“Sources of recruitment at foreign commercial banks in Jordan and their impact on the job performance proficiency”

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SOURCES OF RECRUITMENT AT FOREIGN COMMERCIAL BANKS IN JORDAN AND THEIR IMPACT ON THE JOB PERFORMANCE PROFICIENCY

Abstract

The purpose of this study was to identify sources of recruiting as practiced by the foreign commercial banks operating in Jordan and their impact on job performance proficiency. Six foreign banks were chosen randomly, 160 questionnaires were distributed to employees from the human resource departments at these banks, 121 valid questionnaires were recovered – 76% – and statistically analyzed. Results revealed the highest level of using internal recruitment sources related to accelerating promotion. External recruitment sources related to online ads and attracting distinctive graduates. There is an impact of overall internal recruitment sources on job performance proficiency. There is no impact of the overall external recruitment sources on job performance proficiency, except external recruitment sources related to recommended employees, educational institutions, and training centers, which have impact on job performance proficiency.

The study recommended to maintain the application of promotion strategies by acceleration as a source of internal employment, because they positively influence the increase in the level of performance among the employees. Maintain the follow-up of graduates at universities to attract the first of them as a source of employment, maintain contact with the training centers and select the distinguished trainees as the sources of employment, and diversify advertising methods to attract talent.

Keywords internal recruitment sources, external recruitment sources, foreign commercial banks, job performance proficiency, Jordan

JEL Classification M0, M1, M12

INTRODUCTION

The far-reaching changes taking place in the business sectors in the 21st century such as globalization in the economic, political and cognitive fields coincided with accelerated and continual changes among the competing power locally, regionally and internationally mandate fast responsiveness using clear and acumen strategy and visionary leadership. Therefore, in order to explore the future, it is necessary to turn about the traditional managerial practices, take advantage of opportunities in recruiting qualified human resources, benefit from development of the knowledge and technology, and expand the investment opportunities. This requires business organizations to respond quickly and powerfully to adopt modern management strategies enabling them to sustain such transformations and enhance their competitiveness by meeting the market needs, satisfy their customers depending on creativity and provide quality services and products. Thereby enlarge the market share and increase profitability, and thus increase the ability to cope with the latest changes to achieve objectives.

In fact, such aspirations of achieving a competitive edge, increase in the market share, maximizing profitability, and creating quality are targets of contemporary business organizations, and one should realize that accomplishing such goals requires smart decision makers and strategic management that integrate the different managerial functions using a system approach. In addition, it is necessary to realize the value of the human element in achieving big goals. In this context, business organizations need to develop strategies on how to recruit qualified personnel, and what sources of recruitment should be adopted to integrate the human element effectively in the production or service process, given that such qualified human resources represent an essential part of the institutional system (inputs, processes and outputs) and if managed effectively give momentum to other resources in the organizations.

On the other hand, the behaviors of managers in many business organizations in the Jordanian environment have been influenced by different factors: socially (favoritism, mediation), managerially (mood effect, kickbacks, manager's philosophy), economically (tendency to cost-effectiveness), that influence their readiness to recruit less qualified employees depending on parochial sources of recruitment, based on favoritism, mediation and interest interchange, which, of course, contradict with the job values and codes of conduct. This situation, if continued, would exacerbate the administrative corruption phenomenon in Jordan, and on the other hand, would marginalize qualified candidates, destroy their spirit of creativity, and weaken the important role of sources of recruitment and other creativity incubators in the country.

From this springboard, the current study contributes to the research body on this topic through casting light on the impact of sources of recruitment adopted by the foreign banks in Jordan to meet their needs for job and fill in their vacancies on job performance proficiency.

1. METHODOLOGY OF THE STUDY

1.1. Problem statement

The banking sector in Jordan witnesses intense competitiveness and heavy demand for qualified human resources with strong academic and practical backgrounds. Taking this in mind, banking organizations are faced with a challenge to improve their performance and excel other competitors depending on the human resource. The problem addressed by the current study is to highlight the link between the various sources of recruitment and job performance proficiency in order to assist banking organizations turn threats of competition into opportunities relying on qualified human resources recruited from most appropriate sources and to rationalize the recruitment and selection process. Banking organizations that seek to excel their competitors, need to design their strategies by capitalizing on qualified human resources and learn how to recruit high-quality human potential candidates from most suitable sources of recruitment, so as to improve their investment activities, expand their market share, and acquire new customers. Taking human resource as cornerstone of the production or service process, organizations can achieve their competitive edge on the market more powerfully. The following questions are coined to express the study problem more specifically:

- Among the following sources, what recruitment sources are the most commonly used by the foreign commercial banks in Jordan to fill in their vacancies?

Internal sources: interdepartmental job transfer, acceleration, seniority-based, and merit-based promotion.

External sources of recruitment: recommended candidates (from the low-level management, the middle-level management, top-level management, by authoritative figures in the public sector, authoritative figures in the private sector). Recruitment agencies (public agencies, private agencies, advisory agencies), educational institutions, professional associations and trade unions, training centers, and advertisements (online ads, official newspaper advertisements, weekly journal and magazine advertisements, advertisements on radio and TV, wallpaper advertise-

ments), and employee exchange between similar organizations.

