



**The Effect of Organizational Training on Job Satisfaction and Individual Performance of Ahwaz Oil Company Employees**

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**The Effect of Organizational Training on Job Satisfaction and Individual Performance of Ahwaz Oil Company Employees**

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**ABSTRACT**

The study aim was to investigate the effect of organizational training on job satisfaction and individual performance of employees at Ahwaz Oil Company. The statistical population of this study consisted of all employees of Ahwaz Oil Company, which according to the data of the sample at the time of the research, their number was 800. Based on the Krejcie and Morgan tables, for a community with this volume, at least 260 statistical samples were needed. To select this sample size from the statistical population, stratified random sampling method with proportional volume was used and the samples were selected accordingly. It should be noted that the data collection tool in this study was a standard questionnaire consisting of 61 items in which responses were based on the five-point Likert scale. After distributing and collecting questionnaires and extracting data, statistical analyzes (descriptive and inferential) were carried out using SPSS and Laser software. In this study, descriptive tests such as mean, standard deviation, variance, skidding and elongation were performed. Also, inferential tests such as normal test and path analysis were performed on the research data. The results of the research showed that in the society under study, the quality of organizational education and job satisfaction have a positive and significant effect on employees' performance. Also, the positive effect of organizational training quality on job satisfaction has also been proven. In addition, the results showed that job satisfaction variable plays a mediating role in relationship between the quality of organizational education and employee performance. It is worth mentioning that this research in terms purpose is applied and in terms of approach is survey and causal study.

**Keywords:** organizational education, job satisfaction, staff performance, Ahwaz Oil Company



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### **1. INTRODUCTION AND STATEMENT OF PROBLEM**

Promotion of job performance is one of the most important goals that managers of the organization are pursuing because they will promote productivity in the society and will promote the national economy and also improve the quality of services and production of organizations (Spector, 1999).

Job performance is the degree of accomplishment of tasks assigned to a person in his job (Tahir Suliman, 2006). Performance is defined as activities that are normally part of a person's occupation and activities and must do so (Zakerfard, 2009). Researchers identify the person's potency and desire as key factors in the performance and productivity of the individual. That is, to what extent the person has the ability (knowledge, skill, experience and competence) to do the work and to what extent, desire (motivation, interest, commitment and trust) to do the work (Keshtkar and Ghazanfari, 2017). The variable of employee job performance has also been evaluated in most previous studies based on the Paterson model (1992). On the other hand, a very important variable in the name of job satisfaction plays a role in the organization. Job Satisfaction is expressed in terms of satisfaction and satisfaction of the main needs in the workplace. Job Satisfaction, which is a kind of positive person's feelings about his job, the causes of such factors as conditions of the work environment, the organizational structure of the occupation, the relations governing the work environment and the impact of cultural factors. It can be concluded that job satisfaction is a daily emotional affection and affects social factors. Job satisfaction is a factor in increasing the efficiency and individual satisfaction, and each person seeks to increase job satisfaction in their employees and on the other hand, it can be said that increasing job satisfaction has led to a stronger organizational commitment in individuals and thus provides an improvement in employee productivity. One of the most common means of measuring job satisfaction is job descriptor index. This scale, made by Smith, Kendall and Halin, has been used in more than 400 researches. Job descriptor index is used to determine the satisfaction of five aspects of the job, self-esteem, colleagues, and supervisor, wages and promotion opportunities. The nature of the scale of job descriptor index is based on the belief that job satisfaction is judged in comparison with the person's perception of the alternative occupations available to him (Bahador and Keshtkar, 2017).



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On the other hand, a very important variable in the name of job satisfaction plays a role in the organization. Job satisfaction is expressed in terms of satisfaction and satisfaction of the main needs in the workplace. Job satisfaction, which is a kind of positive person's feelings about his job, is caused by factors such as working environment conditions, occupational system, working relationships, and the impact of cultural factors. It can be concluded that job satisfaction is a daily emotional affection and affects social factors. Job satisfaction is a factor in increasing the efficiency and individual satisfaction, and each person seeks to increase job satisfaction in their employee and on the other hand, it can be said that increasing job satisfaction leads to a stronger organizational commitment in individuals and thus improves employee productivity. One of the most common means of measuring job satisfaction is job descriptor index. This scale, made by Smith, Kendall and Halin, has been used in more than 400 researches. Job descriptor index is used to determine the satisfaction of five aspects of the job, self-esteem, colleagues, and supervisor, wages and promotion opportunities. The nature of the scale of job descriptor index is based on the belief that job satisfaction is judged in comparison with the person's perception of the alternative occupations available to him (Smith et al., 1969).

