



Investigate the Effect of Coordinating Dimensions on the Performance of employees in Education and Training of Nourabad –e- Mamasani City

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ABSTRACT

Objective: The aim of this study is investigate the relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County. This study based on objective is applied. **Methodology:** The population of the study consisted of all employees of education and training in Nourabad –e- Mamasani County which 180 persons were selected as the subjects of the study. With regard to the limitation of studed community, used the census method. Data collection is in the form of documentary and field. In this research, questionnaire was used as a data collection tool. For analyzing data is used descriptive and inferential statistics by using the SPSS software. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts. The internal reliability of the items was verified by computing the Cronbach's alpha. **Results:** Research findings are as follows: There is a significant relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County. **Conclusion:** Also, there are a significant relationship between mutual compatibility; direct supervision; standardization of work processes; standardization work efficiency and standardization of skills and employee performance in education of Nourabad –e- Mamasani County.

1. Introduction

Coordination is a series of structural and human mechanisms which designed for linking between components of each system (society) and for facilitating the acquisition of goals. An organization for attaining to objectives requires a framework that coordinate the activities of various organizations and establish a proper communication between them (Robbins, 2010).

The need to coordination in an organization depends on the extent, size and degree of complexity. In the same way that the organization is growing, increasingly need to coordinate more felt. There is always tension between supporters of coordination and supporters of separation and division. So that sometimes these forces are equal and sometimes one of them is winning (Aghajani et al., 2004).

When people have good or high performance that productivity is high. Productivity implies two related concepts include effectiveness and efficiency. Effectiveness is goal-oriented. In return, efficiency evaluate the rate of used data to obtained outcomes. Thus, place where efficiency, considered costs and performance evaluations concerned includes: Formal and systematic review of people work about how perform their work in accordance with established standards and must be done continuous (Mirsepasi, 2007).

One of the main problems on the way of organizations efficiency and performance is structural and ccoordination issues. Most of existing structures traditionally was designed and probably is not compatible with their current duties and is not considered changes in today's environment and in some cases, is not in accordance with the current needs of the organization and the community, has not coordination and sometimes do not pay attention to human dimensions and motivation of the workforce.

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Coordination is concerned as one of the main challenges for the organizations today. Coordination is integral part of management tasks and is concerned as an essential part of management nature. Every organization must have an internal coordination and the challenge of today organizations is the issue of Coordination.

Human Resource Management as one of the management sectors must be coordinated with other elements of organization such as structure of technology. One of the main problems in education of Mamasani city is the lack of coordination in the organization which leads to lack of efficiency and productivity. According to the existing problems in Education & Training, dominate of managers and employees on dimensions of coordination and providing the strategies help to them in decision-making and problem-solving and reduced the incorrect decision and closer the organization to success. Therefore, accurate recognition and identification of coordination in the organization is often difficult and requires scientific researches. Thus, present research investigate the relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County to finally indicated that level of coordination and employees performance is at what level and the need for coordination there is in what dimensions. This study is trying to answer this question that coordination to what extent is effective on the employee performance in education and training of Nourabad –e- Mamasani County?

1.1 Research purposes

Investigate the relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County.

1.1.1 Sub- objectives

Determining the relationship between mutual compatibility (bilateral) and employee performance in education of Nourabad –e- Mamasani County.

Determining the relationship between direct supervision and employee performance in education of Nourabad –e- Mamasani County.

Determining the relationship between standardization of work processes and employee performance in education of Nourabad –e- Mamasani County.

Determining the relationship between standardization work efficiency and employee performance in education of Nourabad –e- Mamasani County.

Determining the relationship between the standardization of skills and employee performance in education of Nourabad –e- Mamasani County.

Determining the relationship between mutual compatibility (bilateral) and employee performance in education of Nourabad –e- Mamasani County.