- Is there an impact of the internal recruitment sources (interdepartmental transfer, acceleration, seniority-based promotion, merit-based promotion) on job performance proficiency among employees at foreign banks in Jordan?

- Is there an impact of the external recruitment sources on job performance proficiency?

1.2. Objectives of the study

This study seeks to identify the recruitment sources adopted by global commercial banks operating in Jordan, and their recruiting strategy to fulfill their human resource needs, and to identify the impact of internal and external sources of recruiting on job performance and proficiency of employees at foreign commercial banks in Jordan.

1.3. Importance of the study

The importance of the current study stems from the subject it addresses, which relates to the sources of recruitment that supplies qualified candidates to employers, and enrich human resources with intellectual, humanistic, and practical qualities to fill in the job needs of organizations for human resources.

On the other hand, the present study is important to foreign banks, and other banking institutions considering the results it generates because it associates success of an organization with the qualities and qualifications of human resources at various organizational levels. The proficiency of employees, both academically and practically, has reflections on the performance of the whole organization and enhances its competitiveness. Specifically, this study holds importance to both:

- less qualified human resources, because it motivates them to grow professionally and become real assets for potential employers through enhancing their employability by acquiring new skills and capabilities to be able to compete and enter into the labor market;

- results from this study expected to be important for decision makers and policy planners in the top management levels and at human resource departments by assisting them make rational decision related to recruitment and selection and guiding them to more effective recruitment resources ensuring them qualified candidates.

1.4. Hypotheses

This study seeks to test the following hypotheses:

H1: *There is high impact of internal sources of recruitment (interdepartmental job transfer, acceleration, seniority-based promotion, and merit-based promotion) on job performance proficiency.* The sub-hypotheses emanated from the first main hypothesis are as follows:

H1a: *There is high impact of internal recruitment sources related to interdepartmental job transfer on job performance proficiency.*

H1b: *There is high impact of internal recruitment sources related to accelerating promotion on job performance proficiency.*

H1c: *There is high impact of internal sources recruitment related to seniority-based promotion on job performance proficiency.*

H1d: *there is high impact of internal sources recruitment related to merit-based promotion on job performance proficiency.*

H2: *There is high impact of external sources of recruitment (recommended candidate, recruitment agencies, educational institutions, trade unions and professional associations, training centers, job advertisements, employee exchange with other organizations) on job performance proficiency.* The sub-hypotheses emanated from the second main hypothesis are as follows:

H2a: *There is high impact of external sources of recruitment related to recommended candidates on job performance proficiency.*

H2b: *There is high impact of external sources of recruitment related to recruitment agencies on job performance proficiency.*

H2c: There is high impact of external sources of recruitment related to educational institutions on job performance proficiency.

H2d: There is high impact of external sources of recruitment related to professional associations and trade unions on job performance proficiency.

H2e: There is high impact of external sources of recruitment related to training centers on job performance proficiency.

H2f: There is high impact of external sources of recruitment related to job advertisement on job performance proficiency.

H2g: There is high impact of external sources of recruitment related to employee exchange with other similar organizations on job performance proficiency.

2. VARIABLES

This study measures two variables. Figure 1 shows the dependent and independent variables and related subcomponents.

3. METHODOLOGY

This study belongs to analytical descriptive studies. It is descriptive in terms of presenting specific characteristics, as this analytical approach goes beyond data collection and description of phenomena, to the analysis and derivation of meaningful conclusions regarding the problem addressed by the research, and the effect of the independent variable on the dependent one.

3.1. Population and sample of the study

Population consisted of nine (n = 9) foreign commercial banks operating in Jordan (i.e., Standard Chartered, Egyptian Arab Land Bank, Citi Bank N. A., Rafidain Bank, National Bank of Kuwait, BLOM Bank, Bank Audi, National Bank of Abu Dhabi, and Al Rajihi Bank) supervised and controlled by Central Bank of Jordan (Central Bank of Jordan, 2015). The foreign banks' branches located throughout Jordan were excluded from the sample, since human resource selection and recruitment process took place centrally at the main branches, which stand in line with the goals intended by the present study. Other banks (Jordanian banks) were excluded, since the current study aimed at only foreign commercial banks operating in Jordan.

The study was conducted on a randomly selected sample of 6 foreign banks, and 160 questionnaires were distributed to participants at various human resource units. Due to confidentiality of information regarding the employees at such banks, the authors estimated the probable numbers of employees at the human resource units. Questionnaires were distributed to participants, and out of 127 distributed, 121 questionnaires were found valid for statistical analysis – 76%, and this was statistically acceptable and allowed for generalizability of results (Sekaran, 2006). 79 of them were male and the rest were female, 85 Bachelor or less, and the rest were high studies.

