



**The Impact of E-Recruitment on Job Performance: A Field Study of
Jordanian Commercial Banking Sector from Managers Point of View**

أثر الاستقطاب الإلكتروني على الأداء الوظيفي:

دراسة ميدانية من وجهة نظر المديرين العاملين في البنوك التجارية الأردنية

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Thesis Submitted in Partial Fulfillment of the Requirements

For the Degree of Master of E-Business

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Amman, Jordan

January, 2016

Authorization

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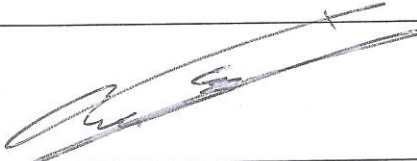
Discussion Committee Decision

This thesis was discussed under the title of:

(The Impact of E-Recruitment on Job Performance:

An Empirical Study from the Perspective of Managers Working at Jordanian Commercial Banks), and

it was approved in 12/1/2016.

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ACKNOWLEDGMENT

All the credit and success are due to the Merciful Allah always and forever. I will forever be thankful to my wonderful and generous mother, father and wife who have contributed in significant ways in helping and supporting me through this journey. I would extend my deepest gratitude to my supervisor Dr. Soud Almahamid for his instructions, guidance and support.

DEDICATION

Words are short to express my deep sense of gratitude towards my beloved parents and towards my beloved wife.

I dedicate this work to my beloved son ***KAREEM***. I hope that this will be a motivation for him to be better than me in all aspects.

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The Impact of E-Recruitment on Job Performance: A Field Study of Jordanian Commercial Banking Sector from Managers Point of View

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Abstract

This study aims to measure the impact of E-Recruitment (E-Attracting, E-selection, E-Training, and E-Evaluation) on job performance (Task Performance, Contextual Performance and Adaptive Performance) in Jordanian commercial banking sector. The study population is consisted of (13) Jordanian commercial banks working in Jordan. The study used stratified random sample. To collect the primary data a questionnaire survey was distributed to (226) managers and heads of departments. The questionnaire consisted of (46) items of close ended response type. The study used the software package for statistical analysis SPSS (Statistical Package for Social Sciences) for testing the hypotheses through regression analysis.

The study indicated that there is a statistically significant impact of E-Recruitment (E-Attracting, E-Selection, E-Training, and E-Evaluation) on job performance (Task Performance) (*Partially Rejected*), Also there is statistically significant impact of E-Recruitment (E-Attracting, E-Selection, E-Training, and E-Evaluation) on job performance (Contextual Performance) (*Partially Rejected*), Finally there is no statistically significant impact of E-Recruitment (E-Attracting, E-Selection, E-Training, and E-Evaluation) on job performance (Adaptive Performance) (*Rejected*).

Keyword: E-Recruitment , Job Performance

أثر الاستقطاب الإلكتروني على الأداء الوظيفي:

دراسة ميدانية من وجهة نظر المديرين العاملين في البنوك التجارية الأردنية

إعداد

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إشراف

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الملخص

هدفت هذه الدراسة لقياس أثر الاستقطاب الإلكتروني ويتضمن على (الجذب الإلكتروني والاختيار الإلكتروني والتدريب الإلكتروني والتقييم الإلكتروني) على الأداء الوظيفي ويشتمل على (أداء المهمة والأداء السياقي والأداء التكيفي) في قطاع البنوك التجارية الأردنية. أما عينة الدراسة فقد نشتمل على 13 بنكا يعملون في الاردن. استخدم الباحث الاستبانة كطريقة لجمع المعلومات وتم توزيعها باستخدام العينة الطبقية العشوائية حيث تم توزيع 226 استبانة على المدراء ورؤساء الاقسام اللذين يعملون في البنوك التجارية الأردنية.

وتوصلت الدراسة الى وجود أثر ذو دلالة احصائية على أثر الاستقطاب الإلكتروني ويتضمن (الجذب الإلكتروني والاختيار الإلكتروني والتدريب الإلكتروني والتقييم الإلكتروني) على الأداء الوظيفي (أداء المهمة)، وتوصلت الدراسة أيضا الى وجود أثر ذو دلالة احصائية على أثر الاستقطاب الإلكتروني ويتضمن (الجذب الإلكتروني والاختيار الإلكتروني والتدريب الإلكتروني والتقييم الإلكتروني) على الأداء الوظيفي (أداء السياقي)، وأخيرا فقد توصلت الدراسة الى عدم وجود أثر ذو دلالة احصائية على أثر الاستقطاب الإلكتروني ويتضمن (الجذب الإلكتروني والاختيار الإلكتروني والتدريب الإلكتروني والتقييم الإلكتروني) على الأداء الوظيفي (أداء التكيفي).

الكلمات المفتاحية: الاستقطاب الإلكتروني ، الأداء الوظيفي

Chapter One:

Introduction

- 1.1. Introduction
- 1.2. Research Problem
- 1.3. Objectives of the research
- 1.4. Significance of the research
- 1.5. Research hypotheses
- 1.6. Research Model
- 1.7. Research Limitations
- 1.8. Research Delimitations
- 1.9. Research Operational Definitions

Chapter One

Introduction

1.1. Background:

Due to the fast technology development and the new communication methods used in every aspect, every concept in human's life have been dramatically changed and developed. The invention of computer and internet has facilitated the communication process. The combination of these two inventions has been widely used in almost all aspects of our daily life.

Companies used to publish job vacancies to candidates using word of mouth or printed media, these ways to advertise, usually, are ineffective nowadays. The advertisement of job vacancies might pose a problem and it is costly to advertise through print media like newspapers or magazines (Shafique, 2012). The traditional hiring process (i.e., from advertisement of job positions to hiring of successful applicants) has its own weaknesses (Ventura and Bringula, 2013).

Internet recruitment or e-recruitment is the removal of complex and unnecessary paper work, and the introduction of streamlined workflow systems, and efficient communication channels between job seekers and employers. E-recruitment is considered to be a part of the electronic human resource management and defined as the implementation of recruitment activities (Ghazzawi and Accoume, 2014). It is evident that e-recruitment systems have become important tools of helping organizations to establish a brand identity, attract talented employees, and retain valuable one's comparing to traditional recruitment methods (Ghazzawi and Accoume, 2014). As for Lakshmi S. L (2014) e-

recruitment is considered to be the process of recruiting personnel with the use of technology and web based resources.

Using information and communication technologies in human resource services have become an important strategy in order to achieve competitive advantages for companies (Stanton and Coovert, 2004). A competitive advantage is considered to be a way in which you can create value for your customers that your competitors cannot. Using and updating technologies in banks, in specific, in human resources departments can lead to receive talented employees. Those employees will provide services to customers and they will be facing and interacting with them as well. Moreover, the more the bank employees are professionals and deal with the customers in a suitable way, the most those customers will be loyal to their bank that they already feel like home when dealing with. Eventually, a competitive advantage will be the result out of these practices.

Hada and Gairola (2015) stated that online recruitment has a major benefit as the life of recruitment ads is much longer than paper-based ads. The internet has made a new competitive environment for businesses rethink and adapt technology to increase and to boost effectiveness and efficiency of the business processes (Salehi, 2010).

Furthermore, electronic human resource management in Jordan is in its initial stages of adoption which leads to changes, taking place in the information Technology landscape (Dmour and Shannak, 2012). Therefore, we can also highlight the job performance in this study as Daft (2012) said that it is the person's capability to achieve the organizations goals through using the best available resources in an efficient and effective way.

