

The Effect of Choice on the Level of Employees Performance

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Abstract: This study was conducted to determine the effect of choice on the performance level of employees and the suitability of the individual to work in the organization. Furthermore, the benefit of the possibilities and capabilities of the organization in the future and any business suitable for them. Moreover, appropriate solutions are proposed to treat the problem of research. The study used the descriptive, analytical and historical methods to achieve this objective. Also, the study depended on data and information from secondary sources such as books and references, as well as the primary sources such as questionnaires, that are distributed to selected samples of the study population. The selection of professional of Kenana Sugar Company, (1997–2003), according to the subsequent hypothesis: which followed basic effect of the selection process on the level of the staff performance. Results of the study proved that the following hypothesis is acceptable, where followers of the scientific basis affect the selection process on the level of employee's performance. This study concluded that, the interest in the existence of an independent choice committee and unbiased in order to arise their duties in an optimal manner. The safety of the selection process it requires the provision of a budget in order to provision of qualified staff, equipment and devices. Coordination between human resources management and the remaining of the other sections and when you request the appointment to fill vacancies jobs through internal or external situation. Also, attention to introduce the computer system in the selection process, as well as interest with the process of computer orders and the selection process.

Key words: choice effect, employees, performance, suitability, provision.

I. Introduction

1.1. The effectiveness of the organization

The effectiveness of the organization depends on the effectiveness of human resources. Therefore, this selection process is necessary. The access of efficiently of human elements as much as possible can be achieved only by put each person in the right job that suitable to abilities. The individuals are the basis of the structure of the organization and selection policy that are consider one of the important and influential policies located on Human Resources Management. Furthermore, good choice is place each employee in position that is agreed with the scientific, technical, training qualifications, health, social and psychological conditions. All these mentioned represented the functions of individual's management where experiments have shown that the selection of the right person and place him in the right location which is affects the level of production efficiency. Moreover, the most important factors of business success to follow the scientific basis which is help in the selection of efficient employee. Also, the selection process is no less important in compared with the elements and material resources of institution. Therefore, it focused on development and follows the modern methods in the selection process.

1.2. The definition of the selection

The definition of selection process is the processes that are based on the reception of applicants use and obtain to the necessary information directly from them or from other sources which are return to them, then interviewed to make sure their personalities, by regardless of the data. Furthermore, the choice of them with various types of psychological and physical which is achieved exactly the objectivity in the selection; while the appointment process is represent the goal that ends to put the used employee at work (EL-Araji, *et al.*, 1990). The choice process is the basic tasks of the individuals' management according to scientific, technical and training qualification that are commensurate with the job to be filled (Little, 1985). Also, it was identified as the next step after the supply, other meaning to research or exploration for the most suitable person to fill the job between the applicants as it means that to put the right person in the right place or other person to the corresponding aims for the job (Fahmi, 1985). The selection process is considered that the important of employment policies where the management needed preparation in a good form which end to filter candidates for the job and choose excellent. The selection process can be defined as the administrative process under which divide the candidates into two teams. The first team accepted by the organization for appointment and the other team rejected (Zuelv, 1993). Furthermore, the selection process is based on a comparison between the characteristics of the individual and the requirements of the job. Then the comparison and categorization between applying for a job vacancy to choose

the best appropriate for this work. Also, the processes involve the refuse of some applicants and accept some of them (Ashour, 1997).

1. 3. The selection of staff

In the past, the completed selection of staff in the most industrialized countries on the basis of partisan, political and personal, in Europe it was the relatives, the important jobs it belongs by grandchildren from parents and grandparents. The general jobs are a gift from the government to the citizens. Therefore, the staff enjoy absolute powers on one of the citizens can disagree and cannot stand up in their faces. It was no things mentioned in efficiency for jobs, skill and experience (Amara, 1961). Much development appeared for the reform of the public civil service. The most important of these reforms, the issue of the report of the North Cote in Britain (1954), which came in the basic directives that banning mediation in employment and replaced it in appointment of staff on the basis of a permanent service at an early age and it depend on the competitive examinations based to work in unified civil service. Also, it determined a dividing line between administrative actions and stereotypes. Moreover, it developed a system for promotion based on merit rather than nepotism and personal relationships so political considerations that were prevalent at that time (Heady, 1966). In the United States in 1883 released Pendleton Law, which make emeritus a basis for the selection and promotion in the federal civil service, and this shows that the merit of choice in staffing was a common factor in these developments. The merit is defined in the summarized as selection of staff at objectivity, efficiency and equity basis to fill Vacancies (Amara, 1961).