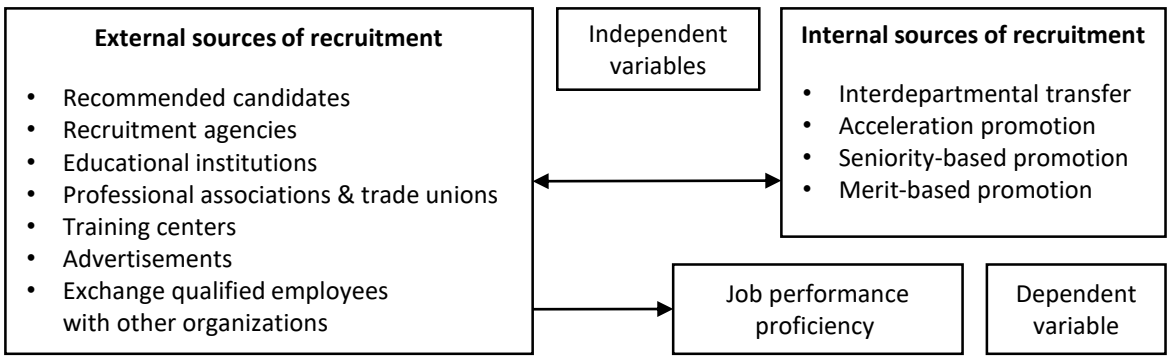

Figure 1. Study variables and components

Likert five-point scale (5 = highly agree, 4 = agree, 3 = moderately agree, 2 = disagree, 1 = strongly disagree) was used to measure the study questions. The Statistical Package for Social Studies (SPSS) including means, standard deviation, and One-Sample (T) test were used to perform the statistical analysis.

To collect data, the researchers reviewed the related literature available in the secondary resources, such as books, periodicals and articles in print and online libraries; and primary resources: questionnaire purposefully was designed for this study and responded to its variables in order to collect data from employees at the global commercial banks active in Jordan. Primarily, the questionnaire includes two major parts.

The first scale measures satisfaction level among employees at human resource units at the foreign commercial banks regarding the recruitment sources adopted by their organization to fill in vacancies. Items distributed to independent variable components are as follows: Items 1-4 (Table 1) measure satisfaction level among employees regarding the internal sources of recruitment (interdepartmental transfer, acceleration, seniority-based promotion, merit-based promotion). Items 1-17 (Table 2) measure satisfaction level among employees regarding the external sources of recruitment (recommended candidates, recruitment agencies, educational institutions, professional associations and trade unions, training centers, advertisements, and employees exchange with other organizations).

The second scale measures impact of recruitment sources on job performance proficiency, and items distributed to the dependent variable are as follows: Items 1-4 (Table 3) measure the impact of internal sources of recruiting on job performance proficiency, i.e. interdepartmental transfer, acceleration, seniority-based promotion, merit-based promotion. Items directed in Tables 4-6 measure impact of external sources of recruitment on job performance proficiency (recommended candidates, recruitment agencies, educational institutions, professional associations and trade unions, training centers, advertisements, and employees exchange with other organizations).

3.2. Limitations of the study

The present study has several limitations, which are as follows:

- Topical limits: the topic addressed by the current study was the recruitment sources adopted by the foreign banks in Jordan to fill in their vacancies and their impact on job performance proficiency. Two themes of recruitment were studied: internal and external recruitment.
- Human limits: this study applied to employees at foreign commercial banks in Jordan.
- Time limits: this study was conducted in 2017.

3.3. Procedural definitions

Sources of recruitment refer to sources organizations might use to meet their needs for human resources both quantitatively and qualitatively. Sources of recruitment are divided into two categories.

Internal sources of recruitment mean sources organizations can use to meet their job requirements for human resources available internally, an employee transfer and promotion instead of recruiting new candidate from outside the organization.

External sources of recruitment refer to the recruitment sources used by organizations to fill in their vacancies and recruit qualified candidates of the human resources.

Foreign commercial banks: banking institutions owned by foreign institutions or individuals and practice investment activities for gaining profit. Their activities include credit, deposit, loans, facilitations, remittance, exchange, etc.

Job requirements refer to human resources needed for the organization based on specific requirements and qualifications, taking into account the tasks and nature of the job, thereby enabling the organization to proceed with its service and production processes in light of predetermined goals.

Job performance proficiency means employees' ability to perform their tasks at the workplace

optimally in terms of speed, accuracy, desire to learn, responsive to new knowledge, disciplinary, proactively, and accomplish tasks within minimum limit of time and effort.

Jordan: the official name is Hashemite Kingdom of Jordan. An Islamic Arab country governed by a parliamentary constitutional monarchy regime located southwest to Asia, in the heart of the Middle East in the southern part of Bilad Al-Sham and north to the Arabia Peninsula. Jordan shares borders with Syria from north, Palestine from west, Iraq from east and Saudi Arabia from southeast.

4. THEORETICAL FRAMEWORK

Recruitment is an essential component of human resource functions that also involves human resource planning, job analysis, training, assessment, delegation, wages and salary structures, security and safety at workplace, and building industrial relations (Ivancevich, 2001).

Recruitment has been defined differently by different authors. Anthony et al. (1999) defined recruiting as the function, by which human resource managers recruit qualified personnel in both quantity and quality. Sultan (1993) viewed recruiting as the activity of monitoring supply and demand regarding current and prospective jobs at the organization. Similarly, Ulrich and Brockbank (2005) defined recruiting as the organization's activity of recruiting employees from different resources. Whereas Pilbeam and Corbridge (2002) considered recruiting as the process of searching for excelled personnel and appointing them in the organization. Elayan (2007) considered recruiting as the activity of advertising vacancies and attracting qualified applicants to apply at the organization to be able to accomplish its goals.

