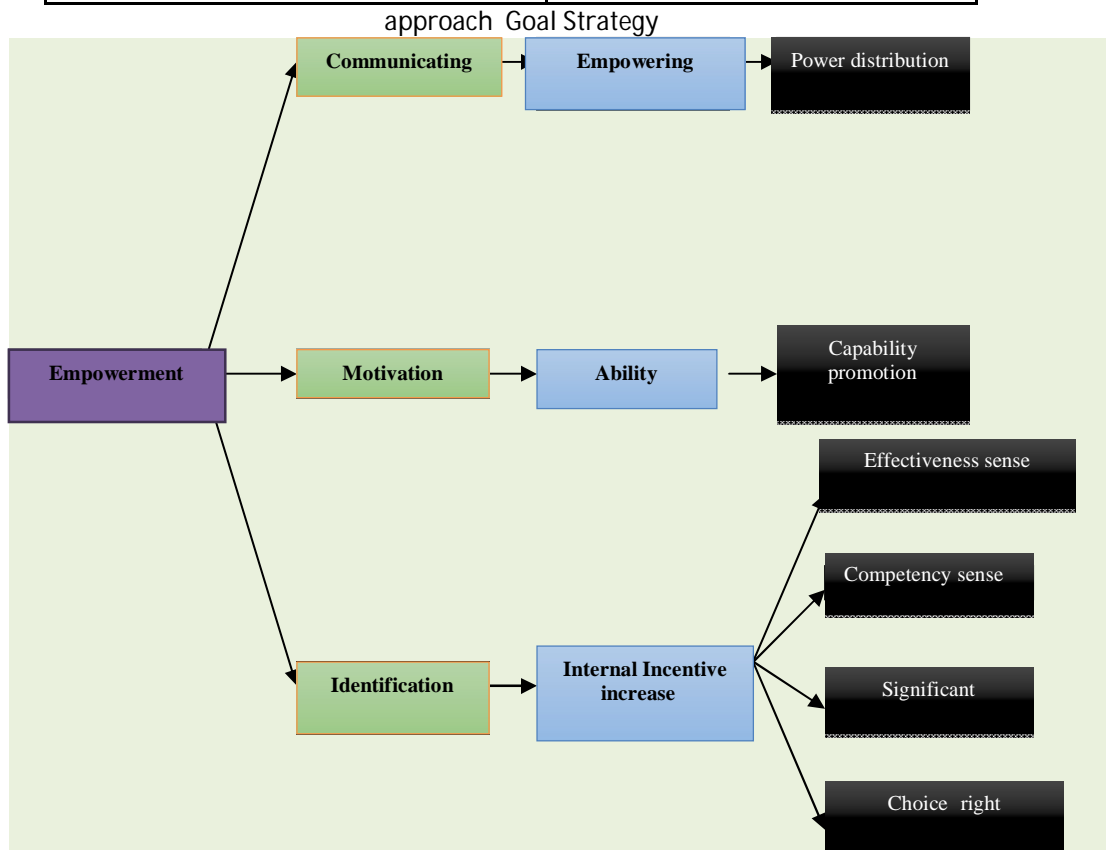| Element	Dimension
sense of personal competence	self effectiveness
Personally accept sense	Self-assembly
Effectiveness ability sense	result Personal accept the
Valuable work Sense	Significance
security feeling	trust

Figure 1: Different approaches to Empowerment Employees

i- Service training

It is a systematic effort to coordinate wishes, Interests and future needs of the organization, in terms of hat is expected from people? However, any way that we can define in-service training, the main essence of

the organization is to increase the efficiency of all employees and to make adaptation with the environment, and as a result, to increase services (Ghelich Lee, 2007). In today's world, technology is changing and progres at an unimaginable pace s, the communities that do not consider these changes that will not be any more that they find themselves alienate from what is happening in the global society. Organizations need to human force consistent with these changes, it is Obvious, and new technology has characteristics that have differed from the status quo is sometimes enormous. Therefore it also requires new knowledge and skills. What is the very necessary do for training and learning knowledge and skills needed to address these changes? (Shabani,1996).

One of the scientists in this field, writes: If we accept that most of the wealth of an organization, is human force, and if this matter be true that employees of every organization are the most determining factor for its survival and life continuation, So it should be say that to create the best conditions for greater productivity of most of organizations depends on the development ability and nurture internal complete talent of employees.

By definition, in-service Training is to improve training and education activities of employees related to their area of expertise that mostly or exclusively occurs for the purpose of apprenticeship, skills achievement and change their professional skills and attitude change. (Safavi, 2003).

In importance of training can be said that training is management indeed. This means that without employees training, the foundation of management is unstable and will collapse.

Therefore employees training is a vital and indispensable that must continually be consider with the whole process of management so that other activities of management can be beneficial .(Abtai,1997).

