

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**HUMAN RESOURCE RECRUITING PROCESS AND ITS
EFFECT ON THE PRODUCTIVITY OF THE ORGANIZATIONS:
A RESEARCH ON THE BANKING SECTOR IN JORDAN**

THESIS

Ranad I. AL-Zoubi

**Department of Business
Business Administration Program**

January, 2021

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January, 2021

DEDICATION

I hereby declare with respect that the study “Human Resource Recruiting Process And Its Effect On The Productivity Of The Organizations: A Reasearch On The Banking Sector In Jordan ”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

Ranad I. AL-Zoubi

I dedicate this thesis to my father, mother, sisters, brother, and baby selena, may god
bless them with his mercy and forgiveness.

FOREWORD

With my regards, appreciation, and sincere thanks to: Dr. Öğr. ÜYESİ MUSTAFA ÖZYEŞİL, thesis advisor, for his guidance, worthy suggestions, deep cooperation, and encouragement during my preparation of this thesis.

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Honor, the one that I carry his name with all pride and ask God to bless him...
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Finally, always be confident that god is your mentor and will always help us to pass this life exam with full confidence that everything will be good, and we can conquer everything that comes with belief and hope.

July, 2020

Ranad I. AL-Zoubi

HUMAN RESOURCE RECRUITING PROCESS AND ITS EFFECT ON THE PRODUCTIVITY OF THE ORGANIZATIONS: A RESEARCH ON THE BANKING SECTOR IN JORDAN

ABSTRACT

Human Resource Management (HRM) has evolved through the years and become a one of the most important department in the organizations.

Since recruiting function is so crucial, HRM has become more challenging for the specialists responsible for being able to add more sufficient and suitable employees to the work force of the any organization so that the organizations can be more productive.

This study aims to identify the basic concepts of human resource recruitment policies and its effects on the productivity in the organizations.

The study distributes a questionnaire to the banking companies in the Jordanian banking sector and analyze the gathered data using the Statistical Package for the Social Science (SPSS) tool.

In this study it is tried to explain the reasons behind findings and give recommendations that will hopefully provide valuable information on how the importance of the recruiting process in the human resource department affects the productivity of the employees in the banking organizations.

Our analysis population covers the Human Resource employees and some other employees from the banking sector in Jordan. In order to obtain more detailed information about the system that the Bank follows to accept and hire employees and what are the bases that they lean on to choose employees. Final sample is based on 300 employees out of the population of 556 branches in 10 different Banks in Jordan.

The research shows a significant rate of participants in the questionnaire and the results obtained are clear. According to results of the analysis, it can be concluded that employees, job analysis and HR hiring are the determinants of HRM.

These factors are significant in affecting the productivity of the organization among employees working in the banking sector in Jordan.

Keywords: Human resources, Recruiting process, productivity effect.

İNSAN KAYNAKLARI İŞE ALIM SÜRECİ VE KURUMLARIN VERİMLİLİĞİ ÜZERİNDEKİ ETKİSİ: ÜRDÜN'DEKİ BANKACILIK SEKTÖRÜ ÜZERİNE BİR ARAŞTIRMA

ÖZET

İnsan Kaynakları Yönetimi (İKY) yıllar içinde önemli ölçüde gelişme kaydetmiş ve organizasyonların en önemli departmanlarından biri haline gelmiştir.

İşe alım fonksiyonu çok önemli olduğundan, İKY, kuruluşların daha verimli olabilmesi için kuruluşların iş gücüne daha yetenekli ve uygun çalışanlar ekleyebilmekten sorumlu uzmanlar için daha zorlayıcı hale gelmiştir.

Bu çalışma, insan kaynakları işe alım politikalarının temel kavramlarını ve kurumlarda verimlilik üzerindeki etkilerini araştırmayı amaçlamaktadır.

Çalışma Ürdün bankacılık sektöründeki bankalara bir anket dağıtmakta ve toplanan verileri Sosyal Bilimler için İstatistik Paketi (SPSS) aracını kullanarak analiz etmektedir.

Bu çalışmada, insan kaynakları departmanındaki işe alım sürecinin öneminin bankacılık kuruluşlarındaki çalışanların verimliliğini nasıl etkilediği konusunda değerli bilgiler sağlayacak bulguların ardında yatan nedenler açıklanmaya ve önerilerde bulunmaya çalışılmıştır.

Analiz popülasyonumuz İnsan Kaynakları çalışanlarını ve Ürdün'deki bankacılık sektöründen bazı çalışanları kapsamaktadır. Bankanın çalışanları kabul etmek ve işe almak için izlediği sistem ve çalışanları seçmek için dayandıkları temeller hakkında daha ayrıntılı bilgi edinmek için Ürdün Bankalarının üst düzey yöneticilerinden gerekli yardım sağlanmaktadır. Örneklemin son halinde Ürdün'deki 10 farklı bankada çalışan 556 şubeden 300 çalışan yer almaktadır.

Araştırmada ankete katılım oranı önemli ölçüde yüksek olup elde edilen sonuçlar açıktır. Analiz sonuçlarına göre çalışanların, iş analizlerinin ve İK istihdamının İKY'nin belirleyicileri olduğu sonucuna varılabilir. Bu faktörler

Ürdün'de bankacılık sektöründe çalışanlar arasında örgütün verimliliğini etkilemede önemlidir.

Anahtar Kelimeler: İnsan Kaynakları, İşe Alım Süreci, Verimlilik Etkisi.

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ABBREVIATIONS

ANOVA	:Analysis of Variance
HRM	:Human Resource Management
ISO	:International Organization for Standardization
SM	:Senior Manager
SPSS	:Statistical Package for the Social Sciences

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I. INTRODUCTION

A. Human Resource Management Evolution and Importance

Human resource management is not a new definition, it is actually an old department that was used to be called (personal affairs), in the past, it was only responsible for employees complains, there strikes, payroll issuances, and reward statements (Kirn, Steven P, 1999).

With time this department evolves to be an important science, more people are interested in studying it and more companies are interested in, nowadays this department is responsible for recruiting, employees relationships among each other and the manpower diversity and this have affected the organizations in many ways and we will discuss it more in this study (Gberevbie, D.E.,2010).

Human resources management in all its functions is not directly related to the production process in institutions, which is why many institutions do not pay sufficient attention to them, but what they do not know is that human resource management has a direct impact on production in any enterprise, whether productive or service.

Traditionally, labor economics focused on the labor market rather than looking inside the “black box” of firms. Industrial sociologists and psychologists made the running in Human Resource Management (HRM). This has changed dramatically in the last two decades. Human Resource Management (HRM) is now a major field in labor economics. The hallmark of this work is to use standard economic tools applied to the special circumstances of managing employees within companies. HRM economics has a major effect on the world through teaching in business schools, and ultimately what gets practiced in many organizations (John Van Reenen, 2011).

Organizations started managing people at the time of the industrial revolution in the late eighteenth century. Before the industrial revolution, very few organizations existed but with the emergence of new technology, the factory system

has developed. At that time, the working environment was very uncomfortable for employees as they have to work for long working hours for a little pay. In 19th century organizations like Cadbury has appointed welfare officers to improve the working conditions of the organization (Senyucel, 2009).

The question remains here is how to manage HRs that have no role in the production process in the institutions to be a major influence on the rise or fall of production process in institutions?

The common component of HRM and the production process is the human element, the human element is the focus of HRM and at the same time the main engine of the production process (Lengnick-Hall, Mark L, 2009).

People are important for the organization as they contribute to improving the overall performance of them. Therefore, recruiting is the process in which an organization identifies and attracts potential candidates from within or outside the organization and provides them Employment opportunity after a thorough screening process. Generally, organizations choose mature and qualified personals for vacant positions through which the overall performance of the organization gets improved.

The cost of poor recruitment and selection process is very high as it may result in a high employee turnover rate, so organizations must conduct the recruitment and selection process again and again. According to (Anderson, Born, and Cunningham-Snell, 2012), when the right individuals are hired for the right job, they increase the productivity and quality of work.

Better recruitment and selection strategies improve organizationally outcomes, the more skilled and efficient personals an organization recruits, the more likely they are to hire and retain satisfied employees which reduces an organizational cost to frequently conduct the recruitment and selection process (Anderson, Born, and Cunningham-Snell, 2012).

During the employee screening process an organization investigates different characteristics of an individual which includes qualifications, experiences, communication skills, analytical skills, interpersonal skills, and leadership skills. All these characteristics collectively improve the productivity level of employees which results in an improvement in the overall productivity level of the organization (Tan and Nasurdin, 2011).

Most organizations have no plans to develop their own individuals. Once they hire these people, they do not guide them, do not train them to acquire other modern skills or improve their educational skills and qualifications.

Companies need to equip their workforce that will enhance product quality and profit from their institutions and HR development make sure that the workforce planning in any organization is not fixed but a continuous source of an operation, (Human Resources, 2009). It focuses on increasing productivity by improving quality and efficiency, reducing costs, and enabling customers to focus on their core business activities (Pius V. C. Okoye, Raymond A. Ezejiolor, 2013).

Primarily recruitment is considered a positive process of generating a pool of candidates by reaching the right and suitable audience. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization.

The main purpose of the recruiting process is to expedite the selection process. Nowadays, organizations are concentrating more on acquiring appropriate resources because the employees are one of the most valuable resource the organization have.

The individual performance of an employee will converge the overall performance of the organization. Organizations, when recruiting employee for a vacant position, they develop a strategy to carefully choose the most suitable candidate because they develop a competitive advantage for the organization (Katou and Budhwar, 2007).

The proper and adequate performance of the tasks of HRM reflects positively on production, and this has been proven by many foreign and Arab studies that have confirmed a positive relationship and impact between the performance of HRM and production, as these studies have shown that whenever the performance of HRM is comprehensive and elaborate it will be reflected in increasing production in the organizations, and vice versa through the decrease in production in institutions where the performance of HRM is weak or fragmented (Hussein Kernib, 2016).

B. The Aim of the Study

As we know, there are many difficulties that face the recruitment process and

its effectiveness in terms of production and proper selection in our Arab countries.

One of the most important segments of these problems and difficulties (is what this thesis based on), are external parties involved in the decision-making of hiring and employing in the HR department, which is referred to as (Wasetta and favoritism), and as we progress in this thesis the negative aspects of such interventions and their impact on the production process will be discussed in terms of the effect of placing the wrong person in the wrong job, controlling, guiding, and leading sensitive important sites in the company and managing it.

This study will depend on the banking sector in Jordan, and the required information and discussions raised from the HR departments in these banks will be collected from them by sending a questionnaire survey in which there are key important questions to know the seriousness of the job process, its procedures and how the production and revenues of banks are affected by them, and analyze the collected data using the Statistical Package for the Social Science (SPSS) tool and put the results of this analysis into the conclusion.

The question now is, how can we manage the HR departments that have no role in the production process in enterprises, to be one of the main influences on the increase or decrease of production in institutions and this is what we will explain in this thesis.

C. Literature Review

A research study was conducted by Malloch (2016), to analyze the impact of recruitment and selection on the overall productivity and performance level of organization, concludes that recruitment and selection are two important functions of HRM.