As one can see, the foregoing definitions of recruitment have been focused on the same meaning, implying that recruitment is a process, function, or activity practiced by the organization or human resource management unit to attract qualified candidates from the various sources of recruitment.

For the purpose of the current study, recruitment is an acumen function performed by the human resource management of the organization to meet their needs for qualified employees using effective recruitment sources.

The recruitment sources are institutions, agencies, sources or means by which human resources are recruited, such as universities, recruitment agencies, media, trade associations, labor unions, training centers, etc.

Research by Al-Khasawneh et al. (2017), Armstrong (2009), French (2003), DeNisi et al. (2001), DeCenzo and Stephen (2000), and Noe et al. (2000) demonstrate that recruitment resources are categorized into two categories: internal and external sources.

Internal sources of recruitment refer to sources organizations can depend on to meet their needs for qualified employees, such as job promotions (acceleration, seniority-based promotion, and merit-based promotion) interdepartmental transfer considering the knowledge and experience of candidates. Many researchers (Dessler, 2017) agreed that there are advantages and disadvantages related to the internal resources of recruitments. Advantages include job stability, greater loyalty, raising morale among employees, job satisfaction, increase in trust between employees and top managers, and cost-effectiveness. However, disadvantages include missing new experience, increased workload per employee, etc.

External sources of recruitment refer to sources outside of the organization such as advertisements in different media modalities, universities, recruitment agencies, recommendation of current employees, training centers, professional associations and trade unions, and external organizations. Many authors (DeCenzo & Stephen, 2000; Dessler, 2017; Patton et al., 2002) have agreed on the advantages related to this source of recruitment like diversity of experiences, enriching the organizational culture, and mitigating job loads per employee. Disadvantages are extra costs on the organization, and job conflicts between employees in the organizations.

It can be concluded that sources of recruitment are multiple and varied so that the smart management always seeks to recruit qualified human resources to meet their job needs via effective sources of recruitment. This means to recruit qualified candidates from recruitment sources that are effective, and renowned with qualified candidates attracted, supply qualified candidates enjoying positive behaviors, with practical and cognitive qualities, and personality characteristics including intelligence and creativity; to ensure recruitment and selection based on systematic and objective principles that consider the public interest and avoid conflict of interest.

Khasawneh et al. (2017) highlighted that the recruitment and selection process is difficult and delicate, because it implies a series of decisions made regarding candidates and potential employees. It means a margin of risk if the selected employee was inappropriate to job, then there will be negatives influencing the overall performance of the organization, which finally would result in substantial losses to the organization (Sutano & Kurniawan, 2016). Therefore, in order to implement recruitment and selection process efficiently, the recruitment process shall have the following stages:

- Human resource analysis and planning in order to identify and predict needs of employees in the organization. This process enables the organization to determine weaknesses, strengths, opportunities available and risks if any, and specify goals. This helps identify the needs for employees in the organization in terms of quantity and quality (Fisher et al., 2003).

- Top management approval regarding the recruitment decisions should be obtained from senior managers to ensure their support (Khasawneh et al., 2017).

- Vacancies should be advertised through most effective and appropriate recruitment sources (Patton et al., 2002).

- Recruiting qualified employees should base on merit using recruitment tests for best candidate selection (Fisher et al., 2003; Dura & Al-Sabbagh, 2008).

5. JOB PERFORMANCE

Performance is considered one of the common implications and issues among the leaders of business organizations of various forms over the centuries (Malkawi et al., 2017). Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2009). On the other hand, job performance is one of the activities that have received wide attention from all administrative schools at various stages until the present time, being the basis through which organizations achieve their strategic goals, and is considered the criterion of efficient achievement and the success of organizations, managers and employees alike (Al-Khasawneh et al., 2017).

In this light and in light of the competitive processes surrounding organizations in achieving excellence in performance, organizations are seeking to provide a platform for outstanding performance, by focusing on the resource efficiency in general and the efficiency of human resources in particular. Selection, recruitment, training and continuous evaluation are considered the best way to achieve this and to achieve efficient performance and high quality (Stice et al., 2002).

Performance is defined as the achievement of organizational objectives by utilizing all resources and assets with high efficiency (Al-Ali et al., 2006). Carter (2003) defined it as a range of activities that emphasize the achievement of goals efficiently and effectively and focus on the organization's performance and processes to ensure quality in the product.

Therefore, the overall objective of performance is to develop and improve the performance of individuals and teams and then organizations. Performance is an instrument used to achieve culture change as the creation of a high-performance culture. It aims to develop the capacity of people to meet and exceed expectations and to achieve their full potential to organization objectives (Malkawi & Al-Garaibeh, 2013).

In this research, emphasis has been placed on performance in terms of the ability of employees to carry out their assigned tasks in the work environ-

ment in a distinct manner and superior to others. In terms of accuracy and speed in the acquisition of knowledge and the desire to learn, response and interact to accomplish tasks in less time, at minimum efforts and in a high quality manner.

