

Impact of Recruitment Processes on Work Turnover & Job Satisfaction

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Abstract

The study seeks to define the role of recruitment processes on work turnover and job satisfaction. The research sample comprised of 366 male and female employees. Questionnaire was used to measure the employment practices on job satisfaction and turnover. The study concluded that there was a high using level of employment practices, including its dimensions, and that the same applies to the level of job satisfaction and turnover. In addition, there was a statistically significant correlation between employment practices, job satisfaction and turnover. In light of the aforementioned results, the study recommended the jadara university to improved employment practices to promote performance, as they have an effective role in improving organization outcome.

Key words: Recruitment Processes, Work Turnover, Job Satisfaction.

1. Introduction

Human resources are of great interest in our world today due to the relative importance of these resources compared to others and the reason for their effective role in production, environmental, administrative and other processes (Gasser et al., 2019).

The human resources department is one of the most important and most sensitive functional departments in the organization as it deals with the most important element of production and the most vulnerable resource to be affected by internal environmental changes and external environmental changes (Reymert et al., 2021) which is the element that is the main driver of other activities in the organization and many organizations (Williams et al., 2021). These resources are considered the most valuable assets, and this made the issue of identifying the organizations' needs of human resources, attracting, appointing, training (Priyanto et al., 2021). developing their skills and experiences, motivating them and their stability at work very important and so that it is exercised by a dedicated administration (Farrar et al., 2021).

The human resource planning process is also the link between the general strategy of the institution and its human resource management

(Do Hung Dang et al., 2020) as the strategic planning of the human resource department shows how to attract, hire, train and maintain human resources (Tang et al., 2022). After the human resources planning process and the identification of job vacancies, it is necessary to attract individuals from inside and outside the organization by following objective procedures in selecting them and placing them in the right place, and this is the result of the recruitment process (Piana et al., 2019).

The repercussions of positive employment practices in them go beyond the limits of the organization's internal environment to the external environment, as the recruitment process determines the organization's fulfillment of its social, legal and moral responsibilities (SARIKAYA et al., 2019).

And society in terms of creativity, adaptation, the introduction of new ideas and new methods of work as well as the disposal of low-performing workers and when there is a fundamental change in the strategic direction of the plan of the organization (adopting the contraction strategy) in addition to the availability of alternative job opportunities and opening a path for career advancement and eliminating the incompatibility between the individual, organization and labor migration to

other broader areas and its impact on economic development (Khetarpal et al., 2021). as well as the possibility of an individual increasing his income sometimes (Ganias & Lowerre-Barbieri, 2018).

As for the negative effects of work turnover, they include a decrease in the efficiency and effectiveness of the organization (Moehring & Teney, 2021). a decrease in the ability to teach, in addition to a decrease in the morale of workers, a decrease in experience and skills, an increase in the cost of production, and an increase in social costs resulting from unemployment and social security (Van Esch et al., 2019; Supinganto et al., 2020).

In view of the importance of the basic recruitment processes in positively achieving the goals of the organization and the negative effects that work turnover causes on the organization (Lepistö & Ihantola, 2018)) the researcher chose this topic as the impact of recruitment processes on work turnover and job satisfaction (Gupta et al., 2018).

The employment policies adopted in many Arab and Jordanian private universities do not encourage job stability or satisfaction, which is reflected in the work turnover, which is witnessing a noticeable increase in universities, which poses a challenge to universities as a result of the negative consequences of this phenomenon on the individual, the institution, and society.

2.1 Hypotheses & Model

2.1 Recruitment Processes

Human resource planning is the main link between the operating strategy of the organization and the activities of human resource management (Vining et al., 2020). A human resource plan explains how the organization attracts its human resources, and it affects and is affected by the organization's strategy and employment, which is essential for human resource management and enabling the organization to achieve its goals effectively and efficiently, achieve competitive advantage, and set the desired policies to achieve (Al-Jawarneh, 2016). In the future, designing the necessary programmers, procedures and rules within a specific time frame and in light of future

expectations and the influencing and likely factors (Al-Bourini et al., 2021; Labrague et al., 2021).