The results of the study revealed that the productivity and performance of an organization is highly dependent upon the quality of resource an organization obtain from recruitment and selection functions (Malloch, 2016). A similar research study was conducted by (Schuler and Jackson, 2011), to analyze the relationship between recruitment and selection process and its impact on the productivity and performance of an enterprise. (Schuler and Jackson, 2011) found a strong correlation between recruitment and selection and business productivity level (Schuler and Jackson,

2011).

According to Goswami, (2018), recruitment is defined as “a set of activities and processes which are used to legally obtain an adequate number of qualified candidates at the right time when needed”. According to (Kramar, 2014), it is important that HRM’s understand the objectives, policies, and practices used for recruitment and selection process. Because it is the HR managers who are responsible of making decisions related to recruitment and selection. Therefore, they must have sufficient information regarding organizational objectives, goals, and policies which enables them to take the right decision. (Kramar, 2014), was of the view that a clear understanding of organizational goals, objectives, and policies allows a human resource manager to recruit and select the right person for the right job (Kramar, 2014). When the best people are selected for the job, productivity increases (Leupold, 2014).

D. Objectives of the Study

A major aim of this research study is to analyze the effect of the recruitment process on the performance and productivity of the organization. Other specific objectives of the study are given below:

- Analyze the impact of the recruitment process on the performance of the organization.
- Analyze the relationship between the recruitment process and organizational performance.
- Analyze the recruitment process which is being used in the banking sector of Jordan.
- Analyze the ways through which the recruitment process can be improved in Jordan banks.
- To identify factors that will improve recruitment and selection practices.

E. Significance of The Study

This study would be of immense importance for the governmental, public, and private sector organizations as this study reveal the relationship between the

recruitment process and the overall efficiency of the organization. Moreover, this study would also be beneficial for students, researchers, and scholars who are interested in further exploring the study.

This study is significant as it adds to the existing literature. On the other hand, this study will be beneficial for the management of banks to take appropriate decisions and improves the human resource practices within their banks.

F. Research Questions

This research study addresses the following research questions:

- Is there any effect of recruitment process on the overall performance of the organization?
- What is the recruitment process being followed in Jordan Banks?
- What are the ways the recruitment process can be improved?
- What is the effectiveness of recruitment and selection practices in Banks of Jordan?
- Is there any relationship between the involvement of external parties in the decision of hiring employees based on personal interests, and the production process?

G. Research Hypotheses

- H_0 = The recruitment process has No significant impact on organizational performance.
- H_1 = The recruitment process has a significant impact on organizational performance.
- H_{01-1} = The involvement of external parties has a positive relationship with influencing the decision of the Director of Employment to employ an unqualified person.
- H_{01-1} = Relationship between the president and the subordinates has an effect on the performance of the employees of the Arab Bank at the level of ($\alpha \leq 0.05$).

H. Problem Statement

One of the main responsibilities of the Human Resources Department is to recruit the right people for the right job. Organization performance is directly affected in case if the HR Department has failed to ensure transparency in its recruitment processes. Therefore, the problem confronting the research is to examine the recruitment process and performance of the organization.

The success of business organizations is dependent on the caliber of the manpower, so the process of recruitment and selection is a matter of concern for the management of business organizations. In the current business environment, every business organization wants to attract skilled, educated, and qualified resources to channel their collective effort into excellent performance Which ultimately improves the performance of the organization (Alami et al., 2015).

1. Limitation of the study

The study gauges the recruitment process and its impact on the organizational efficiency of the organizations. Moreover, this study revolves around the banking sector of Jordan which means that this study can only be generalized to the banking sector and the results of the study cannot be beneficial for any other sector. Furthermore, access to confidential recruitment processes and procedures being followed by banks for hiring candidates may affect the results of this study.

The success of any organization is dependent upon the knowledge, skill, and abilities of an organization employee. If an organization has developed sufficient policies and procedures and implement them in an efficient manner than employees can play a vital role in boosting the performance of an organization (Alami et al., 2015).

II. PLANNING, SELECTING AND RECRUITING PROCESS

Hirsch and Reid, (2013), has defined recruitment as the process of identifying and attracting candidates either from within or outside the organization to begin evaluating them for future employment (Hirsch and Reid, 2013).

The modern-day needs of the HRM sector in organizations are a far cry from the generation or origins of this profession which started in the mid of nineteenth century by the early interference of distinguished social crusader like (Lord Shaftesbury and Robert Owen). Both of them became concerned at the manipulation of the factory employees, where the emphasis that period of time had been completely discipline and control of prices, at the cost of the health of the employee, the welfare and personal standard of living Concentrating on the appalling work conditions, especially for women and young children, (Robert Owen, 1834) the owner of a cotton mill in Scotland, thought that if workers were treated well then they would work harder, this would then make greater profits for the factory owners. Step by step, cultured employers began to believe that if workers were treated humanely and they were rewarded enough, they can work better and come to be more productive. (Stredwick, J. 2005).

As we established above, The common element between human resources management and the production process is the human component, it is the focus of the work of human resources management and at the same time it is the primary engine of the production process and from here begins the link that we will review from the standpoint of some of the basic functions of human resources management.

The success of any organization is dependent upon the knowledge, skill, and abilities of an organization employee. If an organization has developed sufficient policies and procedures and implement them in an efficient manner then employees can play a vital role in boosting the performance of an organization (Alami et al., 2015).

According to Breugh, (2013), recruitment plays a vital role in improving the overall productivity of the organization. Reference was of the view that an efficient

recruitment process ensures that the right staff will join the organization thereby helping the organization to meet its short term and long-term objectives (Breugh, 2013).

A research study was conducted by Gusdorf, (2008) to identify the elements which may affect the productivity of an organization if the wrong recruitment process is being followed. (Gusdorf, 2008), states that the job market is highly competitive, and the available resources are highly diverse. The recruiters are now becoming more selective in choosing the right resource, a poor recruiting decision of HR managers can produce long term negative effects on the organization.

The results of the study revealed that poor recruitment processes may results in high training expenses, higher employee turnover and lower employee morale. All these factors affect the productivity of an organization (Gusdorf, 2008). According to (Sutherland and Wöcke, 2011) the cost of poor recruitment and selection process can be significant. Recruitment and selection must be done in an efficient manner otherwise it may result in as high absenteeism, high training cost, more errors which ultimately affects the overall productivity of organization (Sutherland and Wöcke, 2011).

Kumari, (2013), explained productivity as the efficiency which an organization can obtain in their production level by providing a certain set of inputs. According to reference productivity is primarily expressed is the input-output ratio. There are various factors that drive the productivity level of organizations these include recruitment, training, development, communication, and overall planning of the HR Department (Kumari, 2013).

According to Nikolaou, (2015), the more effectively organizations recruits and selects their candidates the more likely they are to hire and retain satisfied employees. Moreover, the organization's recruitment system can influence bottom-line business outcomes which include organizational productivity and financial performance (Nikolaou, 2015).

A Research study was conducted by (Anyim, Ekwoaba, and Anthony, 2012) to analyze the impact of the recruitment process on the productivity level of business organizations. Recruitment and selection are a very costly process. The results of the reference study revealed that when an organization recruits the right candidates for

the right position, the employees not only increases the productivity of the organization but also stays for a long time with the organization (Anyim, Ekwoaba, and Anthony, 2012).

A. Human Resource Planning

According to Salehi, (2013), HR planning is an integrated approach in which a human resource department ensures that an adequate supply of resources will be provided to different departments of the organization to meet the staffing requirements. HR planning plays a vital role in the overall functioning of an organization.

The term 'Resource' or 'Human Resource' signifies potential abilities, capacities, and skills which can be developed through continuous interaction in an organizational setting. The interaction, interrelationship, and activities performed all contributed in some way or other to the development of human capital. The productivity of an organization depends on the effective utilization of human capacities (VIRÁG and ALBU, 2014).

Human resource planning is defined as the ability to provide the organization with the right people when they are needed, at the right time and in the right place, and the planning process results in the organization's knowledge of future needs of HR, and the effective investment of HRs available in the organization and HRs planning is a process of strategic management, in relation to the development of a strategy for the component or the HR, which is one of the most important processes needed to fill job gaps, starting from the process of predicting the company's needs from the human element at its founding, a transition to new jobs that are expected analysis to be vacant, and will operate from outside the company (Salehi, 2013)

According to De Jesus Nocêra, (2012), HR planning is an important element of HRs practices because it creates strategies formatting the size of skills that the workforce and Organization needs.

Primarily there are various steps which HR planning includes like collecting information, develop objectives and necessary decisions which are required to make organizations achieve the defined objectives and goals (De Jesus Nocêra, 2012).

Planning of HRs shows a mechanism to obtain the company's staffing needs,

in terms of quantity and quality to meet the needed business requirements.

1. Human resource planning steps

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications, and skills, etc. required for the job.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization (VIRÁG and ALBU, 2014).

A person is one of the organization's most important assets. Therefore, it is necessary to invest in it, and to go along with a clear plan. This requires several steps to plan human resources, including:

- **Setting goals**

In this stage, short and long-term goals are set, which are linked to planning for HRs, and these goals and plans must be appropriate and go hand in hand with the organizations comprehensive organizational plan, and to achieve these goals, they must be transferred to a quantitative picture or to be in the form of goods and services provided by the institution (Maund, L. 2001).

2. Environmental study and analysis

This study includes a deep analysis of all the factors surrounding the organization, which directly affect its strategies, including the HRs strategy; where the internal environment is analyzed and studied, which includes both: (HRs, knowledge of the professional skills, techniques available in the organization, as well as the skills that can be obtained upon request immediately, the weaknesses that the organization suffers as the external environment is studied, and knowledge of the available opportunities), to attract enough Distinctive groups, in addition to studying potential threats from competitors (Kim F. & Lam, J. 2004).

B. Predicting the Human Needs Required by the Organization

Through knowing the quality, the size of the work required, and the actual

needs for the HRs which are necessary to perform the job and determining the correct number of workers to accomplish it, the organizations will be able to perform a better job and enhance their knowledge of the tools and production systems that are implemented, and perform a dependable job defining the job descriptions and dividing them into specific groups. It is necessary to know the technological and organizational variables and their possible effects on the organizational production and performance. (Farnham, D. And Stevens, A. 2000).

C. Create a Human Resources Plan

Human resource planning is a continuous process and it is based on systematic planning in which the HR department plans to achieve optimum use of an organizations valuable assets, the main aim of this is to ensure the best fit between employees and jobs by avoiding manpower shortage (Kassim, Ramayah and Kurnia, 2012).

The human element in the organization is one of the most important assets, and therefore the organization seeks to develop the skills and capabilities of its employees professional planning are being seen with human resource plans, and in this step, it is necessary to know the path that the institution will go towards, and make sure of accepting, give support to the HR senior managements plan, make sure of the financial ability, human resources available, and after that the HRs plan becomes part of the company's long-term plan. Knowing that, the success to complete the HRs plan is a serious indication of the company's long-term success (Farnham, D. And Stevens, A. 2000).

