

# THE MODERATING EFFECT OF NEPOTISM AND THE EFFECTS OF RECRUITMENT AND SELECTION ON JOB PERFORMANCE: AN EMPIRICAL STUDY IN JORDANIAN UNIVERSITIES

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**Abstract:** This study aims to investigate the extent of interconnection between recruitment and selection policies employed at Jordanian universities, and how these policies affect job performance. Nepotism is also employed as the moderating variable to determine if it has any effect on these policies. The analytical descriptive approach was the methodology used in the study. A sample of 227 managers and their assistants from ten public universities in Jordan were selected to examine the impact of such recruitment and selection on job performance, mediated by nepotism. The results supported the practice of recruitment and selection process in Jordanian universities, and nepotism indeed played a mediating role between recruitment, selection and job performance. These findings explain how the extent of HR practices in terms of recruitment and selection impact job performance. The study came up with recommendations that may make the process of selection and recruitment more dynamic and created a development in that process. Some of these recommendations are to create a suitable environment based on scientific criteria pertaining to the process of selection and recruitment and develop the role of human resource management making it as a system. The system should consist of different parts which affect each other.

**Keywords:** Recruitment, Selection, Nepotism, job performance, Jordanian universities.

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## 1. INTRODUCTION

Recruitment and selection are the major functions of human resource management (HRM) for any type of business organization. These terms submit to the process of attracting and choosing candidates for employment. The quality of human resource of a company or a firm heavily depends on the success of these two functions. Recruiting and selecting the wrong candidates who are not qualified may result in productivity problems. The overall aim of recruitment and selection within an organization is to obtain the number and excellence of employees that are necessary to satisfy the job performance requirement of the organization, at minimal cost based on Ofori and Aryeetey (2011). In this regard, recruitment and selection aim to enhance the ability of the organization by attracting qualified and competent people that could cope with current and future challenges. Moreover, recruitment and selection are very important human resource practices as they assist in choosing the best man-power resources through the identification of good qualifications and competencies which are required to improve job performance. The process of selection and recruitment prevents or reduces the opportunity to employ a non-qualified individual. Otherwise, it costs the organization.

## 2. SIGNIFICANCE OF THE STUDY

This study aims to know whether the policies of recruitment and selection used in public Jordanian universities are affected by the effects of nepotism and if they influence job performance. More so, this study will guide the decision

makers in every Jordanian university to adapt the scientific method in the recruitment and selection process. In addition, it also opens up an opportunity to know the advantage of human resource practices (recruitment and selection) and the discovery of a lasting solution. Furthermore, this study aims to support the existing literatures and studies for human resource planning and development.

### 3. METHODOLOGY

The study sample consisted of **227** employees from the all the public Jordanian universities. As shown in Table (1), the samples were chosen from all the staffs in the study population, and the number of questionnaires recovered was 179 and therefore the rate of recovery of 79%. Table 3.1 highlights the details.

The samples in this study were the managerial staff and their assistants and they were selected based on their responsibility for the selection and recruitment policies and the information they have in response to the study questionnaire. Based on internal law at Jordanian universities, the managerial staff at the Jordanian universities is responsible of recruiting new employees at the universities.

**Table 3.1: Population and Sample of Study - Prepared by the Researcher**

No.	Name of University & Location	Total Number of Employees	Number of Questionnaires Recovered & Safe to Analysis	Percent
1	Yarmouk University	30	26	14.5
2	Al Byet University	28	24	13.4
3	University of Jordan	24	15	8.4
4	Hashemite University	14	13	7.3
5	Muth University	22	17	9.5
6	Husen-Bn-Talal University	22	21	11.7
7	Jordan University of Science and Technology	26	16	8.9
8	Al-Balqa Applied University	24	24	13.4
9	German Jordan University	15	7	3.9
10	Tafila Technical University	22	16	8.9
<b>Total</b>		<b>227</b>	<b>179</b>	<b>100%</b>

The researcher will depend on the design of the questionnaire in the form of formal interviews to determine the level of the sample understanding of the requirements of the study and determine the methods of interaction with them and cooperate within the framework of the completion of its requirements. Further, 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 (43) items distributed on (4) field. As shown in Table 2, the researcher adopted the Five-point Likert scale quintet response to measure the intensity of the answer. The scale has a range of 5-1 where 5 would be noted if the respondents 'Strongly Agree' while the scale of 1 would be chosen for 'Strongly Disagree'. For the remainder of the choice of scales: 2 for Disagree, 3 for Neutral, and 4 for Agree. In order to ensure the required accuracy of the data.

