

**IMPACT OF HR RECRUITMENT PROCESS ON JORDANIAN  
UNIVERSITIES EFFECTIVENESS.  
(AN EMPIRICAL STUDY ON JORDANIAN UNIVERSITIES)**

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**ABSTRACT:** *The purpose of this study is to examine the impact of HR recruitment process on achieving effectiveness for Jordanian Universities. The variables of this study consisted of independent variable (HR recruitment process) and dependent variable (Jordanian universities. effectiveness).The study employed the statistical analytical descriptive approach based on the literature review approach and field work to test the study hypothesis. The population of this study Consisted of HR managers and heads of HR departments in Jordanians universities A sample of 40 heads and managers of HR in Jordanian universities was randomly selected. The study used a questionnaire as a tool to collect data and to measure study sample individuals attitudes toward the impact of recruitment process on Jordanian universities effectiveness. The findings of the study indicates that there is an impact of individuals attitudes toward HR recruitment process on Jordanian universities effectiveness in the following order, HR recruitment strategy, HR recruitment resources, HR recruitment strategy obstacles, HR recruitment ethics and HR recruitment sources evaluation. The findings also, indicate that there is a positive correlation with statistical significant at significant level ( $0.05 \geq \alpha$ ) among study sample individuals attitudes toward all dimensions of independent variable and dependent variable. Although the findings indicate that there is impact of every independent variable dimension on dependent variable. The study recommended that Jordanian universities have to pay more attention to HR recruitment ethics and diversify their external HR recruitment resources in order to reach justice and equality for the applicants and to increase effectiveness through recruitment of qualified applicants.*

**KEYWORDS:** HR Recruitment, Strategy, Effectiveness Internal & External Sources, Obstacles, Ethics, Evaluation.

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## **INTRODUCTION**

Recruitment is an important process to attract human resources to achieve organizations effectiveness and success (Djabatey, Edward Nartey, (2012)). Recruitment Consider as the key of organizations success and it is an instrument in which it is enable the organization to achieve its competitive value, through continues supplying of required and desired quality of individuals that the organization needed at the right time and place with least cost. The core of recruitment process is attracting candidates for organization. Recruiters should be aware of job analysis and job design process, human resources management plan, determines targeted work place in the light of required, desired capabilities and skills and knowledge of vacant jobs. Recruitment efforts should be matched and combined with organizations vision, mission and strategy ( Jackson, Suzan, Schuler, Kandall Awerher, Steve, 2009). The organization may fail in selecting the actual needed human resources whether it is in quality or number, especially when the recruitment pool is too large.

Recruitment includes several practices and activities which carried out by the organization with the primary purpose of identifying and attracting potential employees. Rynes ( 1990 ) Suggested that the recruitment encompasses all organizational practices and decisions that affect either the number, or types of individuals who are willing to apply for, or to accept a given vacancy. Recruitment inputs includes job analysis job design and strategic planning for human resources which it aims to identify Surplus or shortage in employees, in the same time the outputs of recruitment process are the inputs of selecting and placement.

## **LITERATURE REVIEW**

Recruitment function comes as a result of human resources management strategic planning outputs, while in the other hand recruitment is the inputs of selecting and placement. Human resources management strategy determines recruitment sources and sets the appropriate recruitment program for the desired the human resources from workplace. Recruitment process is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time , so that the people and the organization can select each other in their own best short and long terms interest<sup>s</sup> Schuler, Randall<sup>s</sup>(1987). On the other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

Successful recruitment begins with proper employment planning and prediction. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on analysis of future needs, the talent available within and outside of the organization, and the current anticipated resources that can be expended to attract and retain such talent. Acquiring and retaining high quality talent is critical to an organization's success. As the job market (work place ) becomes increasingly competitive and the available skills, grow more diverse , recruiters need to be more selective in their choices , since poor recruiting decisions can produce long-term negative effects , among the high training and development costs to minimize the incidence of poor performance and high turnover which , in turn , impact staff morale , the production of high quality goods and services and the retention of organization memory .

In an increasingly global and Sophisticated Market place, recruitment has become an essential tool for organization in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. ( Itles, 2001 ).According to Kilibarda and Fonda, (1997), good recruitment practice can minimize the risks of failing to achieve the business strategy and incurring needless costs as:

- Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made.
- Necessary expense can arise due to costs of training and replacements since poor recruits may perform badly and, or leave their employment.

