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Checking the existence of the status quo of official staff in educational planning headquarters and its comparison with the desired situation in National Company of South Oil Regions (Ahvaz) and planning the optimal training program

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Abstract

This study aims to examine the status quo of business planning training of staff at national headquarters and to compare it with the desired state in national company of South Oil regions (Ahwaz) and to plan optimal training program. This research is a kind of descriptive survey research. The statistical population consisted of official personnel administration staff about 208 people that among these employees, 136 were selected by stratified random sampling method by using Morgan table as the sample size. To collect data, a Likert-scale questionnaire by 68 questions was used. The validity of the questionnaire was confirmed by professors and experts. To normalize the data, Kolmogorov-Smirnov test was used that due to the lack of data normality, Wilcoxon test as a nonparametric test was used. Results in significance level of 0.05 showed that there is a significant difference between existing and desired educational planning and design staff assessment scale, implementation, evaluation and training effectiveness and staff control. This means that the desired situation is more favorable than the status quo and preparing and presenting the modified training program according to the model of educational excellence.

Keywords: Staff, educational planning, the status quo, the ideal situation, optimally the training program design

Introduction

The emergence of a market-based economy created large social change, political, economic, technical and educational (Yovalyk - Trombyk, 2003). In today's world due to the increasing speed of advancement of knowledge and technology, the most efficient of the organization was staffing, which has the knowledge, creativity, competence and moral capacities. The effectiveness and success of an organization depends on people who work within the organization framework. This means that staff who are able to do their best in organization and having a meaningful and significant role in achieving the organization's goals which requires the acquisition of knowledge and skills that related to the objectives of the organization (olanyan, quoted Hosseini Khorasani Zarrabi, 2014, p. 56). Efficient human agency depends on presenting effective training courses, both pre-service and in-service. Therefore, we see that most organizations to develop their staff hold several training courses in their training centers that the implementation of these courses requires a significant financial investment and time staffing service of active human (Noorollahi, as cited in Ivanswitch, 2012, p. 3). One of the main problems organizations in the field of education is lack of attention to the correct assessment and courses tailored to the needs which was created as well as lack of proper planning for the holding period (Khorasani and Mousavi Nasab, 2013, p. 41).

Another problem of the organization is course content (Haman, 2013, p. 41). Finally, measuring the effectiveness of training courses and following-up results and their effectiveness are

issues that are not addressed in detail (Molamohamady and Khorasani, 2010). The effects and benefits of training at every level eventually turn back to the organization. Basically, from the beginning of work, the aim of all training and practice is to achieve this goal (Khorasani and Hosseini Zarrabi, 2014, p. 56). Some of the potential benefits of the training program include " improving team performance, individual and group to the results, quality and speed of work and overall productivity, attracting quality staff by offering the opportunity to upgrade their competencies and skills that lead to increased job satisfaction, earning higher bonuses and progressing within the organization, increasing employee engagement by encouraging to identify the goals and mission of the organization and helping to manage change by raising awareness of the reasons for the change and preparing staff through training knowledge and the skills to adapt to new conditions, equipping supervisors and queue management skills necessary to manage and develop their subordinates and helping create a positive culture in the organization, for example orientation towards improving staff performance (Armstrong, 2009, p. 685).

Although no single program can provide all these benefits, but an organization is committed to training and developing their human resources, while increasing the ability of employees, enhance their competitive position in the market (Jazani, 2009, p. 279). Due to the numerous benefits proposed for organizational learning, most managers believe that the development and implementation of training and staff development lead to job satisfaction, motivation and productivity increases. However, the return on investment in education is not revealed unless proper and appropriate curriculum development be delivered and evaluated (Mac Ardalan, 2007). For example, US agencies annually cost more than 200 billion dollars in the planning and implementation of educational activities for staff of technical expertise to develop management (Feder, Frsyf Buckley, as cited in Khorasani and Mousavi Nasab, 2013, p. 29).

Our country organizations, especially national oil companies that have a huge load of economy require such manpower quality, experienced and loyal to the values and goals of the oil industry, which is a function of the overall goals of society and the state. Comprehensive educational plan and move the organization from ideal situation to situation could well be effective in this regard. With this said this study examines the status quo of business planning training staff at national headquarters and compare it with the desired state South Oil Ahwaz and plan optimal training program.

