

Predicting the effectiveness of individual performance within institutions: the planned behaviour theory test

- A field study at The Sunlgaz institution of the wilaya of Mascara -

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الملخص:

سعت هذه الدراسة إلى اختبار القوة التفسيرية لنموذج نظرية السلوك المخطط في التنبؤ بأداء الأفراد العاملين بمؤسسة سونلغاز لولاية معسكر عن طريق تقنية الانحدار اللوجستي؛ على عينة مقدرة بـ 109 فرد، حيث أسفرت النتائج بعد تطبيق استبانة وجود تأثير معنوي للمتغيرات المنبئة المتمثلة في الفعالية الذاتية المدركة وتصور العوائد الذي تصدر التأثير؛ على فعالية الأداء الفردي كمتغير تابع.

الكلمات المفتاحية: فعالية الأداء الفردي؛ نموذج نظرية السلوك المخطط؛ الانحدار اللوجستي الترتيبي.

Abstract:

This sine qua non study explored to test the explanatory power of the Planned Behavior Theory model in predicting the performance of individuals working at Sonelgaz enterprise – wilaya of Mascara- by via the logistic regression technique. The sample included 109 individuals, and after applying the study tool the results revealed that there is a significant effect of the predictor variable represented in the perceived self efficacy, which issues the effect on individual performance a dependent variable.

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Keywords: individual performance effectiveness; planned behavior theory model; Ordinal logistic regression.

Introduction:

The performance of the individual within the institution is the links connected to his past and present to from his future. The past is linked in two ways; the first aspect relates to the type and characteristic of education or training that received before entering to work, and the second is a focuses on his career path. as this member of institution, the present response to immediate requirements imposed by the circumstances surrounding the individual. This is how is forced individual performance is a result of the individual worker being subjected to a set of policies and precedents which requires mental and physical abilities to perform complete these tasks, as for shaping the future, it is the state that the institution seeks to achieve through prediction; and aspire to be better through in the capabilities and means according to its aspirations.

On this basis is an assumption on estimate for the future through real event data occurred in the present and future, in the present prediction is to assume or estimate the future through current and past real events, data and data, analyze it and extract variables, which have a significant impact on the path of one of the variables to replace the prediction process.

By analysing it and attracting the variables that influenced process, projecting this in individual performance makes the predictive process take a distinctive turn which has not been studied as well as its scope of attention both in the academic and organizational contexts of the institutions.

As it is known that the prediction process getting more difficult the more the researched variables are of a qualitative nature by the virtue of the fact that most of the current research in the field of business administration and institutions tends towards predicting quantitative aspects such as predicting the rate of increase in the volume of employment or the amount of sales...etc.

The planned action theory (TPB) is an extension of the rational action theory, or some researchers call it the rational action theory (TRA), namely the logical action theory (TRA) of Icek Ajzen and Martin Fishbein, which is where the actual work begins. From 1975 to now, researcher Icek Ajzen continues to study the hypothesis of this theory, which is one of the most prominent models that provide prediction formulas for the behavioral indicators it contains. Because it contains several assumptions, we will use these assumptions.

There are two hypotheses in the current research, which are the two main hypotheses in the model, similar to perceived self-efficacy and perceived return. Researchers

believe that the more available these two hypotheses are, the more we can predict the results of actions.

Based on the foregoing, the following problem can be raised:

Does the planned behavior theory model explain and predict the effectiveness of individual performance in a sample of workers from the Electricity and Gas Transmission and Distribution Directorate of Mascara?

- Study hypotheses:

To predict the effectiveness of individual performance among the workers of the Electricity and Gas Transmission and Distribution Directorate of the wilaya of Mascara according to the planned behavior theory model, the following two hypotheses had to be formulated:

- The independent variables (perceived self-efficacy, perception of returns) contribute to predicting the dependent variable individual performance.
- The independent variables (perceived self-efficacy, perception of returns) do not contribute to predicting the dependent variable individual performance.

- Study variables:

Dependent variable:

It is refreseuted in the individual performance, which includes the following behavioral indicators :

-Self development.

The extent to which values, attitudes, and individuals control behaviors that match the prevailing culture in the institution.

