COMPARISON OF THE EFFECTIVENESS OF DIFFERENT METHODS OF IN-SERVICE TRAINING ON EMPLOYEES' PERFORMANCE AT THE HEAD OFFICES OF THE MINISTRY OF TRANSPORTATION IN GUILAN PROVINCE-IRAN

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Abstract

In-service training is one of the most effective tools for managers to deal with a changing environment and ensure the right services in service organizations and public that, as be developed and implemented purposeful and in line with the actual needs of employees, performance of employees not only increases but also improve the skills of managers and employees and will follow increase customer satisfaction. The purpose of this study is to evaluate the effect of different methods of in-service training on the performance of employees in executive agencies under ministry of transportation in Guilan province. Research method is field - analytical and its type is practical. This study in terms of classify according to the objectives is descriptive. A questionnaire is used for data collection. The statistical population included all employees of mentioned executive agencies that have been used different methods of in-service training for their training. A method of data analysis consists of two parts: descriptive and inferential statistics. In the first chapter describes the data obtained from questionnaires and then for the main and secondary hypothesis is used the significance of the correlation coefficient and to prioritize the independent variables in terms of respondents is used the Friedman test.

Keywords: In-Service Training, In-Service Training Methods and Performance of Employees

1- Introduction

Performance assessment is a process that by it can achieve useful information about how to effectively perform of work to reinforce positive behavior and removal of inappropriate behaviors. The measure of measuring success in any organization is the quality of its human resources. Employees at every level of the organization levels, including simple or complex jobs, need to training and acquiring new knowledge and skills and must acquire new information for continue to do their job better. Educational programs in an organization can resolve the need for skilled manpower in the future. Thus, if an organization' staff is trained well, they can contribute to promote the efficiency level of organization and can prepare them for obtaining higher positions and heavy responsibility because employees in the light of true education can perform their duties desirably.
2- Problem Statement
Assessment of employees' performance and managers raised in any large organization under the titles of determine the eligibility, performance appraisal, etc in the theory and practice is including effective tools in human resource management that with the correct actions of this tools will achieved objectives of the organization with optimal efficiency and will provided the real interests of employees and the community (Vahedi, 1994).

The importance and necessity of this matter has expressed in our Islamic teachings including: the God who created death and life that try servants because it is determined which are a righteous, pious and a purity of more acts. Every person in an organization to develop and to achieve determined targets of jobs need to be aware of his position. This awareness causes that he becomes aware of the strengths and weaknesses of his performance and necessary measures apply for more effective of efforts. Organizations need to understand the efficiency of their employees so that improve their human resources. The acquisition of this knowledge the acquisition of this knowledge through performance evaluation is possible through performance evaluation (Jazni, 2008)

Fiter Jerald, Former head of the company Bridgestone Firestone believes that the most basic way to improve the efficiency of an institution is to enhance its employees' perceptions about the programs and goals of the institution which is provided through continuous training and extensive and ongoing communication with employees. To achieve high efficiency, institution's management should invest generous but with plans in training their employees.

Studies conducted between 1986 and 1987 by British employers through the National Education Research Institute have shown that half of the training conducted has been in-service. In comparison with training outside of work, it spends even more costs. These trainings have accounted for the bulk of employment costs (perhaps 1.5 percent efficiency) (Sloman, 2003: 146).

The main purpose of education and improvement of human resources is development of human capital in organizations. Human capital in organizations consists of skills, capacities and abilities that people achieved in education process and lead to more productivity of organization’ operations means variety of formal and informal education that ultimately lead to the upswing quality of labor (Emadzadeh, 1994).

In this study try to show that is there a significant relationship between different methods of in-service training and employee performance?

3- Research Hypotheses
Main Hypothesis:
There is significant relationship between various methods of in-service training and the performance of employees.

Sub-Hypotheses
1- There is significant relationship between in-service training of coaching style and the performance of employees.
2- There is significant relationship between in-service training through approved training (presence, indirect (correspondence) and virtual) and the performance of employees.
3- There is significant relationship between in-service training through workshop (operation) and the performance of Employees.
4- There is significant relationship between in-service training through job rotation and the performance of employees.