Research Questions

1. Is there any difference between the existence situation and favorable educational planning of official staff of the National South Oil Company (Ahwaz)?

1.1. Is there any difference between existing situation and desired educational planning of official staff of the National South Oil Company (Ahvaz) in the assessment and design of educational courses?

1.2. Is there any difference between existing situation and desired educational planning of official staff of the National South Oil Company (Ahwaz) on training courses performance?

1.3 Is there any difference between existing situation and desired educational planning of official staff of the National South Oil Company (Ahvaz) about evaluating and the effectiveness of training courses?

1.4 Is there any difference between existing situation and desired educational planning of official staff of the National South Oil Company (Ahwaz) about controlling training course?

2. What is the training optimized design of official staff of national corporate headquarters oil-rich regions of southern Ahwaz?

The definition of concepts

Educational planning: educational planning process is to determine appropriate targets, identifying problems and needs, possibilities and limitations to achieve their objectives are likely to be found, and setting up activities and programs that are necessary to achieve that objective (Lkh, quotes fiozat, 2013, p. 34). Educational planning process in an organization includes the following four steps:

A) Needs assessment and designing training courses: A need of assessment process is to determine and prioritize the educational needs of staff of needs (Khorasani and Hassanzadeh Barani Kord, 2007, p. 94). This phase of the training process, provide necessary inputs information of a plan (Rezapour, 2011). Educational design is selecting the regular instructional design and training techniques to achieve specific objectives of the training program (Block et al., 1991, p. 505).

B) Training courses: at this stage, all programs and projects designed for practical implementation are established (Golabi, 2006, p. 184). The process of putting a plan into action plant or run a specific program is called Education (Fallon, translated by Fathi Vajargah, 2005, p. 168).

C) Evaluating the effectiveness of training: evaluation of training effectiveness, i.e., determining educational goals, determines the visible results of the trainees in the run training (bazargan, 2011).

D) Control training courses: is a process to ensure that the actual operation is scheduled. Control helps managers to consider plan effectiveness, organize and conduct their surveillance activities. The main part of the control process is that any corrective action taken where it is necessary (Bakhshi, 2011).

Review of the related literature

Akbari (2003) in a study entitled "Assessment of the situation and favorable job training in Iran Insurance Training Centre", indicated that there is a relation between the current and desired status of each of the indicators of the staff training process with a focus on four indicators including needs assessment, program planning, program execution, and the evaluation

Rezai (2003), in another study entitled as "Evaluation of the impact of in-service training on job performance and Iranian insurance agents across the country ", has concluded that Iran Insurance Education requires training human resources and improving the knowledge, skills and attitudes of employees and improving the performance of people working in the company.

Haji Myrrahimi (2007) in a study entitled as "The study of the components of educational planning in-service training system of short-term employees of the Ministry of Agriculture" suggested that to improve and gradual reform component of educational planning training system of short-term employees of the Ministry of Agriculture, the level and content of courses should be matched by job classification and for employees of different levels of education, because educational content is designed differently and given the problems existing in the corporate office for people relevant and non-relevant field of study, different and complementary educational courses should be taken into account.

Rashtiani (2010) in a study entitled as "Comparison of current and ideal training process of state-owned enterprises Insurance of Iran, Alborz, Asia and wise in Tehran from the perspective of participating employees in courses and provide proper pattern "reached to the conclusion that there are significant differences between current and ideal training process in 4 insurance companies. Finally, the research patterns led to provide an appropriate model in the training process.

Madanian (2013) did a study as "assessing the effectiveness of in-service training courses for workers judiciary in Khuzestan province on the pattern of Halton in the 2012-2013 period". The

results showed that the assessment of the effectiveness of in-service training of staff and increased staff awareness of Justice on individual and organizational performance in the field of knowledge, attitudes and skills were effective and is resulting in increased organizational outcomes.