The Reits scale was used undre the tithe of ;Reitz, 1975"Management Attitude and Prediction: Exceptions between Performance and Organizational Response", which contains 10 out of 20 expressions, and the scoring table consists of 06 variants.

- Independent variable:

Ralph, 1983 : Perceived self-efficacy: based on the scale prepared by researchers Which includes (10) according to a scale of defrees consisting of four (04) alternatives.

-Zurlo, Daniela Pes, Johannes Siekrist, 2010 : Perception of reward: based on the 11 phrase scoring table of researchers, the scoring table is composed of four (04) alternatives.

Research objectives:

This study aims to achieve the following objectives:

- Detecting the indicators of effectiveness in the performance of workers via the predivtive model of the theory of planned behaviour.

-Use logistic regression to predict the future of workers' personal performance based on the results of field research.

-Determine the nature of individual performance results according to the dimensions of the prediction model.

Research importance:

-Assisting the Human Resources Manager within the Directorate in determining the effectiveness parameters of the performance of individuals in order to predict their future career.

-The assistance of the administration in increasing the worker's adaptation to his, work position by knowing his most important personal and collective motives and aspirations.

- Identifying the effect of applying the planned behaviour theory model and its contribution to predicting the behaviour of employer in different situations.

This study is divided into two parts; the first part contains research literature on theoretical models of individual performance and planned behavior (including logical regression), while the application aspect shows and analyzes the field research procedures at the level of the directorate of electricity and gas transmission and distribution for the wilaya of Mascara.

First:

1 the theoretical side :

- Personal performance concept :

There is no doubt that the concept of personal performance, like other economic and administrative terms is accompanied by the development of the management system, especially if we track the most important theoretical contributions and their supplements to the field of human resources management, we find that it focuses on As Voyer emphasized, its use is very important because it is the core pillar that helps to achieve the overall and strategic objectives of the organization, Voyer, P 2006 said that "performance is a widely used term, indicating the results achieved under the control aimed at maintaining or exceeding a certain level in the name of efficiency and effectiveness" ¹; "A broad and multifaceted concept can be described by measurable results in workers' behavior"²

The human resources dictionary points out that performance is a term "usually used to describe how a person achieves or exceeds the goals set for them" ³.

from an economic point of view, the functional performance is a product expressed by "production value or quantity obtained within the framework of financial transactions and profitability"⁴.

In the relevant context, work performance refers to "the net impact of individual efforts, starting from the ability and perception of roles and tasks, thus indicating the degree of completion and realization of tasks that constitute individual work"⁵. To sum up, we found that personal performance forms the basis of organizational process, because it is the result of the interaction between personal ability and organizational factors in the structured system, and finally forms the net impact of individuals, which can be freely expressed. It is even quantified in modern ways and methods.

There is no doubt that institutions such as the Electricity and Natural Gas Transportation and Distribution Bureau are committed to achieving good and effective performance rates in their human resources performance to achieve integration and achieve their strategic and practical objectives. As "the ability to achieve the expected results from work performance, or the behavioral characteristics of energy consumption and visual effects"⁶.

Determinants of effective performance:

-The effort exerted by the individual to do the work really represents the degree of motivation of the individual to perform the readily complete degree.

-The ability of the individual and his previous experiences are the determinants of effectiveness of the exerted effort.

-Personal perception of his work role: refers to his views and impressions on the behaviors and activities that constitute his work and how he should play a role in the organization. "

On the other hand, ⁷ identified the effectiveness elements of work performance in the following points:

Skills or abilities: A set of characteristics that an individual has that make him qualified to perform tasks effectively.

-Potential: the potential is related to the quality of assigned work on the one hand, and the skill level of individuals committed to controlling these abilities on the other hand, which depends on the means and equipment required to complete the task.

-Objective clarity: refers to guiding performance. In view of the availability of the first two elements, any performance process must include a certain degree of clarity to determine the target of performance or action. An individual must be aware of the shape of the target he is aiming at His technical and intellectual abilities and skills help to

achieve this goal and understand it in a way that can be absorbed as much as possible.

- Effective performance:

The effective performance consists of three main characteristics : the planned performance and support performance, including continuous review:

-The planned performance: This feature emphasizes the importance of the organization and staff having a common vision for the expected performance through job description, performance standards and setting goals.

