

# Moderating Role of Job Design on the Relationship between Staffing practices and Employees Organizational Commitment

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## Abstract

This study aimed to investigate the relationship between staffing practices and employees' commitment. The study has also aimed to identify the impact of job design on the relationship between staffing practices and employees' commitment. The study questionnaire was distributed to (376) individuals. A descriptive statistical method, correlation coefficient, and hierarchical regression were used to answer the questions of the study, and test its hypotheses. The study results have revealed that staffing practices positively and significantly related to employees' organizational commitment. Furthermore, the results have also showed that the job design process, as a moderating variable, had a meaningful role in improving the relationship between staffing practices and employees' organizational commitment.

**Keywords:** Job design, Recruitment Practices, Employees' organizational commitment, Qatar's General Authority of Customs

## Introduction

The environment of the organizations has become more complicated and varied due to the great developments witnessed by the contemporary world in various fields, particularly in business and economics. The committed employees are considered a source of strength helping such organizations to reach success, continued growth, and enhancing creativity, stability and trust between the management and the staff. The recent history proved that the economic growth of the developed countries, particularly Germany and Japan is attributed to the committed workforce that 90 percent of the success of the Japanese organization is attributed to the organizational commitment (Issa, Abba Zaid, 2014; AL-Badareen & AlGhazzawi, 2018). Despite there are various studies on the topic of the organizational commitment, few of them examined this topic in the public sector (Su et al. 2013). There is no doubt that the need for the organizational commitment by the public institutions is no less than that in the private sector. (Cameron & Quinn, 2006) stated that no organization can survive in the 21st century without making a constant change in its operations and activities, which is the same in

the public sector organizations. During the organizational change, the organizations need a high organizational commitment from employees since this can enable the achievement of the current and new performance goals to be achieved quickly and effectively, and this leads to achieving the objectives of the change process (Worren et al., 1999). Despite the importance of the organizational commitment in achieving survival and continuity for organizations, many studies proved that the level of the organizational commitment for the public sector employees is lower than that of their private sector counterparts (Al-Gharbawi, 2014; Al-Omari, Abi Mawloud, 2017; Zona et al, 2018). The reason for the low level of the organizational commitment among the employees in the public institutions may be attributed to the fact that most of such institutions, especially the Arab ones, still face many challenges in terms of the effectiveness of their staffing processes. The staffing process in these organizations, as noted by (Nadim, 2008; Al-Fara and Al-Zaghoun, 2008; Jarghon, 2009) is done unprofessionally most of the times without adhering to the administrative procedures that take into account the specialization, degree and experience. In addition, the employees in these institutions

suffer, as (Saleh, 2014) stated, from the lack of the clarity of their job tasks, and the bureaucracy that obliges them to follow instructions that prevent them from choosing the best ways to do the job. Furthermore, the designs of the jobs are inappropriately done which might reduce the possibility of creating the required fit between such employees and their jobs (Aljawarneh et al., 2020). This thus reduces the emergence of many positive behavioral outcomes, out of which the organizational commitment is considered the most important (Aljawarneh & Atan, 2018). Due to the fact that possessing a committed workforce has become an urgent necessity for all organizations, it is now important for organizations to determine the most important factors that can affect the levels of the organizational commitment of their employees. Putting the person in the job that suits his knowledge, skills and abilities, and contributing to satisfying his needs, desires and ambitions are factors that enhance the level of the organizational commitment of employees. In addition, some studies have pointed out that the fit of the employee with his job is one of the main methods through which organizations can build a committed workforce (Albdareen, 2020; Marashdah & Albdareen, 2020; Therasa & Vijayabanu, 2016). To achieve the fit and harmonization between the employees and their jobs, it is important for the HR managers in various public and private organizations adopt developed strategies in the HR management field, on top of which is the staffing process. The staffing process, as Mentioned by (Al-Bdareen & Khasawneh, 2019) is one of the most important human resources management activities that help provide the best qualified individuals. It also contributes to preventing or limiting the employment of the wrong person and placing the qualified and competent individual in a position that commensurate with his qualifications and experience, which positively affects his level of job satisfaction and makes him more committed to his work and organization (Alsafadi et al., 2020). The job design process also plays a major role in creating the fit between the individual and his job. (Al-Badarin & Al-Azzam, 2017) stated that the good job design increases the employee's sense of control over his job from the process of planning and organizing the job to the implementation and the evaluation of results. He can also have the powers that enable him to make the decisions about different work situations without having to go back to his