Remedial costs and inefficiency in recruitment process it self, also contribute to increased costs. Effective recruitment can also provide significant improvements in productivity and employee morale, Farnham and pimlott,( 1995 ), and allow organizations to build a work place of more

able employees who collectively provide a superior product or service, Robertson, et al., (1996).

The profitability and even the survival of an enterprise usually depends upon the caliber of the work force and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment method. Terpstra, (1996). Where as the organization face difficulty to recognize among recruits, therefore the organization bear direct and indirect cost.

### **Recruitment responsibility in the organization**

Recruitment responsibility lies on the shoulder of human resources manager, other functional departments managers and the employees themselves inside organization, in addition to the applicants from the work place. It is mutual responsibility based on cooperation and coordination among all previous people which is mentioned above. When the recruitment process is carried out by group or by committee, recruitment Sources become better than by individual only.

### **Recruitment sources**

Organizations rely on three sources as internal, external and mix sources. The internal Sources of recruitment include all human resources movements inside organization as promotions, transfer, rotation, turnover, and retirement and separation cases. In this case, recruitment process is carrying out according to the following number of methods as advertisement and data base (talent inventory).

The external recruitment method means recruiting candidates for jobs from several sources as direct/walk – in applicants, Employee referral, advertisement, electronic media, employment agencies, higher education institutes, job fairs, recall, training employment programs and professional syndicates, Noe, et al.,(2011). Both of two recruitment methods have advantages and disadvantages, no room to mention here.

### **The importance of recruitment process**

Successful recruitment process performance may contribute in achieving several goals as supplying sufficient suitable applicants to fill available vacancies by lower cost and increasing selection process effectiveness, human resources stability, and downsizing the efforts and expenses of special activities as an examining and training in addition to achieve social responsibility.

### **Recruitment strategy obstacles**

Human resources policies as promotions which is offer opportunities for functional progress and development to the employees. Adopting high salaries policies and advertisements design with attracting image about vacant jobs and paying attention to narrow and wide work place conditions and competitiveness pressures, investment organization reputation and respect the applicant which is encourage energizing or encourage the employee to do well in his job, and get benefit from previous recruitment experiences, follow the main stream legislations which concern with opportunities and interests relevant and avoid discrimination toward handicaps and social responsibility, organizing the recruitment and placement of foreign people. Turban, D.B and Dougherty,(1992).

### **Recruitment Ethics**

Recruitment ethics represented by giving honest information to the applicants and make several sources available to provide information by the responsible people about recruitment process, specially, comprehensive compensations, and avoid refusing. Applicants by unethical way. Because it may sabotage the organization reputation. Recruiters should give feed back to the applicants about their acceptance or not. And determine time schedule for recruitment and placement, in order not to loose their opportunities.

### **Evaluation the Recruitment Sources Quality**

Evaluating the recruitment sources quality leads to HRM and organization effectiveness and success. Organization can measure recruitment resources success, by calculating their costs by dividing total cost of each recruitment source on total appointees. And also, the organization can measure recruitment process effectiveness through eliminating the vacancies ratio, downsizing the needed time to fill vacancies, improving applicants quality and follow the relevant main stream legislations, Philips, Jim (1999).

### **Organization effectiveness**

Effectiveness is the organization capability to make different resources available and using these resources with efficiency to achieve specific goals and comparing the means with goals, Richard Strees (1991). Qualitative effectiveness concept includes several criterion as efficiency, quality, productivity, profitability, job satisfaction, rotation ratio, absentees ratio, events ratio and life quality.

On the other hand, there are other criterion as goals achievement, resources available or inputs, internal operations and stakeholder's satisfaction who have interests with the organization, Hoge and Anthong, (2011). To achieve organization effectiveness managers have to take into consideration, motivation and support of employees in order to increase employees affiliation, loyalty and cooperation which is contributing in organization success. B.J Hoge and William P. Anothong, (1991). Organization effectiveness can be measured by several strength factors, such as management capability, amount of capital required, management performance level, capacity utilization, productivity, technical competence, employee innovativeness, profitability and market share. ( Donald E. lundberg, and his colleagues ( 1995).