1. 4. The variation of responsibility of selection

In some organizations the responsibility of selection varies; some organizations rely on human resources management to perform this task, while others are involve department managers and human resources specialist in choice. There are managers prefer to shortcut the process of choice for them in the belief that they are the only ones who are able to trade-offs and choose from among the applicants to work under their supervision. However, this trend is fraught with caution due to personal bias to estimates by the managers. There are some organizations that prefer Human Resources Management depend on the initial analysis of applications to make the final decisions are assigned to senior management process especially with regard to the functions of the Supreme Organization (Hanna, 2000). The purpose of general performance valuation is to identify the quality of the performance of each individual and all levels to make up the regulation. Also, put this information under the look of the project managements as well as the management of the affairs of individuals (El Nashwany, 1976). The performance assessment program in order to lead to desired purpose there must be activity and cooperation on the part of superiors. Moreover, the willingness is referring to the strengths and weakness in the performance of individuals who are working under their supervision (Qasim, 1973). The concept of performance refers to analysis of the duties that person performed and responsibilities that endures by him. Then an objectivity assessment of performance evaluation in accordance with the system and ensure recording work for everyone as well as each function requirements of fair and accurate scale act as a true representative of the adequacy of the worker in a given period of time. This assists management in decision-making about the worker and guidance to the site of weakness and strength in his performance (Qasim, 1973). The performance refers to the degree of achievement of the completion of the constituent of the function of the individual tasks which reflects to how the check or full by the individual requirements of the job often what happens and equivocal overlap between performance and effort. The effort refers to the current energy, but performance measures with the results achieved by an individual. (Rawia, 2002).

1. 5. The performance valuation

The performance valuation is a main pillar in improving performance and efficiency because it is the essence of censorship in order to minimize the distractions of the evaluation process. In addition to taking correct vacation to adjust the planning conduct and the results of the actual implementation, accurate examination procedure and analysis of each organization for each organized trends within the work. For example: regulation, policies and procedures, rules and selection of individuals to achieve goals with minimal effort cost, time and optimizing the return from work (El-taweel, 2002). The performance measurement systems is considered an important means of high level of workers. Where the systems detect for workers is need much more supervision and training as well as those who have latent capabilities or ambition, which qualifies them for progress. It also helps in the evaluation of programs and methods of personnel affairs. The performance is a process where an arbitrator scale measuring oversafety and the success of the methods used for the management of personnel affairs (Rashid, *et al.*, 1986). The aim of the individual performance evaluation is arranged descending or ascending according to their ability, experience and personal habits. Then it is different in job evaluation, first is a way of measuring the ability of individuals, while second way is to study degree of difficulty in the jobs. It is according to a report to the commission in

1994 for one of the companies that the most important objectives of the companies from using an individual's performance evaluation program (Hassan, 2003).