superiors (Al-Omari et al., 2020). The good job design provides an opportunity for the individual to use his knowledge and skills and achieve his ambitions, creates a real sense of the importance of the role he plays, which in turn increases his motivation for work, and shows many positive behaviors such as the organizational commitment (Achiasa, 2012). Because of the importance of the role played by the staffing and the job design processes in raising the level of the employees' organizational commitment, this study was to examine the level of the organizational commitment among the public sector employees in particular as the public sector employees as noted by (Su et al., 2009, Zona et al, 2018) were described as uncommitted and incompetent. The study will also examine and explain the impact of the staffing process and the job design on the organizational commitment of the employees.

## Literature Review

### Organizational Commitment

The topic of the organizational commitment has recently been one of the most important due to its evident impact on the organization's effectiveness and their achievement of tasks. As noted by (Barquand and Darnoni, 2014), the organizational commitment reflects the individual's acceptance of the organization in which he works and his desire to remain there. This type of positive behavioral outputs can be inferred by people making extra efforts in the job, giving all energies, skills and physical, intellectual and emotional abilities at work and the attempt of matching their interests with the objectives of the organization. (Ozgan, 2011) defined the organizational commitment as a behavioral output that is related to the employees' attitudes at work; the employee shows his great affiliation with the organization and his desire to remain in it as well as his intensive efforts so that the organization achieve its objectives.

Showing interests in studying the organizational commitment began 50 years ago by Becker (1960) through the one-side-bet theory. It is considered the first attempt to establish a comprehensive conceptual framework for the organizational commitment. According to Becker's theory, the relationship between the individual and the organization is based on a

contract of the economic exchange behavior, which means that individuals show their commitment to their organizations because they have totally hidden or somewhat hidden investments, “side-bets,” they have made by remaining in a given organization (Alshare et al., 2020). The threat of losing these investments would lead the individual to remain a member in the organization and commits toward it. Porter et al. (1974) changed the concept of the organizational commitment since he defined it as an attitude-centered kind. This means that the individual's desire to remain in the organization is not due to the economic factors only as Becker stated but also the individual's psychological attachment and the emotional aspects which later become more important for the employee than the economic factors (WeiBo, et al., 2010). Meyer and Allen (1984) introduced a so-called multidimensional approach to study the organizational commitment, where they initially considered it as having two dimensions: the affective and continuance commitment. The affective commitment is defined as an individual's attachment to the organization and its objectives, which make him feel the desire to belong to it and unite with its identity (Awwad, 2012). However, the continuance refers to the correlation of interests and it is primarily based on the benefit that an individual receives from the organization. The individual will continue to work in this organization as long as it offers the most benefits. When the individual is provided with better alternative opportunities, he would leave his job and join the job that has a greater benefit (Ashouri, 2015).

Allen and Meyer (1990) added a new dimension to the commitment and called it the standard commitment, which was defined as an individual's commitment to the organization, which stems from his sense of moral obligation or moral responsibility to remain in the organization. Furthermore, (Ashouri, 2015; Zaher, 2016) indicated that the personal values that one believes play an important role in shaping this kind of commitment. The individual's sense of commitment to remain in the organization may stem from the personal values and principles that an individual carries before entering the organization (cultural orientation) or after entering the organization (organizational orientation). The family values, customs or religion in which the individual

believes may also have the greatest impact in forming the standard commitment.

