Original Article

The Effect of on-the-job Training Using Cell-phone on the Empowerment of Human Resources In Fars Power Generation Management Company

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Abstract

The purpose of this study was to investigate the effect of mobile phone on-the-job training on human resource empowerment in Fars Power Generation Management Company. The method used in this research is based on the applied type and in terms of collecting data is a descriptive survey. The tool used in this research is employee empowerment questionnaire using mobile phone. Its components include: effectiveness, meaningfulness, feeling of participation with others, sense of competence and choice. The validity of the experts was used to assess the validity of the questionnaire, and the test score Cronbach's alpha of this questionnaire is 0.82. The statistical population of this research includes all employees of Fars Power Generation Management Companywith 240 employees. A random sampling method was used for sampling. The sample size was 148 people based on Cochran formula. The results showed that On-the-job training through mobile phone affects all the components of empowerment of employees and it has the most effect on thesense of competence component and the least effect is on the right of choosing also, given that the obtained average is 3.452 which is more than the value of test 3, and likewise with regard to the significance level estimated to be equal to 0.001, and at 95 confidence level, it can be claimed that the effect of employee`s on-the-job training periods by using the mobile phone is higher than the average towards the human resource right to choose.

Key words: On-the-job training, Employee Empowerment, Mobile Phone - Fars Power Co

INTRODUCTION

In today's competitive world, undoubtedly one of the important tools in developing the organization's transformation and survival, achieving its goals and missions is the new programs and approaches to education; among which, what constitutes a developmental issue and guarantees the survival of the organization is the element of Human and human resource development.

Therefore,it can be said that one of the factors that has an effect on the empowerment of human resources

and can play an important role in improving is training human resource, new techniques and new schemes for improvement of productivity cannot be effectively created or applied without trained human resources at all levels of the organization.

Nowadays, on the job training courses and workshops are considered as one of the ways of human resource organizations'development. Each organization requires trained and experienced people to carry out its mission. The development of skilled humans, known as human resource development, is an inevitable necessity that organizations need to survive and advance in today's increasingly challenging world; therefore on the job training is one of the main responsibilities of resource management andit has always been considered as an important factor in fostering development plans or organizational changes (Abtahi, 2003: 24).

Many management and economics scientists believe that empowering human resources as the most effective

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element in the realization of efforts is the most important and most lucrative development pillar among the various types of investments aimed at promoting productivity and ultimately economic and social development. Training and improvement of human resources in the present age is considered as an inevitable task of organizations and institutions in terms of specific time conditions; this is essentially carried out in the form of, edited training program, short-term or long term training programs (Jafari, 2015: 38).

Today, traditional methods of training and learning lose their effectiveness, with the advent of new technologies and methods. Learners need to look for new ways and means of transferring knowledge and learning to keep pace with the changing environment around them. Third wave civilization requires a powerful tool to increase the knowledge of the community, which is timely, low-cost, fast and reliable (Feizi et al., 2004: 43).

Mobile phone technology is one such aspect of ICT that, like other communication technologies, has come into the field of education as a mobile-based education. This gadget has changed the traditional way of training and provided a new definition of education. It also paves the way for learning at home, at work, in travel, and removes many of the limitations and inefficiencies.

Mobile education is a subset of e-learning. This communication and information tool can be used for its specific features, including transmission technology, miniature, accumulation and reception, display and control, time and space flexibility, decentralization and asynchronous; it can play a significant role in teaching (Fakhraei, 2007: 18). The integration of information and communication technology with the education process facilitates the communication of learners and the social and cultural development of societies through the transformation of e-learning into mobile learning (Nova, 2005: 18).

Fars Power Generation Management Companyis one of the most important energy companies, considering the importance of on the job training for its employees and the distribution of its personnel, the use of mobile phones and new training technologies in this organization can be very crucial. Therefore, the purpose of this paper is to determine the effect of mobile phone training on the empowerment of human resources.

The Main Hypothesis
- On the job training coursesof employees effects on the empowerment of human resources.

Sub-Hypotheses
- On the job training courses of employees effects on the effectiveness of human resources.
- On the job training courses of employees by using mobile phones effects on the significance of human resources.
- On the job training courses of employees by mobile phone effects on the feelings of the competence of the human resource.
- On the job training courses of employees by using mobile phones effects on the right of choosing the human resource.

