

## The Effect of Short Term Training Courses on Employees Performance (A Case Study in Cement Factory in IRAN)

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### Abstract

Training courses in every organizations usually have an important impact on personal performance. This study aimed to evaluate the relationship between investments on education and Performance of the subordinates from the supervisors view point in a cement factory in Iran. In this regard five training courses are examined. The population consists of ten supervisors for which the subordinates are examined, between May to September 2014. The employees are divided into two groups (before training and after training). The five scale liker questionnaire is distributed among the ten supervisors. The validity is examined through asking specialized along with surveying other related questionnaires and the Cranach's alpha coefficient of 0.83 is calculated in the first analysis which shows a good reliability of the questionnaire. To analyze the data, t-test along with Kolmogorov-Smirnov for testing the normality and SPSS software is used. The results showed that short term training courses in the factory with 95% confidence has effect on employees performance. The hypothesis of the research shows that short term training courses are effective on the three factors (job skills, improve behavior organization and decision making) The final results indicates that the impact of education has the most effect on decision making with (15.3) difference on means above job skills with (9.90) and improving organizational behavior with (8.10) difference on means .

**Keywords:** Education, Organizational behavior, Performance.

### Introduction

every organization needs trained employee and specialized persons to reach its goals. If ability of employees is enough, there is no need for training, but if the employees do not have enough knowledge and expert to perform their job, the organization will face with difficult problems. The speed of growing technology causes more needs for specialized to improve their ability. Many managers claim that employees are the main capital of their organization. Educated people are of the fundament issues in every society. We should consider that if training courses will not satisfy the needs of the organization, and the evaluation of these courses are not perform correctly, the final goals of education with not a be achieved.

### Subject Definition

There are some dependent and independent factors (variables) in this study. It is important to identify the variables associated with the employee and organizational performance (Gattiker & Larwood, 1984). Many psychological and environmental factors have their impact on employee performance. Employees expect that it is the responsibility of organizations to enhance their performance through proper training programs. Their expectations play a vital role in attitude development. Attitude has direct impact on performance (Khan & other, 2014). The employee performance is closely associated with people cognition, feelings and their perception about their jobs (Spector, 1997). Job

performance of the employees influences their work efforts and output. Employees are the life blood of the organization and the most significant resource, their behavior and attitude in the subject of human resource management recognize in an important position (Guest, 2002).

We can have some definitions of the job performance here. Job performance is the “evaluation of work that generate exciting and happy situation for employees” (Locke, 1976). In organizational research, “job performance is investigated as feelings and characteristics concerned with their work” (Rainey, 1991). “Job performance is liking and disliking of people about their job” (Spector, 1997). Many definitions of job performance are there in consideration of job characteristics and show the combined effect in offering same type of job performance. Organizations have positive prospects from employee training programs and formulate their attitude. Many researches significantly identifies that job attitude and working morale are the key factors to enhance performance of employees. Leader influence the attitude and affect psychologically on their subordinate in building higher organizational

performance and increase employee satisfaction all the way through motivation.

Cement industries in terms of attracting investment, employment manpower, consumption fuel and energy, have high share on value added among other industries. Cement is used in any constructional activities. It has a vital role in the developing countries like Iran. Some factors are affecting the improvement of quality and quantity of a product which are gained through increasing productivity, which by itself can be resulted from training courses. In this research we are going to investigate whether the short term training courses had a deterministic effect on performance of the employees in a cement factory in Iran or not.

### Literature Review

Education and human resource improvement and organizational change causes people to suit the continued efforts to effectively increase their efficiency. The need for organizational learning at all levels of the organization is well documented. In Table (1) a summary of some of the researches which are related to the factors investigated in this survey is shown.

**Table 1: Background research on the role of learning in organizations**

Author	year	Subject	Result
Delir	2008	Examine the role of education in achieving corporate goals	There is a positive relationship between educations and achieving corporate goals, The more educated people the more positive effect will be in achieving the gold of cooperatives.
Hatami	2009	Evaluation and assessment of the effectiveness of in-service training of human resources in promoting directors performance, faculty and academic staff of the University	Training to increase job knowledge, change attitudes and behavior, job quality improvement, increasing staff skill, increasing attraction and interest to their jobs, increasing the autonomy of the individual tasks situations and problems would be.
Akhtar et al	2011	Extent of training in banks and its impact on employees motivation and involvement in job	Arboreal education has major effect on job performance, the result of lack of education among managers, unfamiliarity with the job and the merits of such knowledge, skills and abilities to be followed by the performance and level of motivation decreases.

