

The Relationship Between GHR Recruitment And Employee Engagement In Jordanian Public Universities

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Abstract :The aims of this study to investigate the relationship between GHR recruitment process and engagement in Jordanian Universities. The variables of this study consisted of an independent variable (GHR recruitment process) and the dependent variable (Jordanian universities engagement). The study employed a statistical analytical descriptive approach based on the literature review approach and work field to test the study hypothesis. The sample of the study consisted of HR managers, deans and chairman faculty departments in Jordanians universities. A sample of 30 heads managers of HR and deans and chairman in Jordanian universities was randomly selected. The study used a questionnaire as a tool to collect data and to investigate the relationship between (GHR) recruitment and employee engagement on Jordanian universities. Objectives of this study to findings impact the GHR recruitment process on Jordanian universities to employee engagement in the following order, GHR recruitment strategy, GHR recruitment resources, GHR recruitment ethics, and GHR recruitment sources evaluation. The study found the positive relationship between GHR recruitment and employee engagement in public Jordanian universities. The study recommended that public Jordanian universities have to pay more attention to GHR recruitment to gain high qualification and professionals' staff that leads to increasing engagement, this result a key success for an organization to attainment goals and competitive advantages and protect environmental from harming and destroyed. Also, the other benefit from adopted GHR recruitment saving cost, Bringing the applicants with high qualifications from external recruitment resources and this leads to increased creativity and innovation through diversity of cultures and experiences.

Keywords: GRH recruitment, engagement, public Jordanian universities

attracting candidates for an organization. Recruiters ought to be aware of job analysis and job design method, human resources management set up, determines targeted workplace within the highlight of needed, desirable capabilities and skills and knowledge of vacant jobs. Recruitment efforts must be matching and combining with organizations vision, mission, and strategy (Jackson, Suzan, Schuler, Kandall Awerher, Steve, 2009). Green recruitment helps an organization to reduce their recruitment cost and time by 80%. Recruitment contains several practices and activities which carry on by the organization with the primary goal of identifying and attracting possibility employees. Rynes (1991) proposed that the recruitment involves all organizational practices and decisions that affect either the number, or types of the candidate who is willing to apply for, or to accept a given vacancy. Recruitment inputs involve job analysis job design and strategic planning for human resources which it purposes to identify Surplus or shortage in employees, in the same time the outputs of the recruitment process are the inputs of selecting and placement.

recruitment practices can support effective environmental management by making sure that newcomers are friendly with an organization environmental culture and are capable of maintaining its environmental values. The green recruiting is a system where the focus is given on the importance of the environment and making it a significant element within the organization. Complementing this the recruits are also enthusiastic and to some extent eager about working for an environmentally friendly green organization. Recruiting candidates with a green path of mind make it easy for an organization to recruit professionals who are conscious with sustainable processes and are already friendly with basics like conservation, recycling and creating a more logical world. Through the notification, we can judge that green recruitment provides the employer with an opportunity to

1.INTRODUCTION

The public Jordanian University (PU) in Jordan is a part process and dynamics of economic development in Jordan and unable to be separated or treated separately. To maintain the high quality of qualifications from academics and administration staff you must attract and motivate those hold these qualifications through deployed GHR recruitment. GRH recruitment is an important process to attract HR to attainment organization effectiveness and success(Djabatey, Edward Nartey 2012). Green recruitment means paper free recruitment method with the lowest environmental impact. Green recruitment could be a system wherever the main target is given on the importance of the environment and creating it a significant component among the organization (Holtom, Mitchell, Lee and Eberly, 2008). Green Recruitment Consider as the key of organizations success and it is a tool in which it enables the organization to attainment its competitive advantage, through continues supplying of required and desired quality of employees that the organization needed at the right place and time with least cost. The vital role of the recruitment process is

2. LITERATURE REVIEW

Green Recruitment process comes as a result of green human resources management strategic planning outputs. Whereas recruitment is the inputs of selecting and placement. Green Human resources management strategy determines recruitment sources and sets the appropriate green recruitment program for the desired human resources from the workplace. The green 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, Green recruitment means paper free recruitment process with lowest environmental impact. Green recruiting is a system where the focus is given on the importance of the environment and making it a significant element within the organization. (Holtom, Mitchell, Lee and Eberly, 2008)). depending on (Wehrmeyer, 1996)