### **PREVIOUS STUDIES**

Djabatey , Edward Nartey (2012).Recruitment and selection practices of organization, a case study of hfc bank, was to asses the effectiveness of the recruitment and selection practices and procedures of HFc Bank . The results of their study indicates that advertising of job vacancies and employee referrals are mostly the mode for recruiting potential employees , it was also realized that the method used in the recruiting and selection process was very effective and more over helped improve employee performance .Deepi Sethi (2005).A study on the recruitment and selection practices of It-Ites firms in India, This study examines the recruitment and selection practices of IT\_ITES firms in India and attempts to validate and extend the findings of studies in recruitment and selection conducted in western countries to a Nonwestern context.

The results of this study revealed the implementation of best practices in the areas of job analysis and recruitment, but only partial implementation in the areas of initial screening and selection due to various time cost and resource obstacles. further, IT\_ITES firms were found

to have adopted arrange of innovative recruitment and selection strategies , though a greater focus on innovation in recruitment than in selection was observed . It was found also that the recruitment and selection practices of foreign firms were not more sophisticated and structured than those of local firms except in certain aspects.

## METHODOLOGY.

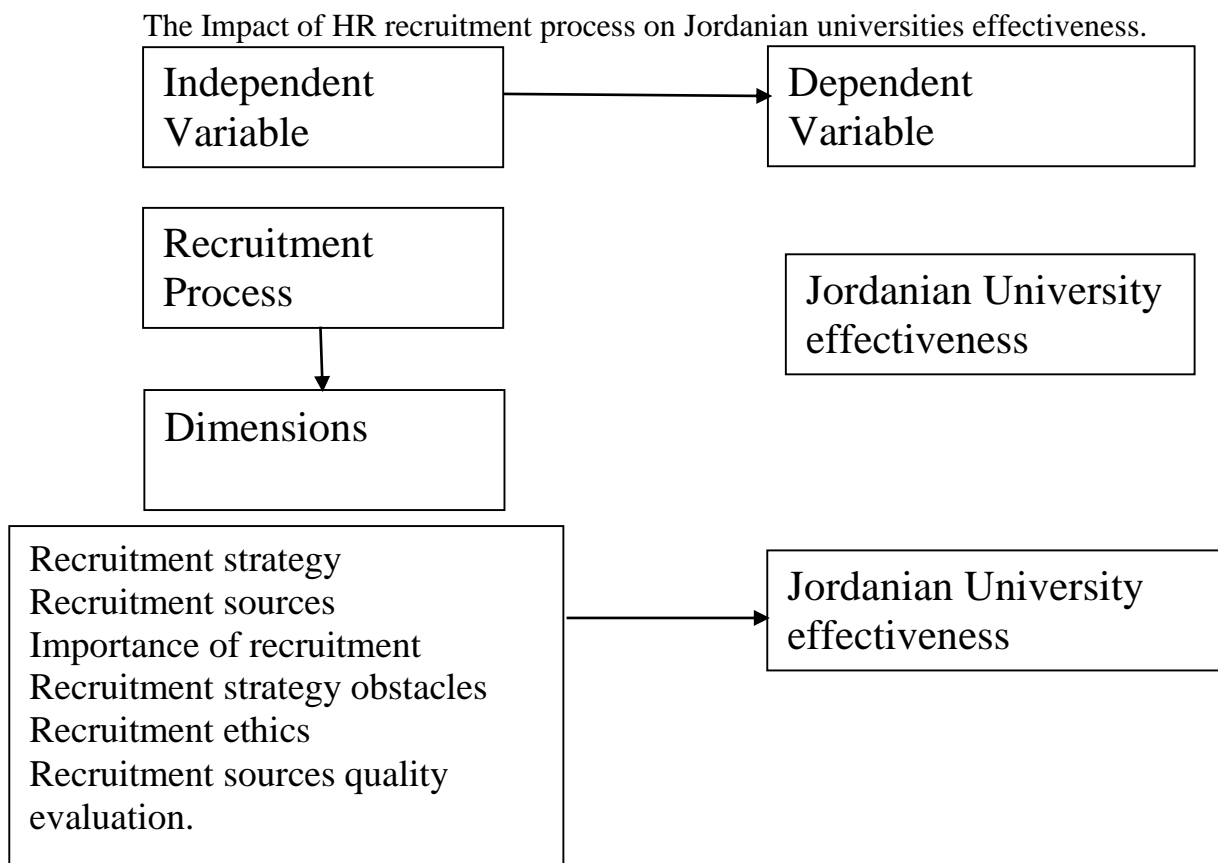
### Population and Sample

The population of this study Consisted of HR managers and heads of HR departments in Jordanians universities. A sample of 40 heads and managers of HR in Jordanian universities was randomly selected.