### **Staffing Practices**

The HR staffing practices is one of the most important tasks carried out by the Human Resources Department. Many researches and studies have emphasized the importance of the human resources and considered it one of the most fundamental pillars on which the organizations rely in doing tasks and achieving goals. No organization can start without the HR (Abbas, 2011). The staffing practices are represented in the recruitment, which is defined as a series of programs and activities that are legally used to obtain the appropriate and sufficient number of applicants, allowing both the applicant and the organization to choose each other for the interests of both parties (Gatewood, et al., 2015). (Barrick, et al., 2011) defined recruitment as a process in which everyone is given the opportunity to apply for the job regardless of race, gender, or color, and it includes the attempt to get to know the abilities and skills of the job applicants in order to choose the best among them. The staffing practices also include the selection process, which is the second stage of the staffing process. The selection process is the most important stage of the staffing process since it aims to create a match between the skills, abilities, experiences and knowledge of the applicant with the requirements of the job in a fair and legal way (Odeku, 2015). For achieving their goals from the selection process, the organizations tend to use some methods like job application forms, official documents, official tests, interviews and assessment centers (Alansaari, et al., 2019).

Because of the importance of the HR staffing practices, many organizations started paying attention to attracting and selecting human resources based on sound scientific foundations, and establishing departments within the human resources units whose main task is to supervise the selection of employees and guide them towards jobs suiting their technical, intellectual and physical qualifications and abilities (Werner et al., 2012). The staffing practices (recruitment and selection) play a main role in the organization's performance and effectiveness, especially if the organization has the capacity to obtain qualified and competent individuals. (Price & McGillis, 2014) further stated that the staffing process does not only aim to appoint

new employees, but it also aims to put the people with high performance and commitment in the right place. Furthermore, the Multidimensional Theory of Person-Environment Fit has linked the staffing practices (recruitment and selection) to the organizational commitment (Banyhamdan et al., 2020). The efficient staffing practices help to create alignment at work where the alignment in the work refers to the fit between the person and the work environment, particularly the match between the values of the individual and those of the organization (Wilson & Nuwatuhaire, 2018; Bani Ismael & Albdareen, 2020). This fit might help increase the employees' organizational commitment. According to (Armstrong and Shimizu, 2007), the employees' organizational commitment is related to the organization's staffing philosophy and policies. They stated that the real desire of any employee to remain as an integral and active part of the organization can be determined during the recruitment and selection of that employee. Furthermore, many studies have shown that there is a positive relationship between the staffing practices and the employees' organizational commitment (Chew & Chan, 2008; Harold & Shiju, 2012; Khatri & Gupta, 2015; Abrokwah et al., 2018). There are two main reasons for the impact of the staffing practices on the organizational commitment of the employees. The first as stated by (Fiorito et al., 2007) is that when individuals notice that the organization has invested many efforts and costs for their selection, they will believe that the organization appreciates them so they will feel that they are supposed to pay the organization back through increasing their level of commitment towards it. As for the second reason, it is according to the Multidimensional Theory of Person-Environment Fit that the precise fit between the applicant and the organization's values achieved by the staffing practices leads to achieving the person-environment fit (Alzoubi et al., 2020). This in turn leads to the acceptance and belief of the organizational objectives and values by the newly appointed employees, who would also show their greater commitment towards it (Nasurdin et al, 2015). This was proved by (Verquer et al, 2003), which showed that the employees' commitment towards the organization increases dramatically when there is a match between their values and those of their organization. Accordingly, we assume the following hypothesis:

**H1: There is a significant relationship between the staffing practices and the employees' organizational commitment.**

### **Job design**

The first theory of the job design was developed by Viteles in the early 1950s. In this theory, both the job rotation and the job enlargement were used to determine the problems arising from the lack of the morale and productivity of employees as a result of the boring caused by the specialization (Belias & Sklikas, 2013). In the late 1960s, Frederick Herzberg's dual factor theory was launched on the basis that the business should be rich which mean that the jobs must be designed and allocated to employees in a way that helps improve their efficiency, progress, and sense of achievement and responsibility. The rich jobs increase people's satisfaction and motivation to make greater efforts than is required to accomplish their tasks (Zareen, et al, 2013). The job design process illustrates the job characteristics and conditions in general. In particular, it refers to the characteristics of the job environment that are related to the job content. (Qardahji, 2013) defined the job design as a set of procedures that are arranged and organized in the job to increase the fit and alignment between employees and the jobs through improving the job conditions to contribute to raising the efficiency of production, and shortening the time required to achieve the organization's objectives. (Zareen, et.al, 2013) stated that the job design indicates the change that must be made to the content and processes of which the job contains to increase the level of motivation, job satisfaction, and productivity of the individual. Furthermore, (Opatha, 2009) stated that in the job design process, there are two types of elements such as efficiency and behavioral elements that must be taken into account. The elements of efficiency consist of uniformity, specialization, and tasks' division while the behavioral elements consist of five factors as explained in Hackman and Oldham's (1976) Job Characteristics Model (Dissanayake&Jayatilake, 2019). The characteristics called by (Hackman & Oldham, 1976) must be found in the job and they are considered as the most accurate means for measuring the job design are represented on (Garg & Rastogi, 2006; Panatik, 2010; Kurdish, 2012; Al-Badarin & Al-Azzam, 2017; Osibanjo et al, 2018):