Arthur and Bennett (2003) through a study designed by collecting data from 165 sources, first distinguished special education design and evaluation component, and then used the method of empirical analysis to determine their relationships in the effectiveness of their organizations. Results showed that the method of teaching, features job skills training and selection of criteria for the evaluation of teaching is related to the effectiveness observed from programs. Another study that is done by the River (2006) as "quality of education", concluded that the quality of the labor force is one of the key elements of high-yield efficiency. ISO 10015 can be used for all companies that have implemented training program. A study that was done by Wang and Hangvv (2009), entitled as "Evaluation quality with ISO 10015 and integration application running on the quality of life" took place, concluded that ISO 10015 framework predicts that it can improve workforce quality through planning, implementation, test and process control. Salonia (2010) did a study on the process of education and development at Bell. The findings suggest that education as a positive step is to increase the knowledge base of the respondents. The objectives of the training program are recognized prior to attending the course for the participants. Training programs to provide the development needs of the respondents are properly designed.

Respondents offered the following suggestions: The period of the program is low and needs to be increased, using the latest teaching methods will increase training effectiveness, Aids is effective in improving the overall effectiveness of training, and the training program was effective in improving performance during the job, increase the number of training programs.

Methodology

This study, due to purpose is functional, and in terms of data collection and analysis methods has descriptive survey design. In the present study, without any involvement of researchers and away from debate about the raison d'être, only the situation and favorable educational planning process, administrative staff of the National South Oil Ahwaz should be checked to determine what is the difference between these two situations. The population of the research staff, administrative Rank 17 in the National South Oil Ahwaz up to 208 people is based on the latest data. In this study, stratified random sampling method was used. The sample size by using Morgan table was determined as 136 members. The instrument used in this study is questionnaire. Poll questions from staff are about planned staff training in both the present situation (perceptions) and desirable (expected).

This questionnaire contains 68 questions based on five-point Likert-type spectrum, which is related to educational planning staff. in order to validity of the questionnaire on national experts to examine the South Oil Company and teachers recorded in a questionnaire and after the final analysis the bugs have been corrected. Cranach’s alpha was used to measure the reliability of the test. Alpha value is calculated for inventory as $0.845 = \alpha$, thus can be relied upon the reliability of the questionnaire. to analyze the data from the Kolmogorov - Smirnov normality of the data and Wilcoxon to determine the difference between the samples were analyzed by using spss software.

Research findings

According to Table 1 that all components significance was reported below the level of 0.05, it can be concluded that the data are not normally used nonparametric tests.

Table 1: Results of data normality test (Kolmogorov - Smirnov)

	Variable	The level of significance	Statistics Z	The error
The present situation	Educational Planning Staff	0.006	0/93	0/05
	Staff training needs assessment and design	0.001	0.104	0.05
	Staff training courses	0.000	0.112	0.05
	Assessment and effectiveness of employee training courses	0.013	0.087	0.05
	Control staff training	0.003	0.97	0.05
Desired situation	Educational Planning Staff	0.000	0.110	0.05
	Staff training needs assessment and design	0.000	0.129	0.05
	Staff training courses	0.000	0.123	0.05
	Assessment and effectiveness of employee training courses	0.000	0.134	0.05
	Control staff training	0.008	0.90	0.05

Research Question 1: Is there any differences between existence situation and favorable educational planning official staff of the National South Oil Company (Ahwaz)?

According to Table 2, the mean of existence situation is 2.80 and desired state mean is 4.31 so desired situations has higher mean. Mean rank in the situation is 3.00 and in desired situation is 69.48 that we can conclude that there is a difference between existing and desired situation. Based on test value Z (-10.105) that is significant at the error level of 0.05, we can say that there is a significant difference between the existing and desired educational planning staff of the National South Oil Company official staff (Ahvaz). (Sig = 0.000).

Table 2: Results of the Wilcoxon test related to variable Educational Planning Staff

Group	Number	Mean	Standard deviation	Maximum	Minimum
Existing situation	136	2.80	0.45	5	1
Desired situation	136	4.31	0.29	5	1
			Number	Mean rank	Total rank
Existing-desired situation	Negative rank		2	3.00	6.00
	Positive rank		134	69.48	9310.00
	Equality		0		
	Total		136		
Z statistic			-10.105		
Significant level			0.000		

Sub-question 1: Is there any difference between the existing and desired situation of educational planning of official staff of the National South Oil Company (Ahwaz) in training needs assessment?

