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A Study of Recruitment and Selection of Employees in Public Sector of Jordan Case Study (Municipality of Naur-Jordan)

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Abstract: The aim of this research is to study the recruitment and selection of employees in public sector of Municipality Naur- Jordan as case study. Recruitment and selection are the most essential parts of human resource activities and human resource being is the fundamental resource for every organization. The researcher used primary and secondary methods for the collection of data. Primary data by distributing the questionnaire among 60 employees in Naur municipality. I used secondary data in our project through searching from the articles, books related to the topic and internet. The questionnaire has distributed randomly among the respondents. The researcher used excel program to analyze the data. This study shows that most of employees they have knowledge about recruitment and selection, because most of them agree that recruitment and selection are two important functions of human resource management, as well the object of selection process is to determine whether the prospective candidate possesses the specific qualification. Most of respondents are agree that the objectives of staffing policies and procedures: attract staff members who possess the attributes, which will enable them to perform their work to a high standard of competence and efficiency. Most of employees are agree that the criteria followed by the municipalities of Municipality of Naur in the selection process (identify job requirements, the qualifications and experience) and consist of the skills and qualifications required to do the job, like education and work experience. While most of the respondents strongly agreed that, the aim of selection and recruitment is to choose right people and able to respect and protect human rights as well is a good policy based on principles such as Respect for diversity; ethical decision-making and equal treatment.

Keywords: Recruitment; Selection of Employees; Public Sector of Jordan; Municipality of Naur-Jordan.

1. Introduction

Recruitment is the first stage, which proceeds with choice and finishes with the situation of candidate. Recruitment encourages in gaining the number and the sorts of individuals essential to guarantee proceeded with operations of the organization. Recruitment is finding the potential candidates for or, then again expected organization opportunities therefore; it goes about as connection in real uniting the general population with occupations and those seating occupations. The motivation behind recruitment is to distinguish reasonable labor to meet the occupation necessities and employment details. It is the most critical capacity of work force organization then again choice is worried with securing right data about the candidate. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job it is a long process.

It starts from the interview and end up with signing the contract of employment. Today many experts claim that machines and technology are replacing human resource and minimizing their role or effort. However, even machines and technology built by the human aid and besides companies have been continuously in search for talented, skilled and qualified professionals to develop latest machines and technology, which again have to controlled or used by humans to bring out products. Human Resource Management (HRM) is the function within an organization that focuses on the recruitment and selection refers to the process of attracting, screening, and selecting and onboarding people in accordance with the merit-selection rules under the government sectors. The Human Resource Management (HRM) department members provide the knowledge, necessary services like , training, administrative services, coaching, legal and management advise, and talent management oversight that the rest of the organization needs for successful operations. In a fully integrated talent management system, the managers play a significant role in and take ownership responsibility for the recruitment process. They are also responsible for the ongoing development of and retention of superior employees. Organizations also perform HRM functions and tasks by outsourcing various components to outside suppliers and vendors.

a) Recruiting

Recruiting is the process of developing a pool of qualified applicant who are interested in working for the organization and from which the organization might reason-ably select the best individual or individuals to hire for employment [DeNiSi and Griggin \(2008\)](#).

Also, **Recruitment** can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organization to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.

b) Selection of Employee

Selection of Employee is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money and should base on certain criteria. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested. However, selection must differentiated from recruitment, though these are two phases of employment process. Recruitment is consider a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates rejected here.

c) Public Sector

Public Sector: considers as major part of an economy that is surveillance by the government. (Thawabieh,Fawaz, Researcher)

The public sector is the part of the economy concerned with providing various governmental services. The composition of the public sector varies by country, but in most countries the public sector includes such services as the military, police, infrastructure (public roads, bridges, tunnels, water supply, sewers, electrical grids, telecommunications, etc.), public transit, public education, along with health care and those working for the government itself, such as elected officials. The public sector might provide services that a non-payer cannot be exclude from (such as street lighting), services which benefit all of society rather than just the individual who uses the service. ([Barlow et al., 2010](#)).

1.1. Objectives

The main objective of this paper is to:

- The concept of recruitment and selection.
- Identify general practices and policies that public sector use to recruit and select employees.
- The study focus its attention to determine how the recruitment and selection process affect the organizational outputs and provide some recommendation that can help to different public sector.
- Determine the level of awareness of recruitment and selection policies and practices.
- The criteria followed by the Naur Municipality in the process of the recruitment and selection of employees.
- The importance of the selection process.
- The rights and duties of the employee.

1.2. Statement of Problems

The changes are occurring in the business condition. Current world is dynamic in nature because of logical and innovative advancement. In this competitive world, the organization have to success they can appoint right employee at right place at right time An organization must be able to monitor the progressions at a quick rate than before, not just to demonstrate its competency alone but rather to legitimize our own reality in the dynamic business world. All associations whether huge or little, must guarantee themselves that they have the equipped individuals fit for tolerating these difficulties. Also, try to find the obstacles the organization faces during recruitment and selection of their employees and the procedure been used and how it could be effective. ([Sajeena](#)).

1.3. Scope and Limitations of Study

The study focuses on one of Municipalities in Jordan. Study on recruitment and selection of employees in public sector (Municipality Naur -Jordan). The study conducted on sample of employees to find out the methods and techniques for recruitment and selection of employees.

1.4. Significance of Study

Recruitment and selection process is important for an organization to achieve its goals. When the right people selected, the employee will more efficient and effective productive results and stay with the organization longer hence having a low employee turnover.

2. Literature Review

2.1. Introduction

In literature review there are several articles, discuss the notion of what recruitment and selection is, and how it done and different views on how organizations can improve their recruitment and selection methods. In addition, they hope to find the perfect method. The object of this chapter is to review the literature on recruitment and selection. Human Resource Management (HRM) must be able to assist the organization to place the right person in the right job.

2.2. Related Literature

[Brannick and Levine \(2002\)](#) Job analysis: Methods, research, and applications for human resource management in the new millennium. London: Sage Publications. [Google Scholar]) described Job Analysis as “a systematic process whereby one can discover the nature of a job.” Job was divided into smaller units and one or more results were recorded. Over the years, other researchers such as [Bowin and Harvey \(2001\)](#). Human resource management: An experiential approach. Englewood Cliffs, NJ: Prentice Hall. [Google Scholar]) have discussed the significance of job analysis to human resource management but they found job analysis as a strategic human resource (HR) management practice having a prospective contribution in the organizational performance.

[Arnold \(2005\)](#) Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods, which are valid, reliable and fair. For example, it noted that ‘over several decades, work psychology has had a significant influence on the way people are recruited into jobs, through rigorous development and evaluation of personnel selection procedures’.

[Kluytmans and Ards \(2005\)](#) If there are many applicants, it is not worth the time to invite them all for an interview. That is why the first screening will be based on the letters and C.V. of the applicants. Employers have defined what they are looking for in applicants and based on the letters that they have received, they can make a selection of people they want to know more about based on what they have read in the letters and C.V.’s. The applicants that are not selected by a company, most commonly receive a letter of rejection. Because of discrimination rules, it is not allowed to reject applicants based on their age, gender, believe, race, etc. Most likely applicants rejected, because there were better suitable candidates.

[Hausknecht et al. \(2004\)](#) Although recruitment and selection are often viewed as separate processes, recent studies are increasingly showing that the two processes have considerable interactive effects. Negative reactions to selection procedures have been shown to correlate with attraction, intent to pursue, job recommendations, and intentions to accept a job offer

[Chapman and Webster \(2003\)](#) The process of recruitment may begin with advertising vacancies, this may be done internally or externally or both and can be achieved using a range of media, which may involve using the company web site. The use of the internet for recruitment purposes has become very popular.