Research background
Empowerment has a vague and different concept, and people who are different in terms of their own characteristics are aware of it. This concept, in the 1990s, absorbed the attention of many scientists and academics. The results of empowerment of employees can be attributed to increased job satisfaction and customer satisfaction. Empowering employees as a theoretical concept has a great impact on organizational and managerial effectiveness and organizational initiative. By implementing empowerment programs, employees gain more flexibility in controlling and fulfilling tasks and, in response to issues and opportunities, they begin to take on new tasks and overcome obstacles, thereby they are reinforcedregarding dealing with issues and motivation problems. Organizations can adapt with changes and compete having more powerful, committed, and expert specialists. This chapter focuses on the research background in the concept of empowerment, the benefits, barriers, challenges and strategies for properly implementing empowerment programs in organizations.

Along with the Islamic Revolution and profound transformation in various aspects such as political, social, economic and cultural aspects, education as an institution originating from the community did not stay immune from these changes and variations, since then the role of on-the-job training in relation to changes that must be addressed in the Ministry of Education became clearer and found its true place and the training of staff working in the Ministry of Education situated under a single umbrella and on-the-job training Office was responsible for the formulation, implementation and evaluation of on-the-job training programs for all ministry staff, including both educational and office personnel. In the meantime, according to the necessity of awareness of the Teaching staff from the new scientific findings, teachers and employees' received more training (Fathi and Ejare Gah, 2004: 25). The process of empowerment management model identifies six essential steps that should be used in planning, implementing and evaluating the organization's initiative to develop and strengthen empowerment. These steps create a closed loop process that ultimately leads to continuous improvement. Steps are:

On the job training is a process that trains employees at different levels of the organization to improve their advancements, efficiency and effectiveness in their current and future career paths in terms of their way of thinking and practice, skills and methods and appropriate group behaviors (Rakhsh Mah, 2010: 12).

Necessity of pay attention to on the job training is regional and national, and in fact, it is a phenomenon that is global in scope and depends on the following reasons:

A. Training in teacher training centers, universities and higher education centers is as comprehensive and complete as possible; it cannot guide teaching and work for all years. Expanding culture, increasing research and discoveries in the field of science, and developing new methods in the field of education and training makes training courses inevitable.

B. Developing reform in the methods and curriculum and increasing the professionalism of the staff and enabling them to use and learn from one another to exchange experiences that can be achieved through on the job training.

C. Organizing educational system and the adaptation of the educational and administrative staff, with changes resulting from scientific and technological innovations, and the updating of information and knowledge require the implementation of on the job training courses.

D. On the job training is a good tool for increasing communication between goals and the expansion of organizational affiliation, development of professional abilities and, finally, the improvement of job satisfaction.

E. On the job training is related to the rational, emotional, and social life of the staff, which is responsible for correcting attitudes and ideological beliefs and ideologies and choosing the right values. Therefore, it is valid in political, ideological and social changes (Zohrabi, 1390: 57).

Education is the most important way to develop human resources in organizations. Effective education can lead to excellence in Organizational Performance and, on the other hand, provide the basis for employees` development;it is considered as an important factor in improving development plans and organizational changes. The process of education as a factor of change and as a new and highly effective attitude and orientation can be of great importance in improving the quality of the performance of an organization's employees and the reconstruction of methods and practices applicable to the administrative system. By increasing the efficiency of employees through proper education, the morale of the staff is improved and there would be great savings in costs and reduction of losses (Kazemi, 1991: 197).