According to table 3, the mean situation is 74.2 and desired situation mean is 27.4 that mean favorable situation as a result of the needs assessment and design courses in the field has higher mean. Mean grade of existing status quo (3.00) is less favorable situation than the mean of desired situation (69.00). As a result, the desired situation has the most favorable mean. Based on test value Z (-116.10-) at the error level of 0.05 is significant, we can say that there is a difference between the existing and desired educational planning official staff of the National South Oil Company (Ahvaz) in the context of the needs assessment and design training courses there are significant differences (sig = 0.000).

Table 3: Results of the Wilcoxon test of the variable needs assessment and design training courses

Group	Number	Mean	Standard deviation	Maximum	Minimum
Existing situation	136	2.74	0.46	5	1
Desired situation	136	4.27	0.27	5	1
			Number	Mean ranks	Total ranks
Existing condition assessment and design appropriate training courses	Negative ranks		1	3.00	1.50
	Positive ranks		135	69.00	9314.50
	Equality		0		
	Total		136		
Z statistic			-10.116		
Significance level			0.000		

Sub-question 2: Is there any difference between the existing and desired educational planning staff of the National South Oil Company official staff Ahwaz on training courses?

According to table 4, the existing situation mean is 3.00 and desired situation mean is 31.4. As a result of the desired situation in the field of training courses is higher. Mean grade of desired situation quo (00.00) is less than mean rate of desired situation (50.67). Consequently, the situation is favorable with above mean. Based on test value Z (-10.048) that at the error level of 0.05 is significant. We can say that there is a significant level between the existing and desired educational planning staff of the National South Oil Company official staff Ahwaz on training courses (sig = 0.000).

Table 4: Results of the Wilcoxon test for the variable of training courses

Group	Number	Mean	Standard deviation	Maximum	Minimum
Existing situation	136	3.00	0.48	5	1
Desired situation	136	4.31	0.33	5	1
			Number	Mean ranks	Total ranks
Existing condition assessment and design appropriate training courses	Negative ranks		0	00.00	00.00
	Positive ranks		134	67.50	9450.50
	Equality		2		
	Total		136		
Z statistic			-10.048		
Significance level			0.000		

Sub-question 3: Is there any difference between the existing and desired situation of educational planning of official staff of the National South Oil Company (Ahwaz) and evaluate the effectiveness of training courses?

According to table 5, the existing situation mean is 79.2 and desired situation mean is 36.4. so The mean of desired situation is higher than the mean of existing situation. Mean grade of existing situation is (67.4) less than desired situation mean (34.69).

Based on test value Z (-10.091) that is significant at error-level of 0.05. We can say that there is a significant difference between the existing and desired educational planning staff of the National South Oil Company official staff Ahwaz to evaluate the effectiveness of training (sig = 0.000).

Table 5: Results of the Wilcoxon test to evaluate the effectiveness of training variable

Group	Number	Mean	Standard deviation	Maximum	Minimum
Existing situation	136	2.79	0.48	5	1
Desired situation	136	4.36	0.36	5	1
			Number	Mean ranks	Total ranks
Existing condition assessment and design appropriate training courses	Negative ranks		3	4.67	14.00
	Positive ranks		133	69.34	9302.00
	Equality		0		
	Total		136		
Z statistic			-10.091		
Significance level			0.000		

Sub-question 4: Are there any differences between the existing and desired situation of educational planning of official staff of the National South Oil Company (Ahwaz) and evaluating the effectiveness of training courses?

According to table 6, the existing situation mean is 39.2 and desired situation mean is 36.4. so The mean of desired situation is higher than the mean of existing situation. Mean grade of existing situation is (75.2) less than desired situation mean (99.69). Based on test value Z (-10.091) that is significant at error-level of 0.05. We can say that there is a significant difference between the existing and desired educational planning staff of the National South Oil Company official staff Ahwaz to evaluate the effectiveness of training (sig = 0.000).