[Boswell et al. \(2003\)](#) With regard to the relative importance of recruitment vis-à-vis position characteristics, conventional wisdom is that position attributes such as pay, job tasks, and work hours are more important to job applicants than such recruitment variables as the content of a job advertisement, the design of a company's employment web site, or a recruiter's behavior. Comparisons of the relative impact of recruitment variables and position attributes have resulted in some individuals questioning whether the manner in which an employer recruits is important. In this context, two factors considered. First, if an employer does a poor job of recruiting, it may not bring job openings to the attention of the type of persons it seeks to recruit (e.g., employed individuals who are not actively searching for new positions). Secondly, even if a position is brought to the attention of targeted individuals, poor treatment during the recruitment process (e.g., a poorly run site visit) may result in individuals withdrawing as job candidates before an employer has had a chance to even present a job offer.

[Torrington and Hall \(1998\)](#), the concept of human resource management (HRM) took the management world by storm during the 1980s and has represented a significant change of direction. The difference needs explored, even though the nature and degree of the difference remain largely matters of opinion rather than fact, and the similarities are much greater than differences.

[Schmidt and Hunter \(1998\)](#) Selection in organizations has arguably received more attention by work psychologists than any other area of Human Resource Management. An important contribution of work psychologists to selection practice in organizations has been the development of a range of different assessment methods to differentiate between job candidates (e.g. psychological tests, biodata instruments, assessment centers), and a huge literature on the reliability and validity of these assessments has been accumulated.

[Torrington and Hall \(1998\)](#) Selection and appointment process usually personnel and line management use a variety of imperfect methods to aid the task of predicting which applicant will be most suitable in meeting the requirements of the job. They are able to draw on their expertise to recommend the most effective selection methods for each particular job or group of jobs.

Barber (1998) To be a high performance organization, HRM must be able to assist the organization to place the right person in the right job. The HRM practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization.

Sparrow and Hiltrop (1995) The most important step in the recruiting and selection process, is the decision the employer has to make. Companies must take in consideration who fits the best in the company, has the best skills and will be the greatest addition to the company.

Becker and Huselid (1998) and Huselid (1995) selection practice is equate with whether or not formal tests administered or whether or not structured interviews used. Similarly, effective recruitment is associated with the number of qualified applicants for positions most frequently hired by the firm.

Gillespie *et al.* (1990) It is clearly axiomatic that each side reaches suitability decisions as to the other, and that these decisions need to be mutually compatible and accurate for selection procedures to retain predictive validity. Yet, despite this there is a paucity of research into the decision-making processes of the applicant and so the modus operandi of the job-person match remains uncertain. Quite understandably, personnel practitioners have concentrated on the person-job match, as it is their organizations' selection criteria, which they have to fulfil. Less understandable is the reticence of academic industrial/organizational psychologists to examine the candidate's decision-making criteria. A few recent studies, nonetheless, have commenced the task of revealing the candidate's decision processes.

Lewis (1985) suggests that selection criteria can be seen in three aspect: Organizational criteria - Functional/departmental criteria - Individual job criteria. Finally, for doing a correct selection and appointment, we must consider adaptation of the job and departmental and organizational characteristics to applicant characteristics.

3. Methodology

3.1. Introduction

The process used to collect information and data for the purpose. In this study, both primary and secondary research will used. Primary research in an efficient way to find directly information about the research topic and can be considered to be reliable since it is possible to collect responses from the wanted target group. Primary data consists of a collection of original primary data collected by the researcher, including questionnaire. Secondary research is consider valuable as they give a better insight what is already know about the topic and helps to explore the subject more in depth. Secondary data obtained from different sources for example information collected through government department like housing, Social security, electronic statistics, tax records internet searches or libraries progress reports.

3.2. Research Design

In this project, researcher used a descriptive survey method. The descriptive research includes surveys and fact-finding enquiries of different kinds. The researcher used questionnaires distributed to employees in public sector in Municipality of Naur -Jordan. The researcher used the quantitative data analyzed based on questionnaire survey primary data (collected through questionnaire) and secondary data (taken from articles, newspaper, books, internet, etc...). I used primary data in our project through distributing the questionnaire to the employees. In addition, researcher used secondary data in our project through searching from the articles and books related to the topic that will give us more understanding about the title. This research will use Quantitative data collected through a Likert's scale questionnaire, which is (strongly agree, agree, neutral, disagree, and strongly disagree) simple random sampling method will be used for collecting the primary data. In this study used random samples. In addition, structured questionnaire used as research instrument for this study.

3.3. Sampling

The researcher make the research on the employees in public sector. The sample was selected it from population by random distribution. The research will be on recruitment and selection of employees in public sector. The questionnaire consist of 20 questions.

3.4. Research Instruments

The researcher used questionnaires, which is one of the most common instrument in quantitative research. To classify data and knowledge of the relationship between variable used Excel Program to analysis the data.

3.5. Data Gathering Procedure

The researcher makes sample size of the research on 60 employees in the Municipality of Naur-Jordan. Researcher distributed the questionnaire to the employees of municipality. Then the researcher calculates the percentage and analyzed to know how recruitment and selection of employees in public sector. After collecting the data the researcher found the percentages, search results, and then access the objectives of the study.

3.6 Methods

The researcher used in the search four methods: The first way is make a questionnaire and distributed to employees in the municipality. Second, the data collection using a program (Excel) and convert the simple numbers

to percentages. Third, the researcher analyzed data by using pie charts. Finally, discussion of data and interpretation of results.

4. Results and Discussion

Table-4.1. Marital status

Choice	Frequency	Percentage
Single	21	35%
Married	39	65%

Figure-4.1. The percentage of married people is much greater than the percentage of single people in the research sample. Married is 65% which number 39 people and the single is 35% which number 21 people.

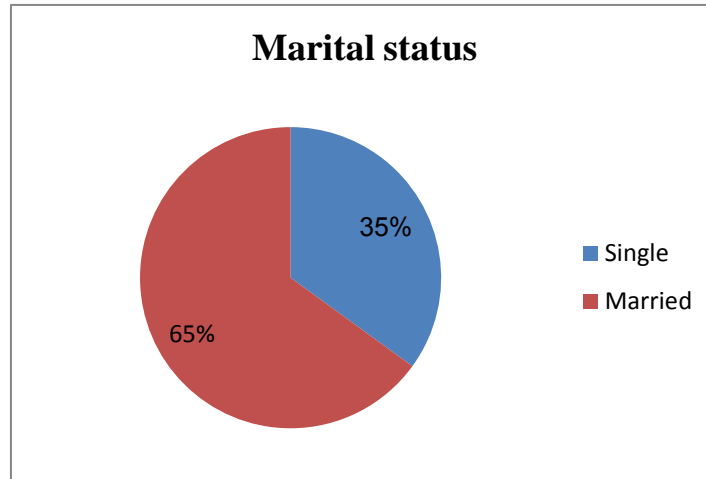


Table-4.2. Gender

Choice	Frequency	Percentage
Male	30	50%
Female	30	50%

Figure-4.2. The percentage equal between males and females in the research sample. To see the difference of opinion between the males and females. Males is 50%, of the employees and females 50% of the employees.