The significant increase in the place of human resources training in organizations and institutions and its impressive impact on the performance of organizations has led managers and experts to consider the cost of human resource training as an "investment" and in this direction, efforts have been made to expand training, increase diversity and educational coverage, improve the quality and speed of training useof wide educational technology. Due to the necessity of properly distributing the facilities and resources in the training of human resources, ICT is an effective and cost effective way to provide organizational training, therefore, the electrical and electronic facilities in education in many advanced countries are expedited and expanded andit is welcomed as a reasonable and appropriate procedure. Information and communication
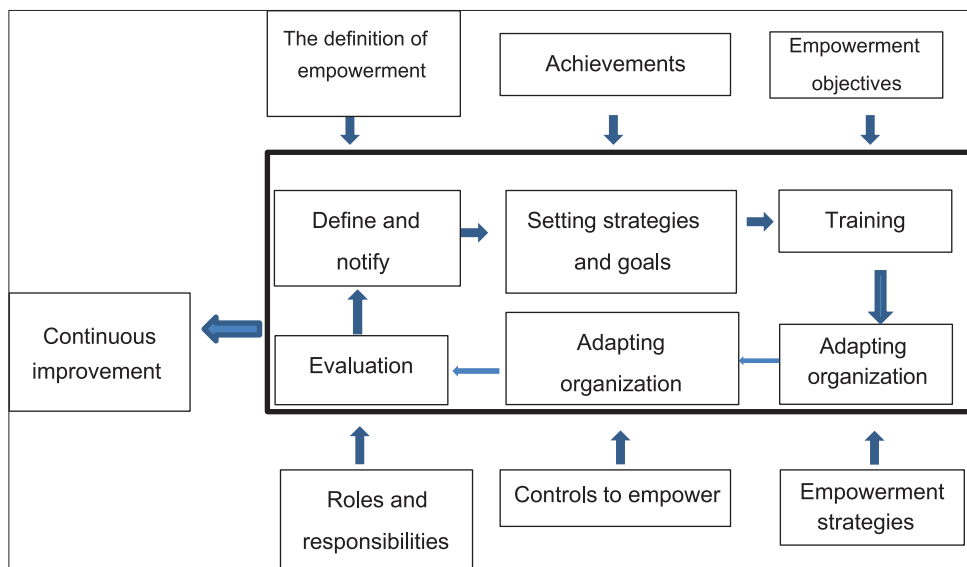

Figure 1: Empowerment Process Management Model (Kinella, 2004: 43)

technology has reduced the costs of relocating people, the preconditions and facilities for conducting in-person training significantly, and has covered more people. As today, information and communication technology (ICT) is considered as a low-cost infrastructure investment for non-ad hoc education, especially in the world it is contemplated as on the job training and promotion of low cost human resource knowledge.

Information and communication technology is not restricted to computers or related products, but also includes digital systems, video cameras, and audio and video equipment, e-mail, telephone, and more. Knowledge-based economics requires this educational method to achieve its goals and expand human resource learning and knowledge productivity. By saving time, in addition to speed and cost savings, this method easily provides information to the individual and provides access to more elite and expert people (Danesh Fard, 2006).

Fathi Azar and others (2016)conducted a study entitled phenomenology of the factors influencing and motivating the quality of on the job training courses of employees. The findings of this research illustrate the necessity of pay attention to the various factors that are considered as the main criteria for quality and efficiency in assessing on the job training periods by employees. The appropriateness of programs with the expectations and requirements of employees as the main audience of on the job training courses will improve the overall efficiency of such programs.

Soleimani and Shahrzadi (2015) conducted a study on the effectiveness of on the job training courses for librarians in Isfahan University of Medical Sciences. The results showed that the effectiveness of courses offered by librarians in all four levels, and in general, was higher than the average (3.7), although the effectiveness of the two levels of reaction and learning was higher than the other two levels. There was no significant difference between the viewpoints of female and male librarians, as well as librarians with a degree in librarianship and non-librarianship, about the effectiveness of educational courses. In addition to the level of learning, there was no significant relationship between the history of librarians' job records and their viewpoints on the effectiveness of educational courses at other levels, in general.

Mirkmali and Saadati Tabar (2015) conducteda research on the rate of satisfaction of the beneficiaries of the on the job training process in Industrial Development and Renovation Organization of Iran. Findings showed that rate of stakeholders' satisfaction from all stages of the on the job training process (necessity, design, implementation,

Evaluation and feedback) is moderate and the highest level of satisfaction respectively is from the feedback stage from the training courses, the implementation of the training courses, the evaluation of the courses, the design of the courses and the necessity of the courses, also in this research, it was found that there is no significant difference between the level of satisfaction of the stakeholders regarding the educational process in terms of demographic variables (gender, organizational aspect, educational level and job record).

Sadat Hosseini and others (2015) conducted a research on the pathology of on the job training based on the OEM model (case study: Qom province educational centers). The results showed that on the job training is not desirable based on dimensions of the OEM model. Meanwhile, the dimensions of the model were ranked according to Friedman test, during which the outsourced dimension was evaluated more undesirable from other dimensions. Also, demographic characteristics were compared with the use of Chi-square test, and those who have a bachelor's degree have assessed on the job training more appropriate than others.