The sample size was (40) respondents (20) of them was HRM managers and the other (20) was head of HR division.

### Study model and hypothesis.

#### Study Model.



#### Hypothesis

HO : There is no effect of HR recruitment process on Jordanian universities effectiveness

H1 : There is no effect of recruitment strategy on Jordanian universities effectiveness

H2 : There is no effect of recruitment sources on Jordanian universities effectiveness

H3 : There is no effect of recruitment strategy obstacles on Jordanian universities effectiveness.

H4 : There is no effect of recruitment ethics on Jordanian universities effectiveness.

H5 : There is no effect of recruitment sources quality evaluation on Jordanian universities effectiveness.

H6 : There is no effect of using recruitment methods percent on Jordanian universities effectiveness.

H7 : There is no effect of using recruitment external sources percent on Jordanian universities effectiveness.

### Data Analysis

Descriptive statistics was used to analysis the primary data which is collected by using questionnaire which was divided in to three parts, the first part included the study sample individuals characteristics, the second part included the dimensions of independent variable (40) items, the third part included dependent variable (11) items , the data was analyzed by using SPSS to get, mean, standard deviation, t- test, correlation and simple regression.

### Research. Instrument

Study collected the data by using an administered questionnaire based on literature review, researchers pre – tested the questionnaire by academic professionals in business administration field and respondents managers to ensure that validity and reliability of questionnaire and to ensure that the respondents understood the items and the overall format were easily understood. Further researchers tested the questionnaire with representatives of Universities to increase the clarity of the questions and avoid interpretation errors. The researchers examined the instrument of this study by using data tool many time to measure the understanding degree of respondents in the same time and in sequence times .coefficient of Cronbach Alpha was extracting by SPSS , the results of items was (0.83-0.90) and for the whole questionnaire was (0.91) .

## RESULTS ANALYSIS AND DISCUSSION

**H1:** There is no impact with statistical significant for Recruitment strategy of human resources on Jordanian Universities effectiveness.

To verify this sub hypothesis the researchers calculated means and standard deviation to study sample individuals attitudes of human resources recruitment strategy toward Jordanian universities effectiveness.

Where the results as it illustrated in Table No. (2).

Table No. (2)

No	Variables	Means	Standard Deviation
1	Human resources recruitment strategy	3.89	0.81
2	Jordanian universities effectiveness	3.53	0.76

The researchers note from the table No. (2) that the calculation of mean for the studied sample individuals attitudes toward human resources recruitment strategy was (3.89) and the standard deviation was (0.81) and the calculated mean for the study sample individuals attitudes toward Jordanian universities effectiveness reached (3.53) and standard deviation reached (0.76).

The total Pearson correlation coefficient between the two variables, correlation coefficient, correlation coefficient square, adjusted correlation coefficient and standard error for rating was completed to study sample individuals attitudes toward human resources recruitment study toward Jordanian universities effectiveness. The results are illustrated in Table No. (3).

Table No.(3)

Pearson correlation coefficient value	Correlation coefficient square	Adjusted correlation coefficient	Standard error for rating
0.609	0.371	0.342	0.527

The results illustrated in table (3) Show that there is positive correlation relationship with statistical significant at ( $0.05 = \alpha$ ), between the attitudes of study sample individuals for human resources recruitment strategy toward Jordanian universities effectiveness.

Where the total Pearson correlation coefficient value reached (0.609) correlation coefficient square reached (0.371) while adjusted correlation coefficient reached (0.342). And the standard error for rating value reached (0.527).

To find the impact of human resources recruitment strategy on Jordanian effectiveness, the linear regression analysis was used, where the results was as it is illustrated in table no. (4).

Table No. (4)

Variables	$\beta$ -value	Standard error	T- value	Significant level
Constant	1.527	0.462	3.883	0.05*
Human resources recruitment strategy	0.762	0.655	4.270	0.001*

Table No. (4) Illustrates that there is on impact with statistical significant of HR recruitment strategy on Jordanian universities effectiveness.

