The impact of skill trainings on employees’ tendency to entrepreneurship (case study: General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan)

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Abstract

This study aims to examine the impact of skill trainings on tendency to entrepreneurship among employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan. The target population of the study consists of all employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan that includes 123 experts and middle managers. All employees were examined as a sample through census. The methodology of the study was descriptive and correlational, and it is an applied research in terms of purpose. In this study, two researcher-made questionnaires of skill trainings and tendency to entrepreneurship are used. The findings showed that the attitude of skill trainings (training programs, skill trainings, skill knowledge and skill) was effective on tendency to entrepreneurship among employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

Keywords: employees’ tendency to entrepreneurship, skill trainings, General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
Introduction and importance of research
If training is assumed as investment in manpower, then the direct and positive relationship between economic development and application of skill and expertise of manpower as one of the most important production factors, Investment in manpower can be classified as investment in creating skills, expertise, creativity, or investment in order to increase personal ability and physical health. The results show that skill trainings significantly succeed to create skilled and self-employed workforce and also can be a shortcut to develop human capital. Therefore, one of organization’s duties is to teach skill trainings effectively.

In addition to positive behavioral changes, training increases productivity, efficiency, social movement, career progress, creativity and innovation. Hence, most countries attempt to develop and advance comprehensively by paying attention to training human capital in different expertise and fields and also employing them in the labor market. On the other hand, manpower as the most important organization capital should be prepared and trained in accordance with external and internal environmental changes; this preparation is provided by strengthening expertise vision, knowledge and skills. So naturally these capitals are the source of any change and innovation (Malek Mohammadi, 1998). In fact, learning and skill synergy have been essential tools of mankind for the promotion of human lives and inspiring the dynamics to the body of society. Today, investment in training, as a decisive strategy, plays a significant role in the socioeconomic development of societies, to the extent that changes in the community’s development indicators is directly related to human capital. The research conducted by Rasheed examines the role of training on increasing particular attitudes and entrepreneurial characteristics. For this purpose, he divided people into two experimental and theoretical groups and implemented particular entrepreneurial trainings for the first group. The results indicated that experimental group obtained significantly higher scores of entrepreneurial scale (quoted by Robinson et al., 1991). This research seeks to understand entrepreneurial capacities of the employees of General Directorate of Cooperatives, Labor and Social welfare in Kurdistan and recognize the skill trainings of the staff for taking a step to increase employees’ awareness. This General Directorate as the responsible of employment in Kurdistan, which is one of deprived provinces, needs further research in order to implement its organizational plans and goals; because increased awareness of important intra-organizational issues will resolve the problems.

Theoretical Framework
The main achievements of entrepreneurship in community development are job creation, welfare, wealth creation, and recognition of appropriate employment opportunities. Promoting the culture of entrepreneurship is a necessity for any society needs attention to training in the field of entrepreneurship. The unemployment crisis as a problem heavily affects all economic, cultural and social aspects of a society and sometimes leaves irreversible effects. The unemployment rate for men and women throughout the world is at a high level (Annick and Hamayli, 2006). Such a scenario about unemployment in Iran is true in different sections; unemployment has grown dramatically in our country especially among educated groups. According to the research, one of the problems in higher education sector is a gap between industry and academic education as well as inconsistency between the trainings and labor market requirements that lead to continues increase in unemployment rate of educated groups; however, there are several reasons for this
problem. But one of the most important reasons is the lack of labor market skills (Niroumand et al., 2013). So we can say that the human capital needed for different sectors of social system is provided when there is a match between the needs and trainings (Karakaya Plsman and Rexis, 2007).

On the other hand, the revolution occurred in the concept of human capital during the recent decades led to the issue of social demand for training to become one of the most important human concerns. Today, the social demand for higher education is very high in Iranian society for various reasons. Hence, universities and other educational institutions must respond to this huge social need and also the needs and demands of the industry. For this purpose, they should produce knowledge and upgrade trainings in order to apply this knowledge in line with social needs and labor market (Entezarian and Tahmasebi, 2011).