Ghahremani Golzan and Mostafavi (2015) conducted a study on the effect of on the job training on employees` empowerment from students' point of view in Qazvin governorate. The results of the research showed that on the job training has been effective on empowering employees` development dimensions. The results indicate that on the job training has increased and improved the ability of Qazvin governorate staffs toward their jobs and organization.

Dehghani et al. (2015) conducted a research on the effect of on the job training on employees'capability and job performance in an insurance company. According to the results, on the job training has a direct and positive effect on employees' capabilities. Each of the quality dimensions of the quality of inputand the quality of the process, the quality of output, and the quality of the field have the most to the least impact on employees' capabilities, respectively. Also, according to the results of the research, on the job training has a direct and positive effect on the job performance of employees. Each of the dimensions of quality of the field, process quality, quality of the input and output quality have the highest and the least effect on the employee's job performance respectively. Finally, it can be concluded that the empowerment of employees has a direct and positive effect on the employee's job performance.

Yazdani (2015) conducted a research to review the effectiveness of the virtual on the job educational system regarding ministry of education employees. The results

showed that there is no significant relationship between valuable structures and satisfaction, and these two are independent structures. Also, the results of factor analysis showed that the instrument has structural validity in both dimensions of value and satisfaction. It was also determined that the default of using 4 components in the evaluation of the effectiveness of the virtual education system forthe employees of ministry of education and using 2 structures in measuring this effectiveness is correct. Also, confirmation of factor analysis in both constructs showed that the classification and naming of agents (factors), such as quality of support, quality of content, accessibility and technology are also correct.

Hakim zadeh and others (2015) did a research study about virtual courses of on the job training for the employees of ministry of education (a case study: the employees of ministry of education in Dehloran region). The results showed that lack of provision of infrastructures and necessary facilities for the effectiveness of virtual educational courses and the ineffectiveness of virtual training courses in comparison with the ordinary courses (classes) is one of the challenges. Also, the synchronization of educational courses with the needs of the ministry of education employees and the acquisition of the necessary skills for the effective use of on the job virtual training courses can be seen as an opportunity.

Jafari (2015) conducted a research study of the quality of on the job training courses from the viewpoint of managers and police chief. The results show that managers and chief of the Bushehr District Police assess the process of planning and evaluation of on the job training courses quitedesirable;however, they do not have an approving opinion about the way and procedure of the courses.

Zhong et al. (2016) conducted a research entitled Empowering employees through social networking links. Results show that both expression and toolbars links within groups can facilitate TMS formation, and all its three dimensions, with the presence of Different domains, are positively related to the efficiency of the group. Also, the efficiency of group is a good measure of the group performance. The findings of the present study cover the gap in social networks and TMS, and describe the underlying process as well as the mechanisms by which social network links affect their outcomes. The consequence of the outcomes for organizations that they want to use groups is that they take advantage of the expertise of the group members and make their work more effective and productive.

Harandi (2014) had a research in which explores the relationship between knowledge management and employee empowerment with the computer. The results of this study show the positive relationship between knowledge management and employee empowerment aspects (including sense of meaning, independent feeling, feeling of influence, feeling Trust to others), which has been used by the Pearson correlation test, while the relationship between knowledge management and the sense of competence were rejected. In addition, Friedman's test is used for ranking and the importance of hypotheses and questions. In the end, some recommendations are presented based on the results for managers and staff of the organization as well as future studies.

Dvořáčková & Kostolányová (2012) suggested in an article regarding e-learning in online on the job training a model for its study, and concluded that e-learning has a large range and can be more effective than on-the-job training.

Ganesh and Zavari (2012) conducted a research entitled The Role of Electronic Empowerment in Organizational Learning, which states that organizations typically process information, make decisions and implement them. Recent advances in computers and communications technologies have changed the way each organization's tasks are carried out. Decision support systems (DSSs) are an important category of tools an organization uses to support and enhance its decision-making activities. Traditionally, organizations want possesswhich have a set of predetermined goals.

Kazlauskaite (2011) conducted a research entitled Organizational and Psychological empowerment ways in the relationship between HRM and its performance. In this study, some changes have been distinguished between organizational empowerment as a set of HRM activities and psychological empowerment as the attitude of work and the role of both of them in the relationship between HRM and its performance has been defined. Organizational empowerment is positively correlated with psychological empowerment, job satisfaction and effective commitment. Meanwhile, we concluded that psychological empowerment and effective commitment moderated the impact of organizational empowerment on customer-oriented behavior.

