

Role of Staffing Human Resources in Improving the performance of Organizations

Empirical Study on the Sudanese Mobile Telephone Company (Zain)

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Abstract

This research aimed to study the role of the process of staffing human resources in improving the performance of the organization and the situation of the process of employing human resources in the Sudanese Mobile Telephone Telecommunication (Zain). Besides, it attempted to reveal to what extent organizations are interested in staffing human resources and how to make use of them. To achieve these objectives, descriptive and analytical approach was used to match the nature of this investigation, using a questionnaire to unfold opinions of 65 participants, working in Sudanese Mobile Telephone Company (Zain) who are selected randomly. The results revealed the effective role of the process of staffing human resources in improving the organization's performance in the Sudanese Mobile Telephone Company (Zain) according to personal variables of gender, age, qualification and position). The research recommended the necessity of understanding the role of the adequate staffing process for human resources in improving the performance of telecommunications companies and developing plans and standards in the process of staffing human resources. It was recommended to pay attention to the staffing processes because it is the most important human resource management activity that aims to provide companies with excellent competent and qualified applicants.

Keywords: *staffing recruitment, selection, placement, performance*

Date of Submission: 25-02-2021

Date of Acceptance: 10-03-2021

I. Introduction

The human factor has the potentials of innovation, invention and discovery, which can use natural resources in productive and administrative processes. It is the basis for the exploitation of resources in which the success of the organization depends on in achieving the objectives. Therefore, organizations have interest in the human element, which is manifested in establishing a specialized organizational unit in human resources. This unit provides an organizational climate by adopting appropriate human resources programs that contribute to achieving employee satisfaction. Human resources are considered one of the potentials of nations, where human resources play a major role in improving the performance of organizations. Human being is the focus of every activity and hence the efficiency, growth and progress of the organization. Human resources in the organization are the key to success in business, and the means by which the organization gains a competitive advantage. Therefore, human resources are the cornerstone of modern administrations because they are a means for the survival and permanence of the activity of an organization. Organizations seek to invest in human resources, starting with recruiting the elite from the labor market, then recruiting and training them, and determining their career path. Organizations also work to provide an organizational climate, which is suitable for work to develop and improve the level of performance to exert more of their capabilities and working on their job satisfaction, thus increasing their productivity and achieving the effectiveness of the organization as a whole.

The process of staffing human resources includes recruiting and selecting the human element that is capable of achieving the goals of the organization, encouraging human resources to successfully accomplish what is required through motivation and developing their capabilities and skills, helping them to reach the desired performance and providing the necessary materials to increase the productivity and profits of the organization in the long run. Hence, this paper aims to study the role of staffing human resources in improving the performance of the organization.

The Sudanese Mobile Telephone Company (Zain) works to provide direct and indirect jobs and create a work environment that is capable of creating stability for its employees, which support Sudanese Communications in human development in Sudan. The company has taken care of social and human aspects in its

employment, which focuses on aspects of building the human being to be capable of giving and production, keeping up with the recent developments

1.1. Problem Statement

Human resources are considered the most important element in the organization, without which the organization cannot achieve its goals. Therefore, the organization seeks to pay attention to human resources, investing their skills and developing their competencies in order to achieve their goals. The organization also prepares and motivates human resources, considering the changing conditions organizations experienced currently. This situation necessitates organizations to respond to the changes in a manner that influence the improvement of the organization's performance and employees in order to ensure the survival and continuation of the organization.

1.2. Research Questions

The main questions that the study aims to answer is to what extent the company adhere to the principles and rules of staffing and whether the staffing achieved the required performance. To be specific, the research questions are

1. What is the role of staffing human resources in improving the performance of the Sudanese Mobile Telephone Company (Zain)?
2. Are there statistically significant differences at 0.05 between the mean of the sample's responses about the role of the process of staffing human resources in improving the performance of Sudanese Mobile Telephone Telecommunication (Zain) due to variables of gender, age, academic qualification, specialization?

1.3. Hypotheses

1. Statistically significant correlation exists between the process of staffing human resources and improvement of performance in the Sudanese Mobile Telephone Company (Zain),

1.1. Statistically significant relationship exists between the effectiveness of the process of recruitment of human resources and improvement of performance in the Sudanese Mobile Telephone Company (Zain).