The process of polarization can be defined as "the process of providing human resources that fulfill the organization's needs with the required number, and at the appropriate times, from different sources, in preparation for their selection and to achieve the goals of the organization (Aljawarneh & Atan, 2018). It is also known as the process of discovering potential candidates for current or expected vacancies in the organization. That is, it is an activity that is based on linking those who are looking for jobs and those who offer jobs (Aljawarneh et al., 2020; Memon et al., 2020).

The process of polarization is the process that precedes the selection and appointment process, and here lies its importance (Aljawarneh et al., 2021). Attracting the appropriate elements with the required qualities and sufficient numbers to fill vacant positions has a major role in achieving the objectives of the institution (Alomari et al., 2020). The importance of polarization lies in the following: Polarization is a link between human resource planning and the selection process for these human resources. It allows us to select only those who are suitable for the job who are experienced and qualified to fill the positions (Alsafadi et al., 2020). Attracting the right elements and in a sufficient number to fill the job has an impact on the productivity of an institution, so that the more these elements are characterized by high efficiency and the required qualification, the level of performance is good and thus increases the quantity and quality of production. The success of the recruitment process leads to the success of the selection process from among the qualified and qualified individuals to fill the job (Wan et al., 2018). Contribute to increasing the capacity of human resources in the organization by attracting new candidates and retaining desirable workers. Reducing the efforts and expenses of human resources activities that affect the selection process, such as training, by focusing on attracting a suitable, distinguished, qualified and appropriate group of applicants to fill vacant positions. Achieving the social, ethical and legal means of human resource management by adhering to the correct search process and securing the rights of candidates to fill jobs (De Simone et al., 2018).

The selection process is the second process of recruitment after the polarization process, in which the necessary information about the applicants is collected and analyzed to ensure who meets the specifications and conditions of the job to interview them and fill vacancies in the organization on a permanent or temporary basis (Zhang et al., 2018). The selection process is considered a critical process in the life of the organization and its continued development, as there must be integration and harmony between the organization's strategies and the characteristics of the individuals who will implement the strategies (Kaddourah et al., 2018). The candidate's future performance in the vacant job, which requires the selection process to have a good knowledge of the format of the tasks and job responsibilities of the person to be appointed (Lee et al., 2018).

The selection process is defined as "all the activities through which the most appropriate human resources are selected from candidates for available jobs, who have the ingredients for the job in terms of: qualifications, capabilities, intellectual, in-kind and human capabilities (Zhang et al., 2018).

According to these definitions, the selection process is a series of steps and specific criteria through which some applicants can be submitted to some other to fill vacant positions in the organization, if they have the required qualities and qualifications appropriate to the job requirements and responsibilities, and these steps should be based on a sound scientific basis. It is based on the principles of efficiency and merit, in a manner that achieves justice and equality among all applicants for administrative positions (Kaddourah et al., 2018).

2.2 Work Turnover

Given the importance and role of work turnover to ensure the continued success of the organization and improve its level of performance, the organization must work to encourage its employees to continue and stabilize their work with the organization, and this requires a workforce with affiliation and a functional and organizational commitment to reduce the percentage of work turnover, especially among distinguished workers (Supinganto et al., 2020).

The term work turnover was mentioned in some scientific research under the term job dropout and sometimes under the term leaving work, although there is a difference between work turnover and job dropout, because job dropout focuses on the movement of workers directed abroad, while work turnover includes the movement of workers inside and outside the organization, and this means that work turnover is more comprehensive than the term job dropout, and there are many definitions of work turnover, as it has been defined as the exit of employees from the organization during a period of time, due to the end or termination of their service, disability, death, special leave, or transfer (Kaddourah et al., 2018). Or it is the movement of workers during a period of time, whether they enter the organization, or leave it, whether the exit is voluntary, dismissal, transfer, or dismissal (Zhang et al., 2018). It was also defined as the movement of the workforce within the organization, the exit of workers as a result of moving, pension, dismissal, death, or promotion, in addition to the movement of new workers joining the organization (Memon et al., 2020).

2.3 Job Satisfaction

There are many terms commonly used to express the psychological feelings that an individual feels about his work, there is the term morale and the term job satisfaction towards work (Dilig-Ruiz et al., 2018). The individual towards the work he is currently occupying, and these feelings may be positive or negative, and they express the satisfaction that the individual imagines that he achieves from his work, the more the individual imagines that his work achieves great satisfaction for his needs, the more his feelings towards his work are positive and vice versa (Amin, 2021).