It can be said that the need for education and learning in all stages of human life is indispensable for better understanding and promotion of their environment. Education not only improves the capabilities of individuals in the provision of services and production, but can also be achieved with the help of these capabilities in managing the production cycle of goods and services to a higher level of social and economic status. In the past, it was thought that the time to study is different from the time of work and living, so people were trained before they started work. According to this, man was learning for a while, and then he began to work productively, and when the work began, there was no other place for education. This idea is now null and void and education is associated with human life (Dehghani et al., 2015). One of the biggest problems of today's organizations is the issue of education; education is a fundamental factor in human excellence, and this excellence can also be effective in styling the relations of staff and managers (Mirsapasi, 2002).

In-service training is undoubtedly one of the most important and effective factors in improving organizational performance and increasing efficiency. In-service training



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courses will lead to more in-depth insight, higher knowledge, and more ability and skill in human resources. Education can have different outcomes, one of which is the ability to reach audiences so that they can work as active and independent employees for organizational goals (Keshtkar, 2013).

Organizational training can be considered as an admission for organizational development. In all organizations, two basic points are considered: preservation and survival, increased efficiency and effectiveness. The life of organizations depends to a large extent on the various skills of human resources. However, if the fields are timely and optimal, the organization's ability to adapt to the changing environment will also increase. Therefore, human resource education and development in human resources management system is not only important for creating knowledge and skills in the staff, but also helps people to share the organization's effectiveness and adapt them to environmental pressures (Dehghani et al., 2015).

Training is always considered as a reliable means to improve the quality of performance and solve the problems of employees and especially managers, and the lack of it is one of the fundamental organizational issues. Of course, training is not a problem for all the organization's disadvantages, but it is undoubtedly one of the most important and effective measures to improve the performance and capability of each organization's staff (Fathi and Ejargah, 2004). According to Stufflebeam (2002), to assess the quality of in-service training, four dimensions should be considered: background, input, process, and output.

The organizational structure of the oil company is also faced with all of the above mentioned variables. Performing initial research and interviewing some of the company's human resources directors, it has been proved that the oil company, in view of providing in-service training throughout the year, and spending a great deal on it, seeks to improve the staff's ability, satisfaction and performance. However, given that in recent years there has been no direct research on the relationship between these variables, the type of effect of in-service training on some of the important organizational variables (including employee satisfaction and performance) is in the midst of ambiguity. Therefore, the present research intends to answer the following question by adopting a scientific and targeted methodology:

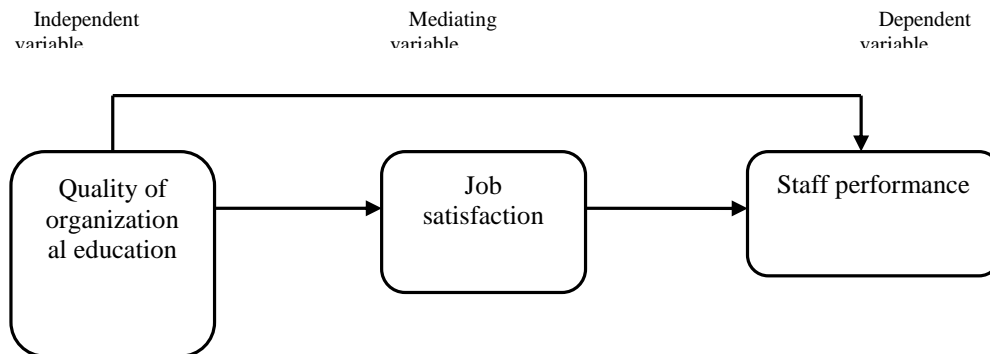


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"Is the quality of organizational training (in service) affecting job satisfaction and employee performance in the oil company?"

Considering the topics discussed in this section, we can draw the following conceptual and hypothetical model for this research:



**Figure 1) Conceptual model of research (Stufflebeam, 2002; Kendall and Hummel, 1969; Paterson, 1992)**

## 2. RESEARCH HYPOTHESES

In this section, based on the conceptual model of research (Fig. 1), hypotheses are presented:

- The quality of organizational training has a significant effect on job satisfaction of employees in Ahwaz Oil Company.
- The quality of organizational training has a significant effect on employees' job performance in Ahwaz Oil Company.
- Job satisfaction of employees has a significant effect on their job performance in Ahwaz Oil Company.
- In terms of the effect of organizational training quality on job performance of Ahwaz Oil Company employees, job satisfaction plays a mediating role.