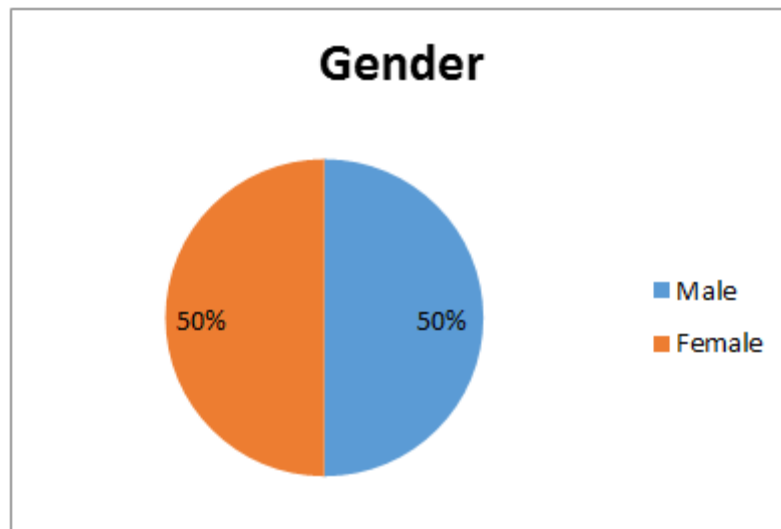


Table-4.3. Work experience

Choice	Frequency	Percentage
Less than 5 years	17	28%
6-10 years	19	32%
10-15 years	10	17%
More than 15 years	14	23%

Figure-4.3. Work experience shows the 32% of employees have experience from 6-10 years, 28% of the employees has less than 5 years of experience, 17 employees ,more than 15 years is 32% and 14 employees 10-15 years is 17% which number 10 employee.

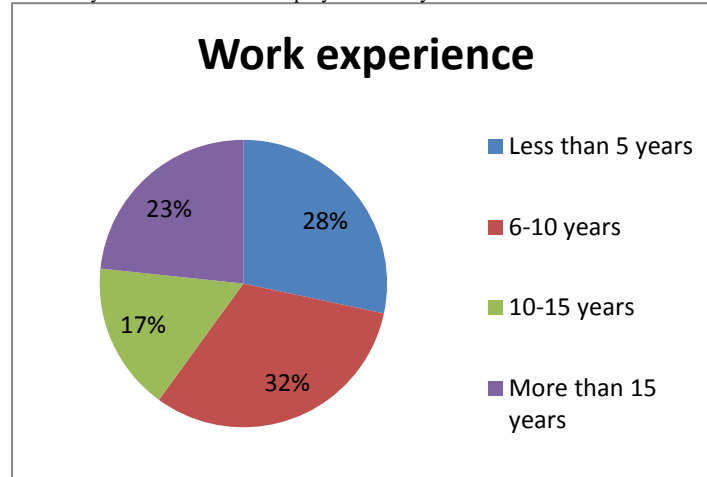


Table-4.4. Educational qualification

Choice	Frequency	Percentage
Under graduate	20	33%
Post graduate	16	27%
Technical diploma	24	40%
Doctorate	0	0

Figure-4.4. The major portion of the survey of staff who have Technical diploma is 40% which number 24 people, students who are under graduate is 33% which number 20 employee also 27% is post graduate which number 16 employee and none doctorate.

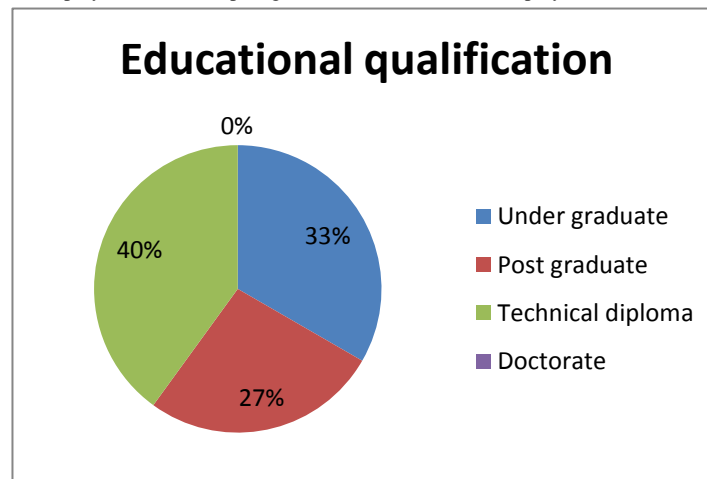
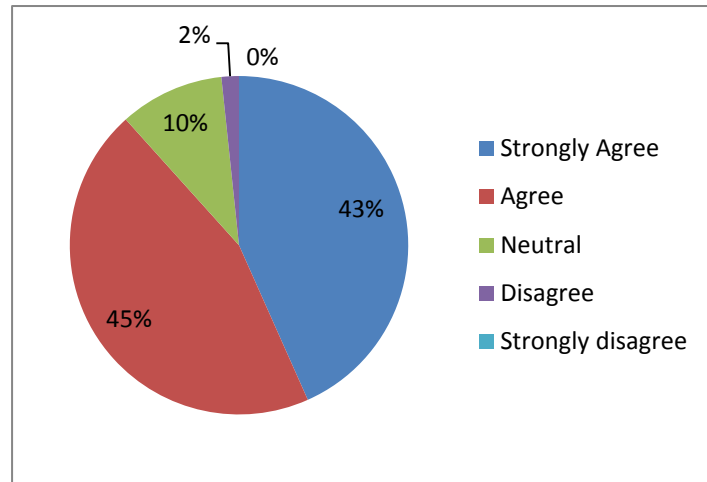


Table-4.5. Recruitment and selection are two important functions of human resource management.

Characteristic	Choice	Frequency	Percentage
Q1	Strongly agree	26	43%
	Agree	27	45%
	Neutral	6	10%
	Disagree	1	2%
	Strongly disagree	0	0

Q1: Recruitment and selection are two important functions of human resource management.

Figure-4.5. Recruitment and selection are two important functions of human resource management.



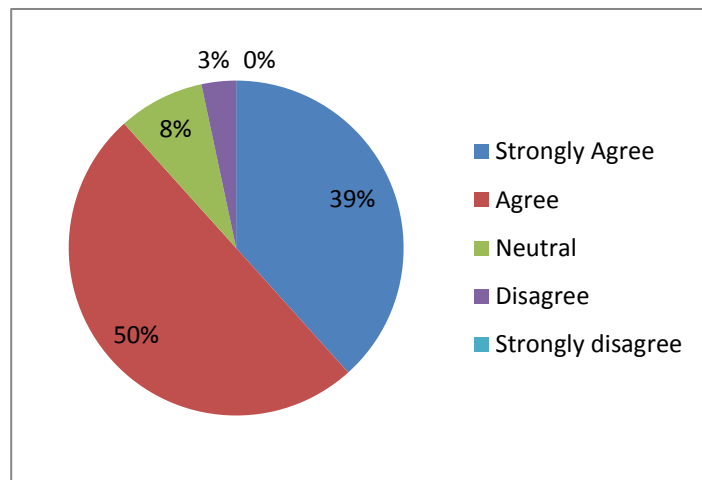
According to above table major portion of agree at this point where it formed the percentage of 45% percentage and 27 employees are agree with this point, 26 who chose strongly agree the percentage is 43%. The employees who chose neutral is six employee and the percentage is 10% and who chose disagree one person the percentage is 2% finally no one is chose strongly disagree. Researcher educed through the results that recruitment and selection are two important functions of human resource management.

Table-4.6. Selection is the process of finding out the most suitable candidate for the job.

Characteristic	Choice	Frequency	Percentage
Q2	Strongly agree	23	39%
	Agree	30	50%
	Neutral	5	8%
	Disagree	2	3%
	Strongly disagree	0	0

Q2: Selection is the process of finding out the most suitable candidate for the job.

Figure-4.6. Selection is the process of finding out the most suitable candidate for the job.

