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Highlights

Combinations of Rhaponticoides

Vocational Education and Training

Discovering Thoughts, Inventing Future



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Production based Learning: An Instructional Design Model in the Context of Vocational Education and Training (VET)

By Ganefri & Hendra Hidayat

Padang State University, Indonesia

Abstract- This research was aimed to create valid, practical, and efective syntax of production based learning model in the context of Vocational Education and Training (VET). Production based learning is an alternative learning model of VET which is relevant to the needs of learners in developing their knowledge, attitude, and skills in learning process. Reserach methodology used was Research and Development by conducting expert validity test with Focus Group Discussion (FGD) and limited test towards production learning based model. The results of this reasearch were formed in syntax of production based learning model which consisted of; (1) Analysis of curriculum and learners characteristics; (2) Identification and product analysis; (3) Creating important questions about product; (4) Questions mapping; (5) analysis of equipment and materials needed of the product which was going to be made; (6) making schedule of implementation of making product; (7) process of making product; (8) evaluated regularly; and (9) creating bussiness plan. Finally, by applying production based learning model in Vocational Education and Training (VET) can help learners preparing themselves to enter work, as well as developing their critical thinking and having good moral attitude.

Keywords: production based learning model, instructional design model.

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Production based Learning: An Instructional Design Model in the Context of Vocational Education and Training (VET)

Ganefri ^a & Hendra Hidayat ^o

Abstract- This research was aimed to create valid, practical, and efective syntax of production based learning model in the context of Vocational Education and Training (VET). Production based learning is an alternative learning model of VET which is relevant to the needs of learners in developing their knowledge, attitude, and skills in learning process. Reserach methodology used was Research and Development by conducting expert validity test with Focus Group Discussion (FGD) and limited test towards production learning based model. The results of this reasearch were formed in syntax of production based learning model which consisted of; (1) Analysis of curriculum and learners characteristics; (2) Identification and product analysis; (3) Creating important questions about product; (4) Questions mapping; (5) analysis of equipment and materials needed of the product which was going to be made; (6) making schedule of implementation of making product; (7) process of making product; (8) evaluated regularly; and (9) creating bussiness plan. Finally, by applying production based learning model in Vocational Education and Training (VET) can help learners preparing themselves to enter work, as well as developing their critical thinking and having good moral attitude. In addition, it also can motivate the learners to be more active in the learning process which would contribute to the learners learning outcomes.

Keywords: production based learning model, instructional design model.

I. INTRODUCTION

Vocational Education and training (VET) is a part of education system which prepares an individual for a work or a group of work, and also can develop him/her in the field of work itself. In order to be able to achieve the goals of the VET, as determined in government regulation UU No. 20 year 2003 article 15, the needs for learning components which can support learning process. One of the components is learning model which is appropriate to the standard to support education in order to be able to work effectively and efficiently.

Learning model is one of important components in supporting learning process. Therefore, it is needed to conduct a development in its empowering and organizing, to achieve desired goals. Models are description of a reality reflection which will be done as stated by [1] *"models by definition are a reflection of* reality-temporary stand-ins for something more specific and real; model are helpful in explaining that may be difficult to describe; a model may illustrate a process; a model may be a representation of something".

In fact, learning process is still far from principles which have been stated in PP No. 32 year 2013 and UU No. 20 year 2003 article 15. Besides, VET is hoped to create competent workers in increasing productivity and efficiency and also readiness for international workers market competition in the era of globalization. However, based on the data of Central Stats Agency (BPS) in launching numbers of unemployment are stood at 5,7% or 7,15 million people. This number has decreased compared to February 2013, 6,17% (7,41 million people). Moreover, BPS recorded that workers who have educational background are elementary school are still dominate employment. 52 million people or 46, 95 percent of Total of Indonesian Workers, Elementary school graduates. For workers which are Junior High School are 20,5 million people or 18.47 percent and people which have higher education only 10,5 million people, where 2,9 million people are Diploma and 7,6 million people are university graduate. This data describe that university graduate are still weak in the workers market. It is caused by learning process which is oriented to the output not to outcomes.

This is no exception to the implementation of the learning processes which are carried out in the Faculty of Engineering of The State University of Padang which still results output from each skills and have not touched outcomes. Therefore, it is needed an alternative solution in developing learning model which can give chance to the students to be active as in cognitive, affective, and psychomotor. One of the learning model which is developed is Production Based Learning Model. In the steps of its implementation are psrt of active learning, where the students are given chances to develop skills and their creativity in the learning process.

II. RESEARCH OBJECTIVES

The aim of this development is to develop production based learning model which is valid, practice, and effective in VET.