D. Implementation of Oversight and Follow-up

After the plan has been drawn up and approved by senior management, the final step comes from the HR planning process imperative is to oversee the management of HRs and to ensure that the process of accomplishing what is planned is carried out well, and that the available resources are being utilized in the interest of the organization, and achieving its goals (Razan Salah, 2018).

E. Identifying Vacancies

The first and most important process of an employment plan is to determine the vacancies. This process begins with the receipt of a job application from different departments in the organization to the HRM department, that includes:

- The number of vacancies to be filled.
- Number of jobs.
- Duties and responsibilities to be performed.
- Qualification and experience required.

When determining a vacancy, it is the responsibility of the resource manager to ensure that the job is required or not, permanent or temporary, full-time or part-time, etc. This information should be evaluated before employment begins.

Proper identification, planning and evaluation leads to the recruitment of the appropriate resource for the team and organization (Farnham, D. And Stevens, A. 2000).

F. Job Analysis

Edwin B. Flippo, (1984) define job analysis as "the process of studying and gathering information related to the operations and responsibilities of a particular job." So basically, it is the process of gathering and analyzing information's about the content and the HR requirements of jobs.

HR department perform job analysis to determine the placements of jobs (Park and Sturman, 2016). Job analysis is all about collecting the information related to a job such as skills, knowledge and information required to perform a job, it also includes education, qualification, and experience level of candidates required to complete a job in the most efficient manner.

(Singh, 2008) was of the view that the purpose of job analysis is to analyses the specific information to develop the right fit between job and employee.

A research study was conducted by (Shuck, Reio and Rocco, 2011) to analyze the efficiency of the HR department in analyzing a job and its over benefit for the organizations.

The research study of (Shuck, Reio and Rocco, 2011) revealed that job analysis plays a vital role in recruiting, selecting, job designing, compensation and bring benefits for the employees. (Shuck, Reio and Rocco, 2011) was of the view that the purpose of job analysis is to assess the worth of a job increasing personal as well as organizational productivity (Shuck, Reio and Rocco, 2011).

According to Лифшиц and Lifshits, (2017), there are some main factors that must be taken into consideration before conducting a job analysis:

- The expectations of employers from their employees, within the organization, indicating that employers expect their employees to perform efficiently and demand regularity, diligence, resourcefulness, and creativity.
- The characteristics of the job, these include training, work experience, physical attributes, and knowledge (Лифшиц and Lifshits, 2017).
- The process of expressing the state of a job and determining the human requirement like experience, skills, etc.
- Description of the job like spell out-work, activities, and duties of employees, the description of the job is an important part of the examination of job and for employer and employee etc. (Yeung, A.K., & Berman, B. 1997).

Job analysis helps to understand important tasks and how to do them. Its purpose is to establish and document the functional relevance of recruitment procedures such as selection, training, compensation, and performance evaluation ([Chris Butlin](#), 2018).

We can follow these important steps in analyzing a job:

- Record and collect the job information.
- Accuracy in checking important job information.
- Generate job descriptions based on the information collected.
- Determine the knowledge and skills needed for the job.

G. The immediate products of job analysis - job description

A job description is a written statement which describes the skills, knowledge, aptitude level that an organization requires. Each job description

developed by the HR department requires different qualifications, duties, and responsibilities.

The job description is made up of the following section these includes General information, job summary, salary information, role and duties, minimum qualification, and physical requirement (Bernik and Bernik, 2017).

According to Mangaleswaran and Kirushanthan, (2015), the job description has affected the performance of employees in many ways, (Mangaleswaran and Kirushanthan, 2015) was of the view that without proper job description HR manager cannot utilize the resources efficiently and this may result in a reduction in the overall productivity of an employee.

A Detailed job description helps the employees, employer-employee and the employer to analyze a candidate if suitable for the job or not. The job description gives clear directions information to the employee regarding the roles and responsibilities they have to perform within an organization, (Mangaleswaran and Kirushanthan, 2015).

According to Jacobson, Trojanowski and Dewa, (2012), written job description eradicates the chances of being allocated to two different employees. Hence, written job description enhances the productivity of employees clearly defining the roles and responsibility of each employee, (Jacobson, Trojanowski and Dewa, 2012).

According to Bowen, Ledford and Nathan, (2011), when productivity of an employee increases the productivity of the organization increases too (Bowen, Ledford and Nathan, 2011).

In the past, there was no relationship between the tasks assigned to the employees and the assigned post in which they work. Later on, interest arose in job descriptions as one of the pillars of modern scientific management based on organizational and analytical studies for all jobs.

The level of the job is determined in the administrative arrangement according to the services and tasks provided in addition to the required competencies, regardless of the job holder.

So, job description is a written description of the work that the employee

does. Starting from the basic elements of the work that define the job description, which generally consists of basic information about the work and this information include a short paragraph on the basic goals that the employee must perform and the name of the job, Include detailed statements of responsibilities, duties with a description of each duty and responsibility in a separate paragraph (Mahender Kumar Sharma, 2000).

The institutions also differ in the way of preparing the job description, but all agree that the above elements are available in the job description that is prepared for each job in the company (Gberevbie, D.E, 2010).

As the job description helps in the process of advertising the work and measuring the capabilities of individuals to achieve the skills and qualifications of work, it also helps in informing the employees about the work requirements and determining their motivation towards implementing the establishment's works (Nicholas Bloom and John Van Reenen, 2010).

The job description is usually prepared before the job is announced and potential employees are interviewed for the job based on their job description where job descriptions remain part of the company's (International Organization for Standardization, ISO) which is a (procedural guide) that includes company policies and work regulations.

Each company has its own activities and nature, therefore, the job description differs from one company to another, which it is not easy to apply for the same job description to the post of personnel affairs manager, for example to all managers of personnel affairs in all companies, although there are duties and tasks that are shared by all managers of personnel affairs In all companies (Kendra Palmer Royer, 2010).

1. Importance of the job description

- The job description helps the senior management to develop larger plans and develop the organizational structure of the institution.
- The job description is a useful tool for the manager to evaluate the employee's performance in the workplace, as it reminds both the manager and the employee of all matters that must be considered and discussed during the employee's performance evaluation.

- It is also used in determining wages and salaries.
- The job description can be a basis in training planning, by closing the gap between the current qualifications, between the experiences and the qualifications required for the job position.
- The job description is the only strong basis for determining the relative value of jobs within the organization (Muhammad Al-Tamimi, 2002).

2. What should the job description include?

The institution must prepare the job description that suits it and based on its requirements in choosing the appropriate employee for the vacancy, based on several key points that to be mentioned in the job description, including:

- workplace.
- job title.
- job number.
- direct officer.
- the date of creation of the job vacancy.
- the department in which the job is vacant.
- the job duties, responsibilities and authority that are discussed in the job description.
- the qualifications that must be available in the job holder and the training required by the job holder (Kendra Palmer Royer, 2010).
- The basic specifications that must be met in the job.
- Job summary.
- Job environment.
- The level of job performance.
- Functional relationship.
- The level and organizational location of the job.

3. Job description goals

- Facilitating the process of understanding the primary responsibilities of the position for the candidates, which gives them the ability to determine the appropriate job for them, as this process saves the organization resources and time as well.
- Working to reduce the amount of conflicts between tasks and duties between positions, which may cause conflict between operations. Therefore, job description makes sure of the effectiveness of teamwork in the organization, helps in planning and developing HRs, agreement between the observer and the officeholder will be clearer and faster, leading to better job evaluation.
- Work on dividing the general goals of the institution into small goals that are to be achieved through individual jobs, and this clarifies the direction, develops cooperation between workers, along with an appreciation and understanding of the extent of the job's contribution towards achieving the goals of the institution (Julien Boulanger,2013).

4. Main specifications of the job holder

- Type and level of education
- Skills required
- Existing field of expertise and duration
- Physiological traits
- Social traits
- Personal traits

5. How can the job description be determined?

The proper identification of job descriptions gives a good prediction of good behavior and high productivity within the job. Determination is either estimated or statistically. They will be indicated as follows:

- **Estimated method:**

This is done based on the assessment and experience of current and former chiefs of the position whose job descriptions are to be determined and this is

weighted by the experience of the human resources manager.

A list of specifications may be drawn up and presented to them, and everyone will determine which attributes are required, and to what degree they are preferred. As if the intelligence is determined as a necessary quality, and it is preferred to be highly available. (Dr. Ahmed Maher 2014).

- **Statistical method:**

This is done according to the following steps:

- Determining the possible specifications in the job holders, which may have the ability to predict high performance.
- Measuring these specifications in several occupants of the job.
- Measuring the efficiency of the performance of the jobholders.
- Calculating the strength and direction of correlation between clause 2 and clause 3 in order to know the nature of the relationship between specifications and efficiency of performance.
- We rely on those specifications that prove to have a strong relationship to performance (Dr. Ahmed Maher 2014).

6. Example of job description

- **Position:** Director of Human Resources Department.
- **Job objectives:** Regulating human resources affairs, applying procedures, policies, and personnel affairs systems and regulations regarding jobs and incumbents of those jobs, and providing possible facilities and services to raise their efficiency.
- **Mission:** Ensure that the job descriptions apply to what the job holder does, follow up on job descriptions, and develop and amend job descriptions.
- **Qualification:** University degree, preferably a Business Administration major.

Required Experience: At least 5 years' experience in the same field.

- **Other requirements:**
 - Communication skill.

- Using the computer.
- Fluency in English.
- The ability to lead a team.

7. Disadvantages of the job description

- The job description often leads to underestimation of the job if it lacks a good description for it.
- Failure to use clear and good points and words lead to a difference in the job description.
- The lack of job descriptions for some of the jobs and sectors within a facility that affects the entire system negatively, affecting the tasks, the leadership pyramid, and the logic of logic in supervision and management.

It is important that there is a job description for each job starting from the position of the general manager to the smallest position in the facility to improve work tasks through accurate description and improvement of work systems.

H. Job specifications

If the job description gives its features and knows what it is, the job specifications of the job holder gives the characteristics of who should occupy this job, the requirements that must be met in the one who occupies it, which includes education, experience, training, and mental and physical requirements in who will occupy the job, In this, job specification usually developed with the co-operation of personnel department and various supervisors in the whole organization. (Bratton, J., Gold, J. 2000).

1. How to prepare the job specification and its components?

The first step in determining job specifications consists of preparing a list of all approved jobs in the institution and its locations and branches, while the second step is determined by allocating the operations of each job, its powers, skills, experiences and information related to it, and this information usually includes:

- **Physical specifications:** which include health, strength, age range, body size, weight, vision, poise etc.
- **Mental specifications:** This include such qualities as manual dexterity, mechanical aptitude, ingenuity, intelligence, the ability of problem solving, judgment etc.
- **Emotional and social specifications:** this part is more important for the post of managers, supervisors, foremen etc. These include emotional stability, flexibility, social adaptability in human relationships, personal appearance including dress, posture, good and pleasing manners, and emotional stability.
- **Behavioral Specifications:** it is most important for hiring the candidates for higher-level jobs in the organizational hierarchy, these specifications include judgments, research, creativity, teaching ability, maturity trial of conciliation, self-reliance, dominance etc. (Van Iddekinge, C. H., Putka, D. J., Raymark, P. H., & Eidson, C. E., Jr. 2005).