As for the relationship between job performance and recruitment sources, the efficiency of the recruitment process leads to the provision of efficient human resources that help the organizations in selecting the competencies capable of delivering outstanding performance and accomplishing the tasks in an integrated manner, which is reflected in the performance of the organization in general. Therefore, this study came to shed light on the reality of recruitment sources and its impact on job performance in foreign banks operating in Jordan.

6. PRIOR STUDIES

Sutano and Kurniawah (2016) studied the impact of recruitment, employee retention, and labor relations to employee performance on batik industry in Solo City, Indonesia, for the purpose of identifying the impact of recruitment, employee retention and labor relations on employee performance. The study adopted the descriptive approach and used the questionnaire to collect data from 375 factory employees in Indonesia. Results indicated that integrity of recruitment process positively impacted employee performance in terms of productivity, workmate relations at the workplace, and that the bad selection of employees negatively affected the organization.

Ekwoaba et al. (2015) investigated the impact of recruitment and selection criteria on performance of bank employees in Nigeria. The study depended on the descriptive approach to collect data from 130 employees and found a strong impact of proper recruitment and selection processes on employee performance.

Kanyemba et al. (2015) studied the impact of recruitment and selection on the organizational productivity for the purpose of identifying the productivity of academic and administrative employees at South Africa University. The study adopted the descriptive approach and used the questionnaire to collect data from 370 respondents. Results showed that the recruitment and selection process effectively impacted employee productivity and suggested that managers should use the optimal recruitment sources to ensure employee productivity.

Jamil and Naeem (2013) investigated the impact of outsourcing external recruitment process on the employee commitment and loyalty for the purpose of identifying the impact of external recruitment sources on employee commitment and loyalty at the communication organizations in Pakistan. The study adopted the analytical descriptive approach and used the questionnaire to collect data from 205 employees. Results revealed that the practice of outsourcing external recruitment is effective and commonly used by business organizations, and that there is no impact of external recruitment sources on employee loyalty to organization, as employees are mostly affected by the organization culture, values and system.

Adwan (2011) studied the impact of the selection and recruitment policy on the career path. The purpose of the study was to identify the status of the selection and recruitment policy at Gaza Strip banks and their impact on the job path. Following the descriptive analytical approach, the study employed the questionnaire survey to collect data from a sample of 187 employees. Results demonstrated interest of the banks in the staffing process; the banks apply strategic job analysis and planning and adopt standard staffing procedures in recruiting qualified employees.

Areiqat, Jaradat and Alatibi (2011) investigated the role of recruitment and staffing standards in the competitive edge of Jordanian Housing Bank for purpose of identifying the recruitment sources used and their impact on the competitive edge. The study followed the descriptive analytical approach and used both the interview and questionnaire to collect data from a randomly selected sample of 54 employees from the population (n = 1,700). Results indicated that the bank recruits employees from the recruitment agencies and universities with the focus on their experience and academic performance. The study found a strong relationship between the recruitment sources used and the competitive edge, meaning that the higher the efficiency and quality of employees, the more competitive the organization will be.

Hasan (2010) investigated the impact of HR practices in achieving institutional excellence at Zein Co. for mobile communications for the purpose of identifying the impact of human resources management practices such as recruitment, staffing, training, assessment, incentives, compensations, occupational health and safety on the institutional excellence. Depending on the descriptive approach, the study used the questionnaire to collect data from a sample of 253 employees. Results demonstrated that the factors most influencing institutional excellence was recruitment and selection of qualified personnel. In addition, the more proper are the recruitment and selection procedures, the most efficient will be the training and assessment processes and the employees will have greater motivation and be compliant with occupational safety measures.

Al-Farkh (2009) analyzed the impact of recruitment, selection and staffing on job turnover. Using the descriptive approach, the study employed a composite of interviews and a questionnaire to collect data from employees at Damascus University. The study revealed a strong association between recruitment, selection and staffing practices and job turnover; a fair recruitment strategy greatly contributed to increase in job satisfaction; and the satisfaction level reduces job turnover rate.

Al-Eila (2008) analyzed the status of the staffing process at the Palestinian Ministry of Higher Education in Gaza Strip Governorates to verify the effectiveness of the job planning process and its compliance with appropriate staffing standard procedures. The study employed the analytical descriptive approach and collected data from a sample of 565 senior managers. The study demonstrated interest of the Palestinian Ministry of Higher Education in the staffing process and undertaking institutionally and strategically planned method to recruit qualified employees.

Hass et al. (2001) investigated the impact of the Internet-based recruitment sources on the recruitment of skilled laborers at the American construction organizations. The study included 56 organizations in the construction industry. The study adopted the meta-analysis of the related literature and interviews over the phone. Results revealed that the internet was effective as a recruitment source and a widely used strategy, because it allows posting vacancies to public at a large scale, thereby recruiting skilled workers with least cost and timely, and attracts varied qualifications, increases flexibility of recruitment and selection by the organizations to meet their needs.