-The support performance: This means that the boss must motivate and train workers, and properly organize material resources, so as to carry out performance according to the pre-considered model.

-The continuous review: this is one of the important measures implemented by staff to plan work and improve performance through the existence of some shared information, this review aims to promote staff's future performance in order to give them the opportunities to improve themselves.⁸, due to the different requirements of the positions held including the types of training that individuals regularly receive, the characteristics of effective work performance of members of the same organization vary according to their personal abilities and knowledge, which is an important factor The effectiveness of performance is shown in different forms.

If these components of individual performance are controlled, the human resources management department can anticipate or predict the effectiveness of the future performance of its members according to the signs that everyone's performance in the position has improved.

- Determinants and components of personal performance:

Performance is one of the basic processes that must be paid attention to when any project starts or plans to complete the development process, whereas understanding the actual performance level of human resources helps to clarify the objectives that the institution aims to achieve. Withim plans based om the abundance of information about the performance or contribution of each individaul in the production process . from this point scieutist⁹ defines "A theoretical model based on a set of assumptions about the determinants of function. Based on this model, three basic factors are determine: effort, ability, personal characteristics and personal perception of his functional role"¹⁰. The efforts made by individuals in the degree of their motivation make psychological and social factors such as the nature of mainstream culture, interfere with the work environment, which are expressed as material or moral values according to the nature of institutional activities, and the ability and characteristics of individuals are their products. The individual's learning, ability, skills and knowledge can judge the effectiveness of his performance, while his perception of his role expresses his impression and view on how to perform his functions.

and irrelevant context with a detailed explanation ¹¹, Identified four main variable elements for determining personal performance:

"- Knowledge of job requirements: including general knowledge, technology and professional skills, general scientific background of work and relevant fields.
-Work quality: This is the individual's understanding of the work they do, as well as their desire, technical skills, versatility and ability to organize and execute the work without making mistakes.

-The amount of work done: the amount of work that employees can complete under normal working conditions and the speed of completion.

-Perseverance and confidence: including the seriousness and dedication of the work, the ability of the employee to take responsibility for the work and complete it on time, and the extent to which the employee needs the guidance follow up by moderators and the evaluation of the work results. " ¹² Determining the elements related to the variables of human resources performance contributes well to knowing the level of skills that the employer may reach during later periods of time, and accurately understand the factors that affect work performance. Determining these variables can limit all basic variables and external variables that may hinder employee efficiency, and vice versa, which will become an asset for the institution to use all potential of employees in exchange for improving employee efficiency, aspect.

2 Planning behavior theory:

In 1985, Icek Ajzen extended the theory of reasonable behavior on the short-range station, which is characterized by adding new parameters from time to time without deviating from the theoretical prediction model based on the "pre-execution intention rule". A few years later, Ajzen pointed out that: the postulate some defects in the assumption of will behavior, because some behaviors may be beyond the control of the individual's will, and the intention can only be reflected under the control of the latter's will, which is why the researcher he called in the model the rational action theory the third variable, which makes him realization of controlling behavior. Therefore, his new model is called "Theory of Planned Behavior". It emphasizes that every human behavior can be predicted based on his intention to do but he touched on the cases in which the individual does not control all the factors that affect the actual functioning of the behaviour as well, Its assumes that the individual takes into account the consequences of performing in action before achieving it as a result, the intention is the most important factor in determining and changing the act.

As a result, the new theory confirms that the accuracy of actual performance is commensurate with the ability of the control exercised by the individual over his behaviour and the strength of the intention of this individual to carry on this

performance.¹³

The theoretical model contains the following variables:

Normative beliefs:

Normative beliefs are individuals' beliefs about the extent to which people around them think they should or should not behave in the work environment, whether they are colleagues, direct supervisors or customers. Behavioral beliefs:

Behavioral beliefs, or so-called reward perception (reward), refer to the expected positive or negative results of individuals due to specific behaviors, as well as others' evaluation of these beliefs, which are related to what individuals want to do. In the process of perceiving the surrounding features.