#### Hypotheses and Study Model

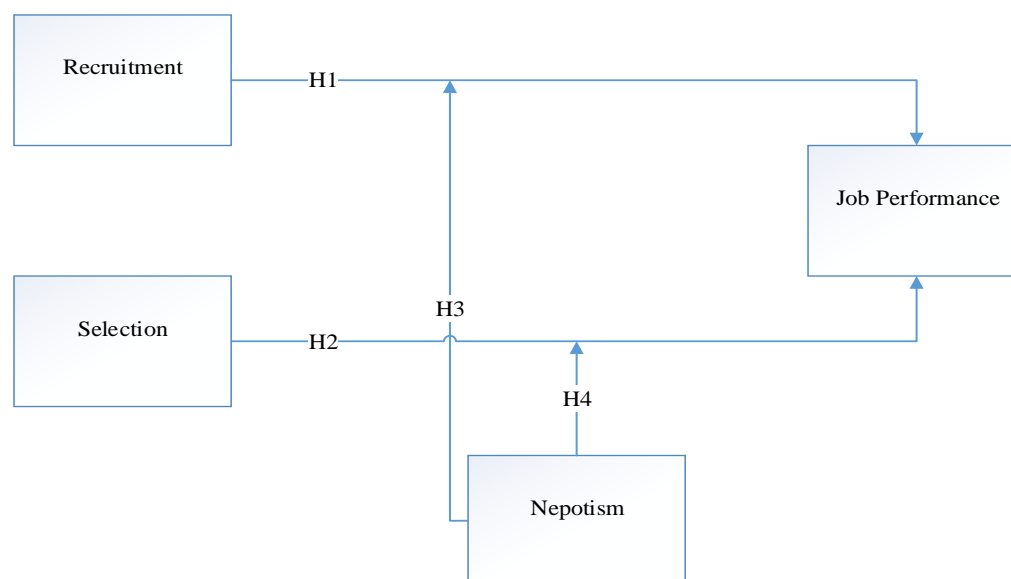
To achieve the goal of the study, the researcher adopted the answer to the following study hypotheses, where the researcher adopted the formulation of hypotheses on the null hypothesis and try to be proved:

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: The relationship between recruitment and job performance is moderated by nepotism.

H4: The relationship between selection and job performance is moderated by nepotism.



**Figure 3.1: The Relationships between the Variables with Nepotism as a Moderating Variable**

### The Theoretical Contribution

This study has a number of theoretical contributions to the body of knowledge in the recruitment process, selection process, nepotism and job performance, specifically in Jordanian universities. Initial and foremost, based on the available and updated literature review on the effect of recruitment and selection on job performance within nepotism as the moderating variable, studies in the Jordan. This is the first study to use the moderating variable (nepotism) in the context of recruitment and selection process to study its impact on job performance.

According to Arasli and Tumer (2008), recruitment and selection enhance what is called nepotism by giving special position and job to socially related people. The appearance of nepotism is common in most culture in the worldwide but more widely in small countries (Ozler et al., 2012; Sadozai et al., 2012). When the manager or business owner employs based on the blood relation without giving any importance to the skills or competency or abilities (Bakker et al., 2013; Schutteel et al., 2000).

This study validated and confirmed the significant role of recruitment and selection as potential factors which affect job performance at Jordanian universities. In addition, the study succeeded in validating the proposed research model and supporting the relationship between recruitment and selection polices and nepotism and the impact on job performance at Jordanian universities.

### Practical Contributions

This study has presented the practices for recruitment and selection process at Jordanian universities and the effect of nepotism when it is involved into the process of recruitment and selection, as well as its impacts the job performance at universities based on the research model.

Through the study, the factors were identified, and the solutions to recruitment and selection of the best candidates to enhance the job performance and increase the work effectively at Jordanian universities. The data analysis of the research contributed in knowing the area of the policies of recruitment and selection that affects job performance with and without nepotism. The findings of the study are important to all the universities, private or public, and the HRM department.

According to Ahmad (2015), recruitment and selection are the main practices of human resource management and they can help to achieve the objective and the strategic goals of the organization. Plus, better recruitment and selection will enhance the organization's outcome, leading to the improvement of job performance. As indicated by Dessler (2010), recruitment and selection are the prime HRM functions for the establishment and growth of the organization. It shall focus on recruitment and selection policies to avoid new challenges (Wright & Snell, 1991; Boxall, 2011; Rowley & Benson, 2002).