1. 6. Productive efficiency

The concept of productive efficiency has been a lot of confusion and uncertainty, the studies and theories represented in this area, especially in the years following World War two. Although, it contributed to the development of productive efficiency, appeared several concepts of productivity and became different meanings such as output achieved by a particular group of resources. The third team is synonymous with luxury. There are engineering sufficiently as goes to an idea of enough from the point of engineering view, also it can be defined as the degree of the machine's success. There is also economic efficiency which is defined as the coordination of economic activity with the way you can achieve the desires of the groups. Also, it is the independence of the resources available to produce goods and services favored by the group on the other. Also, the idea of productivity sufficiently often mixes with some ideas, such as the economic unit's ability to make a profit or their ability to competition. Or get a certain amount of output with minimal cash expenditure. (Abu Shaikha, 1992). The researchers' defined economic efficiency is the relationship between the volume of production and the productive resources. Another defined rephrases percentage of outputs (products of goods and services) to the input (employed or productive resources). In other meanings output percentages that are the amount of goods and services produced during a certain period of time to the amount of resources that have contributed to achieve this level of production (El-salamy, 1970). Therefore, the productivity in the general definition is the relationship between the output generated by the production or services system and/or between the inputs which provides for the creation of these outputs and thus the productivity is defined as the efficient use of resources (ratios of money, land, raw materials and energy). The information of the production of different goods, services and higher productivity means that to achieve the completion of the largest resources equally and/or achieving greater output in terms of quantity and quality, (Brokaw, without date). Also the productivity can be defined as the relationship between the results and the time it takes to achieve them. Usually the time has a good common denominator where it was a general and comprehensive scale is beyond the scope of human control. When, the time is less which taken to achieve the desired result, whenever the system is more productive (Brokaw, without date). The productivity sufficiency is the relationship between the quantity and value of the elements in the production process and between the outputs of the production process. Thus, the efficiency goes up whenever output ratio rose to the user of resources. It is also the ratio of output to input also it means that the degree of success of the project in the independence of the economic resources available to productivity sufficiency in the production of goods and services that specializes in the production. (Marjan, without date).

1. 7. The determinants of productive efficiency

The determinants of productive efficiency in the business organization return to the quality and the possibility of physical elements (such as machinery, art productive user, possibility of raw materials, capital and the internal regulation of the organization. On the other hand, which is the most important to the way management and use of this material element by manpower which is consider the two main factors in the organization (El-salami, 1985 and Al-Najjar, 1992).

1. 8. The basic problems faced businesses and companies

Among the basic problems faced by businesses and companies in general Kenana Sugar Company, in particular, the choice problems, which is not to determine the manpower needs accurately due to lack of scientific foundations in the selection process. Also, improper choice considers the important problems that affect the administrative efficiency of all companies and service facilities. Therefore, in developing countries impede development program that adopted by these countries and thus the natural result of the selection is improper to people who assigned the jobs to incompetent personals which lead to low level performance of public companies and the interests of others. The improper choice is considered a direct cause of the high labor turnover rates; it's also considered a phenomenon that has a negative impact on job stability and increases the expenses of the people who are not qualified. Then have been trained and supervised them and also affects social relations and open the door of favoritism in the work.

II. The Objectives of Study

This research seeks to achieve the following objectives:

- Study the importance of the selection process for businesses.
- Determination the suitability of an individual to work in the organization and take advantage of the potential and capabilities of the organization and any future business is suitable for him.

- Propose appropriate solutions to address the problem of the research.

2. 1. Hypotheses

The research aims to test the following hypothesis:

The follow of the scientific basis affect the selection process at the level of performance of employees.

III. The Importance Of The study

- There are rarely analytical studies in the selection process and this study is considered one of the attempts in the selection and its impact on the performance of employee's process.
- The importance of this study, it provides information that may benefit administrative decision-makers in the field of choice and also may provide information that may help researchers in this area.

IV. Methodology

The study adopted the following methods:

- The social survey method, description and analysis of the study in qualitative and quantities ways.
- The historic method to trace the topic of the research and its effect on the employee's performance.

4. 1. Data collection

Secondary sources such as books, references, and records were used to collect the necessary data for the theoretical part of the study. As for the analytical part of the study, primary sources such as questionnaires and interviews were conducted.

4.2. The field study

The field study procedures include personal data and the analysis of the relationship between the selection and the level of performance of workers and the relationship between the phases of the selection and the level of performance of employees.

4.3. Procedures

Questionnaire: is the basic performance of the primary data collection for this study is divided into personal data relating to gender and sex, age, marital status, place of birth and basic data relating to study hypothesis, relationship of choice, scientific foundations, stages of choice and their relationship to the level of employees performance.