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III. REVIEW OF RELATED LITTERATURE OF VOCATIONAL EDUCATION AND TRAINING (VET)

At the beginning, people said that vocational education was a simply training which was aimed for a skill only. (Vocational education is simply training for skill only) or just training the hands. VET is a part of education system which prepares an individual for a work or a group of work. In accordance to [4], who stated that "...vocational education is that part of education which makes an individual more employable in one group of occupations than in another."

Meanwhile, [13] state that VET is education for a or some kinds of work which individual interested in for his/her social needs. [3] argues that "Vocational education is also designed to develop skills, abilities, understanding, attitudes, work habits and appreciation encompassing knowledge and information needed by a worker to enter and make progress in employment on a useful and productive basis". [17] stated that "educational programmes that assist people as they develop towards occupations and careers and is understood in relation to three components: technology, people and society. In his view vocational education is any education that provides experiences, visual stimuli, affective awareness, cognitive information, or psychomotor skills; and that enhances the vocational development processes of exploring, establishing, and maintaining oneself in the world of work".

Moreover, [15] propose that "vocational and technical is a program of specialized studies designed to prepare the learner for employment in a particular occupation". It is supported by [2] who states that, "Vocational education as organized educational programs which are directly related to the preparation of individuals for paid or unpaid employment, or for additional preparation for a career requiry other than a baccalaureate of advanced degree." [10] also supports that "Vocational education should facilitate students' creative and critical capacities to detect meaningful problems or challenges in their own experiences and surrounding cultural conditions, pose liberating and morally responsible visions, and actively engage in the struggles of living a coherent story of vocation or meaningful work"

From the explanation above, VET can be meant as an activity which develops every people potency in accordance to skills and interest which people have based on knowledge and skills to survive and work which is appropriate to areas of expertise and also be able to create a job for them.

IV. Review of Related Litterature of Production based Learning Model

Model is a systematic pattern or reference which can be a guide for educators. Learning models is

a direction from the implementation of learning which are applied by educators with the aim to guide the students being active in the learning process.

[9] terms the learning model as work procedure which is regular and systematic and containing of thoughts, description or explanation of a concept. [12] means a learning as process of interaction between educators and students which can support them to study actively, participative, interactively by using methods, approaches, and media, and appropriate learning environment. [11] defines learning as the basic of adding information and new knowledge processes.

Therefore, it can be stated that learning model is a procedure or steps which are needed by educators to facilitate their students to study actively, participative, and interactively with the aim to be able to achieve the aims of education; the development of self potency of students optimally.

Based production learning Model give students the chances to develop thinking, and skills and also cooperation. In the learning process by using this model, the students are expected to be active for instance; creating important question that related to the product that are going to be made. According to [5], "production-based learning model is defined as the procedures or steps that need to be performed by the educator to facilitate learners to actively learn, participate and interact, with a competency-orientation to produce a product either goods or services required".

V. Research Method

The research design which will be used is *development research*. This research is included to the research that develops and results new product in a learning system which will be applied to the students as the users.

- a) Procedure of Production Based Learning Model Development
 - i. Needs Analysis

This analysis includes learning facilities analysis, students' needs analysis, students' characteristics, educators' skills analysis in some obstacles which they faced during learning process.

ii. Design

In this step, the first thing that should be done is determine the main concept of learning model design which is integrated to the materials and determine courses which will be used as the subject of the research and then analyze the students first condition.

iii. Evaluasi

The development in the evaluation step will do the test by expert by filling observation sheet. From the observation sheet will be get the suggestion from the expert and students. The validity will be done by expert test by using focus group discussion and limited test towards production based learning model. Meanwhile, Production based Learning: An Instructional Design Model in the Context of Vocational Education and Training (VET)

the test for students' will be done in three steps. They are small group test, big group test to see the practicality and effectifity of the product that is made and developed. Respond regarding appropriateness will be get after students give response in the sheet give, based on suggestion and response of expert and students, the product will be revised.

VI. Results of Research

The research results syntax of production based learning model which can be applied in the learning process of VET. The syntax consists of: (1) Analysis of curriculum and learners characteristics; (2) Identification and product analysis; (3) Creating important questions about product; (4) Questions mapping; (5) analysis of equipment and materials needed of the product which was going to be made; (6) making schedule of implementation of making product; (7) process of making product; (8) evaluated regularly; and (9) creating business plan. It can be seen in picture 1. Nine levels of production based learning model.





