

Investigating the Effect of the In-service Training on the Performance of Welfare Organization Employees of Khorasan Razavi Province

**Sadegh JAHANGIRI¹, Katayoon SHAHRIVARI², Ebrahim NATEGH³,
Masoud FIROUZI⁴, Amin AZIMKHANI⁵**

1- Imamreza International University of Mashhad, Mashhadn, **IRAN**

2-MA in assessment and measurement, **IRAN**

3- MA in psychology, **IRAN**

4- Phd in communication, **IRAN**

5- Imamreza International University of Mashhad, Mashhadn, **IRAN**,

Email: amin.azimkhani@hotmail.com

Abstract

Organizations are composed of significant elements including: human force, technology and management, of which, most scholars believe that human force is the most important because performance of the organization is dependent on the right working of the employees. As a result, it is urgent to provide a regular and continuous system for training the personnel.

This is an application research of which society includes all permanent and contract Welfare organization employees of Khorasan province of 2010. The number of the society is 1025 people according to the human force announcement. Using available sampling method, the sample size was determined as 200 people. Investigation tools include three evaluation forms (learning level evaluation form, form of reporting the way respondents act toward the training program, Kirkpartick 3-level evaluation form). In order to analyze the data, t-test and multi-variable regression tests of SPSS were used in this research.

Totally, the personnel of the studied organization were satisfied by the in-service training courses. Results show that the knowledge level of the personnel is raised after the training program and their performance is increased. It is also concluded that performance level of male is higher than female personnel of the studied organization.

Keywords: in-service training, performance, welfare organization

Introduction

Organizations are composed of significant elements including capital, human force, technology and management, of which, most scholars believe that human force is the most important because performance of the organization is dependent on the right working of the employees (Fathi, Ajargah, 1387). Since 70 percent of the organization sources include human force, it is urgent to provide a regular and continuous system for training the personnel in all organization levels and organizations' survival and advance in today's world is strongly dependent on that (Abbasian, 1387). It hasn't been so long to consider human force as the most important factor in organizations' performance. One of the new scientific subjects that has a systematic view toward human behavior in an organization, and utilizes the behavioral science and experiences in organizations is organization human force improvement which is developed by the continuous efforts of management theorists (Soltani, 1385).

This novel scientific major has been able to make some planned changes in order to adopt human factors with external environment, remove the organizations' inner complications, and making coherent and reproductive groups, tries to participate the personnel in all activities of organization and improve the productivity of that (Harway & Brown, 2001).

Questions of the study

Are Welfare organization employees of Khorasan Razavi satisfied with participation in in-service training courses?

Is there any significant difference between knowledge level of the participants in training courses before and after the course?

Do training courses have any positive effect on the performance and behavior change of the personnel?

Is there any significant difference between genders considering the performance?

Methodology

This is an application research of which society includes all permanent and contract Welfare organization employees of Khorasan Razavi province of 2010 (Delavar, 1376).

The number of the society is 1025 people according to the human force announcement. Using available sampling method, the sample size was determined as 200 people. Investigation tools include three evaluation forms (learning level evaluation form, form of reporting the way respondents act toward the training program, Kirkpartick 3-level evaluation form). In order to analyze the data, t-test and multi-variable regression tests of SPSS were used in this research (Delavar, 1378).

Used forms in this study are as follows:

Investigation tools include three evaluation forms (learning level evaluation form, form of reporting the way respondents act toward the training program, Kirkpartick 3-level evaluation form). In order to analyze the data, t-test and multi-variable regression tests of SPSS were used in this research.

Results

In this section, demographic findings of the study plus evaluation of research questions are presented.

Table 1. Frequency of the participants gender of in-service training courses

Subject		Frequency
Gender	Male	105
	Female	95
Total		200

52.5% of the cases were male and 47.5% were female.

Table 2. Job field of the participants of in-service training

Subject		Frequency	Percentage
Job field	Prevention	37	18.5
	Social	48	24
	Rehabilitation	41	20.5
	Support	74	37
	total	200	100

Table 3. Contingency table of the gender and job field of the participants

		Job field				
Subject		Prevention	Social	Rehabilitation	Support	total
	Male	12	11	21	61	105
	Female	25	37	20	13	95
	total	37	48	41	74	200

Question 1: Are Welfare organization employees of Khorasan Razavi satisfied with participation in in-service training courses?