"A recruiting strategy is a formal plan of action involving an organization's attempts to successfully identify, recruit, and hire high-quality candidates for the purpose of filling its open positions. However, this plan extends to and involves any search consultants or recruiting agencies that the organization enlists in its attempts to hire." (<https://www.topechelon.com>). According to this definition human resources managers, you should be he or she is adapting the best way and methods to attracting high quality applicant and avoid discrimination toward and avoid discrimination toward social responsibility, organizing the recruitment and placement of foreign people. Turban, d.b and Doughery, (1992). The green recruitment that adopted by any organization should be ethically through provided applicant several sources to give him information related to the recruitment process and give him feedback about their acceptance or reject. After the organization deployed the recruitment process, the organization can measure and evaluate the recruitment process. And also, the organization can measure and evaluate recruitment process effectiveness through excluding the vacancies ratio, downsizing the needed time to fill vacancies, improving applicants quality and follow the relevant mainstream legislation, Philips, Jim (1999).

3.EMPLOYEE ENGAGEMENT

It has become increasingly awareness to protect environmental from increasing the level of pollution and waste emerging from industries which have resulted in increase in implementation and regulation of policies by governmental and private sector that aims to protect scarce resources and the ultimate negative impact it would have societal consequences (Martinez –Femandez, & Hinojosa, 2010). In order for companies and institutions to compete locally and globally, they must apply these standards and legislation related to the preservation of the environment and non-renewable sources from pollution and destruction. On the other hand, companies seeking to improve and enhance their performance which has required them to apply green human resource practices that help employee's engagement to enhance organizational commitment and effectiveness. For this reason, many management scholars the topic environmental sustainability increased attention and attracting about it, however, there are few research studies investigate the effect of green human resource practices on employee engagement to enhance organizational commitment and effectiveness. Based on the literature review this study provides the following hypotheses.

H0: there is no significant relationship between green recruitment and employee engagement in the Jordanian university.

H01: there is no significant relationship between green recruitment strategy and engagement.

H02: there is no significant relationship between green recruitment evaluation process and engagement.

H03: there is no significant relationship between green recruitment ethics and engagement.

H04: there is no significant relationship between green recruitment sources and engagement.

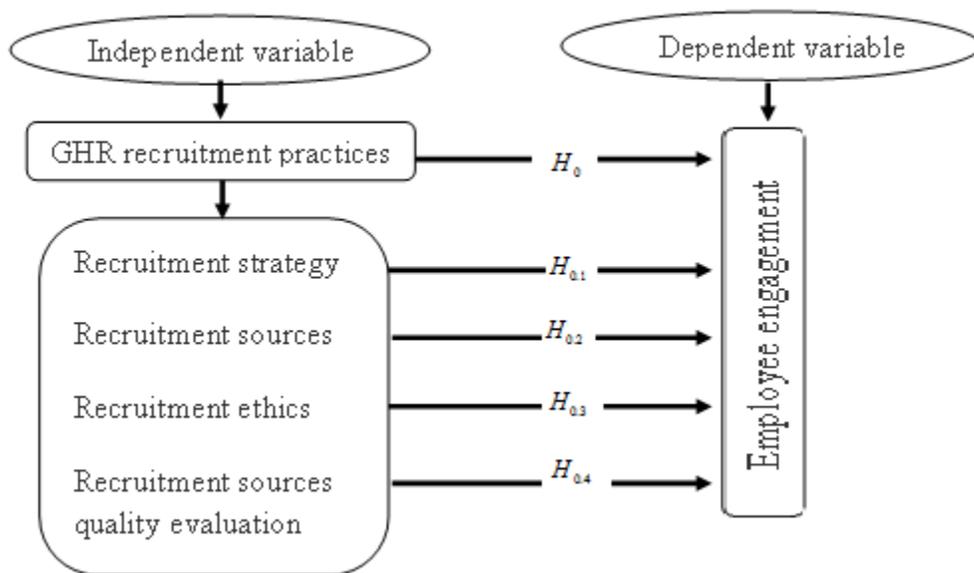
The population of this study consisted from HR managers, deans, and chairman of faculty department in government