Figure 1 : Nine levels of Production Base Learning Model

VII. DISCUSSION

Based on the results of the research of syntax of production based learning model where its implementation is done systematically ang logic as the explanation below:

a) Analysis of curriculum and learners characteristics

In this step, the analysis was done in courses of practice, identify the materials practices which was fit to the needs of the implementation of production based learning. Then, analysis of students characteristics are done by identify the learning process which done through individual and group. Analysis is needed to identify the appropriateness the precondition of the students and learning style which fit to the curriculum used [14].

b) Product identification and analysis

Product identification is important to see the appropriateness with the minimal competencies of courses. By knowing the minimal competencies of the courses, it is hoped that product can answer the kind of product that are going to be created. Besides, the product should also fit to the social need – the product should meet the minimum standard of courses competencies, it also social needs. Product created should also considered that the product has answered the problem in the social or not yet. Through the steps of Production Based Learning, it is hoped that it can answer the social needs especially for products that related to the daily needs.

c) Creating important question about product

Exploration and elaboration individually and group of the product analyzed which is aimed to create some questions around the product identified and analyzed before. In the learning process is started with important question, it is good for students activities. [16], according to [8], "started from giving challenging questions about".

d) Questioning mapping

Questions from the students is classified based on needs and its urgency towards the product. This mapping is aimed to make the students understand the meaning of the questions that related to the product, supported by [7] stated that when the learners learn something and can find the meaning. In this step, the mapping can be done if the students understand the questions which have essential meaning.

e) Analysis of equipment and materials needed of the product which was going to be made

In this step, it is important to analyze tools and materials which are needed based on the mapping. If the tools and materials have been prepared well, it is hoped that the creating process is run well.

f) Making schedule of implementation of creating product

The determination of when the product is finished, deadline, and this process can be done collaboratively, cooperatively between lecturers' and students.

g) Process of making product

In the process of creating product, it is important to notice the completeness of tools and materials and its time completion. As in the case of implementation of the courses, that is *Media Pembelajaran Berbasis* TIK, this course is practice course which have result a product and has not been structured. Therefore, by using the model which is designed can result a product which meet the minimal standard competencies of the course and social needs. In this case, media is really needed for all lecturers in the learning process.

h) Regular Evaluation

The assessment are done holistically since the beginning to the end, besides it is also specified for creating process implementation, we can use matrix of assessment in the form of rubric.

i) Creating business plan

In this step, the students are given, chances to make business plan of the product which is done through production based learning model. Creating this business plan gives the description about a product for instance; students make a business plan of Power Saving Devices. The business plan created is able to describe the aspect of entrepreneur such as product benefits, price, competitor, and marketing product. Therefore, by implementing the production based learning model, the students can results a product that is needed by social and also develop their entrepreneurships.

Production based learning model is an alternative in solving the problem of learning process of VET. In fact, the learnig process is still oriented to the shortterm result and just transfers the knowledge, not understanding the knowledge. (Griffith, 2007) it a fact that; "traditional scinece course focus on presenting the results of the scinetific process rather than the story of how scientist arrived at these results". Therefore, if the process of learning is understood by the students, the goals of VET can be achieved and compet as the skilled

workers and develop themselves including entrepreneurships based on their skills.

Moreover, production based learning model has impact to the students' affective, because the students and lecturers are collaboratively in the learning process. The students also get opportunity to work together, and asking a question among them, giving response and suggestion towards the product, start from the scheduling steps creating, and evaluation. The learning which is done collaboratively including all process of learning, the students are taught each other. Moreover, it is not impossible the students will teach their lecturer. As the previous discussion production based learning model which applied the concept of student center, however, in the implementation the lecturers are still supervise. In the Production based learning model has impact to affective, cognitive, and psychomotor. It is supported by [18] where in his research summarized that the learning based on project facilitate the development of some competencies such as communication, cooperation, and writing skills.

VIII. CONCLUSION

Production based learning model is an alternative of learning model which is appropriate to VET, by using this model, the learning will be more meaningful. Moreover, Production based learning model which has been applied in VET can help learners in preparing entering the world of work, be able to develop critical thinking, and having good morale. Therefore, it can give support to the learners to be more active in the learning process which have impact to the results of learning process and their outcomes.