When it comes to job performance, it is considered to be one of the most important dependent variables and has been studied for a long time. Campbell (1990) defines performance as behavior. It is something done by the employee. Some other researchers like Borman & Motowidlo (1993) have defined job performance as the aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to fulfill organizational goals. Borman and Motowidlo (1993) divided performance into task and contextual performance. Khashman and Al-Ryalat (2015) added the adaptive performance as a part that should be also studied from researchers who are interested in this issue.

Therefore, it is worth to study this topic and to investigate the effect of e-recruitment on job performance of Jordanian commercial banking sector, and whether it causes changes in the nature and sequence of tasks associated with Jordanian commercial banking sector. The research contributes to the body of knowledge on the subject of e-recruitment, and is relevant for academia, practitioners and decision makers of Jordanian commercial banking sector.

1.2. Research Problem:

Many studies recommended carrying out a research on the effect of e-recruitment on different aspects of organizations' performance, such as Hada and Gairola (2015), Bauermeister, et. al. (2015), Mazurana, et. al. (2002) and Ployhart (2006). Holm (2012); they clearly said that up to now, there has been little research on the impact of e-recruitment on job performance as a whole. The table below (Table 1) documents interviews with Jordanian commercial banking sector representatives in the supervisory positions.

The researcher has visited 4 banks from the supervisory human resources departments' representatives in order to find out how they assess

their, online employed, employees as well as if they recommend such a research to be conducted. Those representatives recommended the study research and expressed that they need to be informed of the results out of it. They also raised topics that are vague for them as below:

Table (1)

**document interviews with Jordanian commercial banking sector
representatives in the supervisory positions**

Position	Date	Vague Topics
HR representatives	September, 2015	<ol style="list-style-type: none"> 1. E-recruitment effectiveness on employees performance 2. E-recruitment effectiveness on team work performance 3. E-recruitment effectiveness on employees work competitiveness 4. E-recruitment effectiveness on employees acceptance of work change 5. E-recruitment effectiveness on employees work challenges 6. E-recruitment effectiveness on employees work initiatives 7. E-Training effectiveness on Employees job performance

		8. E-Evaluation effectiveness on employees task accomplishments
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Based on interviews that were made with the HR manager and head of departments and some of HR supervisory level staff of Jordanian commercial banking sector, during the month of September of 2015. Human resources department of the Jordanian commercial banking sector expressed that applicants are now searching for vacancies in the online means more than printed media.

Furthermore, it has been also confirmed by them that the online ads and posts are critical techniques more than printed ones. They also expressed that till now they don't have any research out comes proof that e-recruitment has any impact on their employees' job performance, as all banks and companies nowadays are adopting such a tool for hiring employees, just for the fact which states that adopting electronic systems in human resources management reduces cost and time as well as efforts.

The mentioned issues above are challenges, in which the researcher believes, that many organizations that are using electronic human resources are facing the same issues. This study tried to search for the impact that e-recruitment may effect on job performance and weather those organizations, which are similar to Jordanian commercial banking sector case, are picking the best applicants from the e-recruitment systems. Those

applicants should be super candidates and they should also match the bank aspirations. The researcher took Jordanian commercial banking sector as a case study.

The research problem is formulated in three questions as follows:

1. Are the e-recruitment practices (E-Attracting, E-selection, E-Training, and E-Evaluation) of Jordanian commercial banking sector have an impact on task performance?
2. Are the e-recruitment practices (E-Attracting, E-selection, E-Training, and E-Evaluation) of Jordanian commercial banking sector have an impact on contextual performance?
3. Are the e-recruitment practices (E-Attracting, E-selection, E-Training, and E-Evaluation) of Jordanian commercial banking sector have an impact on adaptive performance?

Research Objectives:

The main purpose of this research is to investigate the impact of e-recruitment on job performance and to identify how e-recruitment affects the performance of the existing employees that were hired through e-recruitment paths. taking Jordanian commercial banking sector into consideration.

The research objective is to provide recommendations regarding the use of e-recruitment not only to Jordan Commercial banks, but also to other banks that are similar to the case of Jordanian commercial banking sector.

In other words, the research tried to highlight the critical factors that would affect the e-recruitment system, in order to emphasize the essential role played by this strategy which includes posting vacancies via websites, e-mails, online interviews, online Ads and posts, online submitting CVs to

attract genuinely suitable candidates and to examine their credentials carefully throughout the most suitable ways and conditions as well as lowering this process cost.

1.3. Research Significance and Importance:

Research Significance: Many organizations, nowadays, are using online methods to hire talented and motivated manpower (Ventura, 2013). The organizations would be influenced by many elements that encourage the transition face from traditional recruitment process to online recruitment process to develop online recruitment software that would facilitate the fast and accurate selection of qualified applicants. In Addition, the traditional hiring process (i.e., from advertisement of job positions to hiring of successful applicants) has its own inherent weaknesses. The advertisement of job positions alone may pose a problem. It is costly to advertise through print media (e.g., newspapers or magazines). Thus, the publication of job positions can only be advertised for a short period of time. Also, the system of submission requires the physical presence of the applicant to hand over the resume and this resulted passing through many obstacles that the applicants may face when applying remotely.

Therefore, the purpose of this study is to find out how e-recruitment affects the job performance, and whether it causes changes in the nature and sequence of tasks associated with Jordanian commercial banking sector. The research contributes to the body of knowledge on the subject of e-recruitment, and is relevant for both academia and practitioners. Furthermore, the research formulated some recommendations for the Jordanian commercial banking sectore-recruitment activities.

Importance: The importance of this study is that this research will resolve theoretical questions that most of the managers and heads of departments arose in the interviews that the researcher made in Table (1). To change the way human resources departments in Jordanian commercial banking sector, do their jobs in the field of e-recruitment. The contribution that the researcher made is that managers should focus on e-training and e-selection more than e-evaluation when it comes to e-recruitment.

1.4. Research Hypotheses:

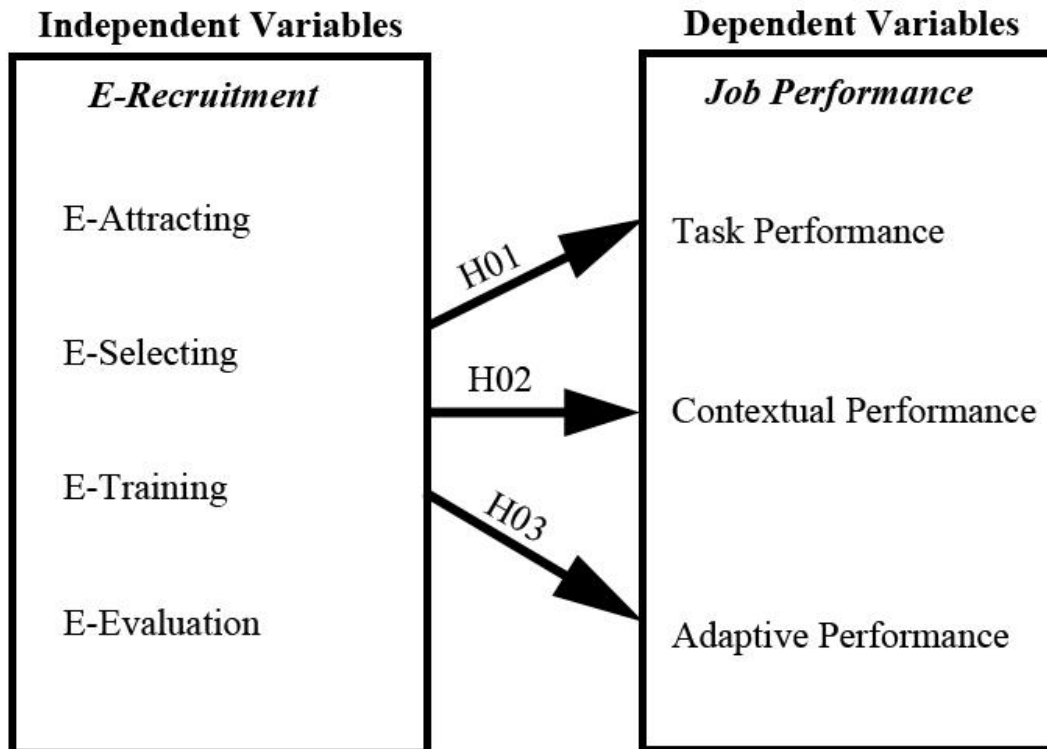
According to the research problem and its elements the following hypotheses is formulated as follows:

H₀₁: There is no significant impact of e-recruitment practices of Jordanian commercial banking sector on task performance $\alpha \leq 0.05$.