There are detailed regulations for the incumbent specifications, it determines the form of who will be appointed, and the form of job advertisement and the focus points in the employment tests, the information that will be searched for in the job application, and the focus points in the job interviews, as it determines who can be promoted or transferred from within the company to this job, and it also identifies (with the job description card) training topics that can be That the person gets it, and also sets the criteria for evaluating an individual's performance, and the criteria for evaluating the job itself.(Brannick et al., 2007).

2. Example of job specifications

Job name: Head of Procurement Department.

- **Physical traits:**
 - A complete medical record indicating good health.
 - The absence of any permanent disabilities or diseases that impede work.
 - Decent, well-designed, and clean.
- **Mental attributes**

- 115% in general, verbal, and computational intelligence tests.
- **Education:**
 - A university degree in management or engineering with a good overall grade at least.
 - It is preferred for those with higher degrees (such as a diploma in management or higher programs in procurement).
- **Experience and training:**
 - 6 years' experience in procurement.
 - 3 years' experience in supervising subordinates.
 - Highly skilled reporting and full knowledge of the financial aspects of contracts.
- **Character:**
 - High motivation and enthusiasm to perform the work.
 - A balanced personality.
 - Ability to adapt to changing social conditions.
 - High ability to communicate and understand with others.
- **Special specifications:**
 - Age ranges between 30-45 years.
 - Capable and willing to work overtime, on weekends.

I. Recruitment, Selection, Hiring and follow-up:

Every job, especially jobs related to the production process, has special requirements that must be met by whoever occupies it, and since one of the HRM functions is defining these requirements, the proper identification of these requirements is the first step in achieving the goals of the desired productive process, as this step follows the employee selection process.

The right choice of the employee according to the principle of the right person for the right place is what leads to the required performance in any job, and

since performance is the fuel for the production process, the role of human resources management in the proper selection according to specific job requirements is the first influence on the production process (Maher Aliish Muhammad, 2012).

Throughout the end of the twentieth and beginning of the twenty-first century, scientists and practitioners have argued that companies are at war for talent, and that companies most able to attract and retain employees will be in a position to outperform their competitors (e.g., Michaels et al., 2001; Woodruffe, 1999).

In the global economy, companies are looking for new growth opportunities and employing new employees at a pace that helps them achieve that growth. Meanwhile, labor markets are starting to shrink as baby boomers begin to retire and replace them with reduced supply from younger workers, (Dohm, 2000). Amidst these major environmental changes, the recruitment function, including recruitment and selection, has emerged as the most important human resource function for the survival and success of the organization.

1. Steps of recruiting and selection

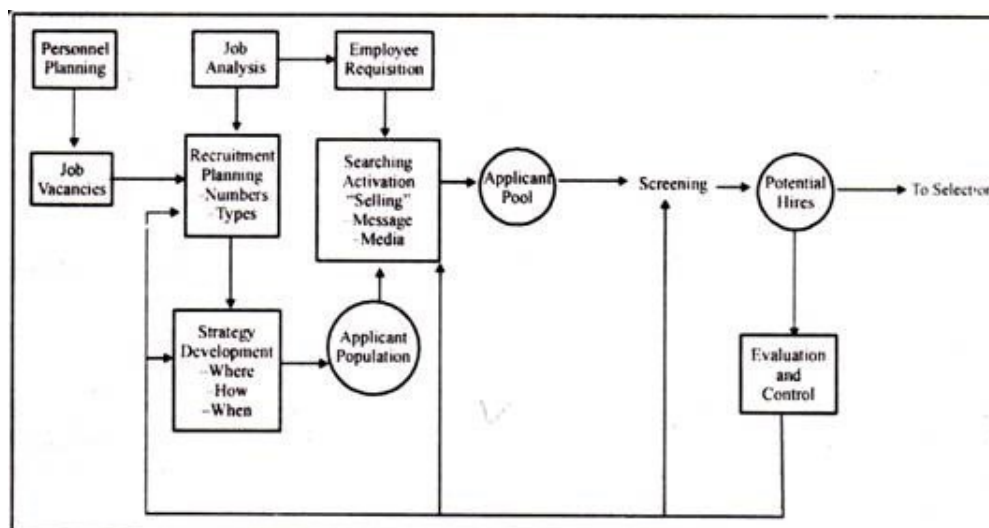


Figure 1. Recruitment Process

a. Determine the conditions that must be met by the candidate for the job

- The employee must not be less than 18 years old or more than 60 years old.
- The required qualifications and job requirements are available according

to the job description for each job and support job requirements with original documents.

- The candidate should be of good conduct and behavior.
- The candidate must pass the personal interview and the necessary tests prepared by the Human Resources department.
- To be fit for work, according to a report from the medical authority determined by the institution.
- Obtaining the required visas and work permits issued by the competent authorities, and that for foreigners.
- Not to be associated with any other work with any other agency, and to have a certificate of experience and eviction from his previous place of work.
- He must not have been previously dismissed for disciplinary reasons.

b. Attracting human resources

Attracting human resources mean "searching for qualified individuals and attracting them to fill vacancies." Therefore, institutions and companies seek help during Searching for the workforce with two main sources:

- **Internal sources:**

They are the sources that can be used within the institution, as they give opportunities to those who meet the conditions for recruitment within the institution, and therefore the institution can attract the right individuals from the following sources:

- **Promotions:** The issue of promotion is considered a very sensitive issue from the point of view of individuals because the decision to promote any employee may comfort some and at the same time may confuse others, especially if the administration neglects setting objective and fair standards for the promotion process and we mean by promotion "the employee's transfer process or the worker from his current position to a higher position in terms of powers and responsibilities or rights and duties, usually are accompanied by an increase in wages as well as job benefits"(Maher Aliish

Muhammad, 2012).

- **Job transfer:** This means the process of transferring individuals from one job to another and this process intended to "fill vacancies from the inside as it helps to find a balance in human resources across sections and branches of the organization, and one of the most positive aspects of this internal employment policies are distributing surplus individuals to the departments or branches that need them, and by that the administration will reduce the severity of the crowding experienced by some branches, as well as allow workers to acquire new experiences and enriches their CVs (Omar Wasfi Aqili, 2009).
- **Former employees:** "Attracting former individuals or employees is an important internal source of filling Vacancies" In this case, we find the organization returning and connecting former employees to the institution again, which is by using this resource for employment, the organization will save on recruitment and training costs (Maher Aliish Muhammad, 2012).
- **Nominations of working individuals:** at this point, the organization resorts to announcing the vacant positions Within the organization, which allows users to know possible employment opportunities within the organization.

while the success of the nominations depends on the proportionality between the candidate's competence and job requirements, (Maher, 2012) The internal recruitment of HRs allows the institution to benefit from the experience of its current workers and raise the morale of workers and thus achieve loyalty, sincerity and job stability, this in return helps to achieve the desired goals and increase the productivity of the company, and also this type of employment provides workers with experience in the work, which in return reduces training costs, and maintains confidentiality if the job requires it.

- **External sources:**

The institution attracts HRs outside the institution if the creators and the required competencies are not available within the institution or they need a fresh point of view, as a result to this the institution resort to the search for HRs externally through:

- **Universities and colleges:** Universities and colleges are considered an important source for attracting qualified workforce, Some institutions resort to creating contact relationships with students, especially those who are close to obtaining their degrees, so that institutions take advantage of these students who are preparing to end their final years and offer them employment offers before or after graduation, in order to ensure they are joining with them after graduation, This means that Institutions go to top students and offer them work immediately after graduation costs (Muhammad al-Zanoun, 2008).
- **By advertising:** Advertising is one of the means that the organization depends on in order to search for manpower, and this is due to the widespread use of audio and visual advertising, which is represented in newspapers, radio, television, websites, and social media.
- **Employment offices, Trade unions, and Labor and professional institutions.**

c. The selection stages

After the attracting process, comes the process of selecting the qualified individuals who have the features that allows them to fill vacancies, and defining the selection process as "those operations that the Human Resources Department performs to select the best candidates for the job, which have the requirements and knowledge to occupy the position more than others (Vianen, V. & Annelies, E. 2000). **Therefore, the selection process is conducted using the following steps and procedures:**

- **Employment application:** The job application usually contains information related to the personal, social, and scientific aspects of the job applicant. Therefore, this application is designed in a scientific and studied way to facilitate the collection of all information that is useful to the administration in knowing the extent of the applicant's suitability for the job, and the job application includes data that is as follows:
 - Personal data such as name, surname, personal phone number place of birth, and date of birth.

- Academic qualifications, such as the degree and academic qualifications the candidate holds for the position.
- Data related to previous experience, skills.
- Data relating to persons or entities that can be referred to check the background of the candidate.
- **Initial interview:** It is the first meeting between the candidate and the employer it usually takes a short period of time and it aims to liquidate a number of job seekers, and reject job applications that do not meet the conditions of the job (Khaled Abdul-Rahim Al-Haiti, 2005) .
- **Conduct the tests:** One of the most common and widely used steps in screening human resources is subjection Candidates for various types of employment tests, among these tests we find:
 - **performance test:** This test aims to know the performance of the individual in a particular job event.
 - **IQ tests:** These tests measure mental abilities, intelligence, and the individual's way of thinking to confront work problems and validity of judgment on things. Intelligence tests aim at knowing the degree of individual intelligence and comparison of the level of mental abilities with the level required by the job (Burns, Gary, Siers, Brian, and Christiansen Neil, 2008).
 - **personality test:** This type of test aims to reveal and know the aspects of an individual's personality and to make sure of their suitability to the nature of the job, this test aims to develop estimation to see if the person fits the job advertised or not (Ahmed Musa, 2003).
 - **Achievement test:** This type of test measures a person's ability to perform work and his experience in the art of his profession, this means that through ability tests we try to reveal an individual's motor.
 - **Abilities test the person's tendencies and directions:** This type of test measures the desire and tendency that the person have

towards the work to which he will be assigned and the degree of its integration with that work, this type of tests helps individuals to discover work that matches their capabilities and inclinations, this reveals a response speed the individual with the nature of his work (Ahmed Musa, 2003).

- **Comprehensive interview:** And it comes right after the tests are conducted so that it is filtered and down to the top appropriate candidates for the job determining the persons with whom to conduct personal interviews, and the interview types:
 - **Structured interview:** It is the interview that contains pre-planned questions, to be given to each applicant with the same arrangement and infiltration, (Burns, Gary 2008). and since the directed interview uses accuracy and time when planning and preparing its questions, then some researchers found it more reliable and more acceptable than other interviews.
 - **Semi-structured interview:** So that this type of interviews is based on two parts : (directed and planned questions) in advance, and the other part contains (unspecified questions), the interviewer may call it from the interviewer him/her self .
 - **Unstructured interview:** It is characterized by questions that are not prepared previously, and the questions and topics that cover it vary according to the different interviewees who are asked to do them, so the interviewer has full freedom to ask the questions that he sees necessary (Burns, Gary, Siers, Brian, and Christiansen Neil, 2008).
 - **Investigate the applicant, Medicine examination.**

d. Some of the barriers that can intercept the interviewing process:

Despite the many benefits achieved by interviews in selecting employees, it remains an inaccurate tool for the following reasons:

- Bias, intolerance, emotional appreciation, and subjectivity: on which a person is inherently innocent, but these manifestations can be mitigated through the

attention of the interview committee when evaluating and ensuring that the personal tendency does not tyrannize the objectivity side .