**Skill Variety:** It indicates the extent to which the job requires the individual to possess different skills, abilities and knowledge.

- **Task Identity:** The degree to which the work is fully carried out from the beginning to the end with tangible results.

- **Task Significance:** it refers to the extent of the importance of the job. It contains an internal importance represented in the importance of the job in achieving the objectives of the organization, as well as the external importance that is represented in how proud the individual is where he tells his relatives and friends about what he does and where he works.

- **Autonomy:** the extent to which an individual feels free to schedule, organize and execute his job in a way he finds it fit and according to his priorities without being imposed by another party. This leads to increasing the level of his sense of responsibility and the consequences of doing the job.

- **Feedback:** it indicates the extent to which an individual has clear and direct information and data on his level of doing the activities required by his job.

The job design process is one of the processes that have a great impact on the motivation of the individual showing his various positive behaviors, of which the organizational commitment is considered the most important. Many previous studies showed that the job characteristics have a significant impact on the employee attitudes including the job satisfaction and the organizational commitment (Humphrey et al., 2007; Spector, 1997; Meyer & Allen, 1997;). This effect explains the so-called psychological contract, which, from an individual's point of view, refers to a set of expectations on the mutual obligations between the organization and the individual (Sparrow, 1996; Rousseau, 1995). In other words, if the organization fulfils its obligations towards its employees, including providing appropriate work characteristics like a suitable level of freedom, feedback, diversity, and important tasks, it is possible that the employee's psychological contract is met making him more committed to the organization and thus he invests his additional effort and energy in achieving his tasks (Westwood, et al, 2001; Grant, 2008). (Al-Badarin& Al-Azzam, 2017) further stated that the job design plays a role in

creating an alignment between the individual and his job. the proper design of the jobs increases the employee's feeling of his high degree of control over his job as of planning, organization through implementation and finally the evaluation of results. The job design also enables the employee to possess the powers that make him able to make decisions about different work situations without having to refer to his superiors. It also provides the employee with the chance to use his knowledge and skills, and achieve his ambitions which creating a real sense of the importance of the role he plays. When an individual feels the importance of the job he does, his motivation for work will increase, as well as his commitment towards the organization (Holman & Axtell, 2011). The job design process also helps increase the impact of the staffing process on the organizational commitment of the employees since it enables increasing the individual learning and skills that enable the creation of a greater fit between the individual and his job, thereby increasing the individual's satisfaction and commitment to the organization. In addition, (Osterman and Shulman, 2011) stated that the job design process creates opportunities to develop people's skills and acquire new skills as they create a high demand for individual skills. (Kahneman, 2011) also confirmed that the job design especially in complicated tasks enhances the person's cognitive and mental activity. The freedom and independence given to the individual for doing his job, which is one of the characteristics of the job, prompts the individual to look for the best methods to do his job and reach to the best strategies to deal with non-routine work situations (Parker, 2014). The job design process also plays a complementary role to the staffing process to create a fit between the person and the job through increasing the need to train employees to increase their skills so that they can complete the jobs with complex design. Allowing the individual to act and carry out his tasks in the way he finds good and enabling him to know his mistakes during the job through the feedback which increase his motivation to make additional efforts at the job and show the organizational citizenship behaviors, and commitment to the organization (Van Dyne, et al. 1995; Green, 2008; Russo, 2016). Based on the above, we assume the following hypothesis:

**H2: There is a significant impact for the job design on the relationship between the**

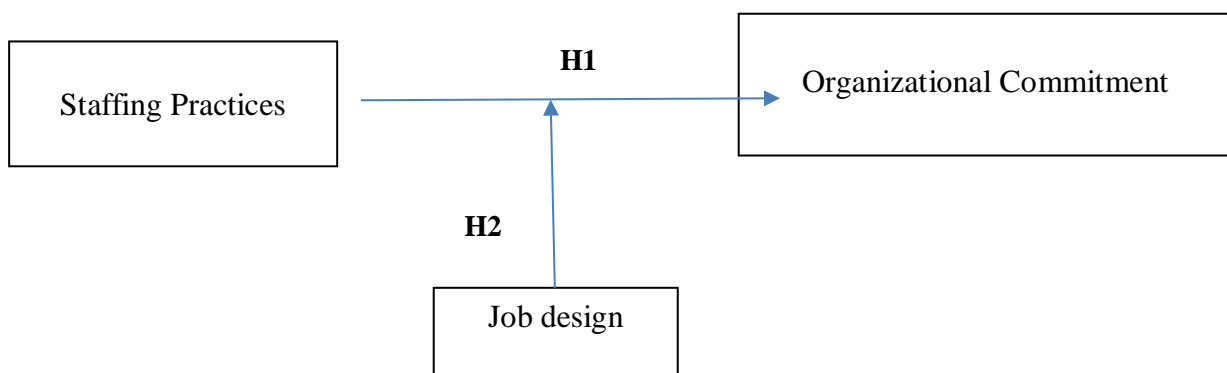
## staffing practices and the Employees' organizational commitment.

### Methodology

#### Study Framework

The Resources Base Theory was adopted to develop the conceptual model of this study. This theory states that the organization's internal resources are the main source of the sustainable competitive advantage. The organization's human resources are the most important sources of the sustainable competitive advantage

(Wright & McMahan, 1992; Fahy, 2000). For making employees the source of competitive advantage, the organization must take into account a set of principles that emphasize the relationship between the human resources and its business strategy. One of these principles includes that the organization should examine and ensure that it has capable and committed staff, integrate the HR department in its business strategy, and run the HR activities by specialists (Karami et al, 2004; Davis & Simpson, 2017). Figure 1 shows the study model, variables and the proposed relationship among them.



**Figure 1: Conceptual Model**

#### Sample and Data Collection Procedure

The study is a quantitative study and for gathering data it depended on distributing the questionnaires to a random sample of 346 employees working in the General Authority of Qatari Customs. The sample was withdrawn from the study population of 3,100 employees. To determine the degree of the respondents on the items of the questionnaire, five-point Likert scale ("1" = "strongly disagree" to "5" = "strongly agree") was adopted. The researchers validated the content of the items that measure the study variables through using the Principal Factor Analysis. As for the reliability of the constructs, it was confirmed by the Cronbach's coefficient, where the reliability coefficients' values of the study variables ranged between 0.830-0.950. They were all high. Most studies indicated that the acceptance ratio for the reliability coefficient was 0.70 (Sekaran and Bougie, 2010). The study model was analyzed in two stages. The first stage includes the

assessment of the measurement model for the aim of verifying the validity and reliability of the model while the second stage includes the assessment of the structural model for the aim of examining the significance of the path coefficients and verifying the validity of the study hypotheses.

#### Results

The descriptive statistics was adopted through extracting the means and the standard deviation for figuring out the respondents' responses to the items that measure the employees' level of the organizational commitment. Furthermore, the means and standard deviations were also extracted for the respondents' responses to the items related to the level of implementing the staffing practices required to attract and select the required quality of staff, and the level of the job design in a way that creates the job satisfaction and increases the motivation of

employees. Table (1) shows that the respondents assessed their organizational commitment as high (Organizational commitment overall mean = 4.06). The results in Table (1) also showed that the respondents assessed that the recruitment and selection processes for getting highly qualified personnel for the jobs available were high (staffing

practices overall mean = 4.01). the respondents, as the table shows, estimated that the level of the availability of the following characteristics (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) in their jobs, which reflected the good job design, was high (Job Design overall mean = 3.86).