H₀₂: There is no significant impact of e-recruitment practices of Jordanian commercial banking sector on contextual performance $\alpha \leq 0.05$.

H₀₃: There is no significant impact of e-recruitment practices of Jordanian commercial banking sector on adaptive performance $\alpha \leq 0.05$.

1.5. Research Model:



Source: Researcher developed the study model based on previous studies that were conducted by Katou (2008), Sareen and Venkat (2012), Koopmans, Bernaards, Hildebrandt, Van Buuren, Van Der Beek, and De Vet (2012) and Khashman and Al-Ryalat (2015). Many researchers like the above ones, decided to use the above measurements.

1.1. Research Definitions:

Independent Variable:

E-recruitment: In this study, e-recruitment is defined as the practice of using web-based resources for tasks involved with e-attracting, e-selecting, e-training and e-evaluation of employees.

Sub-Variables:

E-Attracting: In this study, E-Attracting is defined as drawing an attention of a qualified person whether he/she is searching for a job or not using online means.

E-selection: In this study, E-selection is defined as the process in which the recruiter can choose applicant using online or electronic means.

E-Training: In this study, E-Training is defined as offering and performing training for employees online even if they are out reach.

E-Evaluation: In this study, E-Evaluation is defined as assessing the work performance of employees using electronic means and based on online data base.

Dependent Variables:

Job Performance: In this study, Job performance means the quantity and quality of work that is expected to be done from each employee. In addition, Job performance is measured by many elements such as: Accomplishing work on time, employee high commitment, employee capability in developing job procedures.....etc. Job performance is a consistent and important outcome of core self-evaluations Job performance is the sum total of a worker's execution of assigned tasks. Grouping, assigning, analyzing, and evaluating a worker's job performance generally involve human resource expertise.

Sub-Variables:

Task Performance: In this study, task performance is defined as the effectiveness with which the exercises and activities performed in contributing to the organization's technical core either

directly by implementing a part of its technological processes, or indirectly by providing it with needed materials or services. Task performance is the work activities that contribute to an organization's technical core, it is more likely to be prescribed by the formal job role.

Contextual Performance: In this study, contextual performance is defined as the contribution in activities that are not formally part of the job description of the employee.

Adaptive Performance: In this study, adaptive performance is defined as the proficiency with which an individual alters his or her behavior in response to the demands of a new task, event, situation, or work environment in adjusting to and understanding change in the workplace. Making quick decisions when faced with an emergency.

Research Limitations:

1- Location limitations: The current research was conducted in Jordanian commercial banking sector in Jordan.

2- Human resource limitations: The research targets managers and heads of departments of Jordanian commercial banking sector.

3- Timeline limitations: This research expected to be accomplished through the year (2015-2016).

1.1. Research Delimitations:

1- This study is conducted on Jordanian commercial banking sector, therefore generalizing the results to other industries is questionable.

2- Conducting the research in Jordan may limit its generalizability, but it may be generalized to other Arab countries because they are similar in culture to Jordanian culture.

3- Collected data depends on employees' response to the questionnaires.

4- The research tool (questionnaire) measures the perception of the respondents and may reflect the reality of the business environment.

5- The employees' response might reflect the psychological influence about the company at that point of time.

Chapter Two:

Theoretical Framework and Previous Studies

2.2 Theoretical Framework

2.2 Previous Studies

2.3 Distinguish between this Study and Previous Studies

Chapter Two

Theoretical Framework and Previous Studies

2.1. Theoretical Framework

Independent Variable E-recruitment(E-Attracting, E-Selection, E-Training, and E-Evaluation):

Almost all scholars and practitioners have similar definition related to e-recruitment such as Carlson (2002) stated that e-recruitment can generate a high quantity of applications which seems to outline an advantage of e-recruitment, but can lead to an overwhelming and time consuming procedure as well. E-recruitment has been an issue of interest over the past ten years. Barber (2006) discussed the disadvantages and challenges of online recruitment and pointed out that the loss of personal touch is a danger. Maurer and Lui (2007) added that the type of job determines whether e-recruitment is suitable or not. They argue that low-skilled positions do not benefit from e-recruitment.

Talent Management division assure that a supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives so employees become more committed to the company and achieve higher levels of job performance (Ghazzawi and Accoume, 2014).

Globalization paradigm is an important factor that influences organizations that compete for customers with high expectations in performance, quality, & low cost (Friedman, 2007). A study by the Society for Human Resource Management (SHRM) reported that the average cost per hire from Internet recruitment methods was \$377 in comparison to the average

cost per hire of \$3,295 from recruitment through a major metropolitan newspaper. Kapse, et. al. (2012) published an article about e-recruitment which stated that online recruitment has many advantages to companies like low cost, less time, quick, wider area, better match and along with this they have highlighted some points of disadvantages of online recruitment like scrutinizing applications is a problem, lack of internet awareness in India in some places and they said that employers want to have face to face interaction with candidates. Furthermore, e-recruitment is defined as the practice of using web-based resources for tasks involved with e-attracting, e-selection, e-training and e-evaluation of job seekers.

E-selection is considered to be an outstanding online service method for the workforce selection processes. It instantly provides an accurate picture of candidate's fitness for filling the specific vacancies as well as their inherent potential. In globalization conditions, using technology in the selection processes becomes the key factor in enhancing business growth and competitiveness. In order to gain a competitive advantage, increase innovation, enterprises have used the latest technological solutions in this field. Technology exerts huge influence on e-selection processes. Available technology solutions have made a transformation in the recruitment and selection process, which brought about changes in the manner of collecting, using and disseminating information about applicants and employees.

E-selection is when organizations and their agents use Internet based technologies to select the best applicants based on online selection procedures in which the system or the online method will automatically recommend such and such to be the best qualified applicants among those who are in the pool of applicants.

E-training are courses which are designed to guide people through information and coursework, or help trainees to better perform in a specific task. Some of these courses may even be a workplace requirement by the law of banks. As well as presenting courses materials and content. E-training gives employees the opportunity for live interactions and real-time feedback for things like quizzes, tests and surveys. Interactions between instructors and employees are also conducted via an online medium through chat or email.

E-training, usually, offers training professionals the opportunity to provide an asynchronous or self-paced training experience. In this type of learning, the trainer assigns courses for completion and the employees can do the work gradually, or in one go.

When it comes to e-evaluation, it is a service provides web-based technology that enables teams to work collaboratively developing evaluation plans in banks, structuring assessment criteria, evaluating tender documentation and carrying out bid comparisons in a secure, common working environment. In other words, e-evaluation assess in doing the right things, not only if we are doing things right or as planned. E-evaluation ensures the original evaluation plan is followed accurately enforcing best practices to be done. Furthermore, e-evaluation shall meet certain quality in which all of the system parts and content should support transparency, data accuracy and at last not to be bias.