**H2:** To verify this hypothesis The calculation of means and standard deviation for study sample individuals attitudes toward HR recruitment sources on Jordanian universities effectiveness, were used and the result came out at it is illustrated in Table No.(5)

Table No. (5)

No	Variables	Means	Standard deviations
1	HR recruitment sources	3.67	0.86
2	Jordanian universities effectiveness	3.53	0.78

It is noted that the mean for study sample individuals attitudes toward HR recruitment sources was (3.67) and the standard deviation was (0.86). The mean for study sample individuals attitudes toward Jordanian universities effectiveness reached (3.53) and standard deviation reached (0.76).

Total Pearson correlation coefficient calculation between two variables, correlation coefficient square, Adjusted correlation coefficient, and standard error rating for study sample individuals toward HR recruitment sources was completed and their attitudes toward Jordanian universities effectiveness was as it is illustrated in Table No. (6).

Table No. (6)

Pearson correlation coefficient value	Correlation coefficient square	Adjusted correction coefficient	Standard error for rating
0.561*	0.315	0.298	0.685

Table No. (6) illustrates that there is positive correlation relationship with statistical significant at significant level ( $0.05 = \alpha$ ) among study sample individuals attitudes toward HR recruitment sources and their attitudes toward Jordanian universities effectiveness, where the total correlation coefficient value reached (0.561), correlation coefficient square reached (0.315) while the adjusted correlation coefficient reached (0.298), and standard deviation for rating reached (0.685).

To know the impact of HR recruitment sources on Jordanian universities effectiveness. Linear regression analysis was carried out, where the results as it is illustrated in Table No. (7).

Table No. (7)

Variables	$\beta$ -value	Standard error	T-value	Significant level
Constant	0.004	0.569	4.883	0.001*
HR recruitment sources	0.732	0.445	5.379	0.001*

Table No. (7) Illustrates that there is impact with statistical significant for HR recruitment sources on Jordanian universities effectiveness.

**H3:** There is no impact with statistical significant for HR recruitment strategy obstacles on Jordanian universities effectiveness.

To verify this hypothesis, the calculation of means and standard deviations for attitudes of study sample individuals toward HR recruitment strategy obstacles and Jordanian universities, were as it is illustrated in table no. (8).

Table No.(8)

No	Variables	Means	Standard deviation
1	HR recruitment strategy obstacles	3.58	0.62
2	Jordanian universities effectiveness	3.53	0.76

The researchers note from table no. (8) That the mean of the study sample individual's attitudes toward HR recruitment strategy obstacles reached (3.58) and standard deviation reached (0.62)



and the mean of study sample individual's attitudes reached (3.53) and the standard deviation reached (0.76).

Total Pearson correlation coefficient between two variables, correlation coefficient square, adjusted correlation coefficient and the standard error for rating to the study sample individuals attitudes toward HR recruitment strategy obstacles and their attitudes toward Jordanian universities effectiveness were as illustrated in table No. (9).

Table No. (9)

Pearson correlation coefficient value	Correlation coefficient square	Adjusted correlation coefficient	Standard deviation error for rating
0.504*	0.254	0.219	0.809

Table No. (9) illustrates that there is positive correlation relationship with statistical significant at ( $0.05 = \alpha$ ) among study sample individuals and their attitudes toward Jordanian universities effectiveness where the total Pearson correlation coefficient value reached (0.504) and correlation coefficient square reached (0.254), while the adjusted correlation coefficient value reached (0.219) and the standard error for rating reached (0.809).

To estimate the impact of HR recruitment strategy obstacles on Jordanian universities effectiveness, linear regression analysis was carried out, as it is illustrated in Table No. (10).

Table No. (10)

Variables	$\beta$ - value	Standard error	T-value	Significant level
Constant	1.122	0.427	4.819	0.001*
HR recruitments strategy constraint	0.523	0.621	4.699	0.001*

Table No. (10) Illustrates that there is impact with statistical significant for HR recruitment strategy obstacles on Jordanian universities effectiveness.

**H4:** There is no impact with statistical significant for HR recruitment ethics on Jordanian universities effectiveness.

To verify this hypothesis, means and standard deviations calculation was carried out for study sample universities. Where the results of calculation came out as it illustrated in Table No. (11).

Table No. (11)

NO	Variables	Means	Standard deviations
1	HR recruitment ethics	3.72	0.77
2	Jordanian universities effectiveness	3.53	0.76

Researchers note from table No. (11) that the mean of study sample individuals attitudes toward HR recruitment ethics (3.72) and standard deviation reached (0.77), while the mean of study sample individuals attitudes toward Jordanian universities effectiveness reached (5.53), and the standard deviation reached (0.76).