An overall analysis was performed to determine the factors that impact the adaptation of policies of recruitment and selection in the right and scientific ways to improve job performance. Additionally, the study presented a deep

understanding of the policies of recruitment and selection practice at universities and it is applied to improve job performance in the Jordanian universities based on data analysis of the research survey. Furthermore, the results of this study present strategic data based on the findings of the research which should help Jordanian universities to gain the ideal employees which can achieve the goals of the university by improving job performance.

#### **4. CONCLUSION**

The findings in this research have some interesting implications. First, the recruitment and selection policies used at Jordanian universities served job performance in several ways. Each one is discussed separately.

##### **Recruitment Policies**

Schuler (1987) described recruitment as a one of the most important human resource management (HRM) functions that impact job performance of an organization. Also, it is understood that poor recruitment decisions continue to impact job performance and limit goal achievement. All the answers focused to employing the best candidate has an experience, skills and abilities based on several methods. The first method focused on the policies of recruitment that must be in the right way and implemented in a scientific way. The second methods focused on hiring a special committee that could explain the nature work to the candidates. The third method of recruitment policies shall be transparent and fair. The fourth method gives full information to the candidate about the nature of work. The fifth method employing within university are available (internal recruitment). The last method on the recruitment policies is taken by internal law for universities. According to Azzam & Jaradat (2014), recruitment contains several activities and practices carried out by the institution with the primary purpose of identifying and attracting potential employees. As described by Schuler & Randall (1987), recruitment process encompasses the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time, so that the people and the organization can select each other in their own best short and long terms interest.

##### **Selection Process**

Selection is the process of choosing the best candidate from the pool of applicants; this candidate has qualifications that match the job requirements. According to Gamage (2014), the selection method based on the logical and scientific ways can determine those to be hired and the use of such method leads to productivity increase in the organization which leads to growth in organizational performance.

1. The selection method used at Jordanian universities encompasses the following criteria:
2. Candidates are selected by a specialized committee
3. The data gathering for the candidates is through interviews
4. The selection process is transparent and fair.
5. The selection process is according to qualifications and experience.
6. The selection process is by job vacancy
7. HR checked the employment applications to ensure credibility.
8. The above are the main selection policies used at Jordanian universities, and these policies were indicated by the respondents.

##### **The Policies of Recruitment and Selection Served to Enhance Job Performance**

The recruitment and selection policies to improve job performance are as highlighted below:

- a. The selection process for new candidates helps improve functionality by bringing new skills to the University
- b. The selection process shall be according to the experience and qualifications to help improve the overall performance of the University.
- c. The selection policies assist the university to increase the employee's willingness to improve the work.
- d. The recruitment process for new candidates helps improve functionality by bringing new skills to the University.

- e. 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) & Kumari & Sarkar (2012), organizational performance is hinged on the method which the organization adapts in the recruitment and selection of employees.

## 5. LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

The findings of this research teach the reader more about the recruitment and selection policies' effect on job performance at Jordanian universities. Furthermore, within the study, there were some limitations and challenges. Firstly, job performance can be measured in more ways and thoroughly within the study. The traditional process of recruitment and selection shows effect on decision-makers and influence on job performance as well.

This study focuses on the direct effect of recruitment and selection and indirect effect by using nepotism on the influence on job performance. Therefore, future research can focus on other HRM practices like training, turnover, and promotion, to see how these practices impact job performance. This study focuses on job performance in general and how this relates to other variables in the model; nepotism might also have an effect on the other types of job performance. Future research can study other practices of HRM and measure their effect on job performance in general, or on other types of performance such as: managerial performance.

In this research, understanding the policies of recruitment and selection which are used at Jordanian universities can enhance job performance. Meanwhile, the literature mentioned several types of HRM practices operated to improve the job performance. These types of HRM are difficult to measure. However, this study shows two practices of HRM that impact job performance, and hence, future study should focus on the role of other HRM practices on job performance in general.

The important challenge in this study is that the moderating variable (nepotism) was not added in the questionnaire separately. This was due to the potential unwillingness and fear of the respondents in answering the questions right way. Hence, future research shall add the nepotism field on the survey questions to make sure that the quality of survey is sufficient.

The results, when tested on the variables model, show very strong correlation where the strongest correlation has a value of .646, which is between selection and job performance. Additionally, the lowest correlation has a value of .086 which is between nepotism and job performance, which is very small value. 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 on more specific variables and their comparative influence on this specific dependent variable.

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