1.2. Statistically significant relationship exists between the selection of human resources and improvement of performance in the Sudanese Mobile Telephone Company (Zain).

1.3. Statistically significant relationship exists between the process of placement of human resources and improvement of performance in the Sudanese Mobile Telephone Company (Zain).

2. Statistically significant differences at 0.05 between the mean scores of the sample responses about the role of the process of staffing human resources in improving the performance of the Sudanese Mobile Telephone Telecommunication (Zain) in terms of variables of gender, age, academic qualification, major, position, years of experience.

1.4. Objectives of the study

This main objective of the study is:

1. To detect the correlation between staffing human resources and improvement of the organization's performance.
2. To unfold the nature of the process of staffing human resources in the Sudanese Mobile Telephone Company (Zain) and to find out the way the company employs human resources to achieve its objectives.

1.5. Significance of the Study

1. To the best of the author's knowledge, it is one of the few studies that deals with the relationship between staffing human resources and improving the organization's performance. Therefore, it contributes to enriching knowledge and developing the literature about this area of research. Besides, the study provides concrete evidence to assist decision-makers in recruiting, selecting and placing employees in the Sudanese Mobile Phone Company.

1.6. Variables of the study

1. The independent variable: the process of staffing of human resources (recruitment, selection and placement)
2. The dependent variable: improving the performance of the organization
3. Demographic variables: (age, gender, educational qualification, position and years of experience)

1.7. Limitation

This study was conducted on the Sudanese Mobile Telephone Company (Zain) during the year 2020.

1.8. Terms of study

1. Staffing of human resources: It is the activities related to recruiting, selecting and placing human resources in an organization. (Oqaili, 2005)

2. Performance: It is the final outcome of all the operations carried out by the organization and its ability to achieve the required results through the optimal use of the organization's resources. It is effectiveness and the organization's completion of the job to the fullest of responsibilities and duties. (Kamiliyeh and Amal, 2013).

II. Literature Review

Human resources are a group of individuals involved in drawing up the goals, policies and activities in an organization (Blout, 2002). Linda (2015) also defined human resources as the workforce that is willing, able and ready to provide a value to a society. Human resource department is the organizational unit that includes specialists in human resources that directs employees in the organization.

2.1. Employee Recruitment

Recruitment is the process of looking for workers in the labor market and then classify them through certain methods such as interviews, tests, etc. Thus, organizations rely on two types of recruitment (i.e., internal recruitment and external recruitment). The first type is concerned with promoting the employee from his current position to a higher position on the condition that he or she has the basic qualifications for the new position and passes the tests that assess his ability to hold the position. The second type occurs when an organization needs competencies to occupy the position, and the jobs are enriched with new competencies and experience from the labor market. (Abdulbaqi, 2002) At this stage, the organization announces its need for human resources by any means of recruitment, as it includes certain criteria to recruiting the most competing people.

2.1.1. Benefits of recruitment

The aim of recruitment is to recruit the competencies to perform the work and then choose the most competent ones and then place them in the organization to increase the number of applicants to fill the required job vacancies in the organization with the lowest possible cost. Below are some of the benefits of recruitment

1. Putting plans of human resources into practice.
2. Provides the organization with the right competencies for job vacancies, and spending on training the incompetent.
3. Make the selection base larger, and determine the best means for the organization in the search for competencies, which leads to selecting the best applicants.

2.1.2. Procedures of recruitment

1. Strategic human resources planning
2. Determine the numbers and types of employment required in terms of physical and mental requirements and capabilities (managers' requests for employment).
3. Determine job vacancies.
4. Considering job analysis and reviewing job mandatory specifications.
5. Recruitment, which includes a number of activities.
6. Placement, which represents the final stage in which applicants are filtered to a smaller number to be selected from. (Maher, 2006).

2.2. Selection

It is a set of steps in which candidates are examined for the required position to ensure their suitability for this position in order to make the decision of accepting or rejecting them. (Hussein and Hamid, 2009). It is also known as the process in which the individuals are examined to see whether they meet the capabilities and specifications necessary to occupy the position, which are identified through several methods, including interviewing, testing, employment application and others. (Al-Otaibi, 2010). Dora and Al-Sabbagh (2008) defines it as the process of selecting qualified people who are able to carry out the duties of the job.