Ozkan & Kasele (2009) in a research evaluated the type of e-learning and its effect on the job training of ministry of education employees and this research shows thatdevelopment evaluation has a greater impact on on-the-job training success.

Shee & Wang (2008) have designed and applied an e-learning method for on-the-job training, arguing that this method has been very useful and beneficial.

Conceptual Model
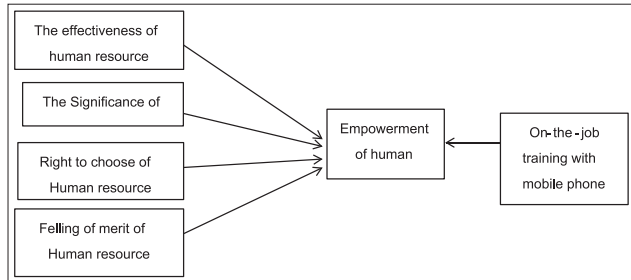
Research Methodology

This researchas an applied research and it is applicableis targeted because the research tool measures the organization's operational and practical work. It is descriptive as type with survey method. The tools used in this research are employee empowerment questionnaire using mobile phone. This questionnaire was designed by Spritzer (1995) with 12 items and 4 components. The scoring of this questionnaire is based on the 5-point Likert scale ranging from very disagree to very agree. Its components include: effectiveness, meaningfulness, sense of partnership with others, sense of competence and the right to choose. Validity of the questionnaire was used to assess the validity of the experts. The questionnaire was approved by five professors of the management district. Cronbach's alpha method was used to assess the reliability of the questionnaire. The Cronbach's alpha score of 0.82 represents the reliability of this questionnaire. The statistical population of this research includes all employees of Fars Power Generation Management Company, which has included 240 employees. A random sampling method was used for sampling. The sample size was determined on the Cochran formula of 148 people. In this article, in order to collect the theoretical information from libraries and the Internet has been used. A questionnaire has been used to collect the data from the practical part of the research. The questionnaire has been distributed among the sample population and after the collection of information,the information has been analyzed. Also, for data analysis, descriptive analyzes of frequency distribution tables were used and inferential analysis of T-test and regression analysis using SPSS software were used.

Descriptive Findings

The demographic characteristics of the sample are reported in Table 1.

Kalmogorov-Smirnov Test

According to Table 2, it is seen that the significance level of the questionnaire is more than 0.05, so distribution of the scores of variables is normal.

Inferential Findings

Pearson correlation was used to study the research hypotheses, the results of which are presented in Table 2.

Ranking the Dimensions of Employee Empowerment Through Mobile Phone

The Friedman test was used to rank the dimensions of employees' empowerment in order to determine the effect that using mobile phone had more effect on which dimension of employee's empowerment. The results of this test are described in Table 4. As you can see in this table below, the component of sense of competence has the highest mean and the right to choose has the lowest mean.

According to the results of Table 4 below, the component of sense of competence has the highest average. When individuals become empowered, they feel self-effacing or they feel they have the ability and skill to do a successful job. Empowered people not only feel competent, but also feel confident that they can do the job adequately.

DISCUSSION AND CONCLUSION

Fathi Azar and others (2016), conducted a phenomenological study of the factors influencing and motivating factors in the quality of on-the-job training courses. The research findings emphasized the necessity to pay attention to the various factors that are considered as the main criteria for quality and effectiveness in evaluating on-the-job training periods. It also examines the importance of on-the-job courses, the provision of on-the-job mobile phone courses, and the impact that these courses have on employees` empowerment.

Table 1: Descriptive findings

Sex			Married			Job record			Education		
Percentage	Abundance	Sex	Percentage	Abundance	Married	Percentage	Abundance	Job record	Percentage	Abundance	Education
75.68	112	Male	19.49	17	Single	29.05	43	0-10	5.4	8	Master degree
24.32	36	Female	88.51	131	Married	37.83	56	10-20	47.97	71	B.A/B.S
						31.75	47	Over 20	35.13	52	Junior diploma
									11.48	17	Diploma