Moreover, implementation of these systems improved the quality of services provided to stakeholders (e.g. applicants, employees, managers), and reduced administrative costs as well as errors. Part of the Human Resource Management System is electronic human resource information system

(eHRM) providing organizational stakeholders with access to HR information and specific HR functions via the Internet or intranets

Dependent Variables: Job Performance(Task Performance, Contextual Performance and Adaptive Performance):

Job Performance:

Job performance is important in the light of the current economic recession. it becomes increasingly important to maintain, improve, and optimize the individual job performance of employees (Koopmans, 2014). According to Viswesvaran and Ones, (2000) they defined Job performance as: “scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals”.

Work performance is defined as the quantity and quality expected from each employee. In addition, job performance is measured by many elements such as: Accomplishing work on time, employee high commitment, employee capability in developing job procedures.....etc.

Many researchers assured that in order for the organizations to boost their operational performance, online or digital recruiting process should be adapted.HR must become digital, particularly nowadays, when they are being pressed to prove their added value to business performance (Khashman and Al-Ryalat, 2015).

Contextual performance has been found to be related to overall employee job performance 'contextual performance' also leads to good job performance. Contextual performance means doing things beyond the simple job performance, such as volunteering, putting in extra effort, cooperating, following rules and procedures, and endorsing the goals of the organization.

employees are expected to go above and beyond the requirements listed in their job descriptions. besides cooperating and helping others, voluntarily performing extra-role activities, persevering with enthusiasm and extra determination to complete assignments successfully, defending the organization's goals, and adhering to organizational policies even when this is inconvenient on the other hand, influences and supports the social and psychological environment of the organization, the environment in which the technical core operates.

Moreover, some practices, which are naturally adaptive, for example when employees keeping composed and focused on task at hand when dealing with high demand tasks, thinking outside the boundary limits, and innovatively to solve a problem within the work environment. In addition, employees will be always able to become productive despite the occurrence of unknown situations, as well as, being able to approach new methods and technological constructs, in order to accomplish a work task, and being considerate of other people's points of view when working in a team or group to accomplish a certain goal.

E-recruitment, as a human resource management function, is among the activities with the most critical impact on the performance of an organization (Kumar & Garg, 2010). Furthermore, performance could be utilized as criteria in evaluating online recruitment software (Ventura and Bringula, 2013). Thus, when new employees can easily access important information from the organization they are likely to have increased perceptions of organizational membership, which leads to lower quit rates and increased performance (Ng and Butts, 2009).

Relationship between Independent and Dependent Variables:

Almost all researchers related the e-recruitment adapting with performance, efficiency and time saving. In fact, job performance, time saving and efficiency can lead to organizational success. Using online means is very important for organizations who are seeking for a unique way to recruit job seekers, significant benefits in terms of time saving, searching the pool of candidates and a quality of hiring.

Moreover, online recruitment practice reduces the use of papers for each of the supervisor and oversight which can minimize the time and cost and at the same time increase Job performance of striking to the Human Resources Department (Khashman and Al-Ryalat, 2015). As Ensheret al, (2002) have claimed that online recruitment brings significant benefits in terms of time, cost, searching the pool of candidates and the quality of response. It has been pointed out that electronic means have the potential to reduce administrative costs, increase productivity, speed response times, enhance decision-making, and improve customer service all at the same time (Ma and YE 2015).

Thus, the use of electronic means in recruiting will be reducing paperwork, decreasing administrative costs, shortening time and distribution response and the increase in response rate (Khashman and Al-Ryalat, 2015).

To sum up, e-recruitment as an Independent variable and Job performance as dependent variable are related with each other. Changes that may rise in one or more of these parts can reflect positively or negatively on the organization. The researcher studied these relationships in order to make a recommendation in which organizations with similar culture, industry... etc to Jordanian commercial banking sector can benefit from.

2.2. Previous Studies:

Selden and Orenstein(2011)study entitled:"**Government E-Recruiting Web Sites: The influence of e-recruitment content and usability on recruiting and hiring outcomes in US state governments**", examined both the content and usability of e-recruiting web sites on a government's ability to attract individuals to apply for government positions and on government's ability to retain new hires. This study evaluated the e-recruiting efforts of state governments in the United States. Results study showed that governments with more usable hiring web site receive significantly more applications per job opening; whereas states with higher quality content on their recruiting web pages have significantly less voluntary turnover of new hires.

Chang, et. al. (2014)study entitled:"**Exploring privacy and trust for employee monitoring**". They proposed to evaluate privacy boundaries and explore employees' reactions in employee monitoring. They found out that the findings showed that a control-oriented organizational culture raised communication privacy turbulence in CPM. The communication privacy turbulence in CPM mostly had negative effects on trust in employee monitoring policy, but not on trust in employee monitoring members. Both trust in employee monitoring policy and trust in employee monitoring members had positive effects on employee commitment and compliance to employee monitoring.

Pivac, Tadić, and Marasović(2014)study entitled"**The level of the Usage of the Human Resource Information System and Electronic Recruitment in Croatian Companies**". Theyproposed to research the level of the usage of HRIS and ER within medium-size and large Croatian

companies. Moreover, the additional aim of this paper was to evaluate the relationship among the usage of these modern managerial tools and the overall success of human resource management within these companies. For the purpose of this paper, primary and secondary research have been conducted in order to reveal the level of the usage of HRIS and ER as well as the overall success of human resource management in Croatian companies. The companies' classification (HRIS and ER) was done by using the non-hierarchical k-means cluster method as well as the nonparametric Kruskal Wallis test. Further, the companies were ranked by the multi-criteria PROMETHEE method. Relevant nonparametric tests were used for testing the overall companies' HRM. Finally, binary logistic regression was estimated, relating binary variable HRM and HRIS development. After detailed research, it is concluded that large Croatian companies apply HRIS in majority (with a positive relation to HRM performance), but still require certain degrees of its development.

Nivlouei (2014) study entitled: "Electronic Human Resource Management System: The Main Element in Capacitating Globalization Paradigm". She proposed an implicit model to identify the nature, objectives, policies and strategies, applications and E-HRM system outputs in order to clarify the role of this system as one of the most affective and affected basic elements in capacitating globalization paradigm by relying on its dimensions, and point out the importance and necessity of the phenomena of organizational globalization in modern societies via E-HRM system. In following sections, the researcher tried to fill in the existing gap regarding the lack of sufficient attention to the present resistance in implementing E-HRM in the era of globalization by identifying challenges, opportunities and

proposing suggestions to fulfill the implementation and development of the E-HRM system.

Ghazzawi and Accoumeh (2014) study entitled: "**Critical Success Factors of the E-recruitment System**". They proposed to help professionals in the HR departments and management to consider and improve how they recruit, develop and look after their staff. E-Management is one of the most challenges that organizations are facing in their businesses processes. Those processes are supported by the usage of electronic information system and applications. New technologies have been increasingly facilitated and speed up the communication and business process between the internal and external users. E-recruitment considered as a part of e-HRM and defined as the implementation of recruitment activates by involving the internet and using web solutions to operate and at the end it has the same goals of the traditional recruitment. Online recruitment is becoming more attractive for the employers and job seekers. Advantages and disadvantages of e-recruitment system were determined by examining the overall process. Throughout this research the researcher identified the influential factors that affect the success of using online recruitment instead of traditional recruitment and measure the effectiveness of each factor. The research is going to provide the organizations and HR members a wider vision how would they set up their recruitment strategies and retain their employees.