2.2.1. Criteria of Selection process

There are several criteria for the selection process of human resources, including the following (Robbins & Coulter, 2005)

1. experience in the field of the required job.
2. The comparison between applicants should be made according to the nature of the job tasks and the gender of the applicant.
3. The applicant should have the required skills.
4. The personal characteristics of the applicant should match the nature of the required job.
5. There should be consideration of the educational level of the applicant

2.2.2. Factors influencing the process of selection

There are certain factors that influence the process of sections. Addressing these factors results in successful section, including the following:

1. Organizational policy: the promotion policy is among these policies.
2. The external environment, which including the changes taking place in the labor market, the availability of skills, labor laws, and the economic level.
3. Conditions for unions
4. The organization's website
5. Political factors
6. The amount of time available for selection (Hussein and Hamid, 2009).

2.3. Placement

Placement means the process that directs the new employee to his job and introduces him or her to his or her boss and responsibilities, work systems, procedures and policies (Al-Otaibi, 2010). It is the last step in the staffing process, which includes four basic steps until the placement decision is issued, which are as follows:

1. Issuing a placement decision, which takes place after completing the selection process and agreement with the nominated employee on the nature of the job, including hours of work privileges, salary, etc.
2. Initial preparation. In this stage, the new employee is introduced to the organization and the job by introducing him or her to the responsibilities, objectives, policy and responsibility towards the organization.
3. Follow-up and evaluation of the employee, which is a trial period. In this stage, the new employee is placed under evaluation for a period ranging from three months to a year to determine the level of his or her competence. During this period the new employee remains
4. Confirming and empowering the employee, which is the last step in the recruitment stage. When the new employee successfully ends the trial period, specified for him or her, he or she is placed on a permanent basis after making sure of his or her effectiveness. (Adwan, 2011).

2.4. Performance

Performance can be defined as responsibilities, tasks, duties and activities assigned to the individual to perform the job as required to. (Zwick, 2006). Dora (2003) also defines performance as a set of behaviors and outcomes, which show achievement and activities. They are a product of interaction between behavior and achievement. Al-Ghalibi and Idris (2009) refer to performance as the outcome of the organization's ability to utilize its resources that direct them towards achieving the required goal. The performance reflects how the organization uses its human and material resources in a way that makes it able to achieve and accomplish its goals.

III. Previous Studies

This section reviews some of these studies on human resources. Drawing on these studies, the author builds the frameworks of the current study. Sidn (2010) studied the role of human resources in influencing performance. The study aimed to reach a scientific and systematic depth in the field of human resource management and the performance of institutions and its analysis. It aims to identify the ways of excellence in the quality of banking services. Findings showed that the efficiency of the bank's customers was high and the number of customer interactions with the bank influenced their evaluation process. It was recommended to develop the skills of employees to keep pace with developments in their field and also encouraging distinguished employees through incentives so that they exert more effort.

Hussein and Hamid (2009) studied the impact of selection on human resources to achieve the objectives of strategic planning. The aim of this research is to highlight the importance of selecting qualified human resources in performing the required tasks of the employees in a proper manner to reach the organization's strategic objectives. The sample of the study was taken from administrative personnel according to their qualifications and experiences in tourism. It was found that administration prefers external human resources. Besides, there is an awareness and understanding that the current and future aspirations of the workers are achieved through the implementation of the strategic objectives of the organization. One of the most important recommendations is that courses conferences should be organized to urge the need for correct strategic thinking in selecting employees. The departments of tourism organizations should form specialized committees to choose human resources to work in the tourism organization, starting with the interview and formulating the questions form and ends with his other acceptance work .

Yarqi (2008, 2007) studied human resource development strategy in the economic enterprise. The study aimed to identify how human resources are managed in the economic enterprise and to recognize the impact of their development to obtain an outstanding performance of the enterprise. It was found that the most important internal resource management system is the human resource management system. Besides, the human resource is the real resource for the success of any institution and the most important reason for the failure of institutions is

the failure to develop and exploit the capabilities of human resources. The author recommended the importance of developing human resources in a correct strategic way.