Maqbool et al	2014	Relationship of Training and Development with Employees Performance: A Gender Based Analysis of Manufacturing Sector	Positive relationship between education and development, organizational performance and also showed that women's performance is better than men after training.
Gadi et al	2014	The Effect of Human Capital Development on The Performance of small and Medium Family Enterprises in Nigeria	analyzing the development of human capital increased by 50 sample entrepreneur, which led to a significant improvement in the performance of them and education as an option for the development of human capital on the performance of small and medium - sized domestic companies to improve their performance
Raza	2014	Training and Development impact on Organizational Performance: Empirical Evidence from Oil and Gas Sector of Pakistan	The majority of employee were satisfied with the company's strategic development and learning organization and significant relationship with organizational performance and strategic training programs should be linked to organizational goals.
Dhliwayo and Kerubo Nyanumba	2014	An evaluation of an on the job training program at a UK based: public health care company	The sample programs in terms of learning, behavior, reactions, and result not effective. People do not understand the impact of gender and responsibility.

### Hypothesis

In this study, the following hypothesizes are examined.

- 1) There is a significant difference between job skills staff before and after the training period.
- 2) There is a significant difference between organizational behavior before and after the training period.
- 3) There is a significant difference between decision making staff before and after the training period.

### Research methodology

For this research the pretest and post test methodology for evaluation the employees performance is used. Samples are divided into two groups: control group (inspection staff before training) and testing group (evaluation after training). through a questionnaire the 5 point Liker scale (excellent, good, fair, poor and very poor) were used, 8 questions were designed for job skills staff, 6 questions for

organizational behavior and 6 questions were surveyed decision making staff. Five training courses were studied; they are (probabilistic theory, repair and maintenance of MV motors, vibration analysis, system management, repair and maintenance of electric motors).10 supervisors of trained staffs (trained from May to September 2014) in cement factory, participated in this study. The validity of the questionnaire was determined through similar questionnaires, specialists, and the supervisors of the cement industry. The reliability of the questionnaire was approved by Cranach's alpha coefficient at 0.83. After evaluating the normality of the data by Kolmogorov-Smirnov test we used and the dependent t test to analyze the data.

The main hypothesis there is a significant difference before and after the training period

between the total yield performance of the staffs

**Table 2: Comparison of performance before and after training using the t-test**

Number of hypothesis	hypothetical	mean	standard deviation	df	t-test	Sig
1	Staff performance	-33.30	1.87	9	-17.82	0.000

Table (2) is based on the significance level of less than .05 and the average of negative (33.30) shows that the average performance before training is smaller than average performance after the training period (mean difference). The results show that there are significant differences between before and after training courses for the overall performance of the staffs from the supervisors viewpoint.

**Table (3): the comparison of hypothetical scale before and after training**

Number of hypothesis	hypothetical	mean	standard deviation	df	t-test	Sig
1	job skills	-9.90	.657	9	-15.06	0.000
2	decision making	-15.30	.746	9	-20.51	0.000
3	Improvement of Organizational Behavior	-8.10	1.04	9	-7.81	0.000

**Result analysis of hypothesis number one:**

Table (3) is based on the significance level of less than .05 and the average of negative (9.90) shows that the average job skills before training is smaller than average job skills after the training period (mean difference). The results show that there are significant differences between before and after training courses for the overall job skills of the staffs from the supervisors viewpoint.

**Result analysis of hypothesis number two:**

Table (3) is based on the significance level of less than .05 and the average of negative (15.30) shows that the average decision making before training is smaller than average decision making after the training period (mean difference). The results show that there are significant differences between before and after training courses for the overall decision making of the staffs from the supervisors viewpoint.

**Result analysis of hypothesis number three:**

Table (3) is based on the significance level of less than .05 and the average of negative (8.10)

shows that the average improvement of organizational behavior before training is smaller than average improvement of organizational behavior after the training period (mean difference). The results show that there are significant differences between before and after training courses for the overall improvement of organizational behavior of the staffs from the supervisors viewpoint.

**Conclusions and recommendations**

The results show that between the overall performance level (impact of employee performance, improve organizational behavior and the effects of teaching) staff there are significant differences before and after training. Likewise the hypothesis of the present study suggest that the training of personnel, improve organizational behavior and the effects of the training was effective. The difference of decision making (15.3), with the greatest change in the first place, job skills (9.90) at the second level and improving organizational behavior (8.10) is in third place. The results of

this limited to the cement plant. It is therefore to be done to ensure that the results of other cement plants and likewise the mathematical model of the process of assessing the effectiveness of such dynamic systems using fuzzy logic. The study is limited to the cement plant managers and officials with the training of staff and lack of cooperation for business people working in the factory.

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