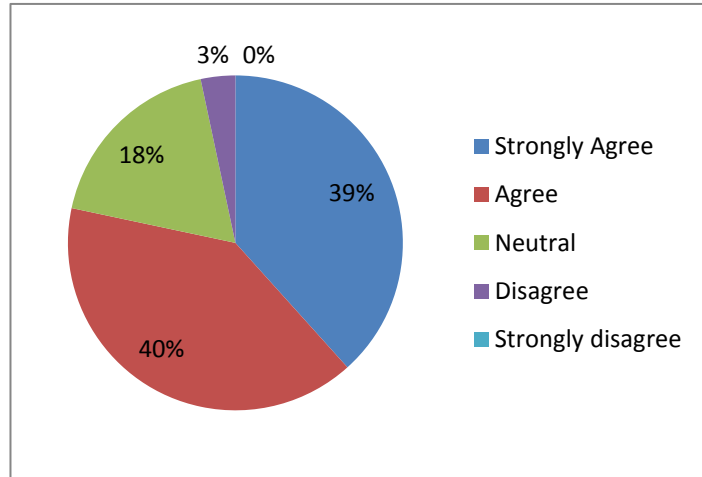


Agree on this point, where they formed the largest percentage of 50%. 23% of people have chosen to strongly agree, the percentage is 39%. The people who chose neutral are 5 and the percentage is 8%. Also 2 people chose disagree and the percentage is 3%. No one strongly disagree in this point. I educe that the selection is the process of finding out the most suitable candidate for the job.

Table-4.7. The purpose of recruitment is to identify suitable employee to meet the job requirements and job specifications.

Characteristic	Choice	Frequency	Percentage
Q3	Strongly agree	23	39%
	Agree	24	40%
	Neutral	11	18%
	Disagree	2	3%
	Strongly disagree	0	0

Q3: The purpose of recruitment is to identify suitable employee to meet the job requirements and job specifications.

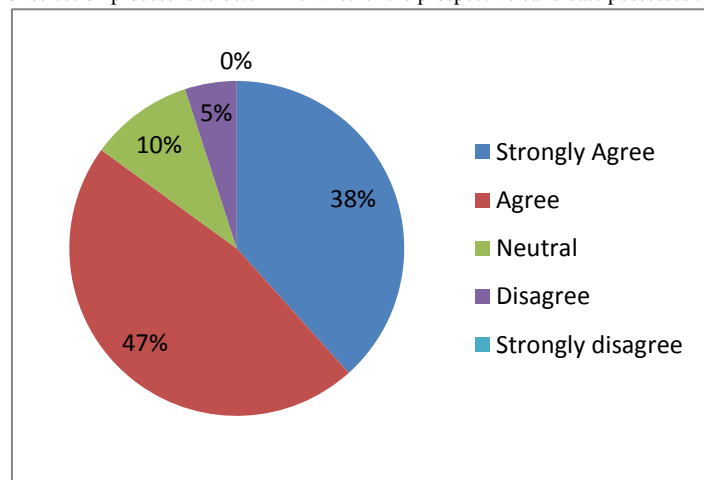
Figure-4.7. The purpose of recruitment is to identify suitable employee to meet the job requirements and job specifications.

The people who chose agree is 24 persons and have 40%. The people who strongly agree in this point is 23 persons and the percentage is 39%. Neutral is 11 people and have 18% also the people who chose disagree is 2 and the percentage is 3% . No one strongly disagree. I deduce the purpose of recruitment really is to identify suitable employee to meet the job requirements and job specifications.

Table-4.8. The object of selection process is to determine whether the prospective candidate possesses the specific qualification.

Characteristic	Choice	Frequency	Percentage
Q4	Strongly agree	23	38%
	Agree	28	47%
	Neutral	6	10%
	Disagree	3	5%
	Strongly disagree	0	0

Q4: The object of selection process is to determine whether the prospective candidate possesses the specific qualification.

Figure-4.8. The object of selection process is to determine whether the prospective candidate possesses the specific qualification.

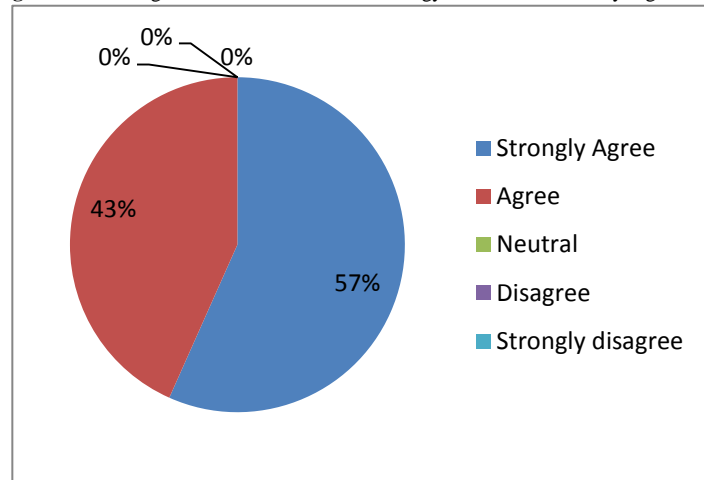
The most common choice of people is agree and the number of people 28 where it percentage is 47% ,also found out that 23 of people chose strongly agree in the percentage of 38% , 6 of people chose neutral It came 10% percentage, 3 of people chose disagree and it was by 5%.No one chose strongly disagree. I educe through the results that object of selection process is to determine whether the prospective candidate possesses the specific qualification.

Table-4.9. Having an effective recruitment strategy is the success of any organization.

Characteristic	Choice	Frequency	Percentage
Q5	Strongly agree	34	57%
	Agree	26	43%
	Neutral	0	0
	Disagree	0	0
	Strongly disagree	0	0

Q5: Having an effective recruitment strategy is the success of any organization.

Figure-4.9. Having an effective recruitment strategy is the success of any organization.



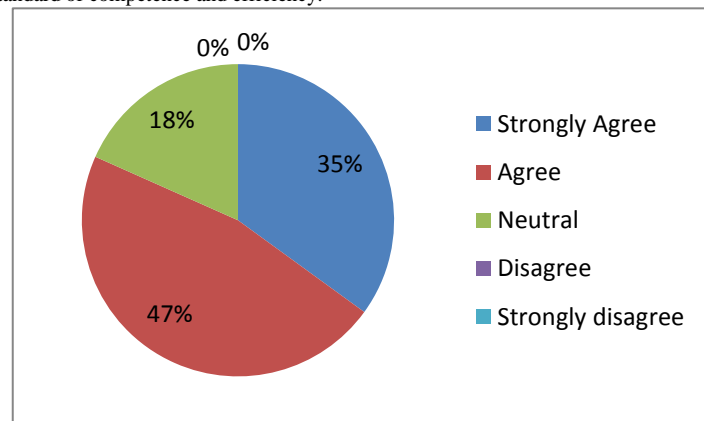
I found that most employees chose strongly agree, it was by 57% and who chose strongly agree is 34 people, While 26 people chose agree and the percentage is 43%.No one chose neutral, disagree and strongly disagree. I educe through the results the existence of Strategy is very important for any organization to reach success.

Table-4.10. The objectives of staffing policies and procedures: attract staff members who possess the attributes which will enable them to perform their work to a high standard of competence and efficiency.

Characteristic	Choice	Frequency	Percentage
Q6	Strongly agree	21	35%
	Agree	28	47%
	Neutral	11	18%
	Disagree	0	0
	Strongly disagree	0	0

Q6: The objectives of staffing policies and procedures: attract staff members who possess the attributes, which will enable them to perform their work to a high standard of competence and efficiency.

Figure-4.10. The objectives of staffing policies and procedures: attract staff members who possess the attributes, which will enable them to perform their work to a high standard of competence and efficiency.