**Table 1**

**Means of study variables**

No.	Variable	Mean	Assessment
1	Organizational Commitment	4.06	High
2	Staffing Practices	4.01	High
3	Job design	3.86	High

To examine the first hypothesis, which stated that there is a positive and significant relationship between the staffing practices and the organizational commitment, the correlation matrix has been estimated. The results of the

hypothesis examination in Table 2 showed that the staffing practices were positively associated with the job commitment where the Pearson coefficient was  $r = 0.715$  at sig. 0.00, which supports H1.

**Table 2**

**Correlation Matrix**

		Staffing Practices	Organizational Commitment
Staffing Practices	Pearson Correlation	1	0.715
	Sig. (2-tailed)		0.00
Organizational Commitment	Pearson Correlation	0.715	1
	Sig. (2-tailed)	0.00	

To examine the second hypothesis, which stated that there is a positive and significant impact for the job design on the relationship between the staffing practices and the organizational commitment, the analysis was carried out in two steps. The first step was the estimation of the structural model without the moderation effects, with the aim to examine the direct effects (Aiken, et al., 1991). We called this model the main effect model. As for the second step, it included the estimation of the structural model with the moderating effects using the interaction variable strategy (Hair, et al., 2010). The results

of the analysis in the first step in Table 3 showed that there is an impact for the staffing practices on the organizational commitment where the path coefficient ( $\beta = 0.715$ , p-value  $\leq 0.05$ ). furthermore, the value of (R-square) was  $r^2 = 0.511$  at sig. 0.000, which is statistically significant and it means that the staffing practices explains (51%) of the variance in the organizational commitment and that the staffing practices have significant impact on the organizational commitment.

**Table 3**  
**Results of the main effect model**

Independent variable	Beta Value	t Value	(Sig)	R	R <sup>2</sup>	F	(Sig)
Staffing Practices		2.724		0.715	0.511	59.299	0.000
	0.715						0.000

As for the second step of examining the second hypothesis concerning the moderating impact of the job design, the hierarchy analysis was used where the job design was introduced into the model and then the interaction variable was added to the model. The results in Table 4 showed that the interaction was positive and significant ( $\beta = 0.789$ ,  $p\text{-value} \leq 0.05$ ), and that the interpreted variance increased after the

interaction variable entered the model to 62%. This means that the moderating variable increased the interpretive power of the model and that there is an impact for the job design on the relationship between the staffing practices and the organizational commitment, which supports H2.

**Table 3**  
**Moderating effect of job design**

Model	( $\beta$ ) Value	(T) value	Sig.	R	Adjusted R <sup>2</sup>	F value	Sig.
1 (Constant)		3.981	.000				
Job design	.157	3.117	.000				
Staffing Practices	.211	9.210	.000				
Interaction term (Job design $\times$ Staffing practices)	0.457	7.066	.000	0.789	0.623	69.755	0.00



## Discussion and Conclusions

The organizational commitment is one of the positive behavioral outcomes of the employees. Each organization needs this type of behaviors so that it would achieve a sustainable competitive advantage. However, showing this kind of behavior by employees in the job environment is linked with some factors. Given the reciprocal relationship between the individual and the job environment, the prevalent practices and policies in the job environment, most important of which are the human resources management practices, have a significant impact on the behaviors shown by individuals (Kumasey, et al., 2016). Accordingly, the current study examined the impact of the staffing practices (recruitment and selection) on the organizational commitment, and it also examined the role played by the job design on improving the impact of the staffing practices on the organizational commitment. The study results showed that the employees' organizational commitment and the implementation of the staffing practices and the job design were high, which might be attributed to the interest of the General Authority of Customs in Qatar in choosing competencies, and staffing individuals in jobs that suit their abilities and skills and creating high motivation for them. The nature of the job of this authority impose the need to choose a high quality staff and design their jobs in a way that increases their motivation given the fact that the job of the General Customs Authority of Qatar is sensitive with the aim of ensuring that goods enter the country in accordance with the regulations and preventing smuggling, and the entry of prohibited substances into the country. The authority's interest in employing qualified individuals and designing the jobs that ensure the best fit between the employee and his job led to the high commitment level among the employees, as shown by the results of the study. Furthermore, the results of the H1 hypothesis test showed a significant relationship between the staffing practices (recruitment and selection) and the organizational commitment. This result is consistent with (Harold & Shiju, 2012; Lamba & Choudhary, 2013; Khatri & Gupta, 2015; Nasurdin, et al., 2015; Hassan & Mahmood, 2016; Abrokwah et al., 2018; Alansaari, et al., 2019). The results of these studies have shown that the HR management practices (recruitment and selection) have a positive