Hamdi (2003, 2004) studied developing the competencies of individuals and their role in supporting the competitive advantage of institutions. The aim of this study was to clarify the concept of individual competencies due to the ambiguity of this concept among some researchers. Besides, it aimed to work on the concept of developing individuals' competencies in new ways and enriching Algerian scientific research. One of the most important findings is that the competencies of individuals contribute greatly to supporting the competitive advantage. He recommended the need for advanced studies of the competencies of individuals that come with a methodology and basis for managing human resources to keep pace with developments. He also recommended the need to increase the number of employees in the bank and to emphasize seriousness and firmness in transactions to get better productivity and to support the competitive advantage therein.

Ruël, Bondarouk, and Velde(2007) aimed to measure the extent of the contribution of information technology in the management of human resources and the effectiveness of its performance. It was found that the quality of application of information technology in human resources increased and improved the effectiveness of the system. They recommended to conduct studies on the subject of the impact of technology on human resources management and the extent of its positive effect on the organization.

Baloh and Trkman (2003) conducted a study on influence of internet and information technology on work. The study aimed to recognize the importance and effect of the Internet, means of communication and information technology on the human lifestyle, way of thinking and human resources management. It was found that there are some important developments in the field and potential methods of adapting to changes in technology, the Internet, and means of communication. A new structure, leadership and style, motivation, improvement of information management and knowledge exploitation should be organized. He recommended further studies on this topic. He warned of not neglecting the change resulting from ICT and its exploitation. The current study agreed with Hussein and Hamid on the importance of selecting qualified human elements to achieve the specified goals. It also agreed with (Sidn 2010) and (Raqi 2007,2008) on the necessity of developing and training human resources.

IV. Research Methods

This section includes methods of data collection and research procedures. Besides, the section includes a description of population, sample of the study and the statistical methods and the hypotheses of the study. In addition, the section devotes ample attention to reliability and validity of tests

4.1. Population and the Sample of the Study

Based on the problem and objectives of the investigating, the target population consists of all the employees of the Sudanese Mobile Telephone Company (Zain) (N= 180 employees).

Due to inability of targeting all the population of the study and for considerations of time, effort and cost, the random sampling method was used. The random sampling is one of the probability samples that provides equal opportunities for selection of all participants of the community under study. 75 questionnaires were distributed and (65) questionnaires were completed(86.7) %. The response rate is considered high, as it exceeds the recognized limits of (75) %. Perhaps the relatively high of completion of the questionnaire can be attributed to continuous follow-up of the researchers.

Table (1) Characteristics of the sample

Variables	Class	Frequency	%
Sex	M	43	66.2
	F	22	33.8
Age	less than 30	1	1.5
	30-40	49	75.4
	40-less than 50	15	23.1
Qualification	Bachelor	27	41.5
	master	36	55.4
	PhD	2	3.1
Major	Business Administration	16	24.6
	Computer engineering	10	15.4
	Telecommunications	2	3.1
	Accountancy	6	9.2
	communication engineering	11	16.9
	Business Administration	1	1.5
	Project management	1	1.5
	Computer Science	5	7.7
	Electrical engineering	1	1.5

	Marketing	12	18.5
Experience	less than 5	1	1.5
	5-10 years	43	66.2
	more than 10 years	21	32.3
Position	Manager	8	12.3
	Employee	27	41.5
	Head of Department	22	33.8
	Supervisor	7	10.8
	Secretary	1	1.5

Table (1) shows that most of participants are males (66.2%), while the percentage of females is 33.8%. As for the ages, the largest percentage of respondents ranges (30-40) years (75.4%), which shows that the company recruited young competencies that have the ability to innovate and develop in several fields of the company, especially the field of information technology.

Besides, Table (1) shows that most of the sample are holders of MA (55.4) %, while the percentage of holders of Bachelor's degree in the sample was (41.5). As for the PhD holders, their percentage reached 3.1. It is clear that all members of the sample hold university and postgraduate degrees, which indicates the high quality of the qualification of the sample targeted by the study, which was reflected in their understanding of the questionnaire items.

Table (1) also shows that the majority of participants are from the Business Administration and Marketing specialization, where their percentage is 43.1%. As we see it, there is a clear diversity in the specializations, which indicates that the company keeps pace with developments and continues to develop its structure.