Afshar (2014) study entitled: "**Critical Success Factors of the E-recruitment System**". The researcher wanted to review and analyze the E-recruitment in Iranian banks and insurance industry and content analysis was used to achieve this. In other words, in this study the website content was analyzed by researchers. These organizations were selected based on the

ranking of the top 100 organizations in 1390. The results of this study indicated that most of these organizations had at least part of the electronic recruitment and Obviously, these organizations have understood the importance of the electronic recruitment. Also in that organizations more had been emphasized on advertisement and HR Policies and activities. also these organizations had less attention to recruitment process, internship, Types of employment, HR Vision, Announcing the results & Post Resume.

Al-KhanakandMahmood(2014)study entitled:"**Factors Influence Organization Management towards Using Electronic Recruitment Strategy**". They proposed to identify and select applicants as well as an organization on the basis of mutual best interests. E-recruitment took a place alongside traditional recruitment and even exceeds it in some countries. This paper addressed the factors that affect organization management in engaging human resource management policies and strategies towards E-recruitment to attract human capital in order to compete and survive in the market. The aims of this study were to explore, identify and classify the factors that influence management towards E-recruitment as well as develop a conceptual framework. Seven factors, among which Faster Recruitment Process, Easier Administration, and Cost Reduction, were projected as findings of this paper.

BOŞCAI (2015) study entitled: "**Niche Websites and Online ToolsUsed inRecruitment**" the researcher aimed in the article to analyze these sites and applications in order todetermine the advantages and disadvantages of specialized recruitment websites, careersites of organizations and social professional sites. Using these online recruitment toolslead to the development of e-recruitment.His conclusion was that those websites did not represent yet a universal solution fororganizations although

the number of users is growing. For being successful in the recruitment process, recruiters have to combine niche websites in recruiting and not use only one type of niche websites.

Ma and YE (2015) study entitled: **“The Role of Electronic Human Resource Management in Contemporary Human Resource Management”** This article elaborated on E-HRM in detail on the following aspects: Introduction of E-HRM, types of E-HRM, role of E-HRM, factors influencing utility, effectiveness of E-HRM, determinants of attitude towards E-HRM and the context for E-HRM in China, and it is expected to help people understand E-HRM more comprehensively and systematically. They found out that in order to meet the demands of today’s knowledge-based economy, it is almost a must for organizations to maximize the potential and productivity of their employees, a goal towards which HRM information systems and E-HRM could be of help.

Nazari and Naghavi (2015) study entitled: **“A Study on Electronic Human Resource Management at The Central Bank and Effectiveness of Human Resources Management System”**. They wanted to answer the question of whether electronic human resource management is effective on effectiveness of human resource management. This study is considered as a descriptive one. The statistical studied population is the Central Bank of the Islamic Republic of Iran, and the data was collected using a questionnaire. Research results suggest that the use of electronic human resources management should lead to effectiveness of human resources management system. At the beginning, Spearman coefficient test was used in order to investigate hypothesis at the end, use of the confirmatory factors analysis on general value of research model is investigated and emphasized.

Hada and Gairola (2015) study entitled: “**Opportunities & Challenges of E- Recruitment**”. They studied the overall concept of e-recruitment. It has been correctly said that recruitment is not only about hiring the best rather it’s the question to enroll the right candidate in organization. Competent staff helps in increasing organizations productivity. E-recruitment helps organizations to be equipped with competent staff and thus it is linked with many HR activities of organization. E-recruitment has proved to be important part of the recruitment strategy. It is used to keep track and maintain candidate applications, mostly among larger organizations. E-recruitment has provided some remarkable benefits in terms of cost and efficiency. In addition to the above discussion, a continuous improvement in considering the technological issues related to E-recruitment is highly recommended.

Khashman and Al-Ryalat (2015) study entitled: “**The Impact of Electronic Human Resource Management(E-HRM) Practices on Business Performance in Jordanian Telecommunications Sector: (The Employees Perspective)**”. They studied the identification impact of electronic human resource management practices through the main study dimensions represented in the (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications and e compensation) on the operational performance. Represented through the main dimensions showed as follows: (Time, financial cost, quality of service and flexibility) in the Jordanian telecommunications sectors represented by the three companies of Cellular Communications (Zain, Orange and Umniah). The study population consisted of all supervisory positions employees in the three companies.

Bondarouk and Harms and Lepak (2015) study entitled “Does e-HRM lead to better HRM service?” This research paper aimed to investigate the

relationship between employee self-service and employees' behavior based on social exchange theory. Especially, the objective of this proposed research was to examine how employee self-service affects employee job satisfaction and employee retention. To examine the relationship, a conceptual framework was proposed. Findings from this proposed research were expected to make contributions to social exchange theory research and the hospitality industry with an insight into employee self-service, eventually increasing the job satisfaction and job retention.

Iannotta and Al- Gatti (2016) study entitled: **“Innovating e-recruitment services: an italian case study ”**. Their study was to analyze the emerging trends in the e-recruitment services by investigating the case study the innovative Italian start-up in this sector. The purpose is to explore why and how the problems related to traditional recruitment and e-recruitment models have led to an innovative solution of “talent hunting” in Italy. They found out that several innovative solutions in order to more efficiently match the requests of employers and job seekers and to make the search of talent, which is very important, much more qualified.

Ladkin and Buhalis(2016) study entitled: **“Online and Social Media Recruitment: Hospitality Employer and Prospective Employee Considerations”**. They have studied the implications for employers and prospective employees, discussing areas of mutual relevance. Design, methodology and approach of this paper drawn on existing research to examine the subject of online and social media recruitment. Secondary sources are used to be providing a framework for the consideration of online and social media recruitment for hospitality organizations. A model for understanding online and social media empowered hospitality recruitment is

proposed. They found out that considerations for employers include website attributes, issues of fairness in the recruitments process and brand reputation which is very important. For prospective employees, the considerations center on public and private online profiles. Considerations common to both include the value of an online presence, the blurring of boundaries in online information and legal implications.

Ouiridi, M., Ouiridi, A., Segers and Pais (2016) study entitled: **“Technology adoption in employee recruitment: The case of social media in Central and Eastern Europe”** This article studied the social media adoption in employee recruitment and selection in Central and Eastern Europe. The theoretical lens used in this study is the Unified Theory of Acceptance and Use of Technology, extended to include the impact of the recruiters' managerial position and educational level on technology adoption. Results obtained from partial least squares path modeling, using cross-sectional data collected from 224 recruiters, showed that the core hypotheses of the Unified Theory of Acceptance and Use of Technology were supported, namely the positive impact of performance expectancy, effort expectancy and social influence on behavioral intention, as well as the positive impact of facilitating conditions and behavioral intention on usage behavior. As expected, the recruiters' characteristics triggered many interaction effects, but none of them impacted facilitating conditions. Managerial implications were discussed and future research suggestions are provided.

To achieve the objectives of the study, the researcher used the descriptive analytical method and a stratified random sample consisting of 178 employees males and females who were selected to collect data needed, then

the questionnaire was developed and distributed to the samples, data was analyzed using SPSS statistical software, a descriptive and analytical statistics were used for the process of analysis. The results showed that there was an existence of a positive statistically significant impact to dimensions of electronic-human-resources management (e-recruitment, e-selection, e-training, e-performance appraisal, e-communications and e-compensation) on the dimensions of operational performance (time, cost, quality of service, and flexibility).

2.3. Distinguish between this Study and Previous Studies:

Comparing with previous studies following points may distinguish current research:

Most of previous studies considered sampling methods from different industries, but this study is fully dedicated to Jordanian commercial banking sector.