The studies reviewed highlight the following:

- Mostly, human resource departments at business organizations apply recruitment criteria and strategies considering its great and direct impact on job performance of employees, contributing to organizational excellence, increasing productivity of employees, and reducing turnover.
- The higher the level of recruitment efficiency, the higher the level of organizational success and development.
- There is great importance of external recruitment sources as they provide human resource departments with candidates from varied backgrounds, provide both human resource managers and candidates with greater freedom of choice, and the associated costs are usually low.
- Prior studies mostly emphasized measuring impact of applying recruitment and selection criteria and strategies. Only one study (Areiqat, Jaradat & Alatibi, 2011) investigated the impact of recruitment sources on the competitive edge. The present study bridges the gap in the prior studies by addressing the impact of recruitment sources on job proficiency of employees at foreign banks in Jordan.

7. STATISTICAL ANALYSIS

To achieve the purposes of the study, firstly the availability level of variables was calculated.

Table 1 shows that the internal recruitment sources are realized at moderate to very high levels, seniority-based promotion to meet the job needs is moderately practiced. Comparatively, interdepartmental job transfers, and merit-based promotion were highly practiced. However, accelerating promotion was practiced at a very high level.

Table 1. Means, standard deviation levels of internal recruitment sources

No.	Item	M	SD	Estimation
1	To meet our job needs, we depend on interdepartmental job transfer	4.04	0.41	High
2	Mostly, we depend on accelerating promotion to meet our job needs	4.88	0.44	Very high
3	We greatly depend on seniority-based promotions to meet our job needs	3.13	0.49	Moderate
4	We greatly depend on merit tests to meet our job needs	3.96	0.51	High

Table 2 shows that the external sources of recruitment are practiced at low to very high level. Low dependence on recommended candidates by authoritative in the public and private sectors, public recruitment agencies, such as Civil Service Bureau or Ministry of Labor, private agencies with charge, advisory offices, and from professional associations and trade unions to fill in vacancies with qualified employees, and advertisement in the official newspapers, advertisements in the weekly journals and magazines. However, dependency on candidates recommended by low and middle-level management is moderately reported.

Comparatively, there was highly great dependency on candidates recommended by top management, as well as training center graduates. The very high dependency is also reported regarding recruitment of high-achieving graduates and candidates recruited via online ads.

8. HYPOTHESES TESTING

H1: *There is an impact of internal recruitment sources on job performance proficiency.* The following sub-hypothesis emanates from the main hypothesis:

H1a: *There is an impact of internal recruitment sources related to interdepartmental transfer on job performance proficiency.*

Table 3 shows that the mean score for item 1 was $M = 4.08 > 3.00$, and $\alpha < 0.05$ meaning statistically significant, so the first sub-hypothesis is accepted, and there is an impact of the internal recruitment sources (interdepartmental job transfer) on job performance proficiency.

Table 2. Means, standard deviation levels of external recruitment sources

No.	Item	M	SD	Estimation
1	To satisfy our job needs, we greatly depend on candidates recommended by low-level management	3.19	0.58	Moderate
2	To satisfy our job needs, we greatly depend on candidates recommended by middle-level management	3.17	0.55	Moderate
3	We greatly depend on candidates recommended by top-level management	3.91	0.53	High
4	To fill in vacancies, we greatly depend on candidates recommended by authoritative figures in the public sector	2.19	0.63	Low
5	To fill in vacancies, we greatly depend on candidates recommended by authoritative figures in the private sector	2.28	0.84	Low
6	To fill in vacancies, we greatly depend on public recruitment agencies such as Civil Service Bureau and Ministry of Labor	2.27	0.84	Low
7	To fill in vacancies, we greatly depend on private recruitment agencies with charge	2.37	0.96	Low
8	To fill in vacancies, we greatly depend on the advisory offices	2.12	0.52	Low
9	To fill in vacancies, we greatly depend on recruitment of distinctive graduates from universities	4.71	0.84	Very high
10	To fill in vacancies, we greatly depend on professional associations and trade unions	2.20	0.67	Low
11	To fill in vacancies, we greatly depend on training centers and recruit their graduates	4.05	0.35	High
12	To fill in vacancies, we greatly depend on online ads	4.92	0.33	Very high
13	To fill in vacancies, we greatly depend on advertisements in the official newspapers	2.31	0.80	Low
14	To fill in vacancies, we greatly depend on weekly journals and magazines	2.38	0.97	Low
15	To fill in vacancies, we greatly depend on radio and TV ads	2.24	0.75	Low
16	To fill in vacancies, we greatly depend on wallpaper advertisements	2.21	0.63	Low
17	To fill in vacancies, we greatly depend on exchange employees with other organizations	2.23	0.64	Low

Table 3. Means, standard deviations, t-values, and significance levels of the impact of internal recruitment sources on job performance proficiency

No.	Item	M	SD	t-value	Sig.
1	Interdepartmental transfer is optimal for professional job performance	4.08	0.40	28.41	0.00
2	Employees promoted technically (accelerated) perform job more professionally	4.84	0.61	32.29	0.00
3	Employees promoted based on seniority perform job more professionally	4.00	0.42	25.16	0.00
4	Employees promoted based on merit perform job more professionally	4.81	0.67	28.80	0.00
	Total	4.43	0.37	41.19	0.00

H1b: There is an impact of internal recruitment sources related to accelerating promotion on job performance proficiency.