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Swaying Aspects of Employee Performance (Quantitative Study of Fertilizer Sector)

By Anam Batool, Naqvi Hamad, Muhammad Anosh, Nadeem Iqbal & Nadia Batool

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Abstract- Employee play vigorous role in the growth of an organization.Learning the skills is the essential process of improving performance throughout a company Training especially by involving employees in the decision-making. The purpose of this paper is to seek out the effects of influencing factors of employee's performance in fertilizer sector of D.G Khan Pakistan. With the help of influencing factors includes the training, motivation, feedback, job involvement find out most significant factor that's leads the employee performance in fertilizer sector of D.G Khan, Pakistan. In this study data was collected on primary basis through close ended questionnaires from employees of fertilizer sector of D.G Khan Pakistan. On the basis of 84 respondents results were analyzed with the help regression and correlation.Employee performance, training, motivation, feedback and job involvement were never analyzed together in previous studies. From the analysis, it was clear that above mention influencing factors play vital role in the fertilizer sector of D G Khan and it also acted as a motivational force that influences employee performance.

Keywords: employee performance (EP), training (TR), motivation (MTV), feedback (FB), job involvement (JI).

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Swaying Aspects of Employee Performance (Quantitative Study of Fertilizer Sector)

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Abstract- Employee play vigorous role in the growth of an organization.Learning the skills is the essential process of improving performance throughout a company Training especially by involving employees in the decision-making. The purpose of this paper is to seek out the effects of influencing factors of employee's performance in fertilizer sector of D.G Khan Pakistan. With the help of influencing factors includes the training, motivation, feedback, job involvement find out most significant factor that's leads the employee performance in fertilizer sector of D.G Khan, Pakistan. In this study data was on primary basis through close ended collected questionnaires from employees of fertilizer sector of D.G Khan Pakistan. On the basis of 84 respondents results were analyzed with the help regression and correlation. Employee performance, training, motivation, feedback and job involvement were never analyzed together in previous studies. From the analysis, it was clear that above mention influencing factors play vital role in the fertilizer sector of D G Khan and it also acted as a motivational force that influences employee performance. The study suggested that the all companies related to the fertilizer sectors should focus on the swaying aspects of the employee performance so they could get potential outcomes form workforce.

Keywords: employee performance (EP), training (TR),motivation (MTV), feedback (FB),job involvement (JI).

I. INTRODUCTION

n employee is a person who is paid against work for an organization or for another person. Employees perform most important role in any of the business. Training that is a learning skill that you need for a particular job or a particular activity. Training increase the goal-oriented process directed towards ensuring organizational process is to maximize productivity of employees, teams and also the organization. If there is no training than the employees do not have any type of work or activity which requires special training and knowledge to get their task or objectives and they do not give the feedback. Researchers explain organization description or a summary of a particular situation they relate to the employee performance both male and females in equal rights and importance in the organization. An employee that do work for an organization to show successful

Author $\alpha \rho \Sigma$: National College of Business Administration & Economics Lahore, Sub Campus D.G Khan campus, 2Km Jampur Road D. G Khan, Pakistan. e-mail: anoshilyas@gmail.com.com Author σ Θ : The Ghazi University D.G Khan2 3. performance and when the success of any organization is increase than they involve in the decision especially in a large organization. The success or failure of any organization or company they directly link or depend to the performance of the employees.

DeCenzo& Robbins (2000) Elaborate training as а" Experience the things in that way that will lead toward the job perfection and expertise that helps to perform job duties in well prescribed manners". Trainings are held to developed the difference between performance and anticipated existina potential performance. Trainings are planned by HRD for the specific task accomplishment (Weil & Woodall 2005) Motivation is how employee behave while working and completing a particular Task. Observation of outward indexes is guite difficult to find but not motivation (Denhardt et al., 2008). Human motivation is very complex as well as studied from the ground root in multiple restraints like Sociology, Political science, Psychology and much more. Meanwhile motivation is "what urge employee to behave in particular way" (Denhardt et al., 2008). Defining the goals and targets is the basic activity of an organization, either working locally or globally. For the achievement of these goals and targets feedback or communication liaison is required so that the factors that diverts the employee from its goals could be find out and removed from the organization. Feedback always helps to make remedy for them. Continuous and sustaining coordination among all team members and concerns departments is the primary task of each organization. Feedback and backup helps to look after the employees what pain they are gaining and what favors they are enjoying in Particular organization. Circumstances becomes very worst whenever team work is required for any task most of the researchers explain in different ways and each different argument about job researcher has involvement. Mostly descriptions are same as the organizational commitment and organizational citizenship behavior. (Robinson et al., 2004).

Most of the companies and organizations hire the most educated person and also the trained persons where they get more and more skills through the training session. When the employee performance is best than company or organization given any bonus, discount and allowance and they motivate their employees to do a good and better training. Individual, teams, organization and also the society they get the benefit through learning process. Success depends on the training and support, preparation, careful implementation, review and also the judgment of the evaluation.