1.2 Coordination

Coordination is a process that combine all the constituent parts of a total for the common goal. Coordination realized with a series of structural and behavioral mechanisms that used for connecting the components together and facilitate the achievement of organizational goals (Rezaiyan, 2013).

Division of tasks and forming the units of work make required coordination between them. Coordination defined as the process of creating unity and oneness among different unit's activities of organization, so that the objectives of the organization effectively realized. Without anticipating measures and coordination measures and applying them, individuals and organizational units may deviate from the target organization (Alagheband, 2013).

1.2.1 Coordination Mechanisms

The six coordination mechanisms are:

- 1. Mutual adjustment:** Coordination of work is made possible by a process of informal communication between people conducting interdependent work.
- 2. Direct supervision:** Coordination is achieved by one individual taking responsibility for the work of others.
- 3. Standardization of work processes:** Coordination is made possible by specifying the work content in rules or routines to be followed. Coordination occurs before the activity is undertaken. Mintzberg adopted Taylorism: procedures are usually specified by work-study analysis.
- 4. Standardization of output:** Coordination is obtained by the communication and clarification of expected results. The individual actions required to obtain a goal are not prescribed. This goal setting method is closely related to Drucker's Management by Objectives.
- 5. Standardization of skills and knowledge:** Coordination is reached through specified and standardized training and education. People are trained to know what to expect of each other and coordinate in almost automatic fashion.

1.3 Evaluation of Employee Performance

Performance evaluation is an important tool to reward or compensation of employees and ordinary activities that examine the employee performance, maintaining the good relations, education, and accepting feedback from employees and help to understand and recognizing the merit or lack of merit of employees, their current performance and future goals of the organization and creates the opportunity to perform important tasks (Measurable, 2000).

So in summary, individual performance is high and good that besides the high level of effectiveness and efficiency have a low level of absences and delays in entering the workplace, disputes in the workplace and similar factors. Note that in the discussion of performance, should not be mistaken the issues of the individual or organization efficiency and effectiveness because it is possible a man have a high efficiency and low efficiency, or vice versa.

1.4 Performance evaluation purposes:

In general, the aim of performance evaluation is that essential information is collected about the forces working in the organization and be available to managers so that they be able to take timely and necessary decisions in order to raising the quantity and quality of employees work. Therefore, the ultimate goal of performance evaluation is efficiency and effectiveness of the organization (Saadat, 2007). The main purposes of performance assessment

can be made as follows (Seyedjavadin, 2004):

- Subjugation of employees on how to perform tasks and responsibilities and behavioral characteristics desired.
- Recognizing the ability of employees and their educational needs.
- The creation of a proper system of reward and punishment;
- Creating a suitable system of promotion and appointments;
- Methods reform and removing the errors and mistakes.

1.5 Performance evaluation criteria

Seven distinct criteria for successful performance evaluation indicated as follows.

Effectiveness: The degree of what a system wanted to do and actually performed that determine at least with 3 criteria include: quality, quantity and Timeliness.

Efficiency: Comparing the output that was expected to produce with generated actual output or comparing the consumed inputs with inputs expected.

Quality: define as degree of system integration to prerequisites, specifications and expectations. In other words, quality is a qualitative characteristics and a product or service created, presented and tested based on that.

Profitability: define as relationship between revenues and costs that is measured of different ways such as the ratio of profit to sales.

Productivity: define as relationship between utilities derived from output and consumed resources in a period of time.

Quality of Work Life: Quality of Work Life define as reaction of participants in a system to socio-technical aspects of system.

Innovation: defined as applied creativity and creativity is the creation to ideas or new plans (Rezaiyan, 2013).