4- The Definition of Research Variables

In-service training

In-service training is to improve the activities and responsibility of individuals in relation to their professional job that mainly occurs to increase the knowledge, skills and their attitudes change and people can effectively fulfill their duties by it. From this definitions can be concluded that service training refers to the kind of education that:

1. It is done after employment a person in organization and agency.
2. The purpose of this training, preparing people to run optimally duties and responsibilities of the job.
3. This type of training is presented in three aspects: "the development of knowledge, improve skills and create or change of attitude".
4. The orientation of these trainings is tenure works or duties.

In the present study different methods of in-service training is considered as independent variables, such as, coaching style, approved training (presence, indirect (correspondence) and virtual), workshop (operation), job rotation.

Employees' Performance

Wealth of today's organizations will not be only physical capital and technology but employees in terms of knowledge and skills and their motivation constitute the foundation of any organization's wealth. The new technology will not be the main source of competitive advantage, but will be initiative, creativity, commitment, gaining support and participation of employees that can achieved in the shadow of empowerment. Learning occurs in organizations when have made significant changes in their performance. Organization is collection of human individuals and learning, and its knowledge is a collection of lessons learned (aghazadeh & rezazadeh, 2004). In this study, employee performance is considered as the dependent variable.

5- Research Background

In a review with title: “in-service training and its effects on increasing labor efficiency” has been made in the Finance office of Isfahan province-Iran. Questionnaires were distributed among 100 trained and 100untrained. Result showed that in-service training has been factors increasing the efficiency and skills of employees and in fact, research hypotheses were confirmed with 95% degree of confidence. This training extend knowledge and information relating to tasks of employees and will increase their job skills.

Vida Andishmand in research with title “to study the relationship between in-service training and efficiency of employees in Social Welfare office of Kerman city”, research results showed that trained employees in comparison with untrained employees to solve working problems and make decisions effectively, are more capable. They perform better and analyze
their job and have more motivation and enthusiasm to do their work. In general, this study proved that trained staff compared to untrained personnel is more effective.

Shirin Gorji (2003-2004) research under the title “influence of in-service training on the performance of office workers in Islamic Azad University of South Tehran”, the research hypothesis include: the service training courses held have been affect in increasing employees' job skills. The results showed that the service training courses held have positive impact on performance of office workers in Islamic Azad University of South Tehran. Study by famous researchers Nixon in 1976 is one of the most comprehensive researches in the field of in-service training. Mentioned study includes a review of 2000 volumes of books, magazines and publication that is the most interesting research conducted in Florida in 1974 and was presented as follows.

1. Short-term training courses that emphasized to develop teaching skills have highest position.
2. Any of training methods have not clearly superior to another.
3. Training programs that the people were involved in their goals and planning, have been more successful than programs planned by other people.
4. People have more interest to programs of systematic and long-term training to the immediate and short-term programs.
5. Unique training is more successful than general training and common activities.

6- Research Methodology
Research method is field - analytical and its type is practical that is done by direct visit to sample members and considering the time required to collect data and information. On the other hand present study in terms of classify according to the objectives is descriptive. Also in this study, library research has been used to study the issues related to the survey. Statistical population consists of employees in five units of executive offices, which several methods are used for their training and the number of employees is around 1,000. Sampling method in this study has been non-probability sampling and convenience. Number of samples has obtained 206. In this study, to determine normal or non-normal distribution of the statistical population is used Kolmogorov. Distribution of the dependent variable values should be the normal in order to use parametric statistical techniques that this is tested by Kolmogorov-Smirnov test. Method of data collecting is field. Questionnaire is considered as tools of data collection. Five-item Likert scale is used to answer questions. To measure the reliability is used reliability coefficient that its size varies between zero and one. Reliability coefficient of zero indicates a lack of reliability and reliability coefficient of one is an introduction to the complete reliability (Khaki, 2003). Also Cronbach's alpha coefficient is used to calculate reliability coefficient. To analyze the data collected, the first collect questionnaire completed by respondents and the raw data needed to test the hypothesis can be recorded on a computer and software and then this data is analyzed by software of SPSS 19 and in two stages are converted to information used in this research. The first stage is descriptive analysis, data collected is presented in the form of table of descriptive statistics and chart of histograms and bar. The second stage is inferential analysis that the hypotheses are tested using Pearson correlation techniques. Finally, the Friedman test is used to prioritize the independent variables (service training practices), according to respondents.
7- Results of Testing Hypotheses

