

# Selection and Recruitment Policies of Managerial Staff and their Impact on Job Performance in Jordanian Universities

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**Abstract:** This study comes to investigate the recruitment and selection policies effects on job performance in the Jordanian university. Moreover, the target populations in this study are all public Jordanian universities. The managerial and assistant staffs are the sample, the total number of respondents before the questionnaire distribution was (227), after include the data where was collected in SPSS statistical program found the questionnaire number valid for statistics are (166). Moreover, For the data analysis, this study used SPSS statistical software program edition "20" to find some testing such as, Factor analysis, Readability analysis, Descriptive analysis, Correlation analysis and Regression test to testing the Hypothesis. At end of all, the results showed all the hypothesis has a positive significant and this study came to confirmed the policies where has placed in the universities internal law for recruitment and selection is effective to enhance the job performance. The results indicated that the recruitment and selection policies if applied as it mentioned in internal law at universities it has a positive significant affect in job performance at Jordanian universities. Regression analysis show the recruitment affect on job performance in rate of .431. Additionally, show the selection presents .235 affect job performances. That is mean the recruitment and selection policies have a positive effect on job performance when they managers applied.

**Keywords:** Recruitment, selection, job performance.

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## 1. INTRODUCTION

Human resources management is the most important functions of the administration to focus on the human element, which are the most precious resource management and the most influential in productivity. Human resource is the optimal using for available and expects the human element. Additionally, Human resources are one of the most important management jobs because it is concern about human elements, which means that these elements have the highest value in human resources management. It is widely recognized that the human recourse is essentially reign in organization (educational, industrial and health), which aimed to enhance the ability of organizations and help the organizations to attract, qualify the necessary competencies and make it able to keep up the current and future challenges. More over the recruitment and selection is a very important in human resource practice to offer the best resources for those how have a good qualifications and competences which means improve the job performance.

### Significance of the Study:

Arab spring one of the most subjects he focus me to write in this topic, additionally Jordan was not affected by the Arab Spring, This helped to increase the number of arrivals to Jordan in order to learn, because Jordan provide to those people security and safety more than their country. While focus on enhancement and improve managerial job performance in Jordanian university should be one of the most topic because, success any institution based on effective management. If you have a good management to achieve your goals you are still in The right path.

## 2. METHODOLOGY

Researcher adopted in this study, the descriptive and analytical approach by taking independent study variable (administrative policies in the selection of staff) and their impact on job performance, where he was studying and measuring impact through applied to workers (administrators and their assistants) in Jordanian universities. Where the researcher has developed a tool for the study in line with the specific objectives of the study. To achieve the objectives of the study questionnaire was used as a tool to study, the questionnaire are divided into two parts, the first part measures the applying practice of Human Resources Management (recruitment and selection) and the second part consists of levels of job performance ,as in Table (2).

Questionnaire will be distributed to six public universities divided according to geographical location in Jordan, Two universities in north, two universities in middle and two universities in south. However this division came for including all samples in population study.

**Table (2): Distribution paragraphs study - prepared by the researcher**

No.	paragraphs and fields of study	The total number of paragraphs and fields of study
1	Policies of selection	19
2	policies of recruitment	11
3	job performance	7
<b>Total</b>		<b>37</b>

Will depend researcher at the design of the questionnaire on a range of formal interviews to demonstrate the level of understanding of the sample to the requirements of the study and determine the methods of interaction with them and cooperate within the framework of the completion of its requirements, and that the composition of the questionnaire intended to collect data and information relating to the practical side of the research has been the drafting of the first part of the Properties personal study sample, was drafting (37) items distributed on (3) field, as shown in table (2), the researcher measure adopted (Fifth Likert Scale) quintet response to measure the intensity of the answer, which has a range between (5-1) degrees, as it gives (5) degrees if the answer respondents (strongly Agree) and (1) the degree if the answer (strongly Disagree) and (2) the degree if (Disagree) and (3) the degree if the answer (neutral) and (4) the degree to (Agree), and in order to ensure the required accuracy of the data that will be obtained will be subject to search to identify the validity and reliability tests.