Learning process is necessary in order for something or to make certain that it happens that is interpretation of facts, rules, efficient and efficient activities that involve other people they depend upon the growth of something into the particular skill about a particular subject to control and organizing business. This research helps us to find out how much training effect or directly related the performance of employees related to fertilizer sector? How much the employee performance learning process depends upon the training and how much they increase the organizational productivity of fertilizer sector?

Process of gaining knowledge or force to do something that if covers a wide range of details, ideas or items for a particular job or a study and involve learning that goes beyond today's job and they focus on the long-term. 1 To get information about the training, motivation,feedbackand job involvement results to the employee performance that totally depends upon the organizations2 To identify the importance of employee performance.

II. LITERATURE REVIEW

There is a difference between the trained employees and untrained employees because the employees who are not trained they have not the ability to face the difficulties in your own organization. When employees are more and more trained they have an ability to describe situation or activities in which people or firms compete with each other and get a benefit (Houger, 2006).

Training employees have many benefits such as learning process, satisfaction of their job, and increase in doing something which they want to do that's why there is a positive impact or effect to the organization. The job satisfaction, learning and knowledge these all of depend upon the benefits of employees to work for an organization (Arthur et al 2003). For doing something is what causes you to want to do it which describes things that exist inside the organization or a country or a particular area is the one which is most important or successful that behaves to satisfy their own satisfaction level (Forsyth, 2006).

The employees who are learned through training session they satisfy with their jobs and they also satisfy the customers of the organization (Tsai et al., 2006).Learning process is the achievement of the goaloriented task and also helps to increase the company profit. Most of the companies and organizations hire the most educated person and also the trained persons where they get more and more skills through the training session.

Workers could be very satisfied what they are getting against their work or job what they do but there

are limitless illustrations where employee is not fully motivated to do a specific job (Igalens&Roussel, 1999). According to (Field) Motivation is administered by two ways. Extrinsic rewards are superficially controlled. Value is given to someone by other person, usually in companies higher managers give value to lower staff in the form of pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and so on that's help to initiate motivational stimulus outside the employee (Field, 2006). Intrinsic Rewards are selfcontrolled, that's makes employee to feel happy after accomplish a task. Employee feel nice because of personal development, and being a competent. Intrinsic reward stimulus is never depend on actions of others. (Fielding, 2006). Find out the gap and need for training and seek out the effective programs for training according to the need. How to initiate them and in the last find the valuable results.McCourt, W. & Derek, E. 2003. Each researcher does the research according to the required work; also explain some of the importance regarding research. In resents years training is the factor who plan vital role in employee performance that also act as a competitive factor in the market for the rivals (Bardwell et al. 2004). Beardwell et al. 2004 employee skills and abilities and also influenced by the technological and organizational diversification but investment in training and development is still considerable for the leading companies include how to train where to train and how to get output from the employees of the company. Organizational performance is based on the employee performance and employee work always influence the general performance of the organization. According to the Wright & Geroy (2001) employee performance, skills and abilities always influenced by the effective training activities. Dessler (2008) said there is no assurance of the performance even employees are chosen carefully because potential to perform is one thing and actually performing is another, therefore an employee can't perform its best in job till pass through training process. This is why new staff at company is always oriented by concern departments.

In the reality humans perform some actions and in the result some situations are characterized in which all the humans are able to receive the feedback about the work they have done and the abilities they got after complication of the work (Eberlin et al, 2010). In all works either service or production, orientation is necessary to get the feedback from their employees about there working environment and work station, (Farooq 2011) said "Marginal increment in the production could be get through systematic response . Some of the researchers also elaborate the job involvement in intellectual and emotional obligation towards the organization (Richman, 2006) or by the way an employee performs its work in the organization (Frank et al., 2004). All the researchers have different arguments Kahn (1990, p. 694) said "the harnessing of organization members' selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally while performing the duties" in simple words involvement mean physical and mental presence of the employee in workstation during his or her working hours. Diefendorff et al., (2002) during his research found signification correlation (r =0.19, p<0.05) job involvement and performance. Finally Rotenberry and Moberg (2007), used same technique of job involvement. Diefendorff et al., (2002), found's positive correlation (r = 0.15,p<0.05) between job involvement and in-role performance. The results are not quite encouraging but there are some proofs

that's explain job involvement can positively affect or influence the performance of an employee.

III. Theoretical and Practical Significance

On the basis of literature review, with the help of employee performance, training, motivation, feedback and job involvement we generate following hypothesis. In the hypothesis employee performance of the fertilizer company is used as a dependent variable and rest of the variable are used as the independent variable and seek out the individual effects of the independent variable on dependent variable.