## 3. DEFINE THE VARIABLES OF THE RESEARCH

In this section, we will try to provide a brief definition of the variables involved in the conceptual model of research:

**In-service training:** In-service training is organizationally referred to as an after-school job and aims to prepare individuals to better perform their responsibilities and improve their abilities and skills (Jafari and Momeni, 2016)



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Quality of the training program: The quality of the educational program in the organization refers to the extent to which the needs and wishes of the stakeholders (staff and organization) are realized (Jafari and Momeni, 2016).

Job satisfaction: The experts believe that job satisfaction is a kind of attitude, and in its definition say: job satisfaction is: one's attitude towards the job and in plain language how a person feels about his job and its various aspects (Jafarnejad, 2016)

Employee performance: Performance is a collection of efforts and efforts that employees are undertaking to achieve their goals and perform programs, as well as tangible and measurable results that result from these behaviors and efforts.

This definition of performance leads to the conclusion that when measuring performance, both behaviors and results should be investigated. It also considered as a function of data (capabilities) and outputs (goals). As a result, performance measures should be based on outputs such as volume and efficiency, and data, that is, what people have in their role as knowledge, skills and behaviors (Sistani, 2001).

### **4. REVIEW OF LITERATURE**

Chalavi and Asrari (2016) conducted a research entitled "the impact of in-service training on the performance of employees in the municipality of 8 districts Tehran". The statistical population of the study consisted of all employees who had completed a course of in-service training (667 people). In this research, stratified random sampling was used. In order to analyze the data, a single-group t-test, t-test and independent variance analysis were used. Based on the amount of t-single groups examining the status of the employees' view of the Municipality of 8 district in relation to the study of the impact of in-service training on employee efficiency, this study concluded considering that the experimental average is higher than the average, the employees of the municipality of district 8 have reported the effect of training on in-service training periods on employees over the period. Tahvildari et al (2016) conducted a research entitled "The effect of in-service training (outsourcing) on the performance of Bank's employees". The purpose of this study was to investigate the effect of in-service training (outsourcing) on the performance of Maskan Bank employees. The current approach is practical, in terms of data, quantitative and in terms of the type of study is descriptive-survey and the purpose is to find out the difference. The statistical population of this study was all employees of the headquarters



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of the Bank of Maskan. Based on simple random sampling and Morgan table, 175 individuals were selected as the statistical sample. The statistical tests used to analyze the t-single-variable data and the t-groups were correlated. The results showed that outsourced training had a beneficial effect on employee performance. The results also showed that the staff, based on outsourced training had a very good performance in other components, except in the application component.

Khalilpour (2016) conducted a research entitled "assessing the effectiveness of short-term cultural in-service training". In this research, the most fundamental hypothesis was the effect of in-service training and the data were collected using a questionnaire based on the six point Likert scale.

Finally, by statistical analysis, the results of the research showed a high correlation between the amount of short-term training and the promotion of cultural performance. Derakhshandeh and Mohammad Khani (2016) conducted a research entitled "The relationship between job satisfactions with the performance of employees of the social security organization of the Markazi Province". The method of this research is survey and the statistical population of the study consisted of employees of the social security organization of the Markazi province, which in 2015 were 437 people. Using Cochran formula, 136 of them were selected as random stratified random sampling method. The data collection tool was a Susan's (2005) five-item job satisfaction questionnaire and Elena (1995) five-item staff performance questionnaire. The data were analyzed by SPSS software and analyzed by Pearson correlation test and linear regression. The results of the research showed that job satisfaction and employee performance are in a desirable level of reliability. There was no significant difference in job satisfaction with marital variables, sex, history, age and education. This research showed that there is a positive relationship between job satisfaction and employee performance. In general, the conclusion of the research is that, in order to increase employee performance, managers should pay attention to job satisfaction of employees.

Hatami (2015) conducted a study entitled "The impact of in-service training of education staff on the performance of education management in Jiroft City". The purpose of this study was to investigate the effect of employee in-service training on their job performance at Jiroft city educational management. Through the questionnaire, 140





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employees of the Jiroft Education Department were interviewed about the effect of in-service training on their job performance. The results of this study showed a significant relationship between in-service training on increasing the efficiency of work efficiency, knowledge and skills, and employee participation spirit of work that increased job performance. In this study, no significant relationship was found between in-service training on the judgment component and the employee's decision making on increasing job performance.