As for the years of experience, (5-10) work experience received highest percentage (66.2%), followed by participants of more than 10 years (32.3%), which indicates that the employees of the company had a high accumulative experience and long-term stability in the company.

Table (1) shows that most of the participants are employees (41.5%), followed by heads of departments (33.8%). These figures show that the percentages are normal according to the structure and the number of employees of the company.

4.2. Instrumentation

To achieve the objective of the study, the author utilized a survey of two sections. The first section includes the demographic information (age, sex, qualification, major, position and years of experience). The second section includes 26 items, which measured the role of effectiveness of the recruiting process in improving the organization's performance (12 items), the role of the selection process in improving the performance of the organization (8 items), and the role of the selection process in improving the performance of the organization (6 items). The author used Likert Scale to measure the values of participants' responses.

4.3. Validity and Reliability

To ensure the accuracy of the results, the author considered the validity and reliability of the tools of the data collection. Validity means the instrument's ability to measure what it is supposed to measure. The author used content validity in order to verify the validity of the content of the tool of the study to ensure that it achieves the objectives of the study, which was fulfilled through reviewing the survey by 5 referees, who are specialists in the field. They were asked to give their opinions about the study tool, the validity and comprehensiveness of the items of the survey, the diversity of their content, and the evaluation of the level of language wording or any observations they deem appropriate. The referees' comments and modifications were reflected in the final draft of the survey.

As for construct validity, it accounts for internal consistency of the survey so that every section of the survey is relevant to the objective of the study. Besides, the items of sections are accurate and relevant. Besides, there was no overlap between the sections and items of the survey. To achieve this validity, the author found the correlation coefficients between each section and the total degree the survey. See Table (2)

Table (2)

section	Value	p-value
The role of the recruiting process in improving the organization's performance	0.80	0.000

The role of the selection process in improving the performance of the organization	0.87	0.000
The role of the placement process in improving the performance of the organization	0.80	0.000

Table (2) shows the correlation coefficients between each section of the study and the overall scale, which shows that the correlation coefficients of all sections are significant ($p \leq 0.05$). These values mean a high degree of internal consistency, which enables the author to rely on these items in achieving goals.

4.3.1. Reliability test

One of the basic characteristics of data collection tool is reliability, which means the scale gives the same results if it is re-applied to the same sample. (Abdelfattah, 1981) The study followed Cronbach's coefficient. Cronbach's alpha was used as a measure of internal consistency; that is, how closely related a set of items are as a group. The results of the test showed that the items of the questionnaire are consistent. A reliability coefficient of 0.70 or higher is considered 'acceptable' in most social science research situations. See Table (3)

Table (3) Cronbach's alpha test for all sections of scale

sections	No of items	Cronbach's Alpha
The role of the recruiting process in improving the organization's performance	12	0.83
The role of the selection process in improving the performance of the organization	8	0.78
The role of the placement process in improving the performance of the organization	6	0.82
Total	26	0.89

Table (3) that the results of the reliability test for all sections of the scale are greater than (60%). These values mean high reliability for all the sections of the scale. The total value of the Cronbach's alpha (0.89), which shows high reliability.

4.4. Statistical methods

To analyze the data of the study, the following statistical tests were used:

1. Reliability Test for the questionnaire (Cronbach's alpha)
2. Correlation Coefficient for testing
3. Descriptive statistical methods
3. T-test for measuring significant differences
4. Kruskal-Wallis H Test

V. Findings

The research findings are organized according to the hypotheses of the study.

5.1. Hypothesis 1: A statistically significant relationship exists between the process of staffing human resources and improving performance in the Sudanese Mobile Telephone Company (Zain).

5.1.1. First Sub-Hypothesis of Hypothesis 1

1.1. A statistically significant relationship exists between the effectiveness of recruiting human resources and improving performance in the Sudanese Mobile Telephone Company (Zain).

1.2. A statistically significant relationship exists between selecting human resources and improving performance in the Sudanese Mobile Phone Company (Zain).

1.3. A statistically significant relationship exists between placing human resources and improving performance in the Sudanese Mobile Telephone Company (Zain).

To test this hypothesis, the author used a descriptive statistics and T-test. If the calculated mean is higher than the hypothesized mean of the items and significant at 0.05, it means agreement of the respondents about the items of the questionnaire. If the calculated means are less than the hypothesized means, the respondents do not agree with the items of the questionnaire.