Soleimani and Shahrzadi (2015) conducted a study on the effectiveness of on-the-job training courses for librarians of Isfahan University of Medical Sciences. Results showed that there was a significant difference between the viewpoints of female and male librarians and librarians with a librarianship and non-librarianship degree on the effectiveness of educational courses was not observed. In addition to the level of learning, there was no significant relationship between the job records of librarians and their viewpoints regarding the effectiveness of educational courses at other levels. The findings of this study showed that on-the-job mobile service at different levels caused Enhancement of staffing abilities. Mirkamali and Saadati Tabar (2015) conducted a research to investigate the level of satisfaction of the stakeholders with the process of on-the-job training in the Organization for the Industrial Development and Renovation Organization of Iran. Results showed that stakeholders' satisfaction from all stages of the on-the-job training process (necessity assessment, design, evaluation and feedback) is moderate and the highest level of satisfaction is from the feedback stage from the training courses, the implementation of the training courses, the evaluation of the courses, and the design of the courses and the necessity of the courses.In this research, according to the results obtained, the periods of service can increase the ability of employees, which will increase the productivity of staff and the satisfaction of clients and managers. Sadat Hosseini and others (2015) conducted a research on the pathology of on-the-job training based on the OEM model (case study: education fields in Qom province). Results showed that on-the-job training based on dimensions of the OEM model is not desirable. The study found that mobile phone education is beneficial. Ghahremani Gloozan and Mostafavi (2015) did

a study on the effect of on-the-job training on employees` empowerment from students' viewpoints in Qazvin governorate. Findings of the research showed that on-the-job training has been effective in empowering employees' development dimensions. The results indicate that in-service training has increased and amplified the ability of Qazvin governor's staff to their job and organization. The results of this study are consistent with the results of this thesis. Both theses show that mobile phone education can promote staffing abilities. Dehghani et al. (2015) studied the effect of on-the-job training on employees'capability and job performance in an insurance company. According to the results, in-service training has a direct and positive effect on employees' ability. Finally, it can be concluded that empowerment of employees has positive and direct impact on their job performance.Theresults of this research are consistent with the results of this dissertation, and it suggests that on-the-job training through mobile phones can also be helpful in empowering employees.

Dvořáčková & Kostolányová (2012) in a paper on e-learning regarding in-service training suggest a model for their study, and concluded that e-learning has a wide range and can be more effective than on-the-job training. The results of this study also show that education through the mobile phone has a high impact onefficiency of employees` empowerment. Shee and Wang (2008) have designed and implemented an e-learning method for in-service training, which states that this method is very useful and beneficial. The results of this thesis also show that education through mobile and using Electronic and virtual environments can be very helpful in empowering employees.

Limitations
- The lack of theoretical foundations and previous research in this field;
- The lack of cooperation of some staff to complete the questionnaires which required a lot of time.
- The validity and reliability of questionnaires used in this area;
- This research can be used with caution for other statistical communities.

Table 2: Kalmogorov-Smirnov test results for distribution of normal distribution of grades

Variable	Number	Z Kolmogorov-Smirnov test	Significance level
Empowerment with mobile phone	148	1.52	0.073

Table 3: Results from research hypotheses

Row	Hypotheses	T	Sig	Result
First sub hypothesis	Employee in-service courses have an effect on the effectiveness of the workforce using mobile phones.	7.86	0.001	Confirmation of hypothesis
Second sub hypothesis	Employee in-service training using a mobile phone has a significant effect on the human resources.	9.945	0.001	Confirmation of hypothesis
Third sub hypothesis	Employee in-service training using a mobile phone effectson the level of human resource competence.	11.654	0.001	Confirmation of hypothesis
Fourth sub hypothesis	Employee in-service courses have an impact on the employees` right to choose through mobile phones.	12.59	0.001	Confirmation of hypothesis
The main hypothesis of the research	The employees' on-the-job training courses have effect on the empowerment of human resources.	11.17	0.001	Confirmation of hypothesis

Table 4: The results of the friedman test for ranking the variables of hypothesis

Variable	Average rating	Rank
Effectiveness of human resources	3.571	3
Significant effect of human resources	3.361	2
Sense of competence	3.366	1
Right to Choose	3.452	4

Suggestions

- Virtual Learning is launched through applying a shared telegram channel.
- Provide a workshop tailored to mobile and in-service training.
- Investigate the experts in this area to examine during the meeting the operational procedures for mobile service.
- To empower employees,design specialized educational software for staff to install on their mobile devices.

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