Ghanbariyan Boroujeni (2014) conducted a research entitled "The impact of in-service training on organizational empowerment and job satisfaction among staff". The purpose of this study was to investigate and analyze the effect of employee in service training on empowerment and job satisfaction. The statistical population of this research is all employees of Islamic Azad University of Rasht that have been involved in in-service classes for at least two courses. Sampling method in this research is stratified random sampling. The sample size was also determined 240 samples according to the Kerjisa, Morgan and Cohen tables. The data collection tool was a questionnaire whose validity and reliability were confirmed. T-test, Wilcoxon test and its related coefficients and SPSS software were used for statistical analysis. The findings showed that in-service training on job satisfaction and staff empowerment of Islamic Azad University of Rasht had a significant effect of 20%. The results of the research show that holding training courses with existing status has a negative effect on their satisfaction and empowerment.

Andrew (2015) conducted a research paper titled "in-service training: a vision for teachers' effectiveness and productivity." This research focused on the effectiveness of in-service training to improve the performance and job productivity of teachers. The results of this study showed that in-service training would have a positive effect on the teacher's productivity of work, if properly assessed and well run.

Njoki (2015) conducted a research entitled "The impact of in-service training on employee performance." This research was conducted in the form of a master's thesis in Kenya. The results of this research showed that in-service training can have positive effects on the following items: employee empowerment, employee attitudes, job skills, job improvement, and problem solving power.

### **5. METHODOLOGY OF RESEARCH**





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This research in term of goal is applied and in term of approach is descriptive-survey and causal study type.

### **5.1 Statistical Society:**

The statistical population of this study was Ahwaz Oil Company employees. According to the statistics, the number of this statistical population was 800.

### **5.2. Statistical sample and sampling method:**

According to the Krejcy and Morgan table, for a community of 800 people, at least 260 statistical samples are needed. In this research, we tried to select statistical samples from the studied population through stratified random sampling method with proportional distribution and participate in the data collection process.

### **5.3. Data Collection tools:**

The main tool used in this study was a questionnaire which was divided into three separate questionnaires about job satisfaction variables, staff performance and the quality of organizational training courses were formed and a 5-point Likert scale was used. In the table below, the structure of the research questionnaire is presented:

**Table 1: The structure of the research questionnaire**

Variable	Related items
Staff performance	1 to 15
Job satisfaction	16 to 44
quality of organizational training courses	45 to 61

To assess reliability of the questionnaires, Cronbach's alpha method was used. Given that Cronbach's alpha was all above 0.7, the dimensional reliability and total questionnaire were confirmed.

### **5.4 Data analysis:**

To analyze the statistical data and to examine the research questions using SPSS and Lisrel software, descriptive statistics and inferential tests are used in accordance with the type of data and variables, which consists of two parts:



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Descriptive statistics including: Mean standard deviation, frequency distribution tables and related graphs.

Inferential statistics include:

- Kolmogorov-Smirnov test to determine the distribution of research variables (normal or abnormal distribution of variables).
- Reliability study (Cronbach's alpha coefficient)
- Confirmatory factor analysis
- The general fit of the model (structural equation modeling)

## 6. RESULTS OF DATA ANALYSIS

### 6.1. Demographic characteristics of the research sample

In the table below, descriptive statistics about the demographic variables of 260 individuals included in the research are presented:

**Table 2: Demographic characteristics of respondents**

	Variable	Frequency	Percent
Gender	Male	134	51.4
	Female	126	48.6
Age	Less than 25 years old	55	21.3
	26 to 35 years old	53	20.2
	36 to 45 years	99	38.3
	46 to 55 years old	48	18.6
	over 55 years old	5	1.6
Education	Diploma	72	27.9
	Associate Degree	78	30
	Bachelor	71	27.3
	Masters	34	13.1
	P.h.D	5	1.7