The calculation of total Pearson correlation coefficient between two variables, correlation coefficient square, Adjusted correlation coefficient and standard error for rating were completed for HR recruitment ethics and their attitudes toward Jordanian universities effectiveness, where was as it illustrated in table No. (12).

Table No. (12)

Pearson correlation coefficient value	Correlation coefficient square	Adjusted correlation coefficient	Standard deviation error for rating
0.588*	0.346	0.332	0.715

Table No. (12) illustrates that there is positive correlation relationship with statistical significant at significant level ( $0.05 \geq \alpha$ ) among study sample individuals toward HR recruitment ethics and their attitudes toward Jordanian universities effectiveness. where the value of total Pearson correlation coefficient reached (0.588) and correlation coefficient square value reached (0.346), while the value of adjusted correlation coefficient reached (0.332) and the value of standard error for rating reached (0.715).

To know the impact of HR recruitment ethics on Jordanian effectiveness, linear regression analysis was carried out, where was the results as it illustrates in table No. (13).

Table No. (13)

Variables	$\beta$ - value	Standard error	T-value	Significant level
Constant	0.926	0.511	4.112	0.001*
HR recruitment ethics	0.677	0.821	4.935	0.001*

Table No. (13) Illustrates that there is impact with statistical significant for HR recruitment ethics on Jordanian universities effectiveness .

H5:There is no impact with statistical significant for evaluation of HR recruitment sources quality on Jordanian universities effectiveness.

To verify this hypothesis calculation of means and standard deviations were completed for study sample universities attitudes toward HR recruitment sources quality evaluation and Jordanian universities effectiveness. Where the results came out as illustrated in Table No. (14).

Table No. (14)

NO	Variables	Means	Standard deviations
1	HR recruitment sources quality evaluation	3.42	0.92
2	Jordanian universities effectiveness	3.53	0.76

It is observed from table no. (14) That the mean for study sample individual's attitudes toward HR recruitment source quality evaluation is (3.42) and the standard deviation is (0.92), and the mean of study sample individual's attitudes toward Jordanian universities effectiveness reached (5.53), and standard deviation reached (0.76).

The calculation of total Pearson correlation coefficient between two variables, Pearson correlation coefficient value, correlation coefficient square, Adjusted correlation coefficient and standard error for rating were completed for study sample individuals attitudes toward HR recruitment sources quality evaluation and their attitudes toward Jordanian universities effectiveness, where the results was as it illustrated in table No. (15).

Table No. (15)

Pearson correlation coefficient value	Correlation coefficient square	Adjusted correlation coefficient	Standard deviation error for rating
0.472*	0.223	0.187	0.883

Table No. (15) Illustrates that there is positive correlation relationship with statistical significant at significant level ( $0.05 \geq \alpha$ ) among study sample individuals attitudes toward HR recruitment sources quality evaluation and their attitudes toward Jordanian universities effectiveness. Where the value of total Pearson correlation coefficient reached (0.472) and the value of correlation coefficient square reached (0.223), while the value of adjusted correlation coefficient reached (0.187) and the value of standard error for rating reached (0.883).

To know the impact of HR recruitment sources quality evaluation on Jordanian universities effectiveness, linear regression analysis was carried out, where the results was as it illustrates in table No. (16).

Table No. (16)

Variables	$\beta$ - value	Standard error	T-value	Significant level
Constant	1.828	0.669	4.219	0.005*
HR recruitment sources quality evaluation	0.553	0.736	4.469	0.001*

Table No. (16) Illustrates that there is impact with statistical significant of HR recruitment sources quality evaluation on Jordanian universities effectiveness.

**H6:** There is no impact with statistical significant at significant level ( $0.05 \geq \alpha$ ) for study sample individuals attitudes toward the HR recruitment methods percent on Jordanian universities effectiveness.

To verify this hypothesis the means were calculated for the percent of study sample individuals attitudes toward HR recruitment methods percent, where the results were illustrated in table no. (17).

Table No.(17)

No	Variables	Percent
1	Faculty members	62.49%
2	Managerial employees	69.65%

The researchers note that the mean of percent for study sample individual's attitudes toward recruitment methods percent of faculty members reached (62.49%), while the mean of percent for study sample individuals attitudes toward recruitment method percent of managerial Employees reached (69.65%).

To know the impact of HR recruitment methods percent on Jordanian universities effectiveness, linear regression analysis was as it illustrates in table No. (18).