1.6 Literature Research

Chang et al. (2007) in research with title "A fuzzy approach for supplier evaluation and selection in supply chain management" aimed to present a fuzzy decision-making approach to deal with the supplier selection problem in supply chain system. In this paper, linguistic values are used to assess the ratings and weights for these factors. These linguistic ratings can be expressed in trapezoidal or triangular fuzzy numbers. s. Then, a hierarchy multiple criteria decision-making model based on fuzzy-sets theory is proposed to deal with the supplier selection problems in the supply chain system. According to the concept of the TOPSIS, a closeness coefficient is defined to determine the ranking order of all suppliers by calculating the distances to the both fuzzy positive-ideal solution and fuzzy negative-ideal solution simultaneously. Finally, an example is shown to highlight the procedure of the proposed method at the end of this paper. This paper shows that the proposed model is very well suited as a decision-making tool for supplier selection decisions.

Wu et al (2010) in research with title "Evaluating business performance of wealth management bank" applies the balanced scorecard method to build a performance evaluation framework for wealth management (WM) banks. This study proposes an integrated approach for evaluating and selecting wealth management banks' application of a grey relational analysis (GRA) with an analytical hierarchy process (AHP) in a business performance measurement model. The results show that financial perspective and customer perspective have higher weightings. The proposed criteria can assess the business performance, relativity, financial perspective and customer perspective of constructing the sub-criteria to assess the focal point under the surface. The most important factors to be focused on with respect to the performance indicators are capacity to profitability, customer profitability, and operational quality for a group of customers and wealth managers' professional knowledge and growth.

Boice & Klenier (1997) believed that the creation of an evaluation system that be able accurately reflect employee performance is very difficult and if the performance appraisal system in an organization could not provide relation between employee performance and organizational goals, that system is certainly not efficient.

Horch (2001) in their research showed that variables such as achievement, experience and age of sports organizations experts has a significant impact on job performance. Also, the amount of service training and job stress has a significant effect on job performance.

McGil (1992) examined perspectives of the personnel in various organizations in the UK to evaluate the performance of applications and the following results obtained in the survey; for employees performance assessment, respectively, could be have the following functions:

1. Evaluation of training and development programs
2. Improving the current performance
3. Reviewing the past performance
4. Assessment of future potential / possibility of upgrading
5. Job planning
6. Determining the performance targets
7. Determining the salary.

Laurence et al. (1998) in research with title "Training as a performance appraisal improvement strategy" reviews research findings from 149 managers who work in 22 different US manufacturing and service organizations concerning the top ten rater skills identified as necessary to effectively conduct formal performance appraisals, and why organizations fail to conduct effective rater training with their managers. Laurence et al. concluded that there are more than ten skills for evaluators, so that they can to perform better evaluation. The qualifications or skills refers to four factors: 1- Performance planning, 2- Coaching and performance management, 3- Written evaluation, 4- Interview of evaluation (assessment revision).

Perumal (2000) The study concluded that age, experts need to upgrade the physical environment has a significant effect on the rate of job performance, but class variables, and yards of Educational and non-significant effect of job stress on job performance has been studied population (Sajjadi & Omid, 2008).