### 6.2 fitness of conceptual model and testing research hypothesis

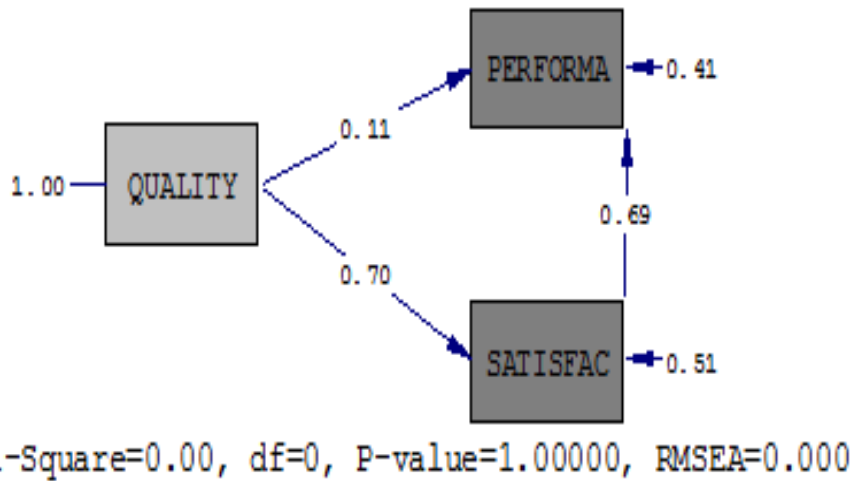
After determining the measurement models in order to evaluate the conceptual model of the research as well as to ensure the existence or non-existence of causal relationship between the variables of research and the study of the appropriateness of the observed



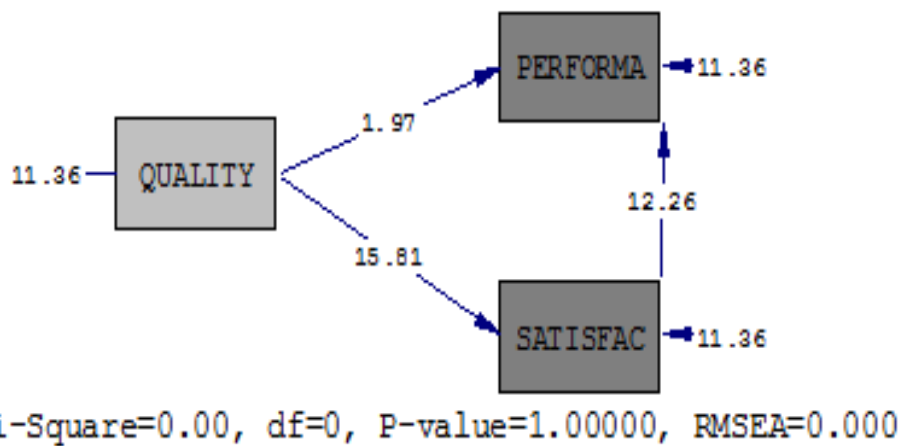
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data with the conceptual model of the research, the research hypotheses using the structural equation model were also tested. The hypothesis test results are reflected in the chart:



**Figure 2) Measuring the general model and the results of the hypotheses in the standard state**



**Figure 3) Measuring the overall model and the results of the hypotheses in a significant state**

### 6.3 The result obtained from the test of hypotheses 1 to 3

The results of the LaserL outputs show that the Chi-square ratio to the degree of freedom is less than three and other fitness indicators confirm the fitness of the model. Hence, the research model is fitted and can test the hypotheses based on standard and significant



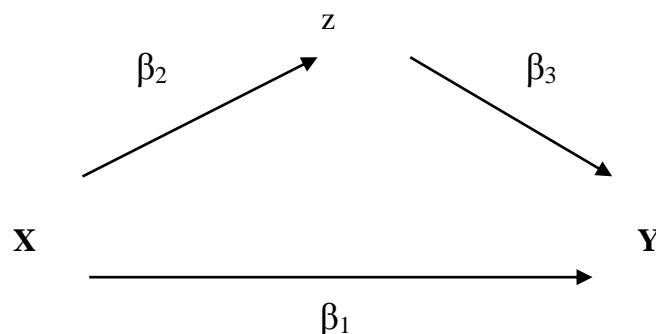
coefficients. The following table summarizes the significant coefficients and the results of the hypotheses:

**Table 3. Results of testing hypotheses 1 to 3**

Hypotheses	Standard	Significant	Result
The quality of organizational training has a significant effect on employees' job performance in Ahwaz Oil Company.	0.11	1.97	Confirmed
Job satisfaction of employees has a significant effect on their job performance in Ahwaz Oil Company.	0.70	15.81	Confirmed
The quality of organizational training has a significant effect on job satisfaction of employees in Ahwaz Oil Company.	0.69	12.26	Confirmed

#### 6.4. Testing hypothesis 4 (mediation hypothesis)

In the study of the relationship between the two variables, the direct and indirect effects of the variables should be calculated on the same:



Direct effect: it indicates the direct effect of  $X$  variable on the variable  $Y$ . ( $\beta_1$ )

Indirect Effect: multiplication of the coefficients of each path ( $\beta_2 \times \beta_3$ )

Total effect: direct effect + indirect effect

How to infer mediation hypotheses? :

- If the total effect is less than 0.3, then the correlation observed is not significant.