Various Types of training for employees

General y the trainings that are provided in different organizations can be placed in three general categories:

A) pre-service training

B) Initial training service

C) In-service training

Pre-service training:

Pre-service training is the kind of training that provides to individual before his entering and employment in to organization. The main purpose of this type of training is increase or creates required abilities **and** adequacy so that in this way to prepare people for engaging in particular jobs. This training is mainly do not designed and implemented based on of organizational problems and issues but the original purpose of providing them is training of required manpower is of various occupations in organization.

In these training the general and comprehensive expertise related to working environment will be thought and the organization themselves attempt to establish educational institutions related to their choice in form of training package. The duration of these courses may be a period from three months to one year. (Fathi-Ashtiani, 2002).

Training at Beginning of service (Briefing)

The training at beginning of employees' service will be done for his general familiarity to the work environment. The main objective of this course is to familiarize employee with the job that will be assigned to him and is related to place where he will work and the employees in this will be learned and acquaintance environment of work, duties, responsibilities and their rights of generally, the way to establish a safe relationship of employee with his organization . The duration of this course usually will be considered ″60 hours mandatory. (Fathi-Ashtiani, 2002).

In-service training (**after** entering service)

In-service Training according to the organizational term is called to the training that takes place after the individual's employment, and its purpose is to prepare people for their better enforcement responsibilities and improve their capabilities and skills. The job training means training during service, Purpose of such trainings , employment opportunities, awareness of tasks and responsibilities, providing the skills, ability to upgrade to more jobs and adapt to the new situation, Their career education and training and improvement of teaching and learning excellence and readiness for retirement and education administrators (improved management) are split. (Fathi-Ashtiani, 1381)

The concept of the job training

Like many other concepts that are dealing with complex realms of human activity the in-service training is a controversial concept about which there is no agreement. In other words, in different countries and even different organizations considering the scope of in-service training, of employees provide Different definition and perception of the term is provided.

John F. Mi, in the definition of job training, said training is systematic improvement and continuous of employees and help to employees in terms of knowledge, skills and attitudes, behaviors.

Guthrie &Pierre consider the in-service training as kind of systematic effort that its main objective consist of coordination Harmonize and align their wishes, interests and future needs and goals of individuals with the needs of ¬ in ¬ the things that people would expect .

Goldstyn consider the in-service training as process of the systematic acquisition of skills, rules, concepts or attitudes that with lead to improved performance of employees in the workplace. (Zareh Matin, Elias and sanati,2007).

Objective of in-service training

The goal of in-service training is to equip the learners (nutrition educators) with the knowledge and skills they need to teach methods for changing diet-related habits that will ultimately improve the nutritional status of the target group. Learners may include nutrition education professionals, paraprofessionals, volunteers, teachers, community members or agricultural workers.

In-service training must provide trainees, who will be educators in the future, with the skills they need to perform needs assessments, to collect and consider information germane to the problem being addressed, and to plan and implement their efforts accordingly. In-service training is best accomplished when specific learning objectives are identified on the basis of findings of a needs assessment, a specific population is targeted, and appropriate expertise is available to teach the teachers. Geographic, population, economic, and agricultural differences both among and between countries influence both the specific goals and objectives of these efforts, and the methods employed.

The types of nutrition education in-service training include public health efforts involving entire communities or specific sub-groups, research studies, and continuing education with no specific end in mind. Gathering information about a program after it has been completed is the most-often used approach in evaluation, and is necessary to judge ultimate value or results.

Criteria have been provided for evaluating in-service educational programs before, during, and after implementation. The usefulness of these criteria was keyed to specific evaluation purposes. These have been offered to make the evaluation process more systematic, easier to plan, and more effective in promoting planned change through Extension.

However, with in-service educational programs, a word of caution must be issued. Once an individual gets back to the regular work situation, any attempt to measure the impact of the training in terms of application of concepts will need to take into consideration the relative impact of competing and complementary forces that potentially influence the practice under consideration, and the individual - ness of outcome from training[3]. Some of the criteria useful at this stage are:

1. *Level of participant enjoyment:* How well did the participants like the program? How interested and enthusiastic were they about the training?
2. *Increase in learning:* What principles and facts were understood and absorbed? What attitudes were affected? In what skills did participants become proficient?
3. *Behavioral changes:* What principles have been put into practice on the job?
4. *Organizational benefits:* Is the problem that precipitated the program still present after the training has been done? (Here we are usually looking for payoffs such as increase in county support for programs. improved morale of staff, reduction of costs. more and better-targeted programs, etc.).

Criteria Keyed to Evaluation Purpose

No evaluation would focus on all the identified criteria at any one time. It's a waste of resources to gather more data than required to answer specific questions for specific courses of action. Some of the more common purposes of evaluation are Improvement of training, organizational accountability, impact assessment, and cost/benefit analysis[4]. Table I shows the specific criteria most appropriate for these four evaluation purposes.