### Statistical Treatment Methods:

In order to achieve the objectives of the study and testing of hypotheses, the researcher will depend on the selection of appropriate statistical methods, and will researcher encodes areas of the questionnaire and entered into a computer and analyzed using the Statistical Package for the Social Studies program **SPSS**, The following statistical methods used:

- Frequencies and percentages to describe the demographic and functional characteristics of the study sample.
- Internal consistency coefficient (Cronbach's Alpha) to verify the reliability of study tool.
- Arithmetic means and standard deviations for Answers members study the vertebrae of the study.
- Test (T-Test) to demonstrate statistical differences for variables relevant levels.
- Test (One Simple-Test) Analysis of variance to show statistical differences most of the variables of the two levels.
- Test (Scheffe) Comparisons posteriori the statement marital differences between function variables statistically categories and have more than two levels.
- Multiple regression test (ANOVA) for the impact statement of administrative policies in the recruitment and selection of staff at Jordanian universities on job performance among workers in Jordanian universities.

### The Credibility of Study Tools:

As honesty refers to the ability of the questionnaire to measure what it was designed for, and this is the most important conditions to be met in the construction of the scale and the loss of this condition means not measure the validity and to test the sincerity scale there are multiple ways researcher will depend on the following:

- Virtual honesty: who knows honestly arbitrators introduced researcher questionnaire after the completion of drafting the arbitrator's specialists in administrative sciences and business administration in order to ascertain the extent of affiliation paragraph to space, and install some important notes in the need to amend the reformulation of other paragraphs. This helps to evaluate the validity of these paragraphs by taking a researcher, and conduct by appropriate corrections.

- Believe content: It is the clarity of each paragraph of the scale in terms of meaning and wording and logical design them so that they cover the important area of the space, as it used equation (Cronbach's alpha), to reach the appropriate ratio which emphasizes sincerity of the scale and the validity of the application.

#### **Reliability:**

To ensure the stability of the tool will researcher calculates the reliability coefficients through (Cronbach's alpha) coefficient is used to measure the stability of the tool, and then apply to the exploratory sample (Pilot Sample) is made up of 40 employees of the study population and the outside of the sample through testing and re-testing two weeks ahead of the first application and the second, in order to extract the internal consistency coefficient (Cronbach's alpha) between the sample performance in the first test and its performance in the second test.

#### **Validity:**

The questionnaire presented to a group of arbitrators of specialists and experts in the administrative departments at three universities (Al Yarmouk, Al al-Bayt, and Hashemite), Moreover will take into consideration all the modification presented by the arbitrators.

#### **Statistics:**

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#### **Factor Analysis:**

The factor analysis will use to reduce the number of questions and to convert them into analyzable variables. It investigates the underlying structure of the items by defining a set of common or factors. Additionally, to investigate if variables loaded as expected were sufficiently correlated within one factor and whether criteria of validity and reliability were met.

#### **Reliability:**

To test the reliability of the scale from each variable, a Cronbach's Alpha was used to measure the internal consistency of the items. Dependability indicates to "the degree to which estimations are free from irregular mistake fluctuation" (Hayes, 1998). According to Hinton, P. R. (2014), values of Cronbach's Alpha should be more than 0.50 be acceptable with 0.50 to 0.70 as moderate, 0.70 to 0.90 as high and 0.90 and above shows excellent reliability.

#### **Descriptive Statistical:**

The descriptive statistics explore, explain and recapitulate the obtained data, aside from depicting numerous characteristics of data, affirming any encroachment of the key assumptions for the statistical methods that the study would employ, and address certain research questions (Pallant, 2007). In addition, the descriptive statistics begins with a glance on the general statistics including number of sample, minimum, maximum, mean, and standard deviations for all the demographic questions.

#### **Normality of distribution:**

Before doing the correlation test and regression test, it is required to check if the data is normally distributed or not. Both Skewness test and Kurtosis tests are used to test for the normality assumption.

#### **Correlation:**

Correlation used to assess the strength and direction of the linear relationships between pairs of variables. Based on Field (2009) values of Pearson correlation above, (0.5) are considered large correlations while values over (0.8) are considered to be problematic.

**Regression analysis:**

Regression analysis shall execute to investigate the relationships between the independent and dependent variables of study. In addition, this analysis presents the result to check for Multicollinearity issues. Back to Hair, Ringle, & Sarstedt (2011) all of the VIFs are acceptable with values below 5.0 to indicate that the variables are distinct.