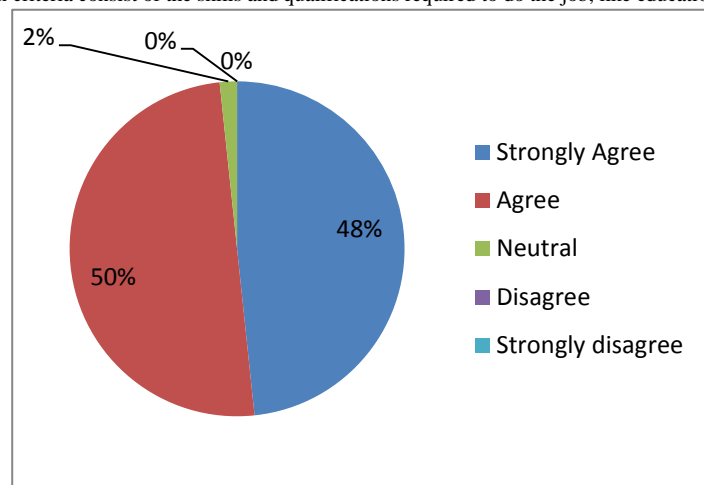
The data suggests that more people chose agree it was by 47% and 28 of people who chose agree, 21 of people who chose strongly agree in the percentage of 35% and 11 people chose neutral and the percentage is 18%. No one chose disagree and strongly disagree. I deduce through the results the attract staff members who possess the attributes which will enable them to perform their work to a high standard of competence and efficiency is one of the objectives of staffing policies and procedures.

Table-4.11. The selection criteria consist of the skills and qualifications required to do the job, like education and work experience.

Characteristic	Choice	Frequency	Percentage
Q7	Strongly agree	29	48%
	Agree	50	50%
	Neutral	1	2%
	Disagree	0	0
	Strongly disagree	0	0

Q7: The selection criteria consist of the skills and qualifications required to do the job, like education and work experience.

Figure-4.11. The selection criteria consist of the skills and qualifications required to do the job, like education and work experience.



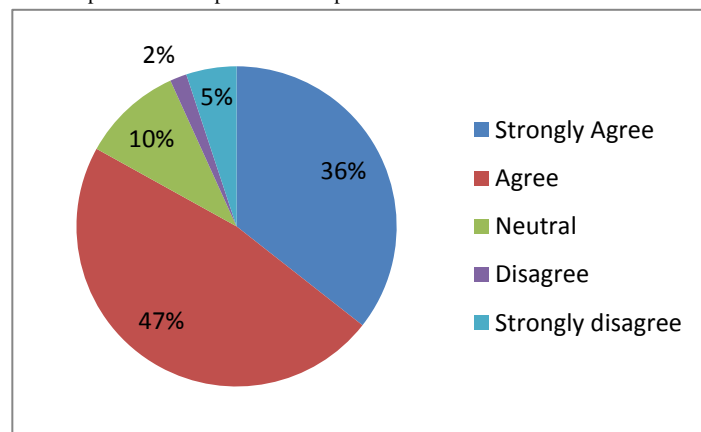
50 of survey respondents chose agree and the percentage is 50% , 29 of people chose strongly agree and the percentage is 48% , while one person chose neutral which means that the percentage is 2% . No one chose disagree and strongly disagree. I deduce that the education and work experience is one of the selection criteria.

Table-4.12. Competence and experience is important in the recruitment mechanism in municipality.

Characteristic	Choice	Frequency	Percentage
Q8	Strongly agree	21	36%
	Agree	28	47%
	Neutral	6	10%
	Disagree	1	2%
	Strongly disagree	3	5%

Q8: Competence and experience is important in the recruitment mechanism in municipality.

Figure-4.12. Competence and experience is important in the recruitment mechanism in municipality.



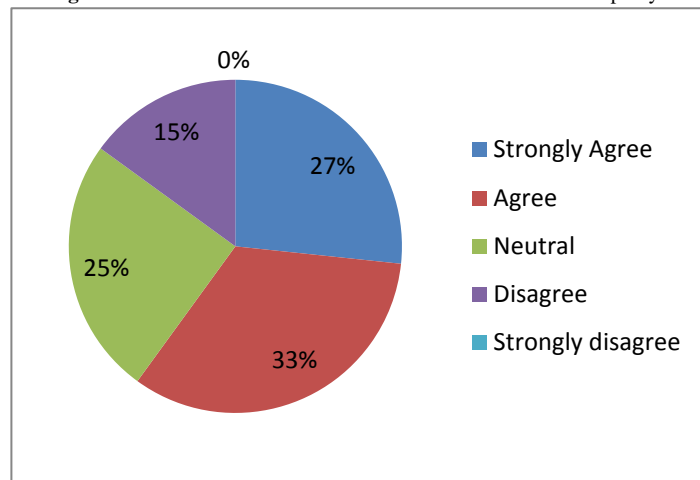
In this point 28 people choose agree while the percentage 47% , 21 people chose strongly agree and the percentage is 36%, 6 neutral person and the percentage was 10% , 5% the percentage of persons who have chosen strongly disagree and the number 3 and one person chose disagree and the percentage is 2% . I educe that the Competence and experience is important in the recruitment mechanism in municipality to reach success.

Table-4.13. Retention of old staff will be benefit to the municipality.

Characteristic	Choice	Frequency	Percentage
Q9	Strongly agree	16	27%
	Agree	20	33%
	Neutral	15	25%
	Disagree	9	15%
	Strongly disagree	0	0

Q9: Retention of old staff will be value added to the municipality.

Figure-4.13. Retention of old staff will added value to the municipality.



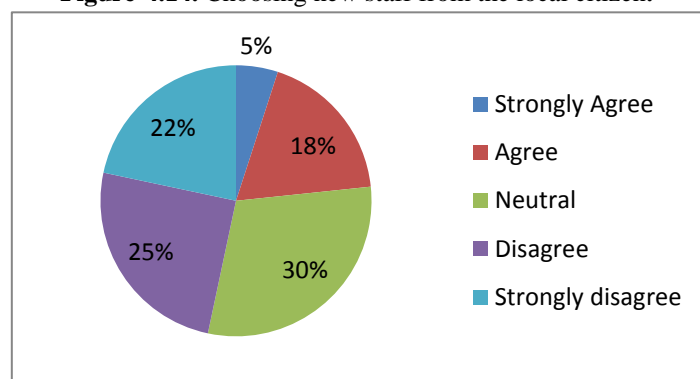
The largest percentage in this question is 33% and the number of people 20 who chose agree , 16 people choose strongly agree and the percentage 27% , while 15 people chose neutral and the percentage 25% , 15% of people who have chosen disagree and the number of people 9 and no one chose strongly agree. I educe that the Retention of old staff will be added value to the municipality because they have more achievements and learning on work performance.

Table-4.14. Choosing new staff from the local citizen.

Characteristic	Choice	Frequency	Percentage
Q10	Strongly agree	3	5%
	Agree	11	18%
	Neutral	18	30%
	Disagree	15	25%
	Strongly disagree	13	22%

Q10: Choosing new staff from the local citizen.

Figure-4.14. Choosing new staff from the local citizen.