- The influence and control of a particular trait of the candidate on other traits when assessing the candidate, which is known as the aura effect, such as one or more members of the interview committee failing to listen to the candidate, which will result in to a subjective evaluation (Nabil Ibrahim Youssef Al-Ghoul, 2011).

e. The employment decision-making stage

In this stage and after conducting the required tests and interviews, the HR director is required to disclose the results and the final candidates to the Senior management, which obliges him to be transparent, neutral, and true about the final results and give the right recommendation to the Senior Manager (SM) on who is the most recommended and fit candidate for the job.

Once the hiring decision is made by the SM and the HR director, the HRM contact the chosen candidate and asked him to come to their office with all the papers required to inform him/her on the rules and regulations, the organizational sight and goals in order to sign the contract and determine the salary once the agreement happens.

As noted before, every step from the beginning of the need to an employee till the end of the process of hiring and how the process went, determines the failing or success of the hiring process because if the process goes in the right direction then the end result is dependable and accepted. Thus, it's very important to hire the right, most competent, educated and experienced employee who has shown superiority through all the stages to achieve higher production rate and increase the efficiency of the organization (Nabil Ibrahim Youssef Al-Ghoul, 2011).

As long as most of the employees in the organization are competent and keeps on updating each other about how the operations is going and how the system is running with feedbacks, the organization will keep on growing, facing competitors, and conquer the international and global markets.

f. The follow-up and probation stage

After giving the new employee the right training, Introduction to the

organization, job, employees, the responsibilities, powers of the job, organizational goals, policies, and the way he is attached to it, it is time to check his performance and get feedback on his attitude and progress.

In this stage it's important to the HR to keep on follow-up with the employee who is in the trial stage after hiring for 1-3 months to make sure that they have made the right or wrong decision in recruiting the employee and that he/she meets the expectations and the goals of the organization. In order to do so, follow-up and tracking the employees' performance and achievements is important:

- **Follow-up and evaluation of the individual during the trial period:** That the individual is appointed under probation for a period up to a year, the employee remains during this period under test and observation by his direct supervisor, and at the end of the period the supervisor prepares a final report to be forwarded to the HR department that determines the efficiency of the new employee, and sets forth his perception and confirmation, or his dismissal, or convert him / her to another job more suitable (Nabil Ibrahim Youssef Al-Ghoul, 2011).

g. Performance evaluation stage

At the end, the employee is installed in the occupied position and is being evaluated at the end of each period which differs from one organization to another (Quarterly, semi-annually and annually), usually the evaluation is being done to assist the HR department and the SM in identifying the following :

- Determine the powers of the new employee.
- To judge the success of the selection and recruitment process.
- For guidance when transferring the employee from one job to another and promotion.
- Be guided when a reward is given.
- Effectiveness of oversight and improvement of the level of supervisors.
- Evaluating the relationship between superiors and subordinates (Vianen, V. & Annelies, E. 2000).

J. Wasta and favoritism:

- **Wasta:** Interference for the benefit of an individual or group without committing to the necessary work principles and competence, such as appointing a person to a specific position for reasons related to kinship or party affiliation, despite being inefficient or not deserving of the job, which leads to imbalance in the job establishment and negatively affects short-term goals and Long-term institution and productivity and employee relationship (Saher Abdul-Kazim Mahdi, 2010).
- **Favoritism:** It is carrying out actions in favor of an individual, group, or entity to which a person belongs, such as a party, family, region, or institution without being entitled to it (Ahmad Mukhtar Omar, 2008).

These two actions have a big influence on the decision-making process in the Middle East. So, we being a member of this society it is usual to see and be a witness of such acts in the middle eastern countries, and because this thesis and study is on the banking sector in Jordan we had to point out to this issue especially when the hypothesis of this study depends on its effect on the hiring system in the banking sector in Jordan.

Thus, giving the responsibility to an unqualified candidate who does not have the experiences, education or intelligent required to lead the job based on being related in any way to an important member in the organization, in the country or that there is some personal interest in hiring them.

We will measure this activity to find out that if the hiring system in the HR department being intercepted or influenced in any way by other parties, and how much do these interventions in the decision-making process effects on the role of the organization and the productivity outcomes.

III. METHODOLOGY

A. Methodology

The proposed study is to determine the method and procedures which are used to collect data regarding this study. Research design, sample, population, the tool used in this research, the data collection process and how it will be analyzed in this research will be a key discussion point in this chapter.

B. Research Hypothesis

Ho= The recruitment process has No significant impact on organizational performance.

H1= The recruitment process has a significant impact on organizational performance.

H01-1 = The involvement of external parties has a positive relationship with influencing the decision of the Director of Employment to employ an unqualified person.

H01-1 = Relationship between the president and the subordinates has an effect on the performance of the employees of the Arab Bank at the level of ($\alpha \leq 0.05$).

C. Research Design

A research design means the arrangement of conditions for collecting and analyzing data in a fashion way that seeks to align with the objectives and hypothesis of the research. A research design is used to design research for indicating all research elements and designed to work together in order to find sufficient results (Clinton & Guest, 2013).

This study is being done with an explanatory research design. Explanatory research is designed to identify who, what, when, and how much. The study is

descriptive and designed with a quantified hypothesis and analytical questions, which can be used for a variety of purposed studies to create descriptions of events or characteristics related to a subject.

Generating estimates of the proportions of the population with these characteristics and identifying the correlations between different variables are sometimes stated to as a correlation study, a subset of descriptive studies, (Cooper & Schindler, 2006).

The research related to the descriptive survey is relevant to this study, so the reason behind choosing these variables that we are concerned with identifying factors affecting the recruiting system in the banking sectors and how it affects the organizational productivity in Jordan. So, we decided that the main two variables in this study are HRM as independent variables and Organization productivity as dependent variable.

D. Research Questions

The reasons behind choosing HRM and organization productivity as our variables are that the HRM is the process of “recruiting, selecting employees, providing orientation, training and development, deciding compensation and providing benefits, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor”.

And the organization productivity is the capacity of an “organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel, etc.”. Which shows that by increasing the role and practices of HRM in organizations can increase the productivity of the organization.

So, the questions that we want to answer here are:

- What is exactly the effect of HRM processes on the organization productivity, is it a decrease or increase?
- Are the employees of the banking sector in Jordan satisfied with the HRM procedures?

- Is there any interference in the HRM from a third party in the decision-making process of employing and staffing?
- What is the amount of effect does this interference causes to the organizational productivity and employer-employee relations?

E. Population

The population for a study is a large collection of individuals or objects which are usually the focus of a scientific query (Benjamin, 2002). Research is done for the benefit of the people. Though, because of the great size of the population, scholars usually cannot test each person in the selected population, as it is an expensive and time taking process, that's why scholars usually rely on sampling techniques.

Any researcher wants to prepare a study, must specify the type of sample that the study will be based on. This happens by dividing the community that the researcher is building his/her theory and study on to subjective groups based on the studies aim and type. Then chose the most appropriate group to work on and start collecting data regarding the objective and hypothesis of the research.

The people interested in this study are the HR managers and employees of the banking sector in Jordan. We used a sample of (556) branches of the most known banks in Jordan, And the method we used in classifying the banks is based on their assets value and net income, but the branches is chosen randomly.

Table 1 Population of The Study

Sr#	Name of Bank	No. of Branches in Jordan (Population)	Percentage (%) Share of Each Bank in Total Sample
1	Bank of Jordan	100	18%
2	Arab Bank	33	5.9%
3	Cairo Amman Bank	84	15.1%
4	Capital Bank of Jordan	10	1.8%
5	Jordan Kuwait Bank	62	11.1%
6	Jordan Ahli Bank	59	10.6%
7	Arab Jordan Investment Bank	33	5.9%
8	Jordan Islamic Bank	108	19.4%
9	Bank al Etihad	47	8.4%
10	Société Générale de Banque – Jordanie	20	3.6%
	Total	556	100%

F. Sampling Design

According to Cooper & Schindler, (2006), a Sample Frame refers to a list of all items in population, a complete list of all, or all the researchers wish to study. A population and a sample frame are different from each other as the population is in general, but the frame is specific.

The sample frame for this study is a number of employees from the Human Resource Departments in the banking sector of Jordan. (556) branches of the most known ten banks in Jordan is chosen for this study.

1. Sampling technique

A stratified random technique is used in this study. This stratified technique alludes with probability sampling which involved the elements of a particular layer in a population (Cooper & Schindler, 2006).

In this random sampling, strata are formed based on the shared attributes or characteristics of the members. A random sample from each of the plots is proportional to the size of one stratum compared to the population. To form a random sample, these subgroups of strata is pooled.

The key benefit of stratified sampling is how it captures the key characteristics of the population in the sample. Like (weighted average), this strategy of sampling created attributes in the sample which were relative to the general populace.

Stratified testing functions admirably for populaces with an assortment of traits, however, it is in any case inadequate, as subgroups cannot be framed (Zikmund, Babin, Carr, & Griffin, 2010).

2. Sample size

A sample of cases, participants, events, or records that constitute a portion of the target populace was carefully designated to embody that populace, (Cooper & Schindler,2006).

The factors affecting sample size include: large scatter or variation in the population, large sample size, small or small error margin, large sample size, or high confidence level in the estimation.

The sample size should be large because each sample group must meet minimum sample size requirements. The greater the number of subgroups of interest in a model, the greater the sample size is (Cooper & Schindler, 2006).

Mugenda & Mugenda, (2003), a sample ought to involve between (10-30%) of the populace, and a decent populace test ought to be at least (10%) and not over (30%) of the whole populace. Along these lines, the examination utilized (30%) to get 300 sample size.

Table 2 Sample size

Sr#	Name of Bank	No. of Branches in Jordan (Population)	Sample Size (employees/branches)	Percentage (%) Share of Each Bank in Total Sample
1	Bank of Jordan	100	60	18%
2	Arab Bank	33	25	5.9%
3	Cairo Amman Bank	84	50	15.1%
4	Capital Bank of Jordan	10	5	1.8%
5	Jordan Kuwait Bank	62	30	11.1%
6	Jordan Ahli Bank	59	30	10.6%
7	Arab Jordan Investment Bank	33	10	5.9%
8	Jordan Islamic Bank	108	60	19.4%
9	Bank al Etihad	47	20	8.4%
10	Société Générale de Banque – Jordanie	20	10	3.6%
	Total	556	300	100%

G. Data Collection Method

Data collection is the methodical way to deal with the social affair and estimating data from an assortment of sources to get a total and precise image of a zone of intrigue, (Rouse et al., 2017).