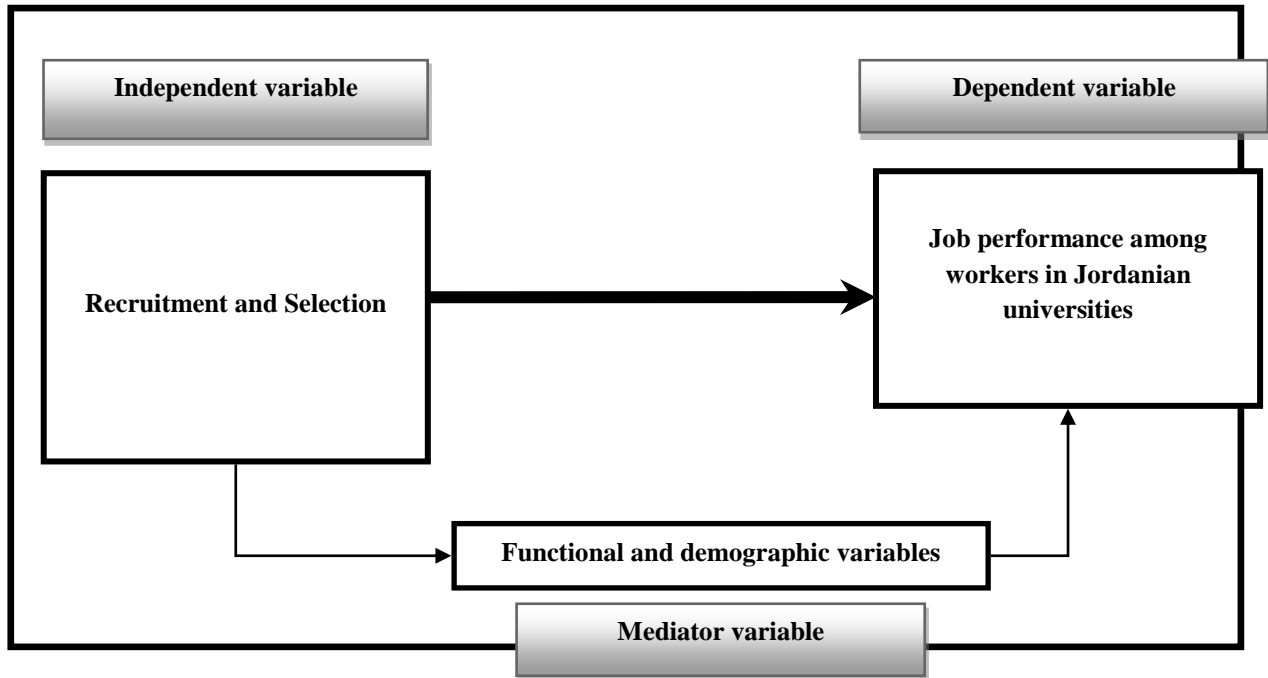


Figure (1): Model study - prepared by the researcher

**Hypotheses and Study Model:**

To achieve the goal of the study, the researcher adopted the answer to the following study hypotheses, where the researcher was adopted in the formulation of hypotheses on the null hypothesis and try to be proved:

- H1: There is a positive relationship between recruitment policies and job performance
- H2: There is a positive relationship between selection policies and job performance
- H3: There is a negative relationship between recruitment policies and job performance
- H4: There is a negative relationship between selection policies and job performance

**3. CONCLUSION**

The findings in this research have some interesting implications, first, the recruitment and selection policies used at Jordanian universities served the job performance by several ways

- 1- Selection process for new candidates help improve functionality by bringing new skills to the University
- 2- The selection process shall be according to experience and qualifications to help improve the overall performance of the University.
- 3- The selection policies assist the university to increase the employee willingness to improve the work.
- 4- Recruitment process for new candidates help improve functionality by bringing new skills to the University
- 5- The recruitment process shall be according to experience and qualifications to help improve the overall performance of the University.

The results available indicate that there is a positive and significant relationship between the policies of recruitment and selection and the performance of an organization. According to Gamage, (2014). Additionally, based on Kumar and Sarkar (2007) organizational performance is hinged on the method which the organization adapts in the recruitment and selection of employees.

### Limitations and Future Research Recommendations:

In this research understand the policies of recruitment and selection which used at Jordanian universities it can enhance in job performance, the while the literature mentions several types of HRM practices operated to improve the job performance. These types of HRM are herded to measure. This study as a results showed two practices of HRM at the job performance this is mean the future study should focus on the role of other HRM practices on the job performance in a general.

Important shortcoming in this study is the moderating variable (nepotism) did not added in the questionnaire as a separately, this cause a state of unwillingness and fear about the respondents for answered for the questions by right way. Future research shall add the nepotism field on the survey questions to make sure the quality of survey is sufficient.

The results when tested the variables model show very strong correlation, the strongest correlation has a value of .646 between the selection and job performance. Additionally, the lowest correlation has a value of .086 between nepotism and job performance which is so little. Therefore, this study can still work as a solid foundation to test this model more widely within this specific environment. However, future research could focus more specific variable and their comparative influence on this specific dependent variable.

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