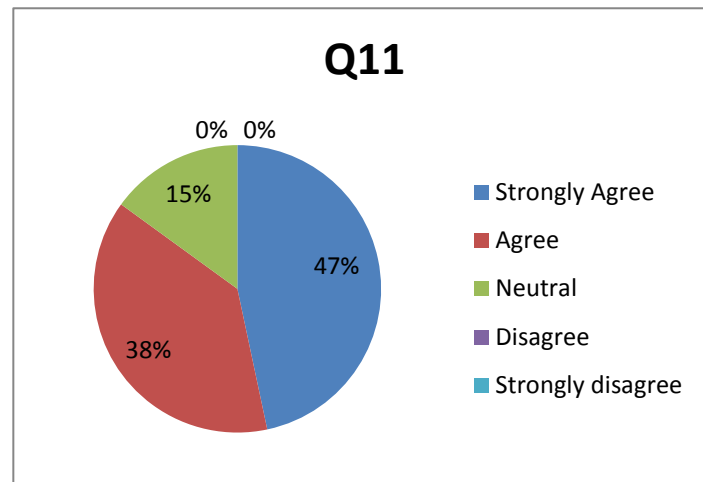
In this question researcher found 18 people choose neutral and the percentage 30% , 15 people chose disagree and the percentage 25% , also 13 people chose strongly disagree and the percentage 22% , while 18% percentage chose agree and it was by of 11 people and 3 people chose strongly disagree and the percentage 5%. I educe that New staff are not choose from local citizens because the high rate neutral to this point.

Table-4.15. Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job.

Characteristic	Choice	Frequency	Percentage
Q11	Strongly agree	28	47%
	Agree	23	38%
	Neutral	9	15%
	Disagree	0	0%
	Strongly disagree	0	0

Q11: Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job.

Figure-4.15. Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job.



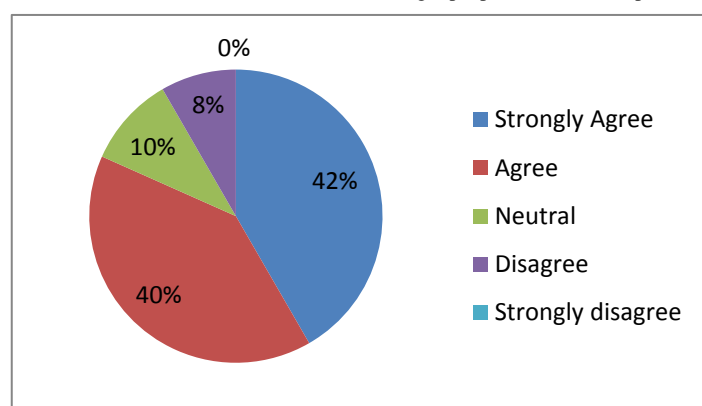
28 person who are strongly agree and have 47% percentage, 23 person chose agree and the percentage is 38% while 9 person chose neutral and have 15% percentage and no one chose disagree and strongly disagree. I educe through the results that the Before recruiting for a new, it is important to invest time in gathering information about the nature of the job so that you can pass the test.

Table-4.16. Selection and Recruitment, the aim of which is to choose right people and able to respect and protect human rights.

Characteristic	Choice	Frequency	Percentage
Q12	Strongly agree	25	42%
	Agree	24	40%
	Neutral	6	10%
	Disagree	5	8%
	Strongly disagree	0	0

Q12: Selection and Recruitment, the aim of which is to choose right people and able to respect and protect human rights.

Figure-4.16. Selection and Recruitment, the aim of which is to choose right people and able to respect and protect human rights.



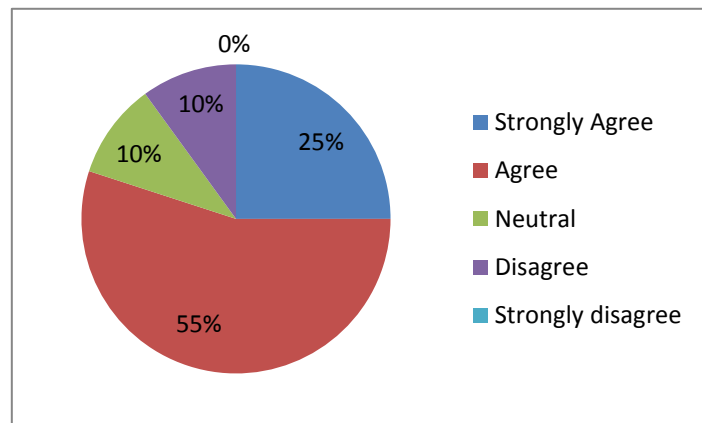
The people who chose strongly agree is 25 persons and have 42% , while 24 persons who chose agree and have 40% , also found out that 6 person chose neutral it came 10% percentage , 5 persons who chose disagree and have 8% and no one chose strongly agree . I educe through the results that the selection and recruitment, the aim of which is to choose right people and able to respect and protect human rights.

Table-4.17. Innovation candidates will be benefit for the organization.

Characteristic	Choice	Frequency	Percentage
Q13	Strongly agree	15	25%
	Agree	33	55%
	Neutral	6	10%
	Disagree	6	10%
	Strongly disagree	0	0

Q13: Innovation candidates will be benefit for the organization.

Figure-4.17. Innovation candidates will be benefit for the organization.



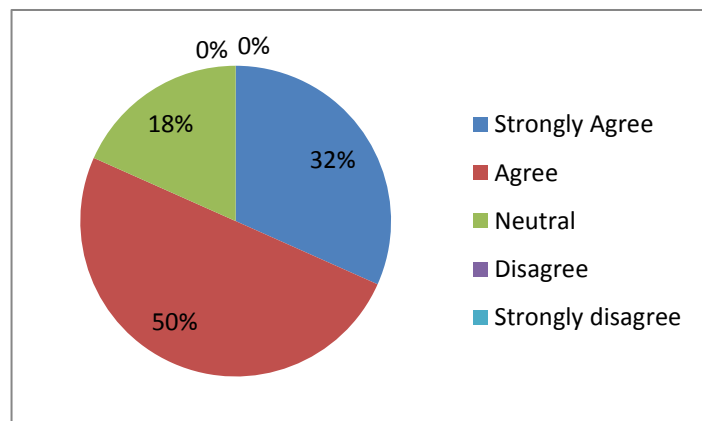
The percentage of agree is 55% which means that the number 33 of the research sample, 15 of people chose strongly agree and the percentage is 25% while the percentage equal between neutral and disagree 10% which means that the number 6 persons for neutral and 6 persons for disagree of the research sample and no one chose strongly disagree. I educe that innovation candidates will be benefit for the organization.

Table4.18. The criteria followed by the municipalities of Ibr in the selection process (identify job requirements, the qualifications and experience).

Characteristic	Choice	Frequency	Percentage
Q14	Strongly agree	27	45%
	Agree	22	37%
	Neutral	11	18%
	Disagree	0	0%
	Strongly disagree	0	0

Q14: The criteria followed by the Municipalities of Naur-Jordan in the selection process (identify job requirements, the qualifications and experience).

Figure-4.18. The criteria followed by the municipalities of Naur in the selection process (identify job requirements, the qualifications and experience).



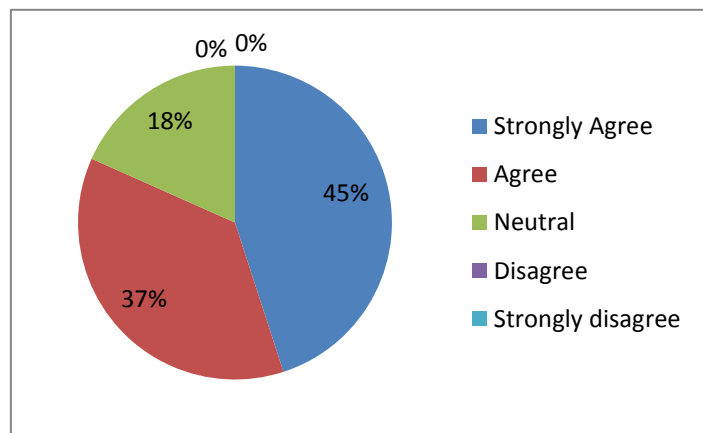
30 of survey respondents chose agree and the percentage is 50% , 19 of people chose strongly agree and the percentage is 32% , while 11 persons chose neutral which means the percentage 18% and no one chose disagree and strongly disagree. I deduce that the criteria followed by the municipalities of Naur in the selection process (identify job requirements, the qualifications and experience).