Table 1: Criteria Keyed to Evaluation Purpose

Evaluation Purpose		Criteria	
	Stage	No.	
Improvement of training programme	I	3	Content/Activities
	I	4	Preprogram publicity

	I	5	Staff competency
	I	7	Evaluation
	II	1	Participants
	II	2	Implementation as planned
	II	3	Facilities
	II	4	Instructors
	III	1	Participant satisfaction
	III	2	Participant learning
Organizational accountability	I	1	Objectives
	I	2	Training as problem solution
	I	6	Resources
	II	1	Participants
	III	3	Participant practice change
	III	4	Organizational benefits
	III	3	Participant practice change
	III	4	Organizational benefits
	I	6	Resources
	III	3	Participant practice change
	III	4	Organizational benefits

SUMMARY

Criteria have been provided for evaluating in-service educational programs before. During, and after implementation. The usefulness of these criteria was keyed to specific evaluation purposes. These have been offered to make the evaluation process more systematic, easier to plan, and more effective in promoting planned change through Extension.

Reasons and the need for job training

Obviously, the need for training in organizations is not hidden to anybody "John Dybvld", "graham", "Bm Boss" and "ji Avkan" and others, everybody listed the reasons and necessity for training in the organizations in this topic has been tried to refer to the views of four experts briefly which are as follows: 1."John Dyblvd" is discussed the reasons and necessity of training in organizations as follows. "BMW Boss" and "ji Avkan" to point out that there are three main factors that have made the employees training activities necessary:

 1. **Technological advances:**

 To mechanized and automation of an organization is essential for its survival. In addition, employees training for basic skills are needed and important.

2. **Complexity of the organization**:

With the increase in industrial automation and technology development, many organizations turned to a complex organization. ¬ this complexity makes the essential the training and necessity   at all levels, from top managers to workers.

 Human Resource Relations

Growth and organizational complexity leads   to arising of human problems such as alienation, interpersonal and inter-group problems, etc. is. That's why training is needed for solving human problems in organizations (Bazaz Jazayer, 2004).

Training patterns**:**

Many models have been proposed on the job training will be discussed as follows. Pattern generally consists of information, data or principles in the form of verbal, visual, or mathematical categories are Object, concept or situation, or to introduce or describe a certain phenomenon can, on the brighter set of features that can be used to model phenomena that are to a certain image. (Alaghemand, 1997)

Here to mention **two** points are essential.

1. The models can be descriptive or prescriptive. Descriptive pattern seeks to describe the current status and its conceptualization, while prescribing patterns seeks to introduce or consider a certain perspective or perception that is not Precedent or t innovative. Therefore the training patterns can be either descriptive or prescriptive. Training descriptive patron conceptualizes the current status in organizations and t the normative pattern introduces certain principles and processes for the application in organizational training.

2) the importance and necessity of training patterns due to the multiple roles that these patterns play in the planning process manpower training .Obviously, each pattern may play one or more roles to and expect to fulfill all the above said from a model largely irrational,. So because of reason the review and study of provided patterns becomes necessary for in-service training.

 Discussion and conclusions

Some time we consider, motivate to see, when the amazing achievements that obtained of small things three is no small things in this world ... "Brosberton."

Modernism is a principle and is the Process upon which enables us like a whirlwind, to the continued growth and shifts upward in order to continue to oncoming advancing , along with continually over the continued tornado. According to another aspect of the new neck is essential. The aforementioned aspect is self- consciousness that supervises the effort of human and will lead the dynamic to the climax.

In-service training leads to increase in work efficiency and saving time, there should be some arrangements to do accurate assessment toward impact of in-service training on work efficiency increase and quality. In- Service training also has a great effect on increasing the creativity and innovation strength of employees, To create, maintain and enhance the strength innovation and creativity of employees and establishment of innovative and dynamic organization in addition to special program designing in addition to innovative skills training in organization , there should be some actions towards encourage the innovative suggestions of employees through encourage employees; initiatives towards the creation of proposals .

Passing the training period, largely is effective to change of employees' perception connected with job activities and studies have confirmed the short-term and ongoing training makes employees firstly, be compatible to rapid changes due to new advancements ,Secondly, they can be more effective in their workplace with knowledge and skills achievement , This matter finally leads to create and develop a positive attitude about the employee's current job and ,in fact guarantees the success of the organization along with new developments.

Therefore, the design and implementation of training courses according to the needs of the organization and based on its accurate need assessment is of important and top priority, In order for an organization to survive and expand in today's competitive world.

In-service training is greatly helpful in improving the colleagues' collision. It is better to do design and implemented the communication skills and organizational behavior programs based and its effectiveness be evaluated. Short-term training of employees in the workplace is effective in improving employees 'performance.

 The human force tracing's Experts have mentioned the in a variety of goals for training , In conclusion, these objective can be named as follows: coordination with changes and developments of scientific and technological progress ,harmony with economic, social, cultural and political society changes, and developments ,the evolving needs of the community and client, development of perception skills, Human Relations and Technical, acquire the right attitude of and the readiness for change in cognitive development organization, and overall vision towards the organization to provide human resources in order to replace the people rather than the new service.

systems coordination, provide cross-promotion, promotion and job rotation occur talented workforce and potential workforce - developing production quality and quantity of human resources to increase the effectiveness and efficient attitude of the staff proper utilization of the features in avoid work injuries.

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