stand ahead of the crowd and further increase their opportunities of attracting the applicants and retain them after stimulation. At a recent time, the green trend makes the recruitment as environmentally friendly issues. The recruiting makes the employee green in attainment the environmental goals and how they perceive the job and parameters of sustainability as supposed. Successful recruitment begins with suitable employment planning and forecast. In this stage of the staffing process, an organization formulates plans to fill or exclude future job openings based on analysis of future needs, the talent available from internal and external resources of the organization, and the current likelihood resources that can be expended to attract and retain such talent. Gaining and retaining high-quality talent is critical to an organization's success to an increasingly global, Sophisticated Marketplace, and increasing global attention to environmental protection from destruction and pollution. green recruitment has become the main tool for an organization in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and gaining competitive advantage in the future. Green Recruitment is the process of selection and recruitment in certain imperative aspects, Therefore, the performance of employees is of critical value in this regard (Holtom et al, 2008]. It focuses on the identification of high employees' performance and the areas where they may work well. The organizations now understand clearly the fact that the reputation as an employer following green practices is an effective tactic for attracting new talent (Phillips, 2007; Stringer, 2009). Siemens and BASF are some examples from Germany firms who use a green image and environment friendly activities for attracting highly-talented employees. In the UK, the Rover Group carmaker made environment related responsibilities as a portion of every job and included that in the job description (Wehrmeyer, 1996). Green recruitment refers to the procedure of hiring people having behavior, knowledge, and skills of environmental management systems in the organization. Wehrmeyer (1996) asserted that process of recruitment can assist firms in producing effective performance including performance related to the environment by ensuring that newly hired staff is aware of the environmental culture of the organization and he/she can maintain the environmental values followed by the organization. There are three main sources for an organization to recruit talent employees, external resources, internal resources, and mix resources all these methods deployed to attract and select high qualification. The external recruitment approach means recruiting applicants for jobs from several sources as direct/walk-in applicants, advertisement, electronic media, employment agencies, Employee referral, higher education institutes, job fairs, training employment programs and professional syndicates, Noe, et al., (2011). If the organization deployed a successful recruitment method to fill available vacancies that lead to achieving several objectives like lower cost, increasing selection process effectiveness, attract talent and professionals is aware of organization culture and environmental sustainability. Any organization facing barriers how can establish and create a suitable recruitment strategy that fit with organizational goals and objectives.

Accordingly, the sample is statistically significant for this study. The questioners divided into three segments. Segment A related to demographic information, segment B related to green recruitment practices, C related to employee engagement dimensions. A five Likert scale range from 1 (strongly disagree) to 5 (strongly agree). The items of this study adapted from several studies (Allazam. A, Aljaradat. S 2014), (Payani, S. C. 2017) Joseph J O 2016),(Mishra, P. (2017). Cronbach Alpha was used to test the internal consistency of the instrument, the result 0.75-0.88. and the total reliability of the su

universities. Questioners survey was deployed to collecting data. The sample frame for this study consists of 120 respondents from the population. The questioners were sent to respondents by email and only 95 responses were received. In order to maintain high accuracy in the result. After in-depth analysis, we found 27 responses have given invalid and incomplete information were eliminated from the survey. In total 68 questioners were considered fit and useful for this study, in rate 5% which is similar to other studies had rate online survey response rate of 3.2% (Sheehan 2001), 9.68% (Kaushik and Rahman 2017), and 11% (Kamboj, S., Kumar, V., & Rahman, Z. 2017),

Study Model



5. RESULTS.

Results and Test Hypotheses

sources; Recruitment ethics; Recruitment sources quality evaluation) on employee engagement in Jordanian university at a level of significance of 0.05

Hypothesis H₀
There is no statistically significant impact of GHR recruitment practices (Recruitment strategy; Recruitment

Table 1. The results of multiple regression contrasts the impact of (Recruitment strategy; Recruitment sources; Recruitment ethics; Recruitment sources ; quality evaluation) analysis on employee engagement (The dependent variable is the employee engagement).

Table 1

Dependent Variable																
GHR recruitment practices																
R	R ²	Df			Mean square		F	B				T				Sig
		Regression	Residual	Total	Regression	Residual	Regression	Recruitment strategy	Recruitment sources	Recruitment ethics	Recruitment sources quality evaluation	Recruitment strategy	Recruitment sources	Recruitment ethics	Recruitment sources quality evaluation	
0.762	0.581															0.000

		6	44	50												
					2.31	0.011	178.23	0.321	0.213	0.13	0.112	2.89	2.99	1.23	1.88	

Because the value of F is 178.23 at the significance level of <math> <0.05 </math>, we accept the hypothesis that there is a statistically significant impact (

The results of Table 2 show the value of the coefficient of determination to be

Hypothesis H_{0,1}

There is no statistically significant impact of Recruitment strategy on employee engagement in Jordanian university at a level of significance of 0.05.