Table-4.19. A good recruitment and selection policy based on principles Such as respect for diversity; ethical decision-making and equal treatment.

Characteristic	Choice	Frequency	Percentage
Q15	Strongly agree	27	45%
	Agree	22	37%
	Neutral	11	18%
	Disagree	0	0%
	Strongly disagree	0	0

Q15: A good recruitment and selection policy based on principles Such as respect for diversity; ethical decision-making and equal treatment.

Figure-4.19. A good recruitment and selection policy based on principles Such as respect for diversity; ethical decision-making and equal treatment.



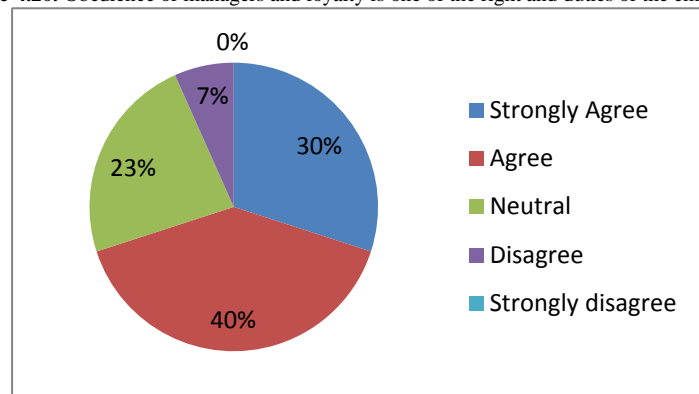
Researcher found that most employees chose strongly agree ,it was by 45% and who chose strongly agree is 27people, While 22 people chose agree and the percentage is 37 % , 11 persons chose neutral and the percentage is18%. No one chose disagree and strongly disagree. I deduce through the results that a good recruitment and selection policy based on principles such as: Respect for diversity; ethical decision-making and equal treatment, as the mostly strongly agreed for this point.

Table-4.20. Obedience of managers and loyalty is one of the right and duties of the employees.

Characteristic	Choice	Frequency	Percentage
Q16	Strongly agree	18	30%
	Agree	24	40%
	Neutral	14	23%
	Disagree	4	7%
	Strongly disagree	0	0

Q16: Obedience of managers and loyalty is one of the right and duties of the employees.

Figure-4.20. Obedience of managers and loyalty is one of the right and duties of the employees.



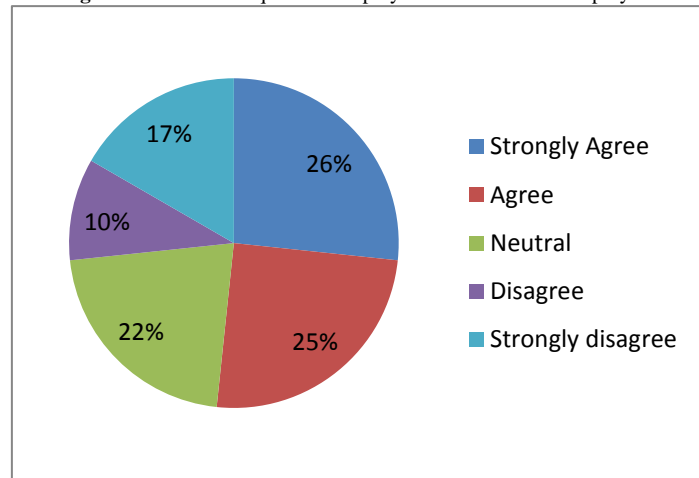
The data suggests that more people chose agree it was by 40% and 24 of people who chose agree, 18 of people who chose strongly agree in the percentage of 30% and 14 people chose neutral and the percentage is 23% while 4 persons chose disagree and the percentage is 7% finally no one chose strongly disagree. I deduce that the obedience of managers and loyalty is one of the right and duties of the employees.

Table-4.21. Select unqualified employee will affect other employees.

Characteristic	Choice	Frequency	Percentage
Q17	Strongly agree	16	26%
	Agree	15	25%
	Neutral	13	20%
	Disagree	6	10%
	Strongly disagree	10	17%

Q17: Select unqualified employee will affect other employees.

Figure-4.21. Select unqualified employee will affect other employees.



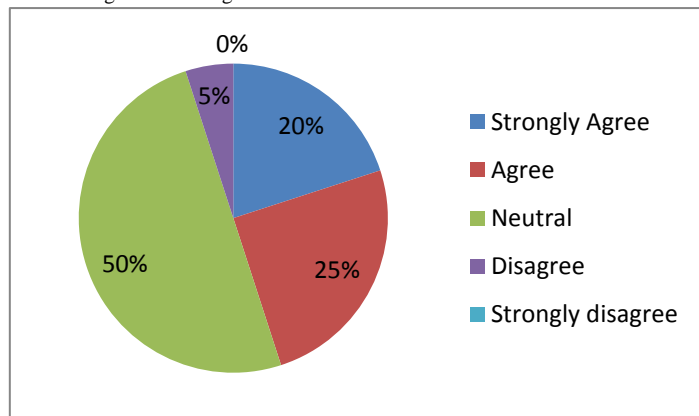
26% of the employees chosen strongly agree and the survey is 16 employees, who chose agree is 15 employees and the percentage is 25%. The employees who chose neutral the percentage is 20% and number of employees 13, 10 of the employees chose strongly disagree which is 17%, finally, 6 employees chosen disagree is 10%. Researcher deduced through the results that the select unqualified employee would affect other employees, just as the majority chooses.

Table-4.22. Recruiting and selecting staff in an effective manner can both avoid undesirable costs.

Characteristic	Choice	Frequency	Percentage
Q18	Strongly agree	30	50%
	Agree	15	25%
	Neutral	12	20%
	Disagree	3	5%
	Strongly disagree	0	0%

Q18: Recruiting and selecting staff in an effective manner can both avoid undesirable costs.

Figure-4.22. Recruiting and selecting staff in an effective manner can both avoid undesirable costs.



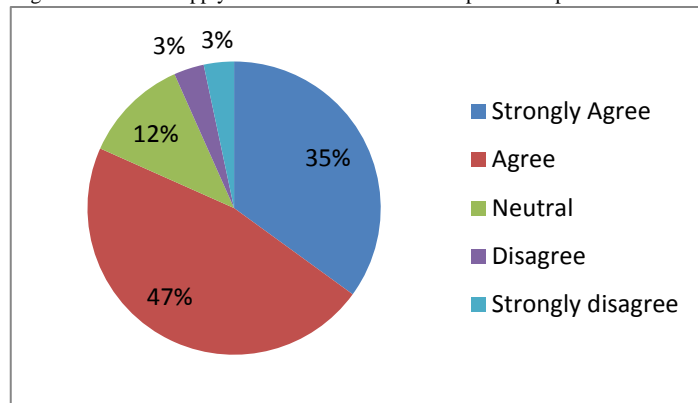
30 person who are strongly agree and have 50% percentage, 15 person chose agree and the percentage is 25% while 12 person chose neutral and have 20% percentage, also 3 person chose disagree and have 5% percentage, and no one chose strongly disagree. I educe that recruiting and selecting staff in an effective manner can both avoid undesirable costs, also the majority agrees for this thing.

Table-4.23. Attracting the right candidates to apply for vacancies roles is an important step in the recruitment and selection process.