Control and control belief:

This is the most important variable in theory; it refers to the degree of self-monitoring of individual behavior, and is one of the most important factors to help predict many individual behavior choices, because it focuses on measuring the extent to which an individual has the ability to do for himself. The successful completion of the required tasks is the product of the combination of personal past experience in this task and their belief in their own ability to act.

self-consciousness:

It depends on the beliefs of the individual about his ability to organize and implement the actual plans needed to achieve the expected goals, which means that if individuals believe that they have the ability to achieve the expected goals, they will try to make these things really happen, in other words: Self-efficacy refers to a person's hypothetical belief in his own ability. Bandura defines it as a concept based on his own judgment and belief to a large extent, including his own expectation of his ability to overcome. Successfully completed different positions and tasks.¹⁴

Second :

1. Logistic regression:

Logical regression is used to obtain the probability ratio in the presence of multiple independent variables (illustrative) to measure the impact of each variable on the probability ratio of the studied phenomenon, and analyze the correlation of the included dimensions according to the equation. The difference is that the description of the relationship expresses the expected value and is an extension of simple and multiple linear regression.

Concept of logistics regression:

The term "logistics" refers to the collection and classification of information to form the knowledge background of a specific phenomenon so that it can be observed; in statistics, it refers to "analyzing the relationship between multiple (independent) variables". As a continuous variable, the probability of event occurrence is estimated by the correlation between data and logistics curve "¹⁵ .

"Logical regression is used to measure the correlation between the occurrence of an event (qualitative explanatory variable) and the factors that may affect the event (explanatory variable). The test of explanatory variables included in the model is based on an accurate understanding of mathematics and equations ".

Logical regression is usually used in economic and psychological research, especially to estimate the possibility of occurrence or non-occurrence of events based on the real data of the development of research phenomena, or by observing the opinions of observers (samples). The same is true of the individual performance of the Bureau of Commerce through statistical analysis.

Logistics regression is divided into three parts:

-Digital Logistic Regression: When the variables are digital and multivalued types in digital form, use the Digital Logistic Regression, for example, the characteristics of the sample in terms of education level: primary school (1), middle school (2) and secondary school (3). or in the case of using the Lecter scale. ¹⁶.

-**Binary logical regression:** When the dependent variables are qualitative, two-valued and numerical, it is called binary logical regression. It does not set conditions for the explanatory variables, such as success (0), failure (1), invalidity (0), and validity (1). - Multiple logistic regression: When the dependent variable is qualitative and multivalued (classified) variable, it is called multiple logistic regression (MLB), and there are at least three cases, so it is oral form and can be arranged, for example: Social (single/married/divorced/widowed), language learning (listening/reading/writing/talking with others).¹⁷

Research numbering method:

Methodological and field study procedures:

As explained earlier, the current research is based on the planned behavior theory, which is largely suitable for explaining and predicting the effectiveness of individual performance, especially the position of model variables and their impact on human performance in addition to Its high ability to predict and explain individual and collective behaviors, and the self-efficacy variables obtained from a large number of studies are one of the most important pillars supporting this theory, and its role in

motivating individuals to complete tasks for great motivation, it is also considered as a briefing on important aspects of personal performance, especially psychological and social aspects. We assume that the explanatory variables of the model (we only used two of them in the study) are sufficient to explain and predict personal performance. The staff of the bureau; because they contain multiple behavioral indicators.

Data analysis:

As a first step of the test, the frequency values and percentages of sample responded to the tests must be interpreted a shown in the table below :

Table (01)

shows the frequencies and percentages of the sample responses

		frequency	percentage
individual performance effectiveness	Unlikely	22	20,2%
	probably	33	30,3%
	very likely	28	25,7%
	Very unlikely	26	23,9%
Valid		109	100,0%
Missing		0	
Total		109	

Source: Spss output

Through the corresponding table, we notice that the highest percentage was in favor of the alternative (likely) with a value of 30.3%, while the percentage followed by 25.7% in favor of the alternative (very likely), and the value of the alternative (very unlikely) was 23.9%, while the lowest value was 20.2% for the alternative (not likely).). As a preliminary explanation before completing the rest of the test, it can be said that the model has an acceptable ability to predict the effectiveness of the performance of individuals, given that the responses were in favor of positive choices (probable and very likely), which expresses the contribution of workers in predicting the effectiveness of individual performance within the directorate at high rates.