Fertilizer sector of D.G.K Training Motivation Employee Performance of fertilizer sector of D.G Khan Feedback Job involvement

IV. Theoretical Framework

V. Hypothesis

- H₁There is a significant and positive relationship between Training of employee on employee performance of fertilizer sector of D.G Khan.
- H₂There is a significant and positive relationship between Motivation of employee on employee performance of fertilizer sector of D.G Khan.
- H₃There is a significant and positive relationship between Feedback of employee on employee performance of fertilizer sector of D.G Khan.
- H₄There is a significant and positive relationship between Job involvement of employee on employee performance of fertilizer sector of D.G Khan .

VI. Research Methodology

Data collection technique that used in this research was the close ended questionnaires that were considered the best way to collect primary data. A

random sample of 120 respondents was selected and questionnaires were distributed in different fertilizer companies of D.G Khan including Fuji Fertilizer Company Limited, Engro Fertilizer Limited, PakArab Fertilizer limited and Fatima Fertilizer Limited.The respondents were from management staff, field staff and warehouse in-charges and logistic officers of fertilizer sector. From the 120 observations 84 questionnaires were considered accurate and analysis was made on the basis of these observations. Regression and correlation methods are used for analysis purpose.

VII. Results & Discussions

Results show the correlation between five factors i.e. Training of the employee, Motivation of the employee, Feedback of the employee, Job involvement of the employee with performance of the employee. Accordingly, all variables have a positive and significant relationship with the employee performance of fertilizer sector. However, the degree of correlation among the variable is different with the highest correlation value of Motivation(0.941) followed by Training (0.938), feedback (0.728) and job involvement (0.520) of the employee performance of fertilizer sector D.G Khan .The highly

correlated factor that influences the performance. Accordingly, the training of employee is an important factor that cannot be overlooked in a study of employee performance. Majority of the respondents indicated Training as main consideration.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.936	.919	.19381

a. Predictors: (Constant), JI, FB, TR, MTV

Conclations					
		EP	TR	MTV	FB
TR	Pearson correlation	.938			
MTV	Pearson correlation	.941	.923		
FB	Pearson correlation	.728	.652	.795	
JI	Pearson correlation	.520	.621	.653	.418

Corrolations

VIII. MULTIPLE REGRESSIONS ANALYSIS

In this study, there are four independent variables namely Training of the employee, Motivation of employee, feedback from the employee, job involvement of the employee considered to influence the performance of the employee. To test the effects of these variables on the employee performance, the study used the multiple regression analysis. The table below shows the multiple regression result between four independent variables. It indicates that all the four independent variables (Training of the employee, Motivation of employee, feedback from the employee, job involvement of the employee) combined significantly influence the performance of the employee.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
	(Constant)	.315	.128		2.452	.027
	TR	.386	.142	.495	2.726	.016
1	MTV	.531	.214	.596	2.447	.026
	FB	.405	.088	.406	2.355	.037
	JI	.271	.035	.378	2.221	.042

Coefficients

a. Dependent Variable: EP

IX. Conclusion & Recommendations

When the training, motivation,feedback and job involvement increase employee performance of fertilizer sector is also increase. The purpose is that when the training session is complete than what employees get through training session in fertilizer sector. Learning process in fertilizer sector increase the management success to do something that is goal-oriented. Training employees have many benefits such as they satisfy with their job. Training designed to provide learners with knowledge and skills needed for their present jobs. In learning session they know about the new different methods for the use of their practical purpose. To get a feedback is also a basic way of performance. When the employee performance is best than company or organization give bonus and allowance they motivate their employees to do a good and better work. The result is that training and motivation have the positive relationship to the performance of the employees.

The findings reported in this study suggest that training and development in fertilizer sector D.G Khan have an influenceon the performance of employees. result is generally consistent with prior This management literature on training and development. In order to advance more specific knowledge of training and development from the sample companies, different guestions are presented to the respondents and thus examined. These questions are focusing on employee participation in training, selection for training, methods of training and relevance of training to the work of the respondents. The above questions have been of interest because particular they facilitate an understanding of the training practice in the companies under study. The results from the questions on employee participation in training and selection for training indicate that fertilizer companies have good and perhaps clear policies regarding training and development as most of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the fertilizer company for all employees and/or on joining the fertilizer company.