2. Materials and methods

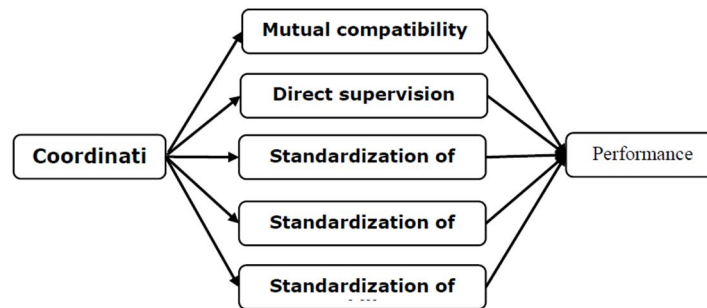


Fig 1. Conceptual model

2.1 Research Methodology

The aim of this study is investigate the relationship between the dimensions of coordinating and employee performance in education of Nourabad -e- Mamasani County. This study based on objective is applied. The population of the study consisted of all employees of education and training in Nourabad -e- Mamasani County which 180 persons were selected as the subjects of the study. With regard to the limitation of studed community, used the census method. Data collection is in the form of documentary and field. In this research, questionnaire was used as a data collection tool. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). For analyzing data is used descriptive and inferential statistics by using the SPSS software. For measuring the mechanisms of coordination has been used the Mintzberg theory and models and to measure the performance has been used the standard 19-item questionnaire. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts. A group of 20 persons were selected from the subjects and the questionnaire distributed among them. The internal reliability of the items was verified by computing the Cronbach's alpha. Cronbach's alpha values was obtained for coordination mechanisms is 0.75 and for Performance questionnaire is 0.81 which shows that our research variables are reliable and there exists internal consistency between them.

2.2 Main hypothesis

There is a significant relationship between the dimensions of coordinating and employee performance in education of Nourabad -e- Mamasani County.

2.3 Sub-hypothesis

1. There is a significant relationship between mutual compatibility (bilateral) and employee performance in education of Nourabad -e- Mamasani County.
2. There is a significant relationship between direct supervision and employee performance in education of Nourabad -e- Mamasani County.
3. There is a significant relationship between standardization of work processes and employee performance in education of Nourabad -e- Mamasani County.
4. There is a significant relationship between standardization work efficiency and employee performance in education of Nourabad -e- Mamasani County.

There is a significant relationship between the standardization of skills and employee performance in education of Nourabad -e- Mamasani County.

3. Discussion and results

3.1 Data Analysis

3.1.1 Descriptive Data

Gender of respondents are: 147 people man (%81.7) and 33 people female (%18.3).

Table 1. Gender of respondents

Gender	Frequency	%
man	147	81.7
female	33	18.3
Total	180	100

Age of respondents are: 12 people under 25 years (% 6.7), 42 people 26 to 36 years (% 23.3), 96 people 36 to 45 years (% 53.3), 30 people 45 to 55 years (% 16.7).

Table 2. Age of respondents

Age	Frequency	%
under 25 years	12	6.7
25 to 35 years	42	23.3
35 to 45 years	96	53.3
45 to 66 years	30	16.7
Total	180	100

The educational background of the participants are; 21 people under diploma and diploma, 138 people have super- diploma and Bachelor, 21 people Master degree and higher.

Table 3. Educational background

educational background	Frequency	%
diploma	21	11.7
super- diploma and Bachelor	138	76.7
Master and higher	21	11.7
Total	180	100

Experience of respondents are: 55 people under 10 years (% 30.6), 49 people 10 to 20 (%27.2) and 76 people 20 to 30 years (% 42.2).

Table 4. Experience of respondents

Experience	Frequency	%
under 10 years	55	30.6
10 to 20 years	49	27.2
20 to 30 years	76	42.2
Total	180	100

3.1.2 Descriptive analysis of variables

In table 5 described descriptive analysis of variables in items include mean, standard deviation, mode, middle and number of sample and in variables include mutual consistency, direct supervision, Standardization of work process, standardization of work efficiency, standardization of skills and employee performance

Table 5. Descriptive analysis of variables

variable	mean	Standard deviation	mode	Middle	N
mutual consistency	7.7	1.18	8	8	180
Direct supervision	25.23	4.30	28	27	180
Standardization of work process	19.35	2.36	20	20	180
Standardization of work efficiency	7.45	1.27	8	8	180
Standardization of skills	11.46	1.55	12	12	180
Employee Performance	70.61	11.64	67	71.5	180

3.2 Inferential statistics

3.2.1 Research hypotheses

Main hypothesis: There is a significant relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County.

Table 6. Test of main hypotheses

variables	Pearson correlation	Sig	Number
dimensions of coordinating and employee performance	0.531	0.000	180

The table 6 shows the results of the data analysis. Results indicated that Pearson correlation between dimensions of coordinating and employee performance is 0.531. So, there is a significant relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

First Sub-hypothesis: There is a significant relationship between mutual compatibility (bilateral) and employee performance in education of Nourabad –e- Mamasani County.