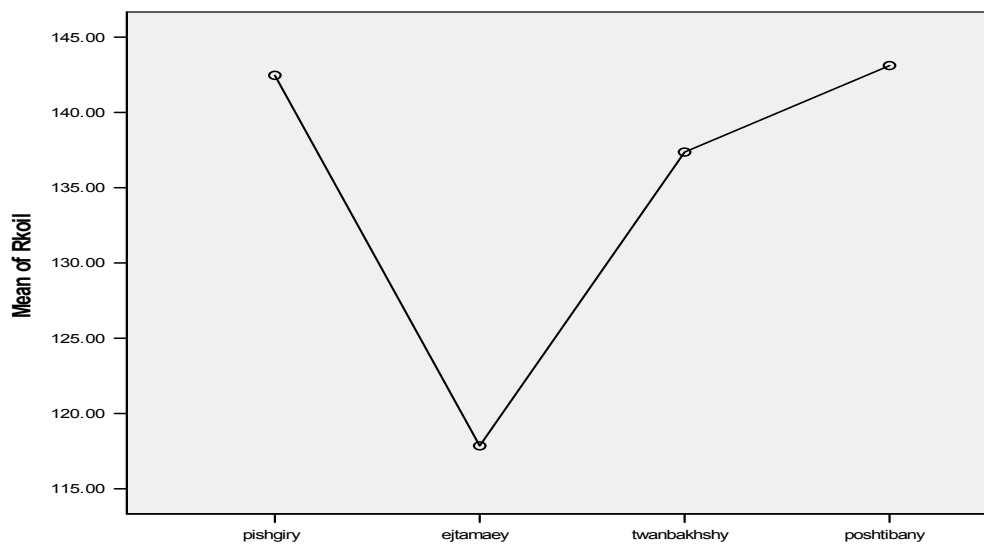
Table 4. Statistical information of the cases regarding their satisfaction of training courses

Subject	Average	Mean	Standard deviation	Maximum score	Minimum score
Satisfaction	135.75	140	18.70	155	66

Table 5. The Kolmogorov-Smirnov test results to compare the satisfaction scores of in-service or normal distribution

	Teacher	Content	Program	Total satisfaction
Number	200	200	200	200
Average	76.12	30.02	29.60	135.75
Standard deviation	9.92	4.81	5	18.70
Z Kolmogorov-Smirnov	2.62	2.28	2.25	2.14
Significance level	0.000	0.000	0.000	0.000

According to table 5, all the curves have a negative slope and most of the scores are distributed on its right side. According to the results of Kolmogorov-Smirnov test, distributions have a significant difference with normal curve.


Diagram 1. Satisfaction distribution of in-service training in job fields

Question 2: Is there any significant difference between knowledge level of the participants in training courses before and after the course?

Table 6. Results of dependent t-test of pre-test and post-test

Statistical indices Group	Number	Average	Standard deviation	Standard error	t score	Freedom degree	Significance level
pre test	200	61.70	19.55	1.38	20.24	199	0.000
Post test	200	88.17	9.76	0.69			

As you can see in table 6, pre test and post test of the subjects are significant with certainty level of 99% .

Question 3: Do training courses have any positive effect on the performance and behavior change of the personnel?

Table 7. Investigating the response to questionnaire of performance

Question/ variable	First	Second	Third	Forth	Fifth
Average	4.38	4.30	4.30	4.34	4.30
Standard deviation	0.68	0.75	0.84	0.78	0.85
Variance	0.46	0.57	0.71	0.60	0.73
Minimum score	2	2	1	2	1
Maximum score	5	5	5	5	5

Table 8. Investigating the correlation coefficient of criteria and predictive variables

Predictive	Post test	
Performance	Multiple coefficient	0.226
	R squared	0.051

As it is obvious in table 8, the relationship between predictive and criteria variables is 0.23.

Table 9. Regression test results for evaluation of the linear relationship between predictive and criteria variable

	SS	Freedom degree	MS	F	Significance level
Regression	107.93	1	107.93	10.66	0.001
Remaining	2004.69	198	10.12		

According to table 9, there is a significant relationship between linear relationship of the predictive and criteria variable (post-test and job performance) (certainty of 99%).

Table 10. The specific effect of the predictive variable on criteria variable

Criteria variable	Predictive variable	b-coefficient	Beta-coefficient	T	Significance level
Performance	Post-test	0.075	0.226	3.265	0.001

As it is in table 10, beta-coefficient of the post-test on behavior change and organizational performance of the subjects is 0.075 which is significant with certainty of 99%.

Question 4: Is there any significant difference between genders considering the performance?

Table 11. Results of independent t-test to compare performance average of male and female groups

Statistical indices Group	Number	Average	Standard deviation	Standard error	t score	Freedom degree	Significance level
Male	105	22.34	3.18	3.18	2.17	198	0.031
female	95	21.34	3.27	3.27			

According to the t score (2.17), there is a significant difference between male and female groups considering the job performance.

Conclusion

Results showed that personnel of the welfare organization are generally satisfied with the in-service training courses and the planning method of the trainings. However, the most satisfaction of the training course was seen in employees of "support" department and then "prevention" and "rehabilitation" had better satisfaction. Employees of "social" department had the least satisfaction (diagram 2).

Other findings show that there is a significant difference between pre-test scores and post-test scores which shows that there has been an increase in their knowledge regarding the previous information (Bridi, 2002; Macway, 2008; Philips, 2006).

Results show that Subjects' behavior and organizational performance are related in some ways, it means that personnel who participated in in-service courses, had a better situation considering the performance of their evaluation. This is consistent with the previous studies because all they too, had observed the better performance after the training courses (Nevy, 2002; Salvator, 2008).

Also, results show that performance of the male personnel is higher than females after the training courses.

One of the limitations of the study is that it is not possible to compare the results with other groups because all the groups have to participate in the training courses. Since this study was performed as a retrospective research, so the researcher had to evaluate the documents based on the standard tools of education center of welfare organization.

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