As well, skill trainings play an important role in the formation of human capital through training skilled forces for labor market in different countries. This education in developing countries is not only responsible for training the workforce required in different sections of the economy, but also will help solving the problem of unemployment through self-employment context. In addition, this training course is a shortcut to workforce training. Since this training are separated from experience-based learning by the use of scientific basics and accepted classic methods, the long-run and unscientific way of old trainings became shorter (Avats, 2010).

Entrepreneurial attitudes are measured by achievement, innovation, independence, self-esteem and identifying opportunities (Claus, 2005). Accordingly, entrepreneurship development is important to the extent that governments, according to the development plans, are obliged to pay special attention to entrepreneurship and support self-employment plans. According to the law, every government must adopt necessary measures to reform the education system for the promotion of ability, creativity, skill, innovation, risk-taking, entrepreneurship, and creating the spirit of learning and research in university graduates. Also, development plans mandated the governments to promote the development of education quantitatively and qualitatively, training of skilled and knowledge-based, creative and entrepreneurial manpower in accordance with the software movement. Preparing multi-sectoral document of employment development to reduce unemployment is among the country's development program. Employees’ tendency to entrepreneurship causes their skill, self-esteem and knowledge to be converted into ability and idea. In this regard, the present study aims to examine the impact of skill trainings on tendency to entrepreneurship among employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

**Literature and Research Framework**

Molaei and Hossein Zadeh and Khosravi Babadi (2014) examined the relationship between knowledge management and organizational entrepreneurship in the Education Organization of Saveh. The result shows a dramatic and positive relationship between knowledge management and its aspects as well as organizational entrepreneurship. In addition, they concluded that knowledge management is a potential source for training and ultimately helps to improve entrepreneurship.

Abdolali and Moslemi (2013) in a study entitled “Analysis of the impact of knowledge management on organizational entrepreneurship in Sam Alpha Company of Isfahan” with
samples selected among technical staff and managers found that there is a strong and significant relationship between knowledge management and organizational entrepreneurship. Also, there is a strong and significant relationship between knowledge management components and organizational entrepreneurship as the dependent variable in Sam Alpha Company of Isfahan. According to the results, there was no significant relationship between the use of knowledge as the independent variable and organizational entrepreneurship as the dependent variable in Sam Alpha Company of Isfahan.

Martin et al (2016) in a study entitled "Tendency to Entrepreneurship, Marketing Capability and Performance: The moderating role of competition level in new international economic activity of Latin American" showed that the intensity of competition plays an important and positive role in the relationship between tendency to entrepreneurship, marketing capability and performance. Zaheer et al (2015) in a study entitled "tendency to entrepreneurship and performance: the mediating role of innovation and differentiation" found that there is a significant relationship between tendency to entrepreneurship and performance and this relationship affects the differentiation and innovation strategy as well.

Michela et al (2015) in a study entitled "Understanding the effect of tendency to entrepreneurship on the performance of SMEs: the role of financing structure" showed that there is a significant positive relationship between tendency to entrepreneurship and performance of SMEs. The financing structure plays a moderating role in the relationship between tendency to entrepreneurship and performance.

Lisbua et al (2015) in a study titled "tendency to entrepreneurship and performance: fuzzy analysis of setting" showed a significant positive correlation between tendency to entrepreneurship and performance. Fuzzy analysis is an appropriate way better than the old methods for analysis of the relationship between entrepreneurship and performance.

Akmeliah and Bagheri (2011) in a study entitled “self-efficacy belief and entrepreneurial attitude of vocational high school students in Malaysia” with a population of all high school students in Malaysia showed that these students have high scores in entrepreneurial attitude components such as self-esteem perception, achievement perception and sense of achievement. The findings also revealed that the average score of the students’ self-efficacy belief is in the range of moderate to excellent. They addressed the importance of correct teaching and learning strategies to improve the entrepreneurial attitude and entrepreneurial self-efficacy belief of the students.