Data collection empowers an individual or association to address applicable inquiries, assess results, and make expectations about future probabilities and patterns. Data collection is done through questionnaire surveys.

The required information and discussions raised from the human resources

departments in these banks will be collected from them by sending a questionnaire in which there are key important questions to know the seriousness of the job process and its procedures and how the production and revenues of banks are affected by them.

Furthermore, the questionnaire has two parts: (part 1) is planned to collect general data about respondents, while (part 2) looks at how human resource management affect the productivity of the Jordan banking sector.

The questionnaire also is about, how to manage HRs that have no role in the production process in enterprises, to be one of the main influences on the increase or decrease of production in institutions and this is what we will explain in this thesis.

H. Research Procedures

This examination is conducted through a self- administered organized questionnaire created by us which is based on the exploration question. The tool for data collection is pilot verified with (10) respondents from each bank.

Issues that may emerge during verifying of data collection tool will be settled through modification dependent on happened issues, before directing it all in all examination tests (which is the populace).

I. Data Analysis Methods

Usually managers of the banking sector rely on real data, not on raw data (Cooper & Schindler, 2006). Scholars usually produce information by collecting data and then analyzing it.

Data analysis alludes to the ability to edit and minimize aggregated data, create summaries, look for patterns, and use statistical techniques (Cooper & Schindler,2006).

We used in this study statistical methods for analyzing data, ((i.e. descriptive statistics and inferential statistics includes correlation, regression, (Analysis of Variance) ANOVA, SPSS (Statistical Package for Social Sciences) version 24)), and Microsoft Excel 2013 are used to analyze the data and the results are presented in tables and graphs.

IV. ANALYSIS AND TEST RESULTS

This section explores the results of the study from the statistical analysis based on the data collection, (Part 1) of this section will provide the demographic information of the respondents in this study. Also, describe the descriptive analysis of each variable. (Part 2) presents the chapter findings that emerged from the participants' responses of questionnaires.

A. Questionnaires Findings

Of the (300) questionnaires distributed to the questionnaire response rate target sample, (251) responses were obtained, which is the perceived model. The overall response rate is (84%) as shown in Table (4.1).

Table 3. Questionnaire Response Rate

Description	No.	Percentage
Distributed Questionnaire	300	100%
Not Returned Questionnaire	49	16%
Total Realized Questionnaire	251	84%
Total Response Rate	251 out of 300	84%

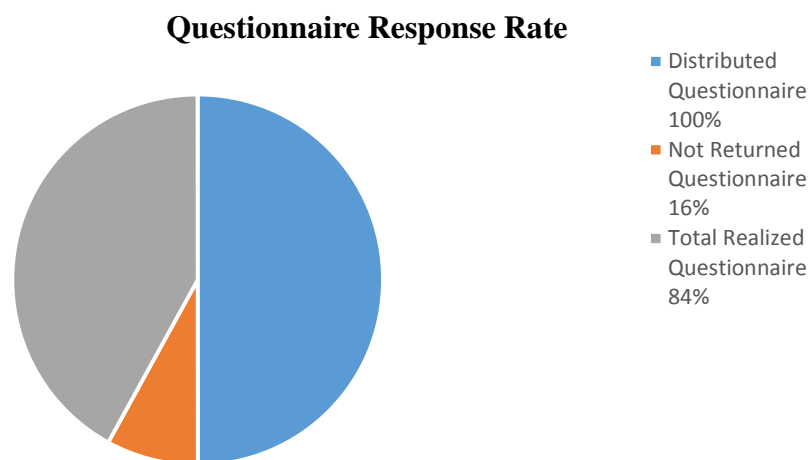


Figure 2. Questionnaire Response Rate

B. Demographic Variables

The below tables show the demographic profile for the participants of the study.

Table 4.The Gender

Variable	Category	Frequency	Percent
Gender	Male	148	60%
	Female	103	40%
	Total	251	100%

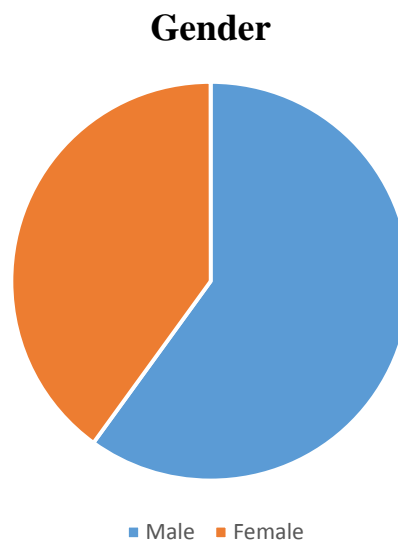


Figure 3 The Gender

In the table (4.2) above shows the concern with gender variable, the percentages (60%) are (male) percentages and type (female) percentages (40%) of the sample varied from the total number of samples.

Table 5. Age Distribution

Variable	Category	Frequency	Percent
Age	18-25	54	21.5%
	26-35	82	32.6%
	36-45	52	20.7%
	46-60	63	25%
	Total	251	100%

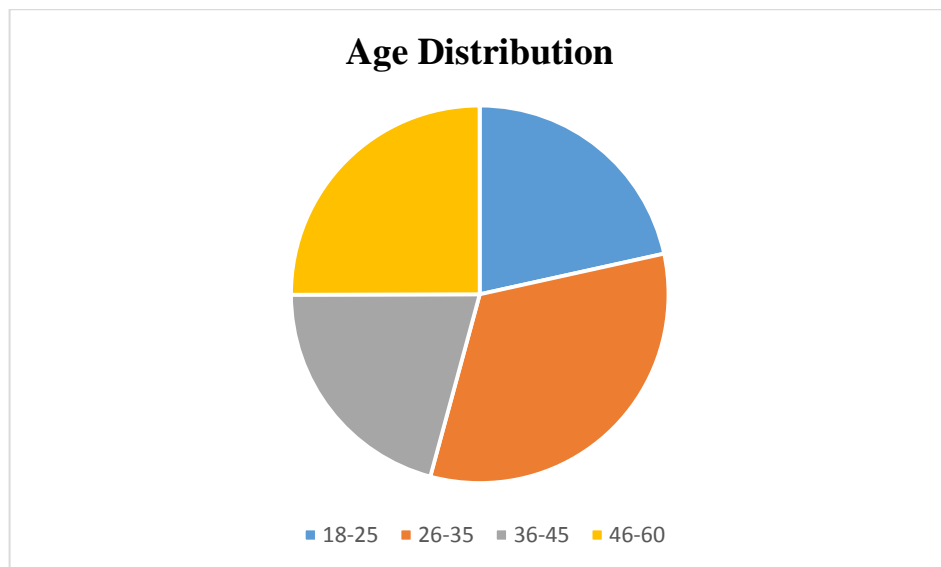


Figure 4. The Age Distribution

Regarding age variation, the percentage of the age (below 25) is (21.5%) and the percentage of the age between (26-35) is (32.6%) and the percentage of the age between (36-45) is (20.7%) and the percentage of the age between (46-60) is (25%) of the (251) responses from the sample.

Table 6. Level of Education

Variable	Category	Frequency	Percent
Level of Education	Under Bachelor's Degree	13	5.1%
	Bachelor's Degree	135	53.7%
	Master's Degree	75	29.8%
	Others	28	11.1%
	Total	251	100%

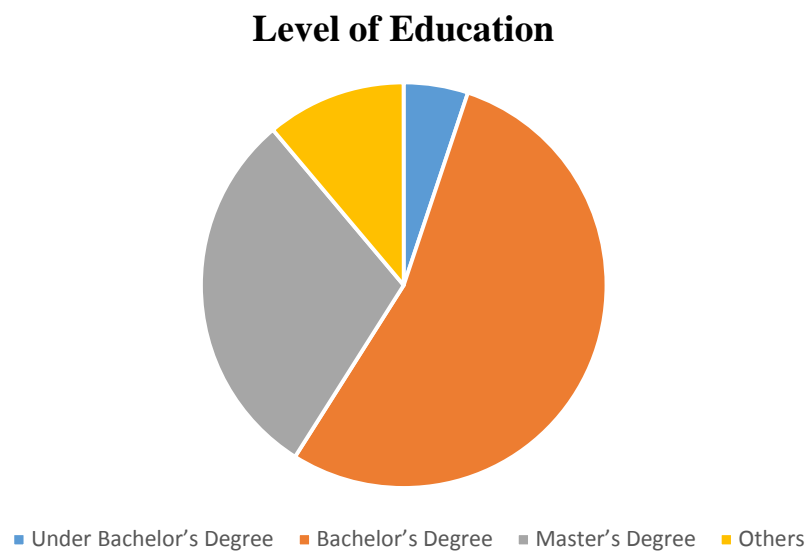


Figure 5. Level of Education

Regarding qualification variable, the percentage of the category (under Bachelor's degree) is (5.1%) and the percentage of the genre (Bachelor's degree) (53.7%) and the percentage of the genre (master's degree) (29.8%) and the percentage of the genre (others) were calculated from the total number of sample size (11.1%).

Table 7. Working Experience

Variable	Category	Frequency	Percent
Working Experience	Less than two years	57	22.7%
	Two to four years	28	11.2%
	Five to seven years	37	14.7%
	Eight to ten	30	12%
	Above ten years	99	39.4%
	Total		251

Working Experience

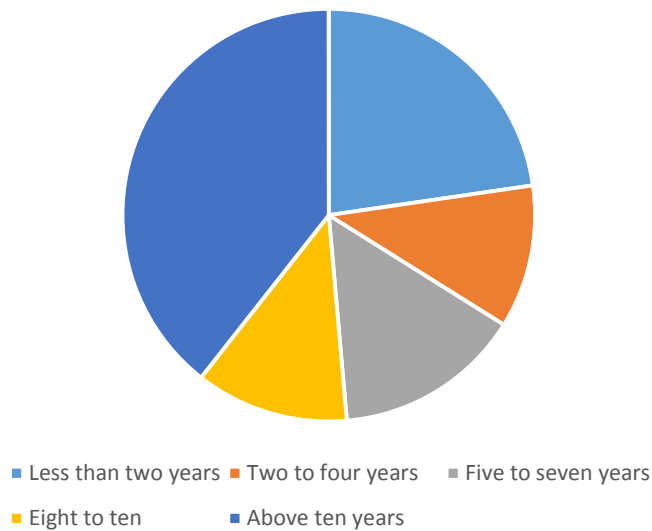


Figure 6. Working Experience

Regarding work experience variance, the percentage of the type (under 2 years) is (22.7%) and the percentage of the type (2-4 years) is (11.2%) and the percentage of the type (5-7 years) is (14.7%), the percentage of the type (8-10 years) is (12%) and percentage of type (over 10 years old) is (39.4%) from the total number of sample sizes.