4.4. Research population

The research community is made of employees of management including 250 people.

4.5. The research sample

It was selected a simple random sample represented 40% of the research community (100 people) from the research community of 250 people of gesture factory.

4.6. Questionnaire

100 forms were distributed and the respondents received 100 forms. Source: data questionnaire, prepared by the researcher, 2005.

4.7. Statistical analysis

The study data analyzed by statistical packages of sciences (SPSS) program using a method like any other when the level of significance of 5% (0.5) Valokther as is the case in the social sciences This means that if the value like any calculated at level of significance of 5% or the degree of confidence of 95% more of their value in the distribution table like rejects health null hypothesis is the alternative hypothesis (imposition search) right either if the value like any calculated less than its value in the distribution table Callao when the level of significance less than 5% that means accept the null hypothesis and thus the alternative hypothesis (the imposition of research) is incorrect.

V. Results And Discussion

Table (1). Presentation and analysis of the profile data.

No.	Repetition	Variable	Ratio
1	Gender		
	Male	93	93%
	Female	7	7%
	Total	100	100%

2	Age		
	Less than 21 years old	1	1%
	21 and less than 30 years	23	21%
	30 and less than 40 years	35	35%
	40 and less than 50 years	40	40%
	And more than 50	1	1%
	Total	100	100%
3	Level of education		
	Below secondary education	9	9%
	Secondary	31	31%
	Diploma	11	11%
	graduate	42	42%
	Total	100	100%
4	Social Status		
	Married	65	65%
	single	31	31%
	Widowed	2	2%
	Divorcee	2	2%
	Total	100	100%
5	Birth place		
	Khartoum state	6	6%
	Other states in Sudan	94	94%
	Total	100	100%

Source: questionnaire data prepared by the researcher, 2005.

5. 1. The distribution of respondents by sex

As shown in table (1).The distribution of respondents by sex, we found that 93% of the samples were male, which confirms that the males hold most of the jobs in the company.

5.2. Distribution of respondents by age

Is clear from the data distribution respondents in table (1) by age, it is find that 40% of the sample between the ages of 40-50 years, and this shows that category has physical strength and has the ability to contribute more in the work.

5.3. Distribution of respondents by level of education

Regarding the distribution of respondents by the level of education is clear that most of the sample which represented 42% of university degree holders this shows that the company relies on graduates in the selection process to raise the performance of employees in company.

5.4. Distribution of respondents by social status

As shown in table (1) the distribution of respondents by social status it is clear that there is a percentage 65% of respondents are married and this indicates that most workers enjoy stability, which will reflect positively on production.

5.5. Classification of Respondents according to birthplace

Regarding the classification of respondents according to birth place, 94% of the respondents belong to other states. This means that, the company helps employees to settle in the states not in the capital. Those who are from Khartoum refrain to join Kenana Company because there are other numerous companies in the capital.

5.6. Display and Analysis of Basic Data:

Hypothesis: (The relationship between scientific aspects in the selection process and employees' level of performance).The main objective in the selection process is to test the hypothesis which dictates that (following the scientific aspects in the selection process affects employees' level of performance). In order to confirm this relationship, the respondents were questioned about the scientific aspects in the selection process at Kenana Company, as is shown in table (2).

Table (2) displayed that 47% of the sample agreed to follow the Kenana Sugar Company scientific bases in the selection process, while we find 16% single of the sample without specific for follow scientific bases in the selection process opinion and there is 37% of the sample not agree to follow the sugar company Kenana follow the scientific bases in the selection process and to be able to achieve this research is to test-run, which says (Following scientific foundations in the selection process at the level of affecting the performance of employees) were divided initial phenomenon is following scientific foundations in the process of the strong choice of working for the company Kenana Sugar to agree, without specific opinion, I do not agree were divided

Phenomenon II (performance of employees Kenana Sugar Company) to High, Medium, Low and phenomena can be studied as shown table (2).