Table 6: Wilcoxon test results of the control variable of the training courses

Group	Number	Mean	Standard deviation	Maximum	Minimum
Existing situation	136	2.39	0.57	5	1
Desired situation	136	4.36	0.34	5	1
			Number	Mean ranks	Total ranks
Existing condition assessment and design appropriate training courses	Negative ranks		4	2.75	11.00
	Positive ranks		131	69.99	9169.00
	Equality		1		
	Total		4	2.75	11.00
Z statistic			-10.059		
Significance level			0.000		

Research Question 2: what are the optimized design training programs employees staff offices of the National South Oil Company (Ahvaz)?

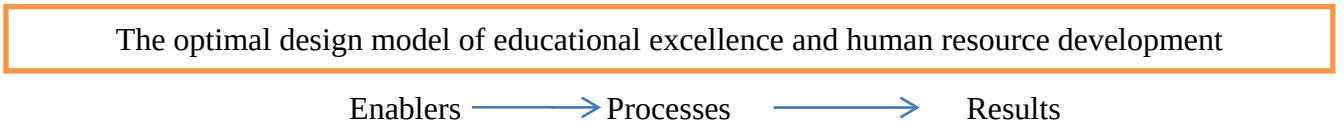

Figure 1: The optimum training program plan

In order to provide optimal training plan after the study of model, samples, methods and standards which used in the training and development as well as models, patterns, methods and standards of the theoretical framework according to the following considerations was conducted to plan optimal training program.

1. The goal was considered to reduce the gap between existing and desired status.

2. Providing a model that with dimensions and metrics can continuously evaluate the components of the planning staff training and should be avoid creating a significant gap between existing and desired situation.

3. Considering the satisfaction of all stakeholders.

4. Remarkably success ensures the long-term and short-term training programs of staff.

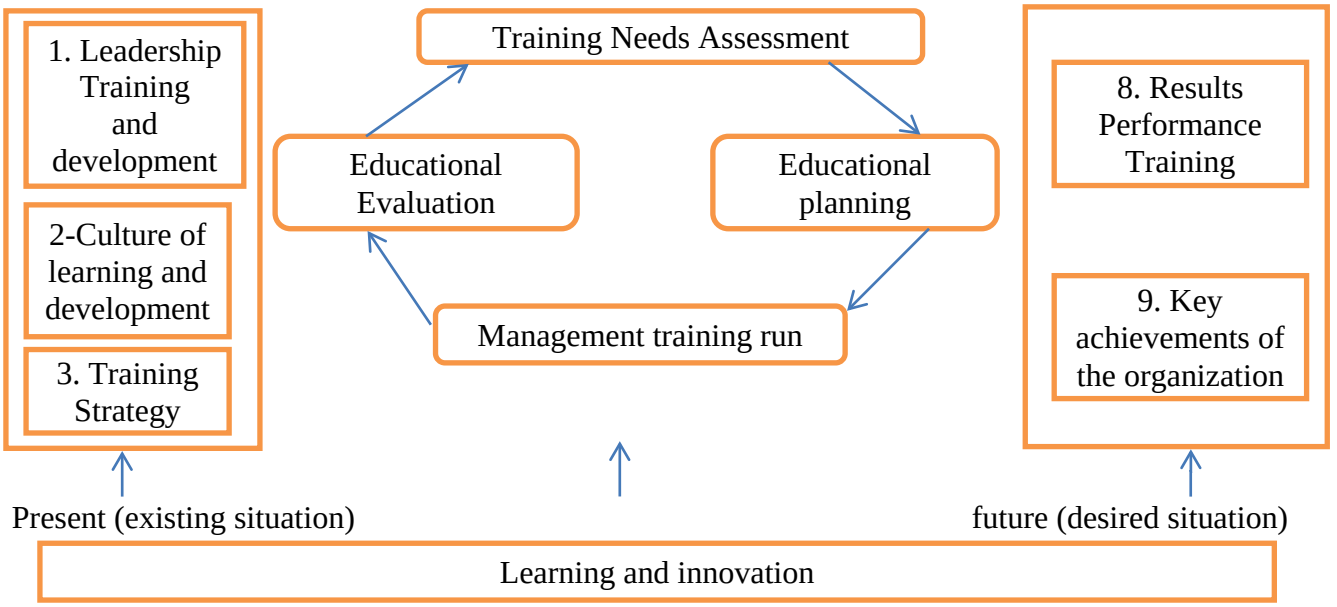

Figure 2: The optimal design model of educational excellence and human resource development