- **Testing the model:**The first stage of reading the results (statistical analysis) of the ordinal logistic regression is known as the stage of matching the model or testing the model, to judge the extent of its predictive and explanatory power by comparing the logistic regression model that includes the constant limit without an analysis of the predicted variables, where the response of individuals is predicted the sample is through

the average scores on the dependent variable (individual performance effectiveness), so the most frequent value (the mode) is dealt with, which is known as 'Intercept Only'.

Table (02)

shows the comparison values between the first stage model (Intercept Only) and the second stage model (Final) depending on the estimation of the value of the greatest possibility function:

Model	Likelihood	Chi-Square	Df	Sig.
Intercept Only	280,291			
Final	271,231	9,060	21	,000

Source: Spss output

The above table compares the virtual model without the prediction variables shown in the Intercept Only box in the first stage and the second model with the final prediction variables in the second stage. The values of the two models are estimated by the function values. The maximum possible value Likelihood, Sig value (000) is a function; it expresses the good contribution of the independent variables in the model, and the change between the dependent variable and the prediction variable is explained by the test value. The Nagelkerke R Square and Cox&Snell R Square tests are designed to determine the contrast of interpretation, and their equations are based on the following table:

Table (03)

shows Nagelkerke R Square test and Cox&Snell R Square test

Nagelkerke	Cox and Snell
,095	,071

The most important value to explain the degree of variation between variables is the nagelkerke test value, which has reached 0.095 is a good value for quantity Explainable contrast, and we found that the difference between prediction variables and scenarios lies in the meaning of sig.

As shown in the corresponding table of model matching quality, its value is statistically insignificant, which increases the strength and probability of the current model.

Table (04)

represents the conformance quality test

	Chi-Square	Df	Sig.
Pearson	439,623	221	,601
Deviance	442,545	221	,433

To predict individual performance, two tests will be performed: Pearson correlation test and Deviance deviation test of matching quality. Both tests use K box. The table shows that the Pearson test values are 439623 and 442545 Deviation is two statistically insignificant values, which means that the model matches the data and accurately describes the data distribution in the sample. There is no difference between the conceptual model and the data. As we mentioned earlier, its acceptable prediction ability is also the same. The following table describes the Parallel Lines test, which aims to illustrate the influence of independent variables on dependent variables:

Table (05)
shows the Parallel Lines test

model	Log Likelihood	Chi-Square	Df	Sig.
null hypothesis	271,231	8,073	21	,662
total	269,503			

Extrapolating the previous table, we find that the statistical significance of the influence of the independent variable on the dependent variable is statistically insignificant ($0.662 = \text{sig}$), from which we reject the null hypothesis, which means that we have realized the main hypothesis that there is influence. For the variables that are interpreted when predicting dependent variables, the null hypothesis is rejected because it has no effect. In addition, the significance value indicates that the regression coefficient are constant and the same in the category of variables (unlikely/very likely/very unlikely). Subsidiary bodies.

3.2 - Model parameter estimation:

Based on the above, after estimating the influence of independent variables on dependent variables (which means that they can be predicted), we now introduce the model parameters according to the individual's estimation of the response to alternatives (categories):

Table (06)
 represents the possibility estimate of individual response to the four alternatives :

		Estimate	Std. Error	Wald	df	Sig
Threshold	=1performance effectiveness	1,039	,241	4,957	1	,031
	=2performance effectiveness	1,641	,439	12,193	1	,042
	=3performance effectiveness	1,832	,387	13,820	1	,029
Location	Perceived self-efficacy	,490	,109	5,731	1	,039
	Perceived return	,457	,133	5,637	1	,086