Table 8. Present Occupation

Variable	Category	Frequency	Percent
Present Occupation	Employee	133	53%
	Section head	47	18.7%
	Department head	42	16.7%
	Higher	29	11.6%
	Total	251	100%

Present Occupation

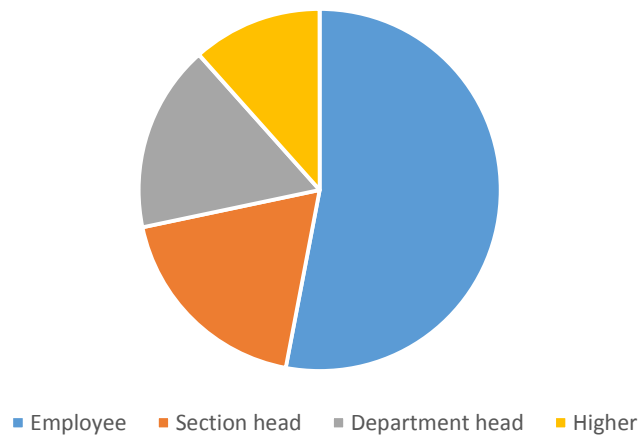


Figure 7. Occupation

Regarding the position variable, the percentage of the type (employee) is (53%) and the percentage of the genre (section head) is (18.7%) and the percentage of the genre (department head) is (16.7%) and the category (high) is (11.6%) were from the total number of sample sizes.

C. Statistical Methodology

We used exploratory methods for evaluating factors affecting the productivity of the organization in the banking sector of Jordan. After the collection of data, we calculated the responses to the numeric values by re-marking them.

On the fifth categorical assessment scale (Human Resource Management), with (5 degrees for those who strongly disagree), (4 degrees for those who disagree), (3 degrees for neutrality), (2 degrees for agreeing), and (1 degree for strongly agree). The same amount is used for the productivity of the organization and (wasta and

favoritism).

- **Statistical methods used in the analysis of research:**

- For describing the variables, frequencies, and percentages, analysis of Pearson's correlation, multiple regression model and ANOVA are used.
- To answer questions about Human resource in the recruiting process and productivity of organization (mean) and standard deviations are used.
- Factor analysis using the principal component method for validation.
- Alpha (Cronbach) scales for reliability.

a. Descriptive statistics

Table 9. Descriptive Statistics of Productivity of Organization

Sr#	Items	Mean	Std. Deviation
1	The recruiting process in your company is effective and productive.	2.33	1.172
2	The employment strategy in the company you work in is strong.	2.42	1.192
3	The recruiting process should not be manipulated by anyone.	2.02	1.166
4	More controls should take place in the (selection) process.	2.45	1.092
5	The weak recruiting process negatively affects the whole performance of the company.	1.88	1.248
6	Recruiting an unqualified candidate will negatively affect the whole society.	2.02	1.163
	Total	2.18	0.872

Table (4.7) above shows that each statement means and standard deviations of the productivity of organizations in the banking sector of Jordan.

The total mean value (2.18) with standard deviation equals to (0.87) which indicates that respondents' attitudes are high, so the conclusion is that the degree of Organizational productivity is high, following statements are:

- The statement (The recruiting process in your company is effective and productive.) with a mean of (2.33) and a standard deviation (1.172).
- The statement (The employment strategy in the company you work in is

strong.) with a mean of (2.42) and a standard deviation (1.192).

- The statement (The recruiting process should not be manipulated by anyone.) with a mean of (2.02) and a standard deviation (1.166).
- The statement (More controls should take place in the (selection) process.) with a mean of (2.45) and a standard deviation (1.092).
- The statement (The weak recruiting process negatively affects the whole performance of the company.) with a mean of (1.88) and a standard deviation (1.248).
- The statement (Recruiting an unqualified candidate will negatively affect the whole society.) with a mean of (2.02) and a standard deviation (1.163).

Table 10. Descriptive Statistics of Human Resource in Recruiting Process

Sr#	Items	Mean	Std. Deviation
1	The human resources department's decisions get affected by an outsider opinion.	2.60	1.246
2	(Wasta and favoritism) apply to your workplace.	2.87	1.322
3	(wasta and favoritism) effect the decision of hiring an employee.	2.66	1.303
4	I do think there are many employees working in this institution who are not qualified enough to do their jobs because of (wasta and favoritism).	2.63	1.306
5	Higher numbers of decision-makers engaged in the recruiting process positively affects the governance and avoiding (wasta and favoritism).	2.75	1.124
6	Higher numbers of decision-makers engaged in the recruiting process negatively affects the governance and avoiding (wasta and favoritism).	2.92	1.194
7	(wasta and favoritism) affects the relationships in the whole levels in the company.	2.23	1.269
8	A small degree of (wasta and favoritism) can be acceptable	3.00	1.364
9	(wasta and favoritism) have more impact on the recruiting process in managerial levels than lower levels	2.51	1.263
10	(Wasta and favoritism) increase unfairness and injustice among the whole company thus the productivity decreases.	2.08	1.207
11	Putting the right person is in the right place this affects the productivity to grow and the opposite.	1.84	1.266
12	Unqualified candidates can reach to higher positions than qualified candidates.	3.01	1.200
13	Productivity levels can be negatively affected (decrease) in case of misleading recruiting decisions.	2.35	1.260
14	Productivity levels can be positively affected (increase) in case of misleading recruiting decisions.	3.02	1.531
	Total	2.60	0.690

The above table (4.8) shows that each statement means and standard deviations of HR in the recruiting process in the banking sector of Jordan.

The total mean value (2.60) with standard deviation equals (0.69) which indicates that respondents' attitudes are high, so the conclusion is that the degree of human resource in the recruiting process is high, following statements are:

- The statement (The human resources department's decisions get affected by an outsider opinion.) with a mean of (2.60) and a standard deviation (1.246).
- The statement ((Wasta and favoritism) apply to your workplace.) with a mean of (2.87) and a standard deviation (1.322).
- The statement ((wasta and favoritism) affect the decision of hiring an employee.) with a mean of (2.66) and a standard deviation (1.303).
- The statement (I do think there are many employees working in this institution who are not qualified enough to do their jobs because of (wasta and favoritism).) with a mean of (2.63) and a standard deviation (1.306).
- The statement (Higher numbers of decision-makers engaged in the recruiting process affect positively the governance and avoiding (wasta and favoritism).) with a mean of (2.75) and a standard deviation (1.124).
- The statement Higher numbers of decision-makers engaged in the recruiting process negatively affect the governance and avoiding (wasta and favoritism).) with a mean of (2.92) and a standard deviation (1.194).
- The statement ((wasta and favoritism) affect the relationships in the whole levels in the company.) with a mean of (2.23) and a standard deviation (1.269).
- The statement (A small degree of (wasta and favoritism) can be acceptable.) with a mean of (3.00) and a standard deviation (1.364).
- The statement ((wasta and favoritism) have more impact on the recruiting process in managerial levels than lower levels.) with a mean of (2.51) and a standard deviation (1.263).
- The statement ((Wasta and favoritism) increase unfairness and injustice among the whole company thus the productivity decreases.) with a mean of

(2.08) and a standard deviation (1.207).

- The statement (Putting the right person is in the right place this affects the productivity to grow and the opposite.) with a mean of (1.84) and a standard deviation (1.266).
- The statement (Unqualified candidates can reach to higher positions than qualified candidates.) with a mean of (3.01) and a standard deviation (1.2).
- The statement (Productivity levels can be affected negatively (decrease) in case of misleading recruiting decisions.) with a mean of (2.35) and a standard deviation (1.26).
- The statement (Productivity levels can be affected positively (increase) in case of misleading recruiting decisions.) with a mean of (3.02) and a standard deviation (1.531).

2. Correlation analysis

We used the analysis of Pearson's correlation coefficient to examine the bilateral relationship between the study variables. (Pearson's Correlation Coefficient is: a technique for investigating the relationship between two quantitative, continuous variables, in this study they are (organization productivity and HR recruiting process), Pearson's correlation coefficient is a measuring the strength of the association between the two variables. Table (4.9) delivers a summary of the results obtained.

Table 11. Correlations

		Organization Productivity	HR recruiting process
Organization Productivity	Pearson Correlation	1	0.592**
	Sig. (2-tailed)		0.000
	N	251	251
HR recruiting process	Pearson Correlation	0.592**	1
	Sig. (2-tailed)	0.000	
	N	251	251

** . Correlation is significant at the 0.01 level (2-tailed).

This shows the correlation between organization productivity and HR recruiting process is (0.592) which is highly correlated.

3. Regression analysis

The statistical method, multiple regression model is used to evaluate the relationships between two sets of variables. "The general purpose of multiple regressions (the term was first used by (Pearson, 1908)) is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable" (Jyoti & Bhau, 2015).

We used this SPSS scheme to produce multiple regression linear equations based on independent variables (predictors) to estimate the dependent variables.

Each survey question is a variable. In this case, the impact of HRM on the recruitment process needs to be gritty in the productivity of the organization. (Type 1) questions are dependent variables and (Type 2) questions are independent variables.

Multiple linear regression was calculated for predicting the human resource recruitment process in organizational productivity.

A significant regression equation was found ($F = 134.169$, $p < .003$), with R^2 of (0.350). All the tables below show the results of the regression analysis.

- **The linear equation of the regression line for the independent variable (X) is:**

Each **X** variable is related to the degree of each **Y** variable. The researcher obtains the linear equation for the regression line of **Y** with respect to each variable **X** and then derives the single linear equation based on all the **X** variables. The regression line for **X** is in the form of a linear equation:

$$Y = m_1X_1 + c_1 \quad (4.1)$$

The symbols for this equation refer to:

X: Independent variable.

Y: Dependent variable.

m₁ & c₁: Constant.

The constants **m₁** and **c₁** have been determined using the SPSS program.

Table 12. Variables Entered/Removed a

Model	Variables Entered	Variables Removed	Method
1	HR recruiting process b	.	Enter

a. Dependent Variable: Organization Productivity.

b. All requested variables entered.

Table 13. Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.592 ^a	0.350	0.348	0.70440	1.805

a. Predictors: (Constant), HR recruiting process.

b. Dependent Variable: Organization Productivity.

Table 14. ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.573	1	66.573	134.169	0.000 ^b
	Residual	123.550	249	0.496		
	Total	190.123	250			

a. Dependent Variable: Organization Productivity.

b. Predictors: (Constant), HR recruiting process.

Table 15. Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.240	0.174		1.381	0.169
	HR recruiting process	0.747	0.065	0.592	11.583	0.000

a. Dependent Variable: Organization Productivity.

In the table (4.13): the coefficients are **Y1**, **X1**, the linear equation of the **Y1** variable is gritty based on the predictor **X1**.

The above equation yields the value of **Y1** from the given value of **X1** with the standard error of (0.065), standard error of estimation error.

The standard error of the (0.065) estimate means that the difference between the predicted value of **Y1** and the true value of **Y1** is less than or equal to (0.065).