This research might be the first of its kind that examines the impact of e-recruitment on job performance in the banking sector in Jordan. In addition,

1. This research provided a direct relationship between e-recruitment and job performance in Jordanian commercial banking sector, while the prior studies didn't provide evidence about job performance on e-recruitment in the Jordanian commercial banking sector.

2. According to the in-depth research, there wasn't any prior research examined the relationship between the current research variables, neither separately nor mutually.

3. Most of previous studies were conducted on foreign countries, only very limited researches conducted in Jordan and Arab world. This study is fully dedicated to be conducted in Jordan.

Chapter Three:

Method and Procedures

3.1 Introduction

3.2 Study Methodology

3.3 Study Population and Sample

3.4 Study Tools and Data Collection

3.5 Data Reliability

3.6 Study Statistical Techniques

Chapter Three

Method and Procedures

3.1 Introduction

In this chapter the researcher described in detail the methodology used in this study, and the study population and its sample. Next, the researcher explains the study tools and the way of data collections. After that, he discusses the statistical treatment that is used in analysis of the collected data. In the final section the validation of the questionnaire and the reliability analysis that is applied was clearly stated.

3.2 Study Methodology

Descriptive research involves collecting data in order to test hypotheses or to answer questions concerned with the current status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design chosen for the study is the survey research. A survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables .The Survey research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process. The researcher designed a survey instrument that could be administered to selected subjects. The purpose of the survey instrument was to collect data concerning respondent's attitudes towards banks with e-recruitment adoption.

3.3 Study Population and Sample

To increase credibility, it is important to choose the sample that represented the population under investigation. The population of the study is all of the managers and head of department working in Jordanian commercial banking sector which are 13 banks. Out of 13 Jordanian commercial banks, only 4 banks agreed to participate in this study, which have been adopted e-recruitment. According to Cochran, if the sample of the population was more than 20%, it is considered to be as a moderate heterogeneity. This means that the sample in which the researcher used was fully accepted in terms of representing the sample of the research population. The researcher sample was stratified random sample, in which the researcher divided the sample into levels (banks managers and heads of departments) and then spreaded the questionnaire randomly to them.

After distributing (250) questionnaires of the study sample, a total of (228) answered questionnaires were retrieved, of which (2) were invalid, Therefore, (226) answered questionnaires were valid for study.

3.4 Study Tools and Data Collection

The current study is of two folds, theoretical and practical. In the theoretical aspect, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical aspect, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses. The data collection, manners analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, these are used to write the theoretical framework of the study.

2. Primary source: a questionnaire that was designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for the model were through questionnaire. After conducting a thorough review of the literature pertaining to e-recruitment adoption, the researcher formulated the questionnaire instrument for this study. The questionnaire instrumental sections are as follows:

Section One: Demographic variables. The demographic information was collected with closed-ended questions, through (4) factors (Age; Gender; Education level; Experience).

Section Two: E-recruitment. This section measured the Recruitment attraction, E-Selection, E-Training and E-Evaluation, each dimension measure through (5) on a Likert-type scale as follows in the tables below:

Table (2)

Likert-type scale

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Section Three: Job Performance. This section was measured through (3) dimensions (Task Performance, Contextual Performance, and Adaptive Performance) each

Table (3)**Likert-type scale**

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

To validate the data collection instrument used in this study in terms of its readability, format, and ability to measure the study's constructs; the researcher distributed the questionnaire instrument to a number of professors in public and private universities in Jordan those who have specializations and expertise in the field of this study. The questionnaire instrument was then updated and refined to reflect the comments and suggestions received by the domain experts. Moreover, the experts showed interest and interact with the researcher concerning the questionnaire instrument which adds to its validity.

3.5 Data Reliability

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's alphas of all scales as in Table 1 were ranged between (0.61) and (0.89); indicating good reliabilities of the scales (Hair et al., 2009). However, the reliability of the instrument as a whole is very good ($\alpha=0.87$).

Table (4)
Cronbach's alpha Test

Variable/ dimension	Number of items	Cronbach's Alpha
E-recruiting	1-23	0.87
E-attracting	1-6	0.65
E-selection	7-12	0.82
E-training	13-17	0.82
E-performance evaluation	18-23	0.87
Job Performance	24-47	0.80
Task performance	24-29	0.89
Contextual Performance	30-39	0.61
Adaptive performance	40-47	0.62
The questionnaire overall	1-47	0.89

3.6 Study Statistical Techniques:

The researcher used the suitable statistical methods that consist of:

- Percentage and Frequency used to describe the characteristics of research respondents.
- Cronbach's Alpha reliability (α) used to measure strength of the correlation and coherence between questionnaire items.

- Arithmetic Mean used to identify the level of response of study sample individuals to the study variables.
- Standard Deviation used to Measure the responses spacing degree about Arithmetic Mean.
- Multiple regression analysis.
- Stepwise multiple regression analysis,

- Relative importance, assigned due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

- **The Low degree from $1+1.33=2.33 \rightarrow$ Low Level (1 - 2.33)**
- **The Medium degree from $2.34+1.33= 3.67 \rightarrow$ Medium Level (2.34 – 3.67)**
- **The High degree from 3.68 and above**

Chapter Four:

Method and Procedures

4.1 Statistical Analysis

4.1.1 E-Recruitment

4.1.2 E-Selection

4.1.3 E-Training

4.1.4 E-Evaluation

4.1.5 Task Performance

4.1.6 Contextual Performance

4.1.7 Adaptive Performance

4.2 The Readiness and Validity of Data for Regression Analyses

4.3 Test of Normality

4.4 Test of Multicollinearity

4.5 Bivariate Pearson Correlation

4.6 Hypotheses Testing

Chapter Four

Results and Discussion

4.1 Statistical Analysis

In order to answer the research questions and test the hypotheses, the researcher utilized a first generation statistical package; that is a Statistical Package for Social Sciences (SPSS). To answer the research questions, the researcher utilized means, frequencies, and standard deviations. The Cronbach's Alpha test was also utilized to test the reliability and consistency of the data collection tool (i.e. questionnaire). To test the research hypotheses, the researcher utilized multiple regression analysis, stepwise multiple regression analysis. The following is the descriptive analysis for the sample based on their demographics. Table 1 shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their age. Table 5 shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their gender.

Table (5):

Descriptive Statistics of the Study Sample according to Gender

Gender	Frequency	Percentage
Male	177	78.3%
Female	49	21.6%
Total	226	100%

Table 5 shows that the Gender of most of the study sample are Males and their age range represents (78.3%) of the sample size. This is followed by

Females sample who represent (21.6%) of the sample size. The above table leads us to understand that most of the study sample are males, whereas, females are much fewer in the sample of this study. It doesn't matter, actually, if the sample contains males or females; I mean both of them are adults and have sufficient experience to evaluate the less part of the sample I mean, not too old and they can perfectly evaluate the e-recruitment impact in their work place. Table 2 shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their qualifications.

Table (6)

Descriptive Statistics of the Study Sample according to Age

Age	Frequency	Percentage
Less than 20 years	0	0
20-24	5	2.2
25-29	115	50.9
30-35	73	32.3
36-40	33	14.6
More than 41	0	0
Total	226	100%

Table 6 shows that the age of most of the study sample is 30 years or less and this age range represents (50.9%) of the sample size. This is followed by the age range (30-35) with who represent (32.3%) of the sample size. Next comes the age range (40-36) who represent (14.6%) of the sample size. Finally comes the age range (20-24) who represent (2.2%) of the sample size. The above table leads us to understand that the most of the study sample are young

people; I mean, not too old and they can perfectly evaluate the e-recruitment impact in their work place. Table 2 shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their qualifications.