Table 3 shows that the mean score for item 2 was $M = 4.84 > 3.00$, and $\alpha < 0.05$ meaning statistically significant, so the second sub-hypothesis is accepted, and there is an impact of the internal recruitment sources related to accelerating promotion on job performance proficiency.

H1c: There is an impact of internal recruitment sources related to seniority-based promotion on job performance proficiency.

Table 3 shows that the mean score for item 3 was $M = 4.00 > 3.00$, and $\alpha < 0.05$ meaning statistically significant, so the third sub-hypothesis is accepted, and there is an impact of the internal recruitment sources (interdepartmental job transfer) on job performance proficiency.

H1d: There is an impact of internal recruitment sources related to merit-based promotion on job performance proficiency.

Table 3 shows that the mean score for item 4 was $M = 4.81 > 3.00$, and $\alpha < 0.05$ meaning statistically significant, so the fourth sub-hypothesis is accepted, and there is an impact of the internal recruitment sources related to merit-based promotion on job performance proficiency is confirmed.

As a composite, the overall items had $M = 4.43 > 3.00 < \alpha = 0.05$, i.e. statistically significant, so the first main hypothesis is accepted, meaning there is an impact of internal recruitment sources (interdepartmental transfer, acceleration, seniority-based and merit-based promotion) on job performance proficiency.

H2: There is an impact of external sources of recruitment on job performance proficiency.

H2a: There is an impact of external sources of recruitment related to recommended candidates on job performance proficiency.

Table 4 shows that all items except item 2, had $M < 3.00$, i.e. statistically insignificant. This means recruitment of candidates recommended by the lower and middle managers and by authoritative figures in the public and private sectors was not considered adequate.

Item 2 (Table 4) had $M > 3.00$ and $\alpha < 0.05$, i.e. statistically significant, meaning that candidates

Table 4. Means, standard deviations, t-values, and significance levels of the impact of external recruitment sources related to recommended candidates on job performance proficiency

No.	Item	M	SD	t-value	Sig.
1	Candidates recommended by lower-level management perform job more professionally	2.62	0.69	–5.90	0.00
2	Candidates recommended by middle-level management perform job more professionally	3.58	0.56	11.04	0.00
3	Candidates recommended by top-level management perform job more professionally	2.39	0.96	–6.77	0.00
4	Candidates recommended by authoritative figures in the public sector perform job more professionally	2.17	0.57	–15.64	0.00
5	Candidates recommended by authoritative figures in the private sector perform job more professionally	2.19	0.62	–13.95	0.00
	Total	2.59	0.50	–8.67	0.00

recommended by the middle managers were considered adequately qualified.

As a composite, the overall items had $M = 2.59 < 3.00$, i.e. statistically insignificant, so the first sub-hypothesis is rejected; meaning there is no impact of external recruitment sources related to recommended candidates on job performance proficiency.

H2b: There is an impact of external recruitment sources related to recruitment sources on job performance proficiency.

Table 5 shows that item 1 had $M = 2.71 < 3.00$, i.e. statistically insignificant, so the second sub-hypothesis is accepted, indicating no impact of external recruitment sources related to recruitment agencies on job performance proficiency.

H2c: There is an impact of external recruitment sources related to educational institutions on job performance proficiency.

Table 5 shows the item 2 had $M = 4.83 > 3.00$, and $\alpha < 0.05$, i.e. statistically insignificant, so the third sub-hypothesis is accepted, indicating impact of the external recruitment sources related to educational institutions on job performance proficiency.

H2d: There is an impact of the external recruitment sources related to professional associations and trade unions on job performance proficiency.

Table 5 shows the item 3 had $M = 2.81 < 3.00$, i.e. statistically insignificant, so the fourth sub-hypothesis is rejected, indicating no impact of the external recruitment sources related to professional associations and trade unions on job performance proficiency.

H2e: There is an impact of external recruitment sources related to training centers on job performance proficiency.

Table 5 shows the item 4 had $M = 4.05 > 3.00$, and witnessed significance at $\alpha < 0.05$, i.e. statistically significant, so the fifth sub-hypothesis indicating an impact of the external recruitment sources related to training center and job performance proficiency is accepted.

H2f: There is an impact of external recruitment sources related to employee exchange on job performance proficiency.

Table 5 shows the item 5 had $M = 2.36 < 3.00$, i.e. statistically insignificant, so the sixth sub-hypothesis is rejected, indicating no impact of the external recruitment sources related to employee exchange with other similar organizations on job performance proficiency.

Table 5. Means, standard deviations, t-values, and significance levels of the impact of external recruitment sources related to recruitment agencies, educational institutions, trade unions, training centers, and employee exchange on job performance proficiency

No.	Item	M	SD	T-value	Sig.
1	Candidate recruited via recruitment agencies perform job more professionally	2.71	0.76	–4.06	0.00
2	Candidates recruited among top graduates perform job more professionally	4.83	0.53	36.54	0.00
3	Candidates recruited via professional associations and trade unions perform job more professionally	2.81	0.90	–2.29	0.02
4	Candidates recruited via training centers perform job more professionally	4.05	0.35	32.03	0.00
5	Candidates recruited through exchange qualified employees perform job more professionally	2.36	0.94	–7.24	0.00

H2g: There is an impact of external recruitment resources related to advertisements on job performance proficiency.