Gibson et al (2011) in a study entitled “Comparing entrepreneurial attitudes of students in colleges and universities” showed that university students had achieved attitudes stronger than college students. University students also reported that they are more prepared to start a business and they want to start their own business. They are significantly likely to start their business compared with the college students. Considering the above, research hypotheses are as the following:

- There is a significant relationship between skill trainings and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
- There is a significant relationship between skill knowledge and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
- There is a significant relationship between skill attitude and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
- There is a significant relationship between skill and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
- There is a significant relationship between training programs and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.
- There is a significant relationship between skill trainings and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

Conceptual Model

The aim of this study was to investigate the effect of skill trainings on tendency to entrepreneurship. Skill training components in this research include: consistency with the needs, knowledge, attitudes and skills, whose impact on tendency to entrepreneurship was examined. It seems the more skill training is practical and consistent with jobs; it will create more tendency to entrepreneurship.

Figure 1: Conceptual model

Research methodology

The methodology of the study was descriptive and correlational, and it is an is applied research in terms of objective. Applied research aims to develop practical knowledge in a particular field.
In other words, applied research leads to the practical application of knowledge (Sarmad et al., 2005: 79). The research method is a field study.

**Population and sample:** The target population consists of all employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan that includes 130 experts and middle managers. All employees were examined as a sample through census of which 123 completed the questionnaire.

**Research tools and data gathering method:** library resources (books, articles, conferences and online resources) have been used in this study to collect data about theoretical framework and literature. In this study, two standard questionnaires of skill trainings and tendency to entrepreneurship are used to collect information. Measurement tool in the present study is a standard questionnaire that some of questions have been already used by other researchers and some questions are prepared by the researcher with the help of advisor and supervisor and also considering the opinions of scholars. Its formal validity was also confirmed. The structure of the questionnaire has two groups of demographic questions and standard questions of tendency to entrepreneurship. The reliability of the questionnaire of tendency to entrepreneurship and skill trainings was obtained 0.75 and 0.81 through Cronbach’s alpha.

**Findings**

**Data normality hypothesis**

In Table 1, data normality has been investigated using Kolmogorov-Smirnov;

<table>
<thead>
<tr>
<th></th>
<th>Tendency to entrepreneurship</th>
<th>Skill knowledge</th>
<th>Skill attitude</th>
<th>Educational planning</th>
<th>Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal Parameters</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td>123</td>
</tr>
<tr>
<td>Mean</td>
<td>3.5433</td>
<td>13.7527</td>
<td>3.2849</td>
<td>3.5797</td>
<td>3.7459</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>1.42437</td>
<td>3.08889</td>
<td>1.47096</td>
<td>1.05562</td>
<td>1.3275</td>
</tr>
<tr>
<td>Absolute</td>
<td>.246</td>
<td>.142</td>
<td>.280</td>
<td>.273</td>
<td>.226</td>
</tr>
<tr>
<td>Positive</td>
<td>.140</td>
<td>.096</td>
<td>.141</td>
<td>.140</td>
<td>.119</td>
</tr>
<tr>
<td>Negative</td>
<td>-.246</td>
<td>-.142</td>
<td>-.280</td>
<td>-.273</td>
<td>-.226</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
<td>2.725</td>
<td>1.571</td>
<td>3.106</td>
<td>3.024</td>
<td>2.510</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.068</td>
<td>.051</td>
<td>.083</td>
<td>.096</td>
<td>.075</td>
</tr>
</tbody>
</table>

According to the above hypothesis test, the variables are normally distributed.

**The first hypothesis:** "There is a significant relationship between skill trainings and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.”