Characteristic	Choice	Frequency	Percentage
Q19	Strongly agree	21	35%
	Agree	28	47%
	Neutral	7	12%
	Disagree	2	3%
	Strongly disagree	2	3%

Q19: Attracting the right candidates to apply for vacancies roles is an important step in the recruitment and selection process.

Figure-4.23. Attracting the right candidates to apply for vacancies roles is an important step in the recruitment and selection process.



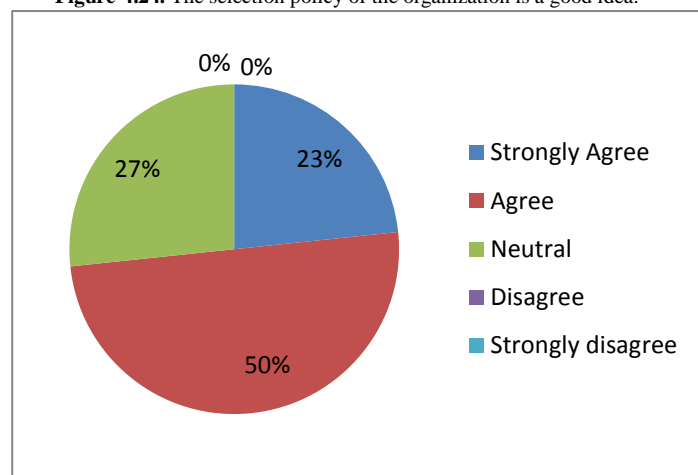
I found that most employees chose agree ,it was by 47% and who chose agree is 28people, While 21 people chose strongly agree and the percentage is 35% , 7 persons chose neutral and the percentage is12%.The percentage equal between disagree and strongly disagree 3% percentage which 2 person chose disagree and 2 person chose strongly disagree. I educe through the results that the attracting the right candidates to apply for vacancies roles is an important step in the recruitment and selection process.

Table-4.24. The selection policy of the organization is a good idea.

Characteristic	Choice	Frequency	Percentage
Q20	Strongly agree	14	23%
	Agree	30	50%
	Neutral	16	27%
	Disagree	0	0
	Strongly disagree	0	0

Q20: The selection policy of the organization is a good idea.

Figure-4.24. The selection policy of the organization is a good idea.



The people who chose agree is 30 persons and have 50%. The people who Neutral in this point is 16 persons and the percentage is 27%. Strongly agree is 14 people and have 23% and None chose disagree and strongly disagree. I deduce that the selection policy of the organization is a good idea, because is based on justice for all.

5. Conclusion

Job analysis considers as the pillar of recruitment and selection practices in any organization, the literature supports the point that selecting right candidate for the job is very important and job analysis greatly motive the process. The primary and secondary data collected for the research concludes that the hiring process of public sector shortcoming despite good formal polices, mainly because of poor job analysis. The employees are not given proper job descriptions to follow and employees tasks do not match in accordance with the given job description. Recruitment and selection of employees largely determines the performance of an institution and it is of great importance if institutions want to achieve their goals. Furthermore, in order to enhance effectiveness and efficiency of their employees, it is essential that they give clear directions towards their work, so that the employees know what expected out of them. Moreover, job descriptions also lay foundation for key performance indicators (KPIs). KPIs are essential for measuring performance of the employees, so if an organization does not have job description for their employees, how will it measure performance.

Researcher found many things related for this study are:

- The results show that public sector organization spends less of their resources, including time, money, and skill on job analysis.
- Recruitment and selection are two important functions of human resource management, because an organization needs to be sure that it can rely on candidates' and commitment towards the organization and its aims.
- Selection is the process of finding out the most suitable candidate for the job and the object of selection process is to determine whether the prospective candidate possesses the specific, qualification also should select the perfect person who deserves this position.
- The purpose of recruitment is to identify suitable Manpower to meet the job requirements and job specifications.
- Having an effective recruitment strategy is the success of any organization, where this process reduces turnover and avoid undesirable costs.
- The objectives of staffing policies and procedures: attract staff members who possess the attributes, which will enable them to perform their work to a high standard of competence and efficiency for the success of the municipality.
- Competence and experience is important in the recruitment mechanism in municipality to ensure an adequately trained workforce that can help of operate and grow a business.
- Retention of old staff will be value added to the municipality because they have several of experience and skills.
- Not choosing new staff from the local citizen but choosing from several areas.
- Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job, because it may chose for the job.
- Selection and recruitment, the aim of which is to choose right people and able to respect and protect human rights. Any intelligent business owner should want good employees.
- The criteria followed by the municipality in the selection process (identify job requirements, the qualifications and experience).
- A good recruitment and selection policy based on principles such as respect for diversity; ethical decision-making and equal treatment.
- Obedience of managers and loyalty is one of the right and duties of the employees.
- Select unqualified employee will affect other employees not only affect an employer also they affect the customer as well.
- The selection policy of the organization is a good idea because it is base on justice, equality and fairness.
- The researcher have some recommendations for Naur Municipality to improve the recruitment and selection of employees, the recommendations are:
 - Credibility at the selection of the candidate for the job and not resort to favoritism.
 - If you select someone unsuitable, you might need to spend time managing their performance and it might affect other employees.
 - Suitability of expertise of the candidate with existing job.
 - Making a bad selection decision is costly in terms of the cost of the recruitment and selection process itself, salary, management time and resources and you should avoid it.
- Appropriate selection decisions increase organizational effectiveness.

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Appendix

Dear Respondents

I am conducting a research for my research project on "Recruitment and selection of employees in public sector (Ibri municipalities)". Therefore I would appreciate if you kindly give me some time to answer the following questions:

لقد اجريت مشروعي حول " التوظيف واختيار الموظفين في القطاع العام (بلديات عبري)". سأكون ممتنا لتكرمكم واخذ الوقت منكم للإجابة على الأسئلة التالية:

Sec I

Name (Option):				
Marital state:	Single ()		Married ()	
Gender:	Male ()		Female ()	
Work experience:	less than 5 years ()	6-10 years ()	10-15 years ()	more than 15 years ()
Educational Qualification:	Under Graduate ()	Post Graduate ()	Technical Diploma ()	Doctorate ()

Sec II

I would appreciated if you kindly follow the scoring and answer the question below:

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strong Disagree
1	Recruitment and selection are two important functions of human resource management.					
2	Selection is the process of finding out the most suitable candidate for the job.					
3	The purpose of recruitment is to identify suitable employee to meet the job requirements and job specifications.					
4	The object of selection process is to determine whether the prospective candidate possesses the specific qualification.					
5	Having an effective recruitment strategy is the success of any organization.					
6	The objectives of staffing policies and procedures: attract staff members who possess the attributes, which will enable them to perform their work to a high standard of competence and efficiency.					
7	The selection criteria consist of the skills and qualifications required to do the job, like education and work experience.					
8	Competence and experience is important in the recruitment mechanism in municipality.					
9	Retention of old staff will be value added to the municipality.					
10	Choosing new staff from the local citizen.					
11	Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job.					
12	Selection and Recruitment, the aim of which is to choose right people and able to respect and protect human rights.					
13	Innovation candidates will be benefit for the organization.					
14	The criteria followed by the municipality in the selection process (identify job requirements, the qualifications and experience).					
15	A good recruitment and selection policy based on principles Such as respect for diversity; ethical decision-making and equal treatment.					
16	Obedience of managers and loyalty is one of the right and duties of the employees.					
17	Select unqualified employee will affect other employees.					
18	Recruiting and selecting staff in an effective manner can both avoid undesirable costs.					
19	Attracting the right candidates to apply for vacancies roles is an important step in the recruitment and selection process.					
20	The selection policy of the organization is a good idea.					