And the meaning of contentment, as indicated by some linguistic dictionaries, is: Against the discontent, and the one who is pleased with him sees him as worthy, and he is satisfied with him: I love him and accept him (Bernarto et al., 2020). A multidimensional concept that includes the individual's attitudes toward important dimensions such as the organization, direct supervision, financial rewards, co-workers, and job design, and it is not necessary that all these

attitudes be simultaneously positive or non-positive (Loan, 2020).

Al-Qaisi also defined it as “a behavior that reflects the extent to which the individual accepts the various aspects of the job and the extent of his happiness (Davidescu et al., 2020). He defined job satisfaction as “the various activities that a person engages in with the intention of production and that help him achieve his goals through professional capabilities and goals that are commensurate with the capabilities of the individual (Scanlan & Still, 2019). Loan (2020) defines job satisfaction as reflecting the level of job satisfaction. Balance in positive and negative feelings towards work in its various dimensions such as salary, working conditions, relationship with superiors and colleagues, opportunities for career advancement and professional growth. or it is an expression of the workers' feelings about their work and that it results from their awareness of what the job offers them, and what they should get from their jobs, and accordingly, the smaller the gap between the perceptions, the greater the satisfaction of workers (Amin, 2021).

2.4 Recruitment Processes, Work Turnover, Job Satisfaction

In a study by researchers Brenbe, Comey and Koder (2015) entitled Factors affecting the rate of work turnover in the hotel industry in the municipality of "Sunyani" city in Ghana", the researchers evaluated the factors affecting the high rate of work turnover in the hotel field in the city of "Sunyani". Focusing on: the rate of work turnover and the factors affecting it and the proposed solutions to overcome this rise. In order to answer the questions of the questionnaire, (106) employees and administrators were selected in: two non-rated hotels, one star-rated hotel, two two-star hotels, and one three-star hotel. The results showed that the departments in the hotel field are more exposed than others to the high rate of work turnover. It was found that the number of reception and restaurant employees inside hotels is greater than the number of employees of administrative departments in hotels. The results also showed that among the reasons for the high rate of work turnover are the following: dissatisfaction with salaries, poor incentives and rewards system (44%), poor relations between

administrators and workers (20%), delays in promotions, and poor Opportunities to improve the job due to the inability of the administration to allow its employees to study the expenses of the institution. The study recommended the need to appoint qualified employees and increase the level of employees' involvement in the activities of the institution in order to give them a sense of belonging.

In a study by Al-Qudah, Othman, Abu Halim and Al-Shatnawi (2014) entitled The Impact of Planning, Training and Developing Human Resources on the Performance of Institutions in the Government Sector in Jordan”, the researchers studied the factors affecting the planning, training and development of human resources in the Jordanian ministries. . The study sample included (166) human resources workers from (23) Jordanian government. The researchers used a questionnaire to collect data, and they analyzed it using the SPSS program. The results showed that there is a direct relationship between planning, training and development of human resources and the performance of institutions in Jordanian governments.

In a study by researchers Burnard, Tabasi and Balluh (2014) entitled A three-step scientific approach to developing modern frameworks for human resource planning in projects: a case study of construction projects in the United States of America, Europe and Iran”, the researchers developed a modern framework and Comprehensive human resource planning related to multiple issues in human resources that have not been previously addressed in previous studies. Specifically, the researchers developed a three-step scientific approach in order to provide a comprehensive framework for human resource planning. The curriculum in the study touched on issues in construction projects that were not addressed in previous studies. The method has been validated by applying it to the American "Parsons Brikenhof" company and the European "Bisol" group of companies. A survey was also conducted on (110) construction experts in Iran. And by using multiple regression analysis, the study showed that "empowerment" ie training can improve the performance of human resources in construction projects. The results also showed the importance of the "quality assessment" process on various factors and on the human resource planning framework.

Finally, the results showed the importance of the following factors in human resource management practices: "network management", "delegation" and "rewards".