Table 3 The results of simple regression contrasts Recruitment strategy performance impact analysis (dependent variable is the employee engagement).

Table 2

Dependent Variable										
Recruitment strategy										
R	R ²	Df			Mean square		F	B	T	Sig
0.701	0.388	Regression	Residual	Total	Regression	Residual	Regression	0.751	39.15	0.000
		3	47	50	3.13	0.221	28.92			

Sub-third Hypothesis H_{0,2}

Table 4 There is no statistically significant impact of Recruitment sources on employee engagement in Jordanian university at a level of significance of 0.05.

The results of simple regression contrast the impact of structural capital on marketing performance analysis (dependent variable is the employee engagement)

The results of Table 3 show that the value of the coefficient of determination

And because the value of F is 28.92 at a significance level of <math> <0.05 </math>, we accept the hypothesis that there is a statistically significant impact (

Table 3

Dependent Variable										
Recruitment sources										
R	R ²	Df			Mean square		F	B	T	Sig
0.971	0.942	Regression	Residual	Total	Regression	Residual	Regression	0.966	31.21	0.000
		3	47	50	4.67	1.01	38.1			

The results of simple regression contrast the influence of Recruitment ethics on the employee engagement analysis (dependent variable is the employee engagement).

Results of table 4 showed the value of the coefficient of determination to be

Sub-third Hypothesis H_{0,3}

There is no statistical impact of Recruitment ethics on employee engagement indication in Jordanian university at a level of significance of 0.05.

Table 4

Dependent Variable										
Recruitment ethics										
R	R ²	Df			Mean square		F	B	T	Sig
0.611	0.373	Regression	Residual	Total	Regression	Residual	Regression	0.512	19.23	0.000
		3	47	50	2.99	0.69	71.12			

Sub-third Hypothesis H_{0,4}

There is no statistical impact of Recruitment sources quality evaluation on employee engagement in Jordanian university at a level of significance of 0.05.

The results of simple regression contrast the influence of Recruitment sources quality evaluation on the employee engagement analysis (dependent variable is the employee engagement).

Results showed, through the table 5, the value of the coefficient of determination to be R² = 0.373. This means that the independent variable Recruitment ethics explains what percentage of (37%) discrepancy is present in the dependent variable (the employee engagement). And because the value of F = 71.12 at a significance level of < 0.05, we accept the hypothesis that there is a statistically significant impact (0.05 ≤ α) of recruitment ethics on employee engagement

Table 5

Dependent Variable										
Recruitment sources quality evaluation and employee engagement.										
R	R ²	Df			Mean square		F	B	T	Sig
0.589	0.346	Regression	Residual	Total	Regression	Residual	Regression	0.613	22.23	0.000
		3	47	50	3.36	0.69	74.23			

and accept the alternative hypothesis. The finding of this study showed a positive relationship between GRH recruitment and employee engagement. These results demonstrated the importance of the independent variable of GRH recruitment practices such as recruitment resources, recruitment strategy, recruitment ethics, and recruitment sources quality evaluation. Also this study showed the importance degree for independent variable dimensions depending on the mean of study sample toward GHR recruitment process on employee engagement in public Jordanian universities as the following respectively, recruitment strategy (3.13), recruitment resources (4.67), recruitment ethics(2.99) and recruitment sources quality evaluation(3.36).

Results showed, through the table 5, the value of the coefficient of determination to be R² = 0.346. This means that the independent variable Recruitment sources explains what percentage of (35%) discrepancy is present in the dependent variable (the employee engagement). And because the value of F = 74.23 at a significance level of < 0.05, we accept the hypothesis that there is a statistically significant impact (0.05 ≤ α) of recruitment sources quality evaluation on employee engagement.

6.CONCLUSION

This study aims to investigate the relationship between GRH recruitment and employee engagement in public Jordanian universities. From table 1 we are shown the R²= 0.581 where F.0.78 that means to reject the null hypothesis

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