Table (7)

Descriptive Statistics of the Study Sample according to Qualifications

Qualification	Frequency	Percentage
High School	0	0
Diploma	3	1.3
Bachelor	209	92.5
Graduate studies	14	6.2
Total	226	100%

Table 7 shows that (3) subjects who represent (1.3%) of the study sample hold Diploma degree. The number of subjects who hold bachelor degree is the largest (209) and represent (92.5%) of the study sample. In addition, the number of subjects with a Graduate Studies is (14) and represent (6.2%) of the study sample. This results can describe that the study sample has somehow good education and they can fill in the questionnaire neutrally and they also can evaluate impact of e-recruitment in job performance. Table 3 shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their experience.

Table (8)**Descriptive Statistics of the Study Sample according to Experience**

Qualification	Frequency	Percentage
5 years or less	0	0
6-10	17	7.5
11-15	184	81.4
16-20	25	11.1
More than 21	0	0
Total	226	100%

Table 8 shows that all of the study sample has more than 5 years of experience, the number of years of experience for (17) subjects of the sample is 6-10 Years of experience and this represent about (7.5%) of the sample size. This is followed by the count of subjects with 11 to 15 Years of experience which is (184) subjects and represent (81.4%) of the sample size. Next is the count of subjects with years of experience ranging between 16 and 20 which is (25) subjects that represent about (11.1%) of the study sample. Then is the count of subjects with years of experience 53 ranging between 16 and 20. Finally, the count of the subjects with years of experience above or equal 20 years is 0 and this represent (0%) of the sample size.

Table (9)**Descriptive Statistics of the Study Sample according to Title**

Current Title	Frequency	Percentage
Manager	50	22.1
Heads of Departments	176	77.9
Total	226	100%

Table 9 shows that (50) subjects who represent (22.1%) of the study sample are Managers and the majority are heads of departments with (176) who represent (77.9%). This leads to that those who are working with authority can best evaluate the impact of e-recruitment on job performance. Next, we present the means and the standard deviation for each of the study's constructs along with its items.

4.1.1 E-Recruitment:**Table (10)****Descriptive Analysis for the Construct: E-Attracting**

Q#	E-Attraction	Mean	STD	Rank	Level
Q1	Posting new vacancies via bank website	4.56	0.65	1	High
Q2	E-recruitment considered to be the main source of recruitment	4.30	0.81	3	High
Q3	E-recruitment can build applications data base easily	2.95	1.21	5	Medium

Q4	E-recruitment helps in developing the efficiency of recruitment	2.93	1.35	6	Medium
Q5	E-recruitment can attracts qualified candidates better than normal recruitment processes	4.54	0.86	2	High
Q6	E-recruitment can attract qualified candidates	3.89	0.74	4	High
	Total	3.86	0.94		High

Table 10 shows that means of (E-recruitment) items range between (2.93) to (4.56) with an overall mean of (3.86) with a standard deviation of (0.94). The level of such an overall mean is high. Item number (1) got the highest mean which is (4.56) with a standard deviation of (0.65). The statement concerning item number (1) is as follows: (Posting new vacancies via bank website). On the other hand, item number (4) came last on the basis of mean values. The mean of this item is (2.93) and its standard deviation is (1.35) and thus considered medium in terms of level. The statement of this item is as follows: (E-recruitment helps in developing the efficiency of recruitment). Accordingly, the descriptive statistics concerning the construct (E-recruitment) indicate that E-recruitment within Jordanian Banks is considered to be high in terms of level from the perspective of the study's sample.

4.1.2 E-Selection:

Table (11)

Descriptive Analysis for the Construct: E-Selection

Q#	E-Selection	Mean	STD	Rank	Level
Q7	The website is interactive with applicants	3.81	0.78	4	High
Q8	The bank uses electronic tests to evaluate candidates applications	3.72	0.87	5	High
Q9	The bank uses electronic interviews to evaluate candidates applications	3.55	0.90	6	Medium
Q10	E-selection can sort applicants from poor to best	4.05	0.82	1	High
Q11	The bank informs the appointed candidates electronically	3.84	0.93	3	High
Q12	The bank counts on the electronic tests and interviews results to take the appointment decisions	4.01	0.86	2	High
	Total	3.83	0.86		High

Table 11 shows that means of (E-Selection) items range between (3.55) to (4.05) with an overall mean of (3.83) with a standard deviation of (0.86). The level of such an overall mean is high. Item number (10) got the highest mean which is (4.05) with a standard deviation of (0.82). The statement concerning item number (10) is as follows: (E-selection can sort applicants from poor to best). On the other hand, item number (9) came last on the basis

of mean values. The mean of this item is (3.55) and its standard deviation is (0.90) and thus considered medium in terms of level. The statement of this item is as follows: (The bank uses electronic interviews to evaluate candidates' applications). Accordingly, the descriptive statistics concerning the construct (E-Selection) indicate that E-Selection within Jordanian Banks is considered high in terms of level from the perspective of the study's sample.

4.1.3 E-Training:

Table (12)

Descriptive Analysis for the Construct: E-Training

Q#	E-Training	Mean	STD	Rank	Level
Q13	The bank trains staff to use computers in their work	4.18	0.72	1	High
Q14	The bank identifies training needs electronically	4.01	0.90	5	High
Q15	training process done by using various electronic means	4.02	0.70	4	High
Q16	E-training contributes in reducing training costs	4.16	0.74	2	High
Q17	The bank trains the employees on computer systems	4.05	0.78	3	High
	Total	4.08	0.77		High

Table 12 shows that means of (E-Training) items range between (4.01) to (4.18) with an overall mean of (4.08) with a standard deviation of (0.77). The

level of such an overall mean is high. Item number (13) got the highest mean which is (4.18) with a standard deviation of (0.72). The statement concerning item number (13) is as follows: (The bank trains staff to use computers in their work). On the other hand, item number (14) came last on the basis of mean values. The mean of this item is (4.01) and its standard deviation is (0.90) and thus considered high in terms of level. The statement of this item is as follows: (The bank identifies training needs electronically). Accordingly, the descriptive statistics concerning the construct (E-Training) indicate that E-Training within Jordanian Banks is considered to be high in terms of level from the perspective of the study's sample.

4.1.4 E-Evaluation:

Table (13)

Descriptive Analysis for the Construct: E-Evaluation

Q#	E-Evaluation	Mean	STD	Rank	Level
Q18	The bank uses fingerprint system in recording working hours	4.20	0.75	1	High
Q19	The bank evaluate employees performance electronically	4.04	0.86	4	High
Q20	The bank sends performance reports electronically	3.96	0.87	6	High
Q21	The bank depends on the electronic performance reports in their HR decisions	3.99	0.91	5	High
Q22	E-evaluation provide employees performance data base	4.07	0.84	3	High
Q23	E-evaluation helps to involve several parties in the evaluation process	4.19	0.79	2	High
	Total	4.07	0.84		High

Table 13 shows that means of (E-Evaluation) items range between (3.96) to (4.20) with an overall mean of (4.07) with a standard deviation of (0.84). The level of such an overall mean is high. Item number (18) got the highest mean which is (4.20) with a standard deviation of (0.75). The statement concerning item number (18) is as follows: (The bank uses fingerprint system in recording working hours). On the other hand, item number (20) came last on the basis of mean values. The mean of this item is (3.96) and its standard deviation is (0.87) and thus considered high in terms of level. The statement of this item is as follows: (The bank sends performance reports electronically). Accordingly, the descriptive statistics concerning the construct (E-Training) indicate that E-Evaluation within Jordanian Banks is considered to be high in terms of level from the perspective of the study's sample.