impact on the organizational commitment. This is consistent with the social exchange theory where (Blau, 1964) stated that the social relationships include some interactions which form some activities and obligations among the relationship parties. When the employees receive a beneficial dealing from the employers, they will feel a kind of commitment towards them as a type of reward for such beneficial dealing. Such reward may include a positive behavior such as respect and lawfulness (Wikhamn and Hall, 2012). The efficient staffing also contains as noted by (Nasurdin, et al., 2015) a cautious fit between the individuals for the jobs and the culture of the organization. This creates a fit between the organization and the individuals and further leads to a high degree of the organizational commitment among employees.

After examining the H2 hypothesis, the study concluded that the job design also had a positive impact on the relationship between the staffing practices and the organizational commitment. That is, the more the efficient the job design, the greater the impact of the staffing practices on increasing the employees' motivation towards demonstrating a commitment to their organizations. This may be because the job design process helps the staffing process in increasing the level of fit between the individual and his job. (Gibbs, Levenson et al. 2010; Osterman and Shulman, 2011) stated that the job design process creates opportunities to develop people's skills and acquire new skills as they create a high demand for individual skills. Furthermore, the job design process increases the need for training the employees to increase their skills so that they can complete the jobs with complex design. In addition, allowing an individual to act, carry out his work as he sees fit, and identify his mistakes in carrying out the work through the feedback given to him by his job will increase his motivation for giving additional efforts in the job, and commitment to the organization (Van Dyne, Cummings et al. 1995; Green, 2008; Russo, 2016).

## Managerial Implications

In the last 20 years, the public sector organizations have witnessed some changes whose cause was not the changes in the work environment alone but also its increasing need to

adopt a New Public Management. It means some attempt to improve the public administration, which includes improving the services provided to citizens in terms of the time of implementation and the quality of the service provided. The citizen was thus looked as a customer. This required that the individuals providing the service must be managed in a more flexible and less practical manner and that the "customer mindset" of the public sector employees must be developed. This also includes working on designing the jobs in a way that increases the motivation of individuals and creates a workforce with high levels of commitment to the organization. All this requires making changes in the nature of the strategies and practices through which individuals are managed, particularly the HR management practices. This means that the human resources managers should take a particular attention that the recruitment and selection processes are done with care through examining and checking the resumes of candidates. The recruiters should also have a clear and specific list of skills and abilities required to ensure the assessment of the skills and attitudes of individuals that are associated with the work very well. The candidates' backgrounds and psychology should also be checked and the supervisor must be a party in the job interviews. Through this, the organizations can ensure candidates with the required skills and abilities that are commensurate with the job design and requirements, which will increase the level of the alignment between the person and his job and increase his motivation and his high level of commitment.

Organizations should also pay attention to giving candidates an accurate description of the nature of the work and enabling them to decide if the job is appropriate for their skills and abilities, thus making the level of the persons' alignment with the job greater as well as their level of the job satisfaction, thus their organizational commitment will be higher.

In addition, the organizations should be concerned with the process of the job design where jobs are designed in a way that gives the individual the freedom to set goals that commensurate with the organization's objectives and give him a high degree of autonomy allowing him to use his skills and abilities in

planning, organizing and implementing his job in the way he finds the best for achieving the objectives of the organization. Furthermore, the organizations should also redesign the jobs at regular intervals to ensure that they fit with the employees' psychological perceptions and absorb any skills, abilities or knowledge they acquired and needs to apply in their jobs. This would enable the employee to develop himself in his job and achieve his ambitions, so the employee will feel that there is a great fit between him and the job he occupies. This would contribute to meet his psychological needs, increase his commitment towards the organization and his desire to stay in it, and to provide his best for its success and survival.

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