A study (Dr. Sabri Maher Mushtahi, 2014) to identify the effect of the audited turnover rate on the quality of external auditing in joint stock companies listed on the Palestine Exchange. This study concluded that there is a direct relationship between the audited turnover rate and the quality of the external audit in the joint stock companies listed on the Palestine Stock Exchange, meaning that the length of the contractual period between the external auditor and the companies contributes to increasing the practice of profit management by the management of these companies. After theory this study tested the following hypotheses:

H₁: *There is no effect from recruitment on job satisfaction.*

H₂: *There is no effect from selection and appointment on job satisfaction.*

H₃: *There is no effect from employment practices on job satisfaction.*

H₄: *There is no effect from employment practices on turnover.*

3. Methodology

The study adopted the descriptive-analytical approach, which is the approach that describes

what is an object, interprets it, determines the conditions and relationships that exist in reality, and determines the common or prevailing practices in it.

3.1 The study population and sample

The study population consisted of all employees of Jadara University in the academic year 2014/2015, and it includes faculty members and members of the administrative body, and its number is (366) individuals, and it is divided into (152) faculty members, and (214) administrative members. The study sample consisted of all employees of Jadara University in the summer semester of the 2014/2015 academic year, and it includes faculty members that participated in the implementation of the summer semester and administrative staff who were on the job for the same period.

3.2 Content validity test of the study tool

To ensure the stability of the study's performance, the application's stability was verified by distributing the study tool to a survey sample consisting of (20) employees twice with a time difference (two weeks) and extracting the Pearson Correlation coefficient between their bikes in both times, as shown in Table (1) which shows Reliability coefficients and Pearson correlation coefficient for the dimensions of the study and the tool as a whole. It is evident from the table that the stability coefficients for the study dimensions ranged between (0.75-0.86), and all of them are high and acceptable values for application purposes as well.

Table 1: Cronbach's coefficient reliability

Dimension	Cronbach Alpha
Human resources planning	0.77
Recruitment (polarization)	0.83
Selection and recruitment	0.75
The focus of recruitment practices as a whole	0.77
Job satisfaction	0.83
The tool as a whole	0.86

3.3 Descriptive analysis

Averages and the standard deviations of variables of recruitment, selection and

recruitment, job satisfaction & work turnover variables

Table 2: the averages and standard deviations of responses to Recruitment, Selection and recruitment, Job satisfaction & work turnover variables

Rank	NO.	Variable	Mean	SD	Imp.
1	1	Recruitment	3.39	0.68	medium
4	2	Selection and recruitment	3.18	0.62	medium
3	3	Job satisfaction	3.26	0.49	High
2	4	work turnover	3.29	0.49	High

3.4 Test of the study hypotheses

To verify the validity of this hypothesis, the unilateral regression equation was applied, the results of which showed that the value of the correlation coefficient (R) amounted to (0.24), which is a statistically significant value and indicates the degree of statistically significant correlation between two domains (recruitment processes (polarization) and job satisfaction), and the value of (R) was -square) (0.05), and this explains (5%) of the variance in the job satisfaction variable, while (95%) of the

differences resulted from other factors that were not taken into account in this model, and the value of (T) reached (3.66), which is a positive value and statistically significant at the significance level ($0.05 \geq \alpha$), and this indicates that interest in recruitment processes (polarization) positively affects job satisfaction among employees at Jadara University. Table (11) illustrates the results of the simple regression equation to study the impact of Recruitment processes (polarization) on job satisfaction.

Table 3: Results of the simple regression equation to study the impact of recruitment (polarization) on job satisfaction

H1	Constant	S.E	R	R ²	T	sig
recruitment on job satisfaction	2.70	0.16	0.24	0.06	3.66	0.00

From the above, the null hypothesis is rejected and accepted in its proven form, which states, “There is a statistically significant effect at the level of significance of the level of recruitment operations (polarization) at Jadara University on job satisfaction.

To verify the validity of this hypothesis, the unilateral regression equation was applied, the results of which showed that the value of the correlation coefficient (R) was (0.36), which is a statistically significant value and indicates the degree of statistically significant correlation between two domains (selection, assignment and job satisfaction), and the value of (R-square)

(0.13) and this explains (13%) of the variance in the job satisfaction variable, while (87%) of the differences resulted from other factors that were not taken into account in this model, and the value of (T) reached (5.72) It is a positive value and a statistical function at the level of significance, and this indicates that the interest in selection and appointment positively affects the job satisfaction of employees at Jadara University. Table (12) shows the results of the simple regression equation to study the impact of selection and appointment on job satisfaction.