Main hypothesis:
There is significant relationship between various methods of in-service training and the performance of Employees. According to the analysis, value of significance level (sig) is less than 0.05, thus with 95% confidence research hypothesis is confirmed and this relationship is a significant. Also the intensity of correlation between various methods of in-service training and the performance of employees is +45.2 percent which shows a positive relationship between the two variables. The intensity of coefficient of determination is about 20.4.

Results of Testing Sub-Hypotheses:
First Hypothesis: There is significant relationship between in-service training of coaching style and the performance of employees. According to the analysis, value of significance level (sig) is less than 0.05, thus with 95% confidence research hypothesis is confirmed and this relationship is a significant. Also the intensity of correlation between in-service training of coaching style and the performance of employees is +48.4 percent which shows a positive relationship between the two variables. The intensity of coefficient of determination is about 23.4.

Second Hypothesis: There is significant relationship between in-service training through approved training (presence, indirect (correspondence) and virtual) and the performance of employees. According to the analysis, value of significance level (sig) is less than 0.05, thus with 95% confidence research hypothesis is confirmed and this relationship is a significant. Also the intensity of correlation between through approved training and the performance of employees is +40.8 percent which shows a positive relationship between the two variables. The intensity of coefficient of determination is about 16.6.

Third Hypothesis: There is significant relationship between in-service training through workshop (operation) and the performance of employees. According to the analysis, value of significance level (sig) is less than 0.05, thus with 95% confidence research hypothesis is confirmed and this relationship is a significant. Also the intensity of correlation between through workshop (operation) and the performance of employees is +30.4 percent which shows a positive relationship between the two variables. The intensity of coefficient of determination is about 9.2.

Fourth Hypothesis: There is significant relationship between in-service training through Job rotation and the performance of Employees. According to the analysis, value of significance level (sig) is less than 0.05, thus with 95% confidence research hypothesis is confirmed and this relationship is a significant. Also the intensity of correlation between through job rotation and the performance of employees is
+33.7 percent which shows a positive relationship between the two variables. The intensity of coefficient of determination is about 11.3.

**Friedman test for prioritization of independent variables (training techniques):**
Friedman test shows that in terms of respondents there is a significant difference between various methods of training and workshop known as best and adopted practices of training as the most poorly.

**8- Conclusion and Recommendations**
According to the results of testing hypotheses was found that there is significant relationship between different methods of in-service training with employees performance generally and as well as separately and also considering the correlation coefficient and strongly of coefficient of determination between 4 type of training method raised with employees' performance in sub- hypotheses, it can be concluded that coaching style has highest relationship and workshop has least associated with employee performance. In comparison with previous studies in terms of relationship between in-service training and employee performance, this study confirms like mentioned research in background of the research. But unlike the findings Nixon was reported: any of training methods has not been clearly superior compared to other. In this study the effect of methods of in-service training studied has significant differences on performance and as already noted coaching style has the greatest impact on performance and workshop has least impact. Thus, according to the statement contained the following recommendations are offered:

1) According to prove the hypothesis it was found that in-service training has positive correlations with the performance of employees. Therefore, this training should be serious consideration of managers more than before so that employees of organizations by passing training alongside other factors affecting their performance can be successful in implementing duties.

2) It recommended to managers given that coaching style has the highest correlation with the performance of employees among the methods of in-service training tested; this method is more used for staff training. As well as in-service training through approved training and workshops are also costly, in terms of transfer of knowledge and modern science be more attention to staff so have growing trend in influencing employee performance.

3) According to results, it is suggested that is used a combination of different in-service training methods to educate employees
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