1.1. The first sub of the hypothesis 1: A statistically significant relationship exists between the process of recruiting human resources and improving the performance of the Sudanese Mobile Telephone Company (Zain). See Table (4).

Table (4) Analysis of the items of the first sub of hypothesis 1

N	Items	M	SD	%	Level	T-value	Sig.	Order
1	The company establishes a clear plan for recruiting human resources.	4.43	0.59	88.6	Very high	24.8	0.000	4

2	The company has clear standards for the recruiting process.	4.55	0.64	91.0	Very high	26.6	0.000	1
3	The company pays special attention to recruiting the human resources.	4.49	0.62	89.8	Very high	4.8	0.000	2
4	The company is interested in collecting information on applicants for jobvacancies.	4.37	0.68	87.4	Very high	15.5	0.000	5
5	The recruitment process is based on the principle of putting the right person in the right place.	4.32	0.90	86.4	Very high	10.9	0.000	6
6	In our company, recruiting is done by nepotism and personal relationships.	1.80	1.00	36.0	Low	1.34	0.000	12
7	recruiting standards are changed and improved with the purpose of achieving the goals company	4.15	0.92	83.0	Very high	12.4	0.000	9
8	Scientific-Based recruiting improves company performance.	4.46	0.64	89.2	Very high	10.4	0.000	3
9	The company follows the scientific method in the recruiting process.	4.17	0.88	83.4	Very high	19.3	0.000	8
10	Our company is looking for good n resources in the recruitment process.	4.14	0.92	82.8	Very high	13.6	0.000	11
11	The company turns to recruitment from internal sources.	4.14	0.79	82.8	Very high	13.6	0.000	11
12	The company is working to recruit appropriate individuals to fill job vacancies.	4.28	0.78	85.6	Very high	15.3	0.000	7
	Total	4.11	0.78	82.2	Very high	14.3	0.000	

Table (4) shows that the mean of all items of the first sub-hypothesis 1 is greater than the hypothesized mean of the study except the 6th item (in our company the employment is done by nepotism and personal relationships). The means of these items are greater than (60%) and are significant at (0.05), which indicates that the participants agreed that the process of recruiting human resources has a role in improving the performance of the Sudanese Mobile Telephone Company (Zain). All the mean scores of items are significant (M=4.11, SD=0.78, P=0.05) and percentage of 82.2, except item 6 (1.80), which shows the participants' disagreement.

It is noticed from the table that the item (Our company has clear criteria for the recruitment process) came first in terms of agreement, since the mean of the respondents' responses (M=4.55, SD=0.64) with a high percentage of 91.

The table shows the existence of statistically significant differences for all items through the T-test, where the value of (T) for all the items reached (t=14.3, P=0.05), which shows statistically significant differences in the responses of the participants in favor of agreement on the role of the process of recruiting human resources in improving the performance of the Sudanese Mobile Phone Company (Zain). Based on the results, the first sub-hypothesis of 1 is accepted, which states that there is a statistically significant relationship between the process of recruiting human resources and improving the performance of Sudanese Mobile Telephone Telecommunication (Zain) in all items, except r 6 (our company, employment is done by nepotism and personal relationships).

The second subof hypothesis 1

A statistically significant relationship exists between the process of selecting human resources and improving performance in the Sudanese Mobile Telephone Company (Zain). See Table (5).

Table (5) Analysis of the items of the sub-second hypothesis

N	Items	M	SD	%	Level	T-value	Sig.	Order
1	The company pays special attention to the selection process (selecting the most competent).	4.28	0.88	85.6	Very High	14.2	0.000	1
2	The company's lack of interest in the selection process sometimes exposes it to legal accountability.	2.98	0.76	59.6	Fair	8.3	0.000	7
3	The selection in our company is based according to predetermined set of criteria.	4.23	0.88	84.6	Very High	13.4	0.000	2
4	The company selected, employees according to their competence.	4.18	0.90	83.6	Very High	11.2	0.000	4
5	The company turns to external selection to avoid competition	3.26	1.16	65.2	Fair	6.4	0.000	6
6	The company turns to external selection for the purpose of continuous improvement.	4.02	0.98	80.4	Very high	10.9	0.000	5
7	In our company, selection is made transparently according to standards of equality	4.18	0.92	83.6	Very High	11.1	0.000	4