Table No. (18)

Variables	$\beta$ -value	Standard error	T-value	Significant level
Constant	1.527	0.462	3.883	0.05*
HR recruitment methods	0.399	0.881	5.663	0.001*

Table No. (18) Illustrates that there is impact with statistical significant for the HR recruitment methods percent of faculty members and managerial employees on Jordanian universities effectiveness.

**H7:** There is no impact with statistical significant at significant level ( $0.05 = \alpha$ ) for HR recruitment methods (External sources) on Jordanian universities effectiveness.

To verify this hypothesis means of study sample individuals attitudes percent toward HR recruitment external sources, where was as it illustrated in table No. (19).

Table No. (19)

No	Variables	Recruitment external sources percent		
		Direct/walk in Applicants	Employee Referral	Advertisement
1	Faculty members	42.15%	8.3%	8.3%
2	Managerial employees	31.37%	24.82%	43.81%

Researchers note that mean for study sample individual attitudes toward faculty members recruitment by external sources percent direct/walk in/ applicants (42.15%) and managerial employees (31.37%) by the same source. While the percent for faculty members via employee referral was (49, 55%) and managerial employees was (24, 82 %) by the same source.

Although the percent for faculty members via advertisement was (8, 30%) and the managerial employees was (43. 81%).

To know the impact of HR external recruitment sources on Jordanian universities effectiveness, linear regression analysis was carried out , where the results as it illustrates in table No.(20).

Table No. (20)

Variables	$\beta$ -value	Standard error	T-value	Significant Level
Constant	2.057	0.629	4.883	0.001 *
HR recruitment by External sources	0.514	0.561	6.887	0.001 *

Table No. (20) Illustrates that there is impact with statistical significant at significant level ( $0.05 = \alpha$ ) of external source to recruit HR on Jordanian universities effectiveness.

## CONCLUSION

The study concluded that the importance degree for independent variable dimensions according to the mean of study sample individuals attitudes toward HR recruitment process impact on Jordanian universities effectiveness as the following sequence , HR recruitment strategy ( 3.89) , HR recruitment ethics, (3.72), HR recruitment sources (3.67), HR recruitment strategy obstacles (3.58), HR recruitment sources quality evaluation (3.42).

Total correlation relationship was positive with statistical significant at significant level ( $0.05 \geq \alpha$ ) among study sample individuals attitudes toward their attitudes toward dependent variable ( Jordanian universities effectiveness ) and came as the following sequence, HR recruitment strategy (0.609), HR recruitment ethics, (0.588), HR recruitment sources (0.561), HR recruitment strategy obstacles (0.504)), and HR recruitment sources quality evaluation (0.472).

The impact of independent variable dimensions on dependent variable (Jordanian universities effectiveness) came according to T – value as the following sequence, HR recruitment sources ( 5.379 ) , HR recruitment ethics, (4.935), HR recruitment strategy obstacles (4.699), HR recruitment sources quality evaluation (4.464). And HR recruitment strategy (4.270). The study illustrates that there are two methods to recruit HR, the first is internal source and the second is external source. The mean of recruitment percent for faculty members recruitment was (62.49%), and for managerial Employees was (64.65%). Via external method. According to the linear regression analysis, the result illustrates that there is impact of recruitment of faculty members and managerial Employees using External method on Jordanian universities effectiveness. t- Value was (5.663).

The study also illustrated that the recruitment percentage of faculty members recruitment was (42.15%) via direct / walk – in applicants, (49.00%), via employee referral and (8.3%) via advertisement, while the managerial Employees recruitment percentage was (31.37%) via direct / walk in applicants, (24.82%) via employee referral and (43.81%) via advertisement. the linear regression analysis for the recruitment percentage of faculty members and managerial employees show that there is impact on Jordanian universities effectiveness, where the t – value reached (6.887). There is no difference among governmental and private universities in the

attitudes of study sample individuals toward impact of HR recruitment process on Jordanian universities effectiveness. The study findings came in accord with Djabatey, Edward Nartey study especially of using external, sources and with Deepi sethi specially in focusing on HR recruitment more than focusing on HR selection.

## RECOMMENDATIONS

- Jordanian universities have to pay more attention to recruitment ethics.
- Jordanian universities have to diversify their external HR recruitment sources in order to reach justice and equality for the applicants and to increase effectiveness through recruitment qualified applicants.

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