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New Combinations of Rhaponticoides (Asteraceae, Cardueae) from Afghanistan

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Abstract- In a forthcoming systematic treatment of Afghanistan species of *Rhaponticoides*, herbarium collections were examined, and as a result, increased the number species of the genus to 3 spp. for Afghanistan. Morphologically, the species of the genus are classified into three subsections: *Iranicae* (1 spp.), *Ruthenicae* (1 spp.) and *Turkestanicae* (1 spp.) in Afghanistan. Two new combinations are proposed for *Centaurea gerhardii* and *C. turkestanica*, and lectotype is designated for *R. turkestanica*. Finally, a first key of the *Rhaponticoides* species in Afghanistan is presented here.

Keywords: Afghanistan, identification key, lectotypification, new combinations, Rhaponticoides GJSFR-E Classification : FOR Code : 270299p



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New combinations of *Rhaponticoides* (Asteraceae, Cardueae) from Afghanistan

M. Ranjbar ^a & K. Negaresh ^o

Abstract-In a forthcoming systematic treatment of Afghanistan species of *Rhaponticoides*, herbarium collections were examined, and as a result, increased the number species of the genus to 3 spp. for Afghanistan. Morphologically, the species of the genus are classified into three subsections: Iranicae (1 spp.), Ruthenicae (1 spp.) and Turkestanicae (1 spp.) in Afghanistan. Two new combinations are proposed for Centaurea gerhardii and C. turkestanica, and lectotype is designated for *R. turkestanica*. Finally, a first key of the Rhaponticoides species in Afghanistan is presented here. Keywords: Afahanistan. identification key, lectotypification, new combinations, Rhaponticoides.

I. INTRODUCTION

haponticoides Vail. (Greuter et al. 2001, 2005; Greuter 2003) is the name of a distinct group of perennial species, its systematic position has been determined as basal within the subtribe Centaureinae (Wagenitz & Hellwig 1996; Bremer 1994; Hellwig 2004), tribe Cardueae and family Asteraceae (Tzvelev 1963; Wagenitz 1975, 1980; Greuter 2003; Hellwig 2004). The genus is represented by 33 species in 3 sections and 7 subsections based on the morphological criteria, ranging from Portugal and Morocco in the west to Mongolia in the east, most being either narrow endemics or having very disjunct distributions (Wagenitz 1986, Agababian 1997, Hellwig 2004, Eren 2007, Puntillo & Peruzzi 2009). However, C. ruthenica Lam. is only species of the genus that demonstrates a wide distribution range from Central Europe to Western Asia. According to Agababian (1997), the mesophilous western species are more ancient than the eastern taxa which may have originated from an old broad-leaved West Anatolian base.

In Flora Iranica Wagenitz (1980) recognized 6 species for *Centaurea* sect. *Centaurea*, 2 of which occur in Afghanistan (namely *C. ruthenica* and *C. turkestanica* Franch.). Both species are well defined based on the following morphological features: mostly pinnatipartite or pinnatisect leaves with serrate segments, subglabrous branched above with a few large capitula, ovoid or cupuliform involucres, coriaceous, nearly exappendiculate and glabrous phyllaries with several dark longitudinal nerves near an obtuse apex, flowers yellow and strongly radiant with staminodes (Wagenitz

Author σ : Department of Biology, Herbarium division, Bu-Ali-Sina University, P.O. Box 65175/4161, Hamedan, Iran. 1980). C. ruthenica was further already transferred to Rhaponticoides by Greuter & Agababian (Greuter 2003).

This article follows previous studies conducted on Centaureinae in Western Asia (Ranjbar *et al.* 2011, 2012a, 2012b, 2013a; Ranjbar & Negaresh 2012, 2013a, 2013b), and aims to detail the taxonomy of *Rhaponticoides* in Afghanistan.

II. MATERIALS AND METHODS

The present study is mainly based on herbarium material. Several sheets have been examined for each species, received on loan from the herbaria W and WU, as well as on digitised type material from the herbarium of K and P. The authors observed all morphological data presented and used in the key and comparison of the species from the herbarium material cited in the text under the new combinations or in the Appendix, respectively.

III. DISCUSSION

The main morphological characters (e.a. phyllaries with several dark blackish-green nerves near apex, multiseriate pappus, transversely wrinkled achenes and pinnatipartite or pinnatisect leaves with serrate or remotely denticulate segments) demonstrated the studied plants clearly belong to Rhaponticoides. Centaurea gerhardii and C. turkestanica have rounded phyllaries with a hyaline margin, wrinkled achenes and usually divided leaves or dissected in densely regular cartilaginous-denticulate segments, showing congruence to those of Rhaponticoides (formerly Centaurea sect. Centaurea) species. According to Wagenitz (1980), C. turkestanica belongs to Centaurea sect. Centaurea, and Agababian (1997) placed it in sect. Centaurea subsect. turkestanicae M. V. Agab., while C. gerhardii described by Agababian (1997) is placed in Centaurea subsect. Iranicae M. V. Agab., there both species belonging to Centaurea subg. Centaurea. The latter subgenus is recognized by Greuter (2003) as the genus Rhaponticoides, a name previously used by Vaillant for a large and artificial genus of 29 or 30 species, characterized by blunt, non-pungent phyllaries of homogeneous consistency (Greuter et al. 2005). As a consequence of our analysis, two new combinations based on Centaurea gerhardii and C. turkestanica are proposed under Rhaponticoides below.