Given the distance nature of measurement scales, linear regression and Pearson correlation were used. The results are reported in Table 2.
Table 2: Results of regression and Pearson correlation test between skill attitude and tendency to entrepreneurship

<table>
<thead>
<tr>
<th>Model</th>
<th>sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
<th>B</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>49.402</td>
<td>1</td>
<td>49.402</td>
<td>30.173</td>
<td>.447</td>
<td>.20</td>
<td>.193</td>
<td>2.12</td>
<td>7.49</td>
<td>.000</td>
</tr>
<tr>
<td>Remaining</td>
<td>198.115</td>
<td>121</td>
<td>1.637</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.49</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>247.518</td>
<td>122</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen in Table 2, sig value is less than 0.01 which indicates the significance of the regression model. According to regression test of the hypothesis, the coefficient of determination (R Square) between skill attitude and tendency to entrepreneurship is 20%; i.e. skill knowledge predicted 20% of the changes in tendency to entrepreneurship. For one unit increase in skill attitude, 0.433/0.20 unit of tendency to entrepreneurship is created.

The second hypothesis: “There is a significant relationship between skill knowledge and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.”

The results of regression are reported in Table 3.

Table 3: Results of regression between skill knowledge and tendency to entrepreneurship

<table>
<thead>
<tr>
<th>Model</th>
<th>sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
<th>B</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>72.175</td>
<td>1</td>
<td>72.175</td>
<td>49.806</td>
<td>.29</td>
<td>.286</td>
<td>.119</td>
<td>.239</td>
<td>7.05</td>
<td>.000</td>
</tr>
<tr>
<td>Remaining</td>
<td>175.343</td>
<td>121</td>
<td>1.449</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>247.518</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

As can be seen in Table 3, sig value is less than 0.01 which indicates the significance of the regression model. According to regression test of the hypothesis, the coefficient of determination (R Square) between skill knowledge and tendency to entrepreneurship is 0.292; i.e. skill knowledge predicted 29% of the changes in tendency to entrepreneurship. For one unit increase in skill knowledge, 0.249 unit of tendency to entrepreneurship is created.

The third hypothesis: There is a significant relationship between skill and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

The results of regression are reported in Table 4.
Table 4: Results of regression between skill and tendency to entrepreneurship

<table>
<thead>
<tr>
<th>Model</th>
<th>sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
<th>B</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>31.882</td>
<td>1</td>
<td>17.890</td>
<td>359.</td>
<td>.12</td>
<td>.122</td>
<td>2.10</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining</td>
<td>215.635</td>
<td>121</td>
<td>1.782</td>
<td></td>
<td></td>
<td></td>
<td>4.23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>247.518</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

As can be seen in Table 4, sig value is less than 0.01 which indicates the significance of the regression model. According to regression test of the hypothesis, the coefficient of determination (R Square) between skill and tendency to entrepreneurship is 0.12; i.e. skill predicted 12% of the changes in tendency to entrepreneurship. For one unit increase in skill, 0.385 unit of tendency to entrepreneurship is created.

The fourth hypothesis: There is a significant relationship between training programs and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

The results of regression are reported in Table 5.

Table 5: Results of regression between training programs and tendency to entrepreneurship

<table>
<thead>
<tr>
<th>Model</th>
<th>sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
<th>B</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>20.290</td>
<td>1</td>
<td>10.805</td>
<td>286.</td>
<td>.08</td>
<td>.074</td>
<td>2.16</td>
<td>4.92</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Remaining</td>
<td>227.227</td>
<td>121</td>
<td>1.878</td>
<td></td>
<td></td>
<td></td>
<td>3.28</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>247.518</td>
<td>122</td>
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</table>

As can be seen in Table 5, sig value is less than 0.01 which indicates the significance of the regression model. According to regression test of the hypothesis, the coefficient of determination (R Square) between training programs and tendency to entrepreneurship is 0.08; i.e. training programs predicted 8% of the changes in tendency to entrepreneurship. For one unit increase in training programs, 0.386 unit of tendency to entrepreneurship is created.

The fifth hypothesis: There is a significant relationship between skill training and tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan.

The results are reported in Table 6.