Table 4: Results of the simple regression equation to study the impact of selection and appointment on job satisfaction

H2	Constant	S.E	R	R ²	T	sig
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selection and appointment on job satisfaction	2.38	0.16	0.36	0.13	5.72	0.00
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From the above, the null hypothesis is rejected and accepted in its proven form, which states: "There is a statistically significant effect at the significance level of selection and appointment at Jadara University on job satisfaction.

To verify the validity of the first main hypothesis, the multiple regression equation was applied, the results of which showed that the value of the total correlation coefficient, which represents the proportion of the correlation of the independent variables combined with the dependent variable (R), amounted to (0.36), which is a statistically significant value that indicates the degree of statistically significant correlation between the dimensions of operations practices Recruitment (recruitment,

selection and appointment) as a whole and job satisfaction, and the (R-square) value was (0.13) and this explains (13%) of the differences in the values of the dependent variable, while (87%) of the differences resulted from other factors that were not taken into account in this model, as it appears from the table that the most independent variables affecting job satisfaction were selection and appointment, as the value of (β) amounted to (0.338), which represents the correlation coefficient between selection, appointment and job satisfaction in light of the entry of other independent variables into the model. Table (13) shows the results of the simple regression equation to study the impact of recruitment practices on job satisfaction.

Table 5: Results of the multiple regression equation affect employment practices on job satisfaction

H3	Constant	S.E	β	T	sig	R	R ²	F	sig
Polarization			0.03	0.29	0.77				
Selection and appointment	2.40	0.17	0.38	4.27	0.00	0.36	0.13	16.33	0.00

From the above, the null hypothesis is rejected and accepted in its proven form, which states, "There is a statistically significant effect at the level of significance of the basic operations of employment in job satisfaction from the point of view of employees at Jadara University.

To verify the validity of the second main hypothesis, the multiple regression equation was applied, the results of which showed that the value of the total correlation coefficient, which represents the proportion of the correlation of the independent variables combined with the dependent variable (R), reached (0.19), a value that is statistically significant and indicates the degree of statistically significant correlation between the dimensions of the operations practices Recruitment (recruitment, selection and appointment) as a whole and the percentage

of work turnover, and the value of (R-square) was (0.04) and this explains the percentage of (4%) of the differences in the values of the dependent variable, while (96%) of the differences resulted from other factors that were not taken into consideration in this model, as it appears from the table that the most independent variables affecting the work turnover ratio were selection and appointment, as the value of (β) amounted to (-0.27), which represents the correlation coefficient between selection and appointment and the percentage of work turnover in light of the entry of independent variables into the model. Table (16) shows the results of the simple regression equation to study the impact of recruitment processes on the percentage of work turnover.

Table 6: Results of the multiple regression equation affect employment practices on turnover

H3	Constant	S.E	β	T	sig	R	R ²	F	sig
Polarization			-0.18	-1.90	0.06				
Selection and appointment	16.46	2.37	0.27-	-2.89	0.00	0.19	0.04	4.19	0.01

From the above, the null hypothesis is rejected and accepted in its proven form, which states: There is a statistically significant effect at the significance level of the basic operations of employment in the percentage of work turnover from the point of view of employees at Jadara University.

4. Results and recommendations

The study shows that the level of application by Jadara University of human resources planning steps and procedures was medium. The study showed that the level of application and practice of human resources information systems at a high level. The study showed that the appointment process corresponds to the needs and required disciplines, as it came at a high level. The study shows that the level of university interest in job descriptions and specifications was medium. The study shows that interest in the recruitment process (polarization) positively affects the job satisfaction of employees at Jadara University. The study also shows that interest in selection and appointment positively affects job satisfaction. The study shows that the degree of correlation between the dimensions of the basic recruitment process was stronger with the presence of human resources planning. Moreover, this is important that management of jadara keeps alongside of its various developments in the development of work procedures. Lastly, it is important to indicate the importance of further research and studies on recruitment process and job satisfaction.

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