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IV. Conclusions: Taxonomic Proposal

Rhaponticoides (subsect. *Iranicae* M. V. Agab.) *gerhardii* (M. V. Agab.) Ranjbar & Negaresh, comb. nov. (Fig. 1)

Basionym. — Centaurea gerhardii M. V. Agab., Lagascalia 19(1–2): 897 (1997).

Typus. — Afghanistan, NE Badakhshan: in valle Kokchia N Kishm, near conglomerate slope site, 1450 m, 30.V.1971, *Gibbons 560* (holo-, K!).

Phenology. — Flowering from May to July; fruit ripening from July to August.

Distribution and Ecology. — *Centaurea turkestanica* occurs in Afghanistan. It is an Irano-Turanian element known only from the midmontane zone, occurring on rocky slopes, near conglomerate slope site at altitudes of 1400–1500 m.

Additional Specimens Examined. — Afghanistan, NE Badakhshan: in valle Kokchia N Kishm, near conglomerate slope site, 1450 m, 30.V.1971, *Gibbons 560* (K!).

Rhaponticoides (subsect. *Turkestanicae* M. V. Agab.) *turkestanica* (Franch.) Ranjbar & Negaresh, comb. nov. (Fig. 2)

Basionym. — Centaurea turkestanica Franch., Annales. Sciences. Nattales. Botanique. sér. 6, 16: 325 (1883).

LECTOTYPUS. — Kirgizstan, dans les montagnes du Tchirtchik, ca. 1350 m, *Capus* 684 (lecto-, P!; isolecto-, P! (designated here): two sheets).

Phenology. — Flowering from May to July; fruit ripening from July to August.

Distribution and Ecology. — *Centaurea turkestanica* occurs in Afghanistan and Kirgizstan. It is an Irano-Turanian element known only from the midmontane zone, occurring on dry rubbly and rocky slopes, talus, eroded shaly hills and banks at altitudes of 500–2400 m.

Additional Specimens Examined. — Kirgizstan, Namangane (Ferghanah), ca. 500 m, *Capus* 685 (syn-, P!). Afghanistan, Deh Kundi, Siah Darreh prope Segatak ad viam versus Deh Kundi, 2350 m, 30.VII.1970, *Podlech* 19058 (W!)

KEY TO THE SPECIES OF *Rhaponticoides* IN AFGHANISTAN

- Leaves undivided or with 1-2 lobes in lower, mucronate at apex; median and upper cauline leaves decurrent; pappus 7-9 mm long *R. turkestanica* Leaves entirely pinnatisect or pinnatipartite, acute at apex; median and upper cauline leaves not decurrent; pappus 4-6 mm long 2.
- 2. Involucres hemiglobose, 25-30 mm wide; median appendages of phyllaries suborbicular and 10-14 mm wide; inner pappus bristles almost as long as outer one *R. gerhardii* Involucres ovoid, 14-20 mm wide; median. appendages of phyllaries narrowly triangular and 0.5 mm wide; inner pappus bristles

usually strongly reduced R. ruthenica.

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Figure 1 : Holotype of Rhaponticoides gerhardii (M. V. Agab.) Ranjbar & Negaresh (Gibbons 560, K).



Figure 2 : **A**, Lectotype of *Rhaponticoides turkestanica* (Franch.) Ranjbar & Negaresh (*Capus 684*, P); **B**, Capitule; **C**, Achenes with pappus. Scale bar: A, 5 mm; B, 2 mm. Photograph 2B by L. Valdshmyt

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- 21. APPENDIX Studied specimens of *Rhaponticoides ruthenica*
- Iran, West Azerbaijan: Chalil Kuh, in faucibus NW Selvana, in rupium fissuris, 1750–2000 m, *Rechinger* 48895 (W!). Afghanistan, Ghorat: Darrah-e Ghuk prope Puni, 2200 m, 6.VI.1971, *Podlech 21933* (W!); Wakhan: in valle Daryao Baroghil, 3200–3300 m, *Anders 7850* (W!).

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