Table 6: Results of regression between skill trainings and tendency to entrepreneurship

<table>
<thead>
<tr>
<th>Model</th>
<th>sum of squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>R</th>
<th>R²</th>
<th>R²adj</th>
<th>B</th>
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<th>Sig.</th>
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<tbody>
<tr>
<td>Regression</td>
<td></td>
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<tr>
<td>Remaining</td>
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<td>Total</td>
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</tbody>
</table>

http://www.ijhcs.com/index.php/ijhcs/index
As can be seen in Table 6, sig value is less than 0.01 which indicates the significance of the regression model. According to regression test of the hypothesis, the coefficient of determination (R Square) between skill trainings and tendency to entrepreneurship is 0.33; i.e. skill trainings predicted 33% of the changes in tendency to entrepreneurship. For one unit increase in skill trainings, 0.154 unit of tendency to entrepreneurship is created.

Discussion and conclusion

Descriptive statistics showed that nearly 70% of the population are men. Also, most of the population aged between 46 to 55 that is 45% of the population. The highest work experience is 2 to 5 years with 64 people. The most frequent education level is bachelor's degree with a population of 72 people.

The results of the first hypothesis test showed that the skill trainings are effective on tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan in a way that tendency to entrepreneurship is increase by appropriate skill trainings. These findings are consistent with the findings of Azimi (2006), Akmylyah and Bagheri (2011), Gibson, Harris, Mick and Bvrkhaltr (2011).

The results showed that the skill attitudes are effective on tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan in a way that tendency to entrepreneurship is increase by appropriate skill attitudes. It can be said that the more attention is paid to the skill attitudes in training courses, the tendency to entrepreneurship is increased. It seems that the attitude toward a skill can have better context to do these skills. These findings are consistent with the findings of Azimi (2006), Akmylyah and Bagheri (2011), Gibson, Harris, Mick and Bvrkhaltr (2011).

The results showed that the skill knowledge is effective on tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan in a way that tendency to entrepreneurship is increase by appropriate skill knowledge. It can be said that the more attention is paid to the skill knowledge in training courses, the tendency to entrepreneurship is increased. Having special knowledge about a skill can be essential in this regard. These findings are consistent with the findings of Azimi (2006), Akmylyah and Bagheri (2011), Gibson, Harris, Mick and Bvrkhaltr (2011).

The results showed that skill is effective on tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan in a way that tendency to entrepreneurship is increase by appropriate skill. It can be said that both skill and knowledge must be considered in training courses; if more attention is paid to their skill and knowledge, the tendency to entrepreneurship will be increased. Having special knowledge with a
skill can be essential in this regard. These findings are consistent with the findings of Azimi (2006), Akmyyah and Bagheri (2011), Gibson, Harris, Mick and Bvrkhaltr (2011). The results showed that training programs are effective on tendency to entrepreneurship among the employees of the General Directorate of Cooperatives, Labor and Social Welfare in Kurdistan in a way that tendency to entrepreneurship is increase by appropriate training programs. It can be said that training programs must be planned in accordance with gals and practitioners’ plan; if training programs are in accordance with the goals, the tendency to entrepreneurship will be increased. These findings are consistent with the findings of Azimi (2006), Akmyyah and Bagheri (2011), Gibson, Harris, Mick and Bvrkhaltr (2011). The limitations in the present study are as follows:

- Data collection for this study was through questionnaire, which may be associated with the phenomenon of bias in research. It means that the participants may have a tendency to regard themselves higher or lower than their actual situation.
- This study was correlational. It should be noted that in correlational research, the research is not allowed to comment about the causes. It contrary to experimental research that comment about the relationship between variables more confidently, we are not allowed here.

Research Recommendations

Practical Recommendations

- It is recommended that educational programs provided in the course to be tailored with their job information.
- It is recommended that the trainings should create positive attitude and attachment to organizational goals and mission among practitioners.
- It is recommended that the trainings should increase technical expertise.
- It is recommended that the trainings should direct the trainee toward new techniques to improve the guide.
- It is recommended that the skill trainings program to be designed based on job requirements.
- It is recommended that educational programs are based on the results of the needs assessment.
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