8	In our company, selection is made according to nepotism.	1.83	0.93	36.6	low	1.34	0.345	8
	Total	3.62	0.92	72.4	high	9.6	0.000	

Table (5) shows that the mean of all items of the first sub of -hypothesis 1 is greater than the hypothesized mean of the study except the 8th item (In our company, selection is made according to nepotism). The means of these items are greater than (60%) and are significance at (0.05), which indicates that the participants agreed that selecting human resources has a role in improving the performance of the Sudanese Mobile Phone Company (Zain). All the items are significance (M=3.62, SD=0.92, P=0.05) percentage (72.4), except item 8, which does not receive agreement (M=1.38).

Table (5) also shows that the item (The company pays a special attention to the selection process (choosing the most competent) ranked first in terms of agreement (M=4.28, SD=.05) and a percentage of (85).

The table also shows the existence of statistically significant differences for all items of the hypothesis through the T-test, where the value of (T) for all the items reached (9.6, P=0.05), which show statistically significant differences in the responses of the participants in favor of agreement on the role of the process of selecting human resources in improving the performance of the Sudanese Mobile Phone Company (Zain). Based on the results, the second sub-of t hypothesis 1 is accepted, which states that there is a statistically significant differences among the scores of participants' responses in favor of the respondent agreement on the role process of selecting human resources in improving the performance of the Sudanese Mobile Phone Company (Zain). Based on the results, the second of sub-first hypothesis 1 is accepted, which a statistically significant relationship between the process of selecting human resources and improving performance in the Sudanese Mobile Telephone Company (Zain).

The third sub of hypothesis 1: A statistically significant relationship exists between the process of placing human resources and improving performance in the Sudanese Mobile Telephone Company (Zain). See Table (6).

Table (6) The third sub of hypothesis 1

N	Items	M	SD	%	Level	T-value	Sig.	Order
1	The company follows certain steps in the placement process.	4.38	0.74	87.6	Very high	24.9	0.000	2
2	The director is committed to the recommendations of the decision of placement.	4.22	0.80	84.4	Very high	23.2	0.000	5
3	The most competent person is placed to achieve the company's goals.	4.28	0.86	85.6	Very high	19.3	0.000	3
4	The employee is initially placed by putting initial probationary period.	4.42	0.61	88.4	Very high	26.5	0.000	1
5	The director of the company is committed to recommendations and report of placement under probation	4.28	0.89	85.6	Very high	19.3	0.000	4
	Total	4.32	0.78	86.4	Very high	23.5	0.000	

Table (6) shows that the means of all items of the third of sub hypothesis 1 is greater than the hypothesized mean of the study. The means of these items are greater than (60%) and are significance at (0.05), which indicates that the participants agreed that the process of placing human resources has a role in improving the performance of the Sudanese mobile phone company (Zain). All the items received agreement (M=4.32, SD=0.78, P=0.05) and percentage of 86.4. It is noticed from the table that the item (the employee is initially placing by putting him in an initial trial period) was ranked first in terms of agreement (M=4.42, SD=0.61) and a high percentage of 88.4.

The table shows the existence of statistically significant differences for all items of the hypothesis through the T-test, where the value of (T) for all the items reached (t=23.5 P=0.05), which shows statistically significant differences in the responses of the participants in favor of agreement on the role of the process of placing human resources in improving the performance of the Sudanese Mobile Phone Company (Zain). Based on the results, the second sub of hypothesis 1 is accepted, which states that there is a statistically significant differences among the scores of participants' responses in favor of the respondent agreement on the role of the process of placing human resources in improving the performance of the Sudanese Mobile Phone Company (Zain). Based on the results, the third sub of hypothesis 1 is accepted, which states statistically significant relationship between the process of placing human resources and improving performance in the Sudanese Mobile Telephone Company (Zain).