Table 7. Test of first Sub-hypothesis

variables	Pearson correlation	Sig	Number
mutual compatibility and employee performance	0.270	0.000	180

The table 7 shows the results of the data analysis. Results indicated that Pearson correlation between mutual compatibility and employee performance is 0.270. So, there is a significant relationship between the mutual compatibility and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

Second Sub-hypothesis: There is a significant relationship between direct supervision and employee performance in education of Nourabad –e- Mamasani County.

Table 8. Test of second Sub-hypothesis

variables	Pearson correlation	Sig	Number
direct supervision and employee performance	0.346	0.000	180

The table 8 shows the results of the data analysis. Results indicated that Pearson correlation between direct supervision and employee performance is 0.346. So, there is a significant relationship between the direct supervision and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

Third Sub-hypothesis: There is a significant relationship between standardization of work processes and employee performance in education of Nourabad –e- Mamasani County.

Table 9. Test of third Sub-hypothesis

variables	Pearson correlation	Sig	Number
standardization of work processes and performance	0.591	0.000	180

The table 9 shows the results of the data analysis. Results indicated that Pearson correlation between standardization of work processes and employee performance is 0.591. So, there is a significant relationship between the standardization of work processes and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

Fourth Sub-hypothesis: There is a significant relationship between standardization work efficiency and employee performance in education of Nourabad –e- Mamasani County.

Table 10. Test of fourth sub-hypothesis

variables	Pearson correlation	Sig	Number
standardization of work efficiency and performance	0.156	0.036	180

The table 10 shows the results of the data analysis. Results indicated that Pearson correlation between standardization of work efficiency and employee performance is 0.156. So, there is a significant relationship between the standardization of work efficiency and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

Fifth Sub-hypothesis: There is a significant relationship between the standardization of skills and employee performance in education of Nourabad –e- Mamasani County.

Table 11. Test of fourth sub-hypothesis

variables	Pearson correlation	Sig	Number
standardization of skills and performance	0.264	0.000	180

The table 11 shows the results of the data analysis. Results indicated that Pearson correlation between standardization of skills and employee performance is 0.264. So, there is a significant relationship between the standardization of skills and employee performance in education of Nourabad –e- Mamasani County with 95% confidence.

4. Conclusion

4.1 Conclusion and Recommendations

The aim of this study is investigate the relationship between the dimensions of coordinating and employee performance in education of Nourabad –e- Mamasani County. Research findings are as follows: There is a significant relationship between the dimensions of coordinating and employee performance. With regard to first Sub-hypothesis there is a significant relationship between mutual compatibility (bilateral) and employee performance; According to the results of this hypothesis, suggested organization management for creating mutual compatibility attempts to design and implement a mechanism that leading to the development of quality communication between individuals and different groups in the organization and who referred to organization because helped to doing the work and decrease the ambiguity in the relationship. Also, recommends that organization help to establishing the communication and coordination between different parts of personnel, management and monitoring the operational activities by organization senior management and in the field to do the necessary planning. With regard to second Sub-hypothesis There is a significant relationship between direct supervision and employee performance; According to the results of this hypothesis, suggested senior managers in the organization should try directly collecting the information for making decisions and not receive information that may not be true sometimes. With regard to third sub-hypothesis There is a significant relationship between standardization of work processes and employee performance; According to the results of this hypothesis, should be tried that the organization development in all aspects includes human resources, financial and other activities of the organization be placed in the horizon of organization's activities. With regard to fourth sub-hypothesis there is a significant relationship between standardization work efficiency and employee performance. According to the results of this hypothesis, organizations should try to perform corrective measures and providing the feedback to employees about work processes. Finally With regard to fifth sub-hypothesis there is a significant relationship between the standardization of skills and employee performance in education of Nourabad –e- Mamasani County. According to the results of this hypothesis, managers have to improve the standardization of skills in the organization through plans and training processes.

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