Table (2).The follows the scientific foundations in the process of selecting a strong working.

Kenana Sugar Company Adopts scientific in the selection of the workforce	Number	Ratio %
Agree	47	47%
Without any specific	16	16%
Disagree	37	37%
Total	100	100%

Source: questionnaire data, prepared by the researcher, 2005.

Table (3).The relationship between the followers of the scientific basis of the selection process and the performance of employees.

The performance of employees at Kenana Sugar Company								
	High		Medium		Low		Total rows	
	No.	Ratio %	No.	Ratio %	No.	Ratio %	No.	Ratio %
Agree	43	43%	4	4%	0	0%	47	47%
Neutral	11	11%	5	5%	0	0%	16	16%
Disagree	23	23%	12	12%	2	2%	37	37%
Total	77	77%	21	21%	2	2%	100	100%

Chi-square = 12.481, the degree of freedom of the sample level 4 = 0.014

Source: questionnaire data, preparation Researcher 2005.

Table (3), showed that 43% of samples agree that company follows the scientific basis of the selection process. They believe that the performance of company's workers is high. 11% of a single sample without specific opinion following a scientific basis in the selection process. Themselves said that their workers high performance, while 23% of a single sample does not agree that the company does not follow the scientific foundations in the process of selecting workforce. They are the same people who said the performance of employees is high, as above table shows. There is 4% of sample agree to follow the company's scientific foundations in selection process. The same people who said that the performance of workers are median, while 5% single of the sample without opinion remade by following the scientific foundations in the strong choice of operating vestigial who said that workers performing of companies are median, 12% of the sample that they not agree to follow Company scientific bases in the selection process and themselves stated that the employees performance are median. Through the same table we do not find any of a single sample agrees that the company follows the scientific foundations in the process of selecting workforce. Also, there is no single sample said that the performance of the company's workers is low. While we do not find any of single sample without specific opinion that the company's following scientific basis. In the choice of working and there is no mention that the performance of employees is low. While we find 2% of the sample do not agree that the company follows the scientific basis of the selection process and said that the performance of employees is low in company, after this analytical description of two phenomena (and to determine the relationship between the followers of scientific foundations in the selection process and the performance of employees), the use of chi-square like to give some foundations methodology to verify the authenticity of this relationship, the test on the null hypothesis that says (there is no relationship between the followers of the scientific basis of the selection process and the performance of the company's employees (If the value of chi-square test calculated less than the value of the chi-square like a spreadsheet at level of significance of 5% Vs aqubl null hypothesis and alternative hypothesis (the imposition of research) is incorrect, table (3) illustrates value of chi-square test when the degree of freedom of 4 degrees and level of significance 0.014 and the value of chi-square test by comparing the calculated value of 12.481 square like calculated value of the square like a spreadsheet (the critical value at 4 degrees of freedom and level of significance of 5%, which is 9.48 (since the value calculated 12.481 square as any greater than value of square, like any spreadsheet, it rejects the null hypothesis and the alternative hypothesis (the imposition of research) is true. Thus, we can say no statistically significant differences between the followers of the scientific basis of the selection process Kenana Sugar Company and the performance of workers there is a relationship between the followers of the scientific basis of the selection process and the level of performance of employees Kenana Sugar Company.

VI. Recommendations

1. There should be an independent selection committee which is supposed to carry out its duties properly, a budget should be provided for this committee in order to provide qualified personnel and necessary equipment.

2. Provision of computerized selection by providing a job-description program, interviews should be computerized (entering data, sorting it out, and giving result), Job-description forms can be used in the internal transfer of vacancies.
3. Annual selection plan related to the company's budget to be made so as to fill the vacancies. This plan ought to be followed up to ensure its proper execution.
4. Computer personnel should get proper and regular training domestically and abroad and adopt modern scientific methods in selection and assessment of employees' performance.
5. There should be coordination between the human resources department and other departments regarding filling of vacant posts by internal or external employment.

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