5.2. Analysis of the results of the second hypothesis

The second hypothesis states that statistically significant differences at (0.05) exists between the means

of the participants' responses about the role of the process of staffing human resources in improving the organization's performance in Sudanese Mobile Telephone Company (Zain) due to variables of gender, age, academic qualification, major, position and years of experience. To test the significant differences at (0.05) between the means of the participants' responses about the role of the process of staffing human resources in improving the organization's performance in Sudanese Mobile Telephone Company (Zain) due to personality variables (gender, age, academic qualification, specialization, position and years of experience), the author used the Kruskal-Wallis test, which is used for more than two independent samples for all variables. See Table (7)

Summary of the results of the Second hypothesis

Sub-hypotheses	Kruskal-Wallis value	Sig	Result
Statistically significant differences exist between the gender and the role of staffing human resources in improving the performance and gender.	1.95	0.067	Reject existence of differences
Statistically significant differences exist between age and the role of staffing the human resource in improving performance.	1.89	0.156	Reject
Statistically significant differences exist between qualification and the role of the process of staffing human resources in improving performance.	1.36	0.254	Reject
Statistically significant differences exist between major and the role of hypothesis staffing human resources in improving performance.	2.53	0.023	Accept
Statistically significant differences exist between position and the role of staffing human resource recruitment process in improving performance.	1.26	0.432	Reject
Statistically significant differences exist between years of experience and the role of staffing human resources in improving performance.	2.36	0.032	Accept

Table (7) shows that there are no significant differences between the mean scores of the participants' responses about the role of the process of staffing human resources in improving performance in the Sudanese Mobile Telephone Company (Zain) due to the difference in personal variables of gender, age, qualification and position. However, there are significant differences between the means of the participants' responses about the role of the process of staffing human resources in improving performance in the Sudanese Mobile Telephone Company (Zain) due to the variables of major and years of experience. Accordingly, we reach the acceptance of the null hypothesis H₀ for the variables of gender, age, qualification and professional and accept the alternative hypothesis for the variables of major and years of experience.

VI. Main Findings

Based on data analysis, the main findings can be summarized as follow:

1. Most respondents' age range between (30 and less than 40 years) by 75.4%, which indicates the company's interest in staffing the competent young people, who are more able of creativity and development.
2. Most participants have a university and a higher qualification, which indicates the good quality of the qualification of the participants.
3. The results show an effective role for the process of recruiting human resources in improving the performance of the Sudanese Mobile Telephone Company (Zain), which indicates that all the participants agree with the questionnaire items except a certain item (in our company employment is done by nepotism and personal relations).
4. The results show that there is a role for the human resource selection in improving the performance of the Sudanese Mobile Telephone Company (Zain). This indicates that all members of the study sample agree with the items of the questionnaire except for the item (in our company the selection is made according to the principle of nepotism).
5. The results also showed an effective role for the process of placing human resources in improving the performance of the Sudanese Mobile Telephone Company (Zain), which indicates participants of the study agree with the items of the questionnaire.
6. Statistically significant differences at 0.05 are not detected for the role of the staffing human resources in improving the performance of Sudanese Mobile Telephone Company (Zain) according to variables of gender, age, qualification and position since as it reaches a significant value (t) (P=0.05).
7. Statistically significant differences at (0.05) were detected for the role of the staffing human resources process in improving the performance of Sudanese Mobile Telephone Telecommunication (Zain) according to variables of major and years of experience.

VII. Recommendations

Based on the findings, the author recommended the following:

1. Awareness of the role of the right staffing human resources in improving the performance of telecommunications companies.
2. Paying due attention to the quality of qualification of the employees and their continuous training in order to improve performance.
3. Devoting ample attention to developing the plans and standards of the process of staffing human resources.
4. Enhancing commitment to avoid nepotism, mediation personal relationships in employment.
5. Paying due consideration to the staffing process because it is one of the most important activities of human resources management, which aims to provide the best competent and qualified employees
6. Conducting further studies on the role of the human resource staffing process in improving the organization's performance in order to reveal the level of this role and attempt to improve and develop it.
7. Conducting such studies on a different sample in other telecommunications companies and comparing the results of this study with the results of those studies to get a clear picture of the role of staffing human resources in improving the performance of the organization.

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D.Amir Salim Elsheikh Algarrai. "Role Of Staffing Human Resources In Improving The Improving performance Of Organizations Empirical Study on the Sudanese Mobile Telephone Company (Zain)." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(03), 2021, pp. 07-17.