Table 16. Summary of Hypothesis

Sr#	Hypothesis	Sub-hypothesis	P-value	Decision
1	Dose the human resource management hiring system has an effect on the productivity process on the banking sector in Jordan.	H01 = the human resource management hiring system has effect on productivity.	0.000	Accepted
		H01-1 = the involvement of external parties has positive relationship with influencing the decision of the Director of Employment to employ an unqualified person.	0.000	Accepted
		H01-1= Relationship between the president and the subordinates has an effect on the performance of the employees of the Arab Bank at the level of ($\alpha \leq 0.05$).	0.000	Accepted

All the above hypothesis is being accepted because the value of (**P**) is significant which is low than (0.005).

D. The Questionnaire Survey

1. General Information

Table 17. The Questionnaire Survey

1. Gender

1) Male 2) Female

2. Age

18-25 26-35
 36-45 46-60

3. Level of education

1) Under Bachelor's Degree 2) Bachelor's Degree
 3) Master's Degree 4) Doctorate Degree
 5) Others.....

4. working experience

1) Less than two years 2) Two to four years
 3) Five to seven years 4) Eight to ten
 5) Above ten years

5. present occupation

1) Employee 2) Section head
 3) Department head 4) Higher

2. Human Resource Recruiting Process and Its Effect on The Productivity of The Organization Questions

Table 18. Human Resource Recruiting Process and Its Effect on The Productivity of The Organization Questions

	SD	D	N	A	SA
	5	4	3	2	1
Human Resource Recruiting Process					
1. The recruiting process in your company is effective and productive.	(5)	(4)	(3)	(2)	(1)
2. The employment strategy in the company you work in is strong.	(5)	(4)	(3)	(2)	(1)
3. The recruiting process should not be manipulated by anyone.	(5)	(4)	(3)	(2)	(1)
4. More controls should take place in the (selection) process.	(5)	(4)	(3)	(2)	(1)
5. Weak recruiting process negatively affects the whole performance of the company.	(5)	(4)	(3)	(2)	(1)
6. Recruiting an unqualified candidate will affect negatively on the whole society.	(5)	(4)	(3)	(2)	(1)
B. The View on (Wasta And Favoritism)					
7. The human resources department decisions get affected by an outsider opinion.	(5)	(4)	(3)	(2)	(1)
8. (wasta and favoritism) apply in your workplace.	(5)	(4)	(3)	(2)	(1)
9. (wasta and favoritism) effect the decision of hiring an employee.	(5)	(4)	(3)	(2)	(1)
10. I do think there are many employees working in this institution who are not qualified enough to do their jobs because of (wasta and favoritism).	(5)	(4)	(3)	(2)	(1)
11. Higher numbers of decision makers engaged in the recruiting process affects positively the governance and avoiding (wasta and favoritism).	(5)	(4)	(3)	(2)	(1)
12. Higher numbers of decision makers engaged in the recruiting process negatively affects the governance and avoiding (wasta and favoritism).	(5)	(4)	(3)	(2)	(1)
13. (wasta and favoritism) affects the relationships in the whole levels in the company.	(5)	(4)	(3)	(2)	(1)
14. Small degree of (wasta and favoritism) can be acceptable	(5)	(4)	(3)	(2)	(1)
C. The Relationship Between (Wasta And Favoritism) And the Productivity					
15. (wasta and favoritism) have more impact on the recruiting process in managerial levels than lower levels.	(5)	(4)	(3)	(2)	(1)
16. (Wasta and favoritism) increase unfairness and injustice among the whole company thus the productivity decreases.	(5)	(4)	(3)	(2)	(1)
17. Putting the right person is in the right place this affects the productivity to grow and the opposite.	(5)	(4)	(3)	(2)	(1)
18. Unqualified candidates can reach to higher positions than qualified candidates.	(5)	(4)	(3)	(2)	(1)
19. Productivity level can be affected negatively (decrease) in case of misleading recruiting decisions.	(5)	(4)	(3)	(2)	(1)
20. Productivity level can be affected positively (increase) in case of misleading recruiting decisions.	(5)	(4)	(3)	(2)	(1)

SD= Strongly Disagree **A**= Agree
D= Disagree **SA**=Strongly Agree
N= Neutral

V. CONCLUSION AND RECOMMENDATION

A. Conclusion, Findings and Discussions

This chapter discusses the conclusion and findings of the study in light of the current literature. Strengths and limitations of the study, implications for the Jordan Banking sector, and recommendations for future research will be presented.

The purpose of this study is to explore the factors, which influence the productivity of the organization. To accomplish that purpose, the researcher conducted data through a questionnaire to explore the most important HR recruiting process on the productivity of the organization from the point of view of the banking members in Jordan.

Once the influential factors are explored and specified, we collected data about the factors from the employees by the questionnaires for organizational productivity.

B. Findings About HR in Recruiting Process on Productivity of Organization

This study depends on the banking sector in Jordan, and the required information and discussions raised from the HR departments in these banks are collected from them by sending a questionnaire in which there are key important questions aiming to define the seriousness of the job process and its procedures, how the production and revenues of banks are affected by them and analyze the collected data using the Statistical Package for the Social Science (SPSS) tool, and put the findings of this analysis into the final result.

Based on the findings of the analysis of the questions about the degree of HR recruiting process, we concluded that (251) respondents' attitudes are high, so the degree of HR recruiting process is high.

As we know, there are many difficulties that face the recruitment process and its effectiveness in terms of production and proper selection in our Arab countries.

One of the most important of these problems and difficulties, (is what this thesis is based on), external parties involved in the decision of appointment and employment in the human resources department, which is what it is called (Wasta and favoritism), and as we progress in this thesis, the negative aspects of such interventions and their impact on the production process is discussed in terms of placing the wrong person in the wrong place and installing sensitive and important sites in the company and managing it.

Our hypothesis, **H01** = the human resource management hiring system has an effect on productivity, from the results of this study hypothesis, H01 is accepted as the significance level is less than (0.05).

C. Recommendations

- Banking sector managers can use the results to design such performance appraisal systems, and compensation packages for the employees of the organization that meet their aim of HRM to perform better.
- Managers of the banking sector should understand the importance of HRM to their employees.
- Moreover, managers of the banking sector should fully understand what makes their employees unique and design strategies and policies that encourage HRM.
- Banking sector management should design HR systems that are consistent with its policies, culture, and organization structure.
- Managers of the banking sector should pay more attention to their employee's satisfaction.
- The management of the banking sector should measure its employees' job satisfaction.
- The management of the banking sector should expand the advancement chances for its employees.
- The Sector Banking needs to attract, retain, and motivate mission-driven employees, particularly in key management and professional

positions, in order to successfully fulfill its mission and meet the public expectations.

D. Limitation

1. Despite the useful findings of the present study, there are several limitations which are needed to be recognized in this empirical study:
 - First, the findings cannot be generalized to overall employees working in the banking industry, as the purpose of the study is only for Jordanian employees.
 - Second, the study design is limited to a specific group of employees. The target sample of this study is employees working only in the banking sector.
 - Third, it is difficult to get real answers, which are more or less accurate in relation to the nature or attitude of the respondent. The findings of this study depend on the honesty of the respondents in answering the questionnaire truthfully, the tendency to agree more on socially desirable responses than to express their opinion fully and truthfully is accepted as the result of misinformation.
 - And finally, we were preparing for this thesis and studies in the period between (February and July/2020), and this period was very difficult due to the outbreak of the covid -19 pandemic, which forced many countries to close their airports and state companies, including banks, which impeded us to obtain research with the desired comfort.

E. Suggestions for Further Research

2. Further research needs to be done on the factors that influence the productivity of organizations in the banking sector in Jordan but with a focus on other variables such as organizational culture.
3. A similar study should be carried out at small organizations in Jordan to determine the HRM factors that influence the productivity of the organization. We recommend conducting a study on a large scale in the banking sector in Jordan. This study can also be repeated after five years to compare changes in results.

F. Conclusion

4. The findings of this research conclude that employees, job analysis, and HR hiring processes are the determinant of HRM. These factors are significant in affecting the productivity of the organization among employees working in the banking sector in Jordan.
5. This proposed study permits these employees for identifying, evaluating, managing their employees, job analysis, and HR to manage the productivity of the organization. By understanding HRM, we can take appropriate action to manage and control organizational productivity.
6. As indicated earlier, interference in the decisions of the HR Department in choosing the most appropriate employee for the job by any external parties lead to a violation of the institution's productivity and reduce its effectiveness and production process, So it is very important that the recruitment process be carried out firmly and transparently by the Senior of the HR Department away from the intervention of (Wasta And Favoritism) in this decision and give the Human Resources Department the full authority to determine what the company needs in cooperation with the manager of the department which needs to fill a specific vacancy.
7. It is also requested to subject the applying candidates to interviews, verbal, written IQ tests and checking their scientific, practical backgrounds, experiences and check with their references to be able to issue a decision appointing a persons' efficiency and capability of handling the job giving all the energy, experience and information he possesses to raise the productivity and revenues of the institution, which will also benefit the employee itself in getting a raise and promotions. So, it can go both ways in the benefit of the organization and the employee.
8. However, continuing research is needed to improve these studies and to address the limitations of the present study.
9. It is hoped that this study will provide an initial insight and understanding of personnel, job analysis, and HR hiring in the banking industry in Jordan to manage the productivity of the organization.

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RESUME

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Career Objective

Seeking a motivating and challenging position in a well-organized and pioneering environment to gain valuable experiences in the field of Accounting. In addition to improving my grasp on different cultures and social skills, participate in the progress of the work environment with bright ideas and skills.

EDUCATION

- **University of Jordan-** June,2015
Faculty of Business Administration
BSc. Accounting
Rate: Acceptable
- **Istanbul Aydin University /Istanbul - turkey – December,2020**
Faculty of social sciences and humanities
MBA. Master of Business Administration
Rate: very good

Experience

- Worked with Mr. Issam AlZu'bi in sales tax consulting as a tax consultant (June 2015- July 2017).
- A freelancer sales tax consultant for multiple companies in Jordan for 2 years.
- Done volunteer work with “run Jordan” foundation.
- Trained in (Saraya Tobacco and Molasses CO.) for 2 months in the accounting department.

- Trained in (Arab Drip Irrigation System MFG. CO.) for 2 months in the accounting department.
- Trained in (Al-Quds insurance.CO.) for 3 months in the Human Resources department.
- Worked in Istanbul – turkey as a team leader customer relation and representative in Cu Engine Turkey for online real estate sales system (October 2019 – January 2020).
- Working in CuEngine Turkey as an Agency Relations representative from (October 2020 – Now)

Languages & Computer Skills

- Speak, read, and write excellent Arabic and English.
- Speak, read and write average Turkish language.
- Advanced level working with Microsoft Office (Excel, PowerPoint, word).

skills

- Self-Confidence.
- Leadership Skills.
- Communications/ Interpersonal Skills.
- Teamwork and working within Groups.
- Effective Problem Solving.
- Brain storming and creative thinking.
- Organizing events.
- Social person and interactive.

Personal Skills

- Professional approach towards Personal and Business Image.
- Excellent communicative and persuasive skills (oral and written)
- Research, interviewing and reporting skills.
- Excellent team worker.
- High Flexibility and easily adapting to new working environments

REFERENCES

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