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- If the total effect is between 0.3 and 0.6, the correlation is desirable.
- If the total effect is above 0.6, the correlation is highly desirable.

**Table 4: Testing mediation hypothesis (hypothesis 4)**

Hypothesis	Direct effect	$\beta_2$	$\beta_3$	Indirect effect	Total effect	Result
		Satisfaction with training	Quality on satisfaction			
The role of satisfaction in the relationship between the quality of training and performance	0.11	0.69	0.70	$(0.69) \times 0.70$	<b>0.483</b>	Confirmed

### 7. CONCLUSION AND PRESENTATION OF EXECUTIVE SUGGESTIONS FOR MANAGERS

The first hypothesis of the study shows that quality of organizational training has significant effects on employee's job satisfaction in Ahwaz Oil Company. Statistical analysis showed a significant correlation between two equal variables (1.97) and since this is greater than 1.96, this hypothesis was approved. On the other hand, since the standard coefficient is positive (0.11), this direct effect was detected. This result is consistent with the results of the research conducted by Ganbarian Boroujeni (2014).

The second hypothesis of the research shows that the quality of organizational training has significant effects on employee's job performance in Ahwaz Oil Company. Statistical analysis showed a significant correlation between two equal variables (15.81) and since this is greater than 1.96, this hypothesis was approved. On the other hand, since the standard coefficient is positive (0.70), this effect was directly detected. This result is



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consistent with the results of studies carried out by Chalavi and Asrari (2016), Tahvildari et al (2016), Hatami (2015), Ganbarian Boroujeni (2014), Andrew (2015), and Njoki (2015).

The third hypothesis of the research shows that employees' job satisfaction has significant effects on job performance by Ahwaz Oil Company. Statistical analysis showed a significant correlation between two equal variables (12.26) and because this value is greater than 1.96, this hypothesis was confirmed. On the other hand, since the standard coefficient is positive (0.69), this effect was directly detected. This result is consistent with the results of the research conducted by Derakhshandeh and Mohammad Khani (2016).

The fourth hypothesis of the research shows that the job satisfaction variable plays mediating role in the relationship between the quality of training and the performance of employees in the Ahwaz Oil Company. Based on the calculations made in section 4, and given that the total value of the obtained result for this relationship was more than 0.3, therefore, this correlation was found to be desirable, and this hypothesis was confirmed. This result is consistent with the results of studies carried out by Ganbarian Boroujeni (2014).

According to the results of the present research, the following suggestions can be made to senior managers of Ahwaz Oil Company in order to improve the level of employee performance:

Considering the positive impact of the quality of training courses on employee satisfaction and performance at Ahwaz Oil Company, it is suggested:

- In the Ahwaz Oil Company, all employees (including senior executives, mid-level and operational) will support and strengthen the use of training in organizational matters.
- In the Ahwaz Oil Company, the impact of training courses on employee performance is continuously monitored and measured.
- In training courses, in addition to training skills, employees will be trained how to transfer knowledge and organizational knowledge to other colleagues and units.
- Accurate assessment carried out for training courses.
- Prior to conducting training courses, the staff's readiness to enter such courses should be carefully assessed.



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Considering the positive effect of job satisfaction on employees' performance in Ahwaz Oil Company, it is suggested:

- In the Ahwaz Oil Company, sense of to be important and helpful induce to staff.
- In the Ahwaz Oil Company, the job security of the staff will pay close attention.
- In the Ahwaz Oil Company, the employee's independence should be carefully considered.
- In the Ahwaz Oil Company, the workload of the staff will be carefully considered.
- In the Ahwaz Oil Company, the physical conditions (space, light, ventilation, equipment, etc.) should be carefully considered.
- In the Ahwaz Oil Company, the proper relationship between managers and supervisors with subordinates should be carefully considered.
- In the Ahwaz Oil Company, fair job promotion system will be designed and implemented.
- In the Ahwaz Oil Company, justice will be established in terms of the distribution of salaries and benefits.
- In the Ahwaz Oil Company, the overtime of the staff is proportional to the amount of overtime.

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