The Threshold thresholds represent the value of moving from a category to the next category or that precedes it. By extrapolating from the previous table, we find that the value of the first threshold [1 = effectiveness of individual performance] amounted to 1.039, and this means that any individual with a latent characteristic that has less than this value has chosen the first category 'unlikely' As for the value between 1.039 and the value 1.641, he chose the category 'possible', while the value between 1.641 and 1.832 the individual chose the third category 'very likely', while the value 1.832 or more expresses the individual's choice of the last category 'very unlikely'. Now you come to the analysis of the effects (Location) for each variable (the latent trait) in the model, and we find the effect value of the perceived self-efficacy variable amounted to 0.490, and this means that the higher the perceived self-efficacy, the greater the probability that the individual will choose the positive category (likely / very likely) and what proves this The most significant value, which amounted to 0.039, is a statistical significance (less than 05%) that reflects the ability of the individual's self-efficacy as a latent feature in detecting and predicting current and future performance, it applies to the rest of the variables that are all statistically significant which emphasized the strength of its impact on model of the 'Wald' test. If the value of the test is significant or a considered, this means that the independent variables have a significant effect in weighting the probability of predicting the performance of individuals. As we note, it came to 5.731 for the variable of perceived self-efficacy and 5.637. For the return perception variable, it is 10.612, and these values are also significant.

As shown in the box ((Sig), which indicates the strength of the influence of the two variables in interpreting and predicting the dependent variable. From all the above, the rank order logistic regression equation can be written for the model as follows:

$$Y = b_0 + b_1 + b_2 + b_3 + b_4 \dots b_n$$

By replacing the equation parameters in the model, we get:
 Personal efficacy = 0.490 self-perceived efficacy+0.457 revenue assumption. Model parameters are evaluated by several indicators ranging from threshold and impact analysis to testing and statistical manuals, and the results are read by pressing the following keys:

Table (07)
 shows the reading keys of model parameter estimates by effect value.

coding	Location
An increase of one degree in the independent variable increases the probability that the individual will choose the positive category	Positive value.
A decrease of one degree in the independent variable increases the probability that the individual's response is in favor of the negative category	negative value

Applying this to two variables, we rank them according to their importance in the model and the ability of each variable to predict the effectiveness of individual performance:

1 - Perceived self-efficacy: the "Wald" test value of this variable is estimated to be 0.490, and the significance level is 0.05, which means that the individual may have tested the positive category (likely/very likely) to indicate that he has made a great contribution to the perception of self-efficacy Understand the results of its future performance.

2 - Perception of revenue: the "Wald" test value of this variable is estimated to be 0.457, and the significance level is 0.05, which means that the individual tested the possibility of positive (likely/very likely) categories, which is reflected in his perception of revenue (material and spiritual) is lower than Perceived self-efficacy variables that predict the effectiveness of individual performance. After testing the matching quality of the model, analyzing the value and making logical interpretation according to the accepted standards, we can judge that the theoretical model of planned behavior has acceptable matching and conforms to the basic hypothesis of "independent variable contribution" Perceived self-efficacy and reward perception when predicting individual performance variables " This matching shows that the model has the ability to predict the effectiveness of individual performance according to the psychological and organizational

characteristics represented by two factors (perceived self-efficacy and perceived return); the results also show that these two factors They have a great impact on the prediction of individual performance. Self-efficacy has a significant impact on the estimation of the model. As for the revenue perception variable, its contribution is relatively acceptable. As a whole judgment, it can be said to be the confirmation factor of my theory. Planned behavior helps predict individual performance through four possible categories.

To sum up, all employees have contributed to the effectiveness of the hypothesis with different proportions, and can predict the "individual performance effectiveness" variable. We judge the matching quality based on statistical significance and probability. (Assessment of thresholds and impacts within the category), Wald test and Log Likelihood, all of which show acceptable prediction ratios different from 0, which means that the model cannot predict the effectiveness of staff's personal performance Sonelgaz institution.

Conclusion:

This research paper aims to predict effective individuals according to the independent variables represented by self-perceived effectiveness variables and reward perception variables based on planned behavior theory, which is the most important leading theory in this field. To predict human behavior as a whole, the statistical processing results show the strength of two explanatory variables, the predictive value of perceived self-efficacy variable is 0.490, and the predictive value of perceived revenue variable is 0.457. Acceptability expresses the power of this variable in influencing the personal performance results of the board of directors employees. We draw a conclusion from it that the theoretical model can explain and predict personal performance, especially if other variables are included, we will get a permission We can predict the performance results from many aspects. On the other hand, we can simply study some variables in the theory. If the results have a high impact, just like the situation of perceived variables of return; this is helpful to promote to other members of society. We can predict the impact of other variables without field investigation, especially if researchers are familiar with the dominant culture of the whole society before the study.

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