Table 6 shows that items 1 and 2 had $M > 3.00$ and $\alpha = >0.05$, i.e. statistically significant. The job performance of employees who recruited via online ads and official newspapers was more distinctive. However, items 3-5 (Table 6) had $M < 3.00$, i.e. statistically insignificant, where the job performance of employees recruited through weekly newspapers and magazines, local broadcasts, TV, and wallpapers was not such distinctive.

As a composite, the overall items had $M = 2.53 > 3.00$, i.e. statistically insignificant; so the seventh

Table 6. Means, standard deviations, t-values, and significance of external sources of recruitment related to "job ads"

No.	Item	M	SD	T-value	Sig.
1	Candidates recruited through online ads perform job more professionally	3.85	0.47	19.33	0.00
2	Candidates recruited through official newspapers perform job more professionally	3.65	0.63	10.98	0.00
3	Candidates recruited through weekly journals and magazines perform job more professionally	2.42	1.02	–6.12	0.00
4	Candidates recruited through radio and TV ads perform job more professionally	2.10	0.38	–25.44	0.00
5	Candidates recruited through wallpaper ads at public places perform job more professionally	2.15	0.55	–16.29	0.00
	Total	2.53	0.60	–8.25	0.00

sub-hypothesis is rejected, meaning no impact of the external recruitment source related to job ads on job performance proficiency.

For overall items measuring external sources of recruitment, Table 7 shows $M = 2.92 < 3.00$, i.e. statistically insignificant, the second main hypothesis is, therefore, rejected, meaning there is no impact of external sources of recruitment on job performance proficiency.

Table 7. Means, standard deviations, t-values, and significance of external sources of recruitment as a composite

Domain	M	SD	T-value	Sig.
Overall external recruitment Sources	2.92	0.40	–2.01	0.04

9. RESULTS

The results of the present study are as follows.

1. The highest practice level of internal recruitment sources related to accelerating promotion (acceleration) exists.

2. The highest practice level of external recruitment sources related to online ads, and attraction of distinctive graduates is in place.

3. There is an impact of the overall internal recruitment sources and all their dimensions (interdepartmental job transfer, accelerating promotion, seniority-based promotion, and merit-based promotion) on job performance proficiency.

4. There is no impact of the overall external recruitment sources on job performance proficiency, and there is no impact of external recruitment resources dimensions (recruitment agencies, professional associations and trade unions, interinstitutional employee exchange, and job ads) on job performance proficiency.

5. There is an impact of the external recruitment sources related to recommended employee on job, professional educational institutions, and training centers on job performance proficiency.

10. DISCUSSION AND IMPLICATIONS

Selection and recruitment in every organization in general, and banks in particular, are very important. Through this process organizations can acquire qualified people to achieve their strategies, on the other hand, performance and job performance is a continuing hot topic in business. Researchers believe that foreign commercial banks in Jordan realize the importance of renewing their human resource and recruiting efficiencies to achieve job performance proficiency to cope with new conditions in the global business. Therefore, adopting reliable methods for selection and recruitment is a keystone for these banks.

Banks in general and foreign commercial banks in particular, use different methods for selection and recruitment, some of them are internal, and others are external. From the results of this study it was found that foreign commercial banks depend mostly on internal recruitment (interdepartmental job

transfer, accelerating promotion, seniority-based promotion, and merit-based promotion) more than external sources in filling their vacancies. This may belong to skilled people recruited over time through job rotation strategies, training courses and through experience of their work at the same bank. Foreign commercial banks depend to a less degree on external sources (recommended candidate, recruitment agencies, educational institutions, trade unions and professional associations, training centers, job advertisements, employee exchange with other organizations) in filling their vacancies, which are a still important method for diversification of expertise and acquiring high competencies. Internal recruitment sources have an impact on job performance proficiency, whereas external recruitment sources have no impact on performance proficiency except few sub dimensions (recommended employee on job, professional educational institutions, and training centers), which led these banks to concentrate on internal recruitment sources to achieve job performance which is the main issue for this study and in today's business. Therefore, the originality of this study comes from studying sources of recruitment at foreign commercial banks in Jordan and their impact on the job performance proficiency.

CONCLUSION AND RECOMMENDATIONS

- Continual application of accelerating promotion (acceleration) strategy is recommended because of its positive impact on the increased performance among employees.
- Researchers recommend to recruit high-achievers among the university graduates and to focus on universities as an important source of recruitment.
- It is necessary to establish stronger relations with training centers as another important source of recruiting qualified trainees.
- Foreign and other banks operating in Jordan are called to develop strategic partnerships to exchange experience, qualified personnel and job cognitions.
- Foreign banks in Jordan are invited to establish strategic partnerships with public and private recruitment agencies to take advantage of their cognitive repertoire, and reduce cost and effort related to recruitment.
- Diversify advertising methods to recruit qualified candidates.

DIRECTIONS FOR FUTURE RESEARCH

Following the study, future research can be conducted at same or other commercial or specialized banks in Jordan, and other specialized banks in Jordan (Islamic banks, government banks) or may be other sectors, using same or different variables and their effect on different managerial aspects (innovation, quality of services, and so forth).

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