Conclusion

The results of the first question: According to the test (Z = -10.105), which in error level of 0.05 was significant we can say that there was a significant differences between the existing and desired situation of educational planning of official staff of the National South Oil Company (Ahvaz). The mean rating of the existing status quo was (3.00) less desired situation mean rating (69.48). The findings showed that the size and components of the planning staff training which including: needs assessment, design, implementation, and evaluation of training effectiveness and control training courses in existing situation and desired situation there is a significant difference which means that the existing situation is more than desirable situation. The research findings are consistent and correspond with results of Akbari (2003), Rezaei (2003), Rashtiani (2010), Wang and Hangvv (2009), Williams (2001) and Rood (2006).

The results of the first sub-question: According to the test (Z = -10.116) that in error level of 0.05 was significant. We can say that there is a significant difference between the existing and desired situation of educational planning official staff of the National South Oil Company (Ahwaz) on design and training needs assessment. On the other hand, the mean rating of the existing status quo was (3.00) less than the mean rate of desired status (69.00). This research findings are consistent and correspond with the results of Haji Mirrahimi (2007), Arthur and Bennett (2003), Rood (2006), Akbari (2003), Rashtiani (2010) and Salonya (2010).

The results of the second sub-question: According to the test (Z = -10.048) that in error level of 0.05 was significant. We can say that there is a significant difference between the existing and desired situation educational planning official staff of the National South Oil Company (Ahwaz) on training courses. On the other hand, the mean rating of the existing status quo is (00.00) less than

desired situation mean rating (50.67), respectively. The results show that in comparison with the other dimensions, this dimensions had less distance in desired and existing situation. The research findings are consistent and correspond with the results of studies of Hangu Wang (2009), Akbari (1382), Rashtiani (2010) and Salvnya (2010).

The results of the third sub-question: According to the test (Z = -10.091) that in error level of 0.05 was significant. We can say that there is a significant difference between the existing and desired situation educational planning official staff of the National South Oil Company (Ahwaz) on training courses. On the other hand the mean rating of the existing status quo is (67.4) less than desired situation mean rating (34.69), respectively. The research findings are consistent and correspond with the results of studies of Rezaei (2003), Eshaghian (2010), Madanian (2013), Arthor and Beneth (2003), Akbari (2003), Rashtiani (2010) and Salvnya (2010).

The results of the fourth sub-question: According to the test (Z = -10.091) that in error level of 0.05 was significant. We can say that there is a difference between the existing and desired situation educational planning official staff of the National South Oil Company (Ahwaz) on training courses. On the other hand the mean rating of the existing status quo is (67.4) less than desired situation mean rating (34.69), respectively. The results show that in comparison with the other dimensions, this dimensions had less distance in desired and existing situation. The research findings are consistent and correspond with the results of studies of Hangu Wang (2009), Rashtiani (2010) and Salvnya (2010).

Recommendations of the study

According to the results obtained from the data analysis, the following recommendations are presented:

• Expressing and communicating education and development strategies and policies clearly.

• Reviewing training and development processes and creating favorable conditions for establishment of scientific approaches in educational processes

• Developing educational infrastructure including virtual training products, etc.

• Using Training and Development Excellence Model as a model of continuous assessment and development of training activities . In this regard, the following steps should be implemented:

• Training and Development Excellence steering committee headed by the President of Training and Development and determining the roles, responsibilities and authority

• Raising public awareness and information on the training and development

• Assessment of the current situation in compliance with the criteria and sub-criteria model training and development

• Developing a model system in training and development and its official notification.

• Assessing the continued training of internal evaluation of training and development activities

• Evaluation of training and development activity period (three months, six months, etc.)

• Representing assessment and plan improvement

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