4.1.5 Task Performance:

Table (14)

Descriptive Analysis for the Construct: Task Performance

Q#	Task Performance	Mean	STD	Rank	Level
Q24	Employees perform their work perfectly	4.22	0.86	1	High
Q25	Employees perform their work within the specified time	4.14	0.82	3	High
Q26	Employees perform their work within the appropriate costs	4.19	0.85	2	High
Q27	Employees can complete several tasks at the same time	4.10	0.82	4	High
Q28	Employees are able to prioritize their work	4.04	0.86	5	High
Q29	Employees can perform their work with the minimal efforts	4.01	0.90	6	High
	Total	4.07	0.84		High

Table 14 shows that means of (Task Performance) items range between (4.01) to (4.22) with an overall mean of (4.12) with a standard deviation of (0.85). The level of such an overall mean is high. Item number (24) got the highest mean which is (4.22) with a standard deviation of (0.86). The statement concerning item number (24) is as follows: (Employees perform their work perfectly). On the other hand, item number (29) came last on the basis of mean values. The mean of this item is (4.01) and its standard deviation is (0.90) and thus considered high in terms of level. The statement of this item is as follows: (Employees can perform their work with the minimal efforts). Accordingly, the descriptive statistics concerning the construct (Task Performance) indicate that task performance within Jordanian Banks is considered to be high in terms of level from the perspective of the study's sample.

4.1.6 Contextual Performance:

Table (15)

Descriptive Analysis for the Construct: Contextual Performance

Q#	Contextual Performance	Mean	STD	Rank	Level
Q30	Employees are able to work as a team	4.004	0.92	8	High
Q31	Employees perform their work together within the specified time	4.08	0.82	6	High
Q32	Employees cooperate with each other to complete the tasks assigned to them	4.15	0.87	3	High
Q33	Employees cooperate with each other to solve business problems	4.16	0.82	2	High
Q34	There are good personal relationships between the Employees	4.19	0.82	1	High
Q35	Communication between staff lead to the desired results	4.001	0.81	9	High
Q36	Employees offer new ideas for the development of work	3.99	0.83	10	High
Q37	Employees exchange constructive criticism to develop work	4.01	0.94	7	High
Q38	Employees have the spirit of competition at work	4.12	0.94	4	High
Q39	Employees cooperates to solve customer problems	4.09	0.87	5	High
	Total	4.08	0.86		High

Table 15 shows that means of (Contextual Performance) items range between (3.99) to (4.19) with an overall mean of (4.08) with a standard deviation of (0.86). The level of such an overall mean is high. Item number (34) got the highest mean which is (4.19) with a standard deviation of (0.82). The statement concerning item number (34) is as follows: (There are good personal relationships between the Employees). On the other hand, item number (36) came last on the basis of mean values. The mean of this item is (3.99) and its standard deviation is (0.83) and thus considered high in terms of level. The statement of this item is as follows: (Employees offer new ideas for the development of work). Accordingly, the descriptive statistics concerning the construct (Task Performance) indicate that task performance within Jordanian Banks is considered to be high in terms of level from the perspective of the study's sample.

4.1.7 Adaptive Performance:

Table (16)

Descriptive Analysis for the Construct: Adaptive Performance

Q#	Adaptive Performance	Mean	STD	Rank	Level
Q40	Employees adapt easily with work changes	3.99	0.83	3	High
Q41	Employees are eager to develop their skills at work	4.04	0.87	1	High
Q42	Employees are flexible when dealing with each other	3.85	1.02	6	High
Q43	Employees are able to cope with difficulties at work	3.86	0.88	5	High
Q44	Difficult situations do not affect the continuity of work	2.62	1.14	8	Medium
Q45	Employees accept circulation	4.00	0.97	2	High

Q46	Employees adapt quickly with sudden and unusual situations	3.93	01.04	4	High
Q47	Employees can cope with increasing pressure of work	2.63	1.15	7	Medium
	Total	3.62	0.899		Medium

Table 16 shows that means of (Contextual Performance) items range between (2.62) to (4.04) with an overall mean of (3.62) with a standard deviation of (0.99). The level of such an overall mean is medium. Item number (41) got the highest mean which is (4.04) with a standard deviation of (0.87). The statement concerning item number (41) is as follows: (Employees are eager to develop their skills at work). On the other hand, item number (47) came last on the basis of mean values. The mean of this item is (2.63) and its standard deviation is (1.15) and thus considered medium in terms of level. The statement of this item is as follows: (Employees can cope with increasing pressure of work).

Accordingly, the descriptive statistics concerning the construct (Adaptive Performance) indicate that adaptive performance within Jordanian Banks is considered to be medium in terms of level from the perspective of the study's sample.

4.2 The Readiness and Validity of Data for Regression Analyses

To answer research questions and test the study hypotheses, regression analyses need to be run. However, there are three main prerequisites that should be satisfactorily met so as to ensure that the use of regression analyses is valid. Otherwise, non-parametric tests should be employed. 1. The data should be normally distributed. 2. Multicollinearity amongst constructs should not be available so as to ensure independency of constructs. 3. The correlation of constructs with themselves should be higher than their correlations with any other construct to ensure that each construct is independent and not part of any other construct.

4.3 Test of Normality

Both Skewness-Kurtosis and Kolmogorov-Smirnov tests were utilized to test normality of collected data. For data to be normally distributed, values of Skewness-Kurtosis should be between ± 2.54 . Using Kolmogorov-Smirnov tests, data need to be significant so as to ensure its validity (Hair et al., 2006).

In the table below the values were between (1.64+) and (1.48-). The result indicates and confirms that the data is normally distributed given that all constructs are significant at $p \leq 0.05$. Therefore, normality of data as one of the prerequisites for regression analyses is assured in this study.

Table (15)

Test of Normality: Skewness-Kurtosis

Variables	Construct	Kurtosis	Skewness
E-recruitment	E-Attracting	1.08	0.36
	E-Selection	1.38	-1.09
	E-Training	1.49	-1.14
	E-Evaluation	1.33	-1.18
Job Performance	Task Performance	1.64	-1.48
	Contextual Performance	1.40	-0.83
	Adaptive Performance	0.57	-0.75

4.4 Test of Multicollinearity

Both tolerance and Variance Inflation Rate (VIF) values are utilized to make sure that constructs are independent and multicollinearity is not a likely threat. The tolerance values should be more than 0.20 and VIF values should be less than 5 for constructs to be independent and for assuring that multicollinearity is not available amongst constructs. Table 15 confirms the independency of constructs given that the measured values meet the conditions of tolerance and VIF. Hence, the study constructs are independent and thus the second prerequisite for regression analyses is assured.

Table (16)

Multicollinearity Test among independent variables

Construct	Tolerance	VIF
E-Attracting	0.93	1.07
E-Selection	0.67	1.50
E-Training	0.42	2.39
E-Evaluation	0.47	2.12

4.5 Bivariate Pearson Correlation

Bivariate Pearson Correlation test was conducted to assure the independency of data. The rule is that each and every construct should correlate with itself in a way that is much greater to its correlations with other constructs. If this rule is true, then constructs are independent and that data is ready and valid to be used with regression analyses. Based on the values in table 17, the constructs are independent as they correlate with themselves in a way that is stronger in comparison to their correlations with other constructs.

Table (17)

Bivariate Pearson Correlation

	Attracting	Selection	Training	Eva. Perf.	Task Perf.	Con. Perf.	Adap. Perf.
EA	1.00						
WE	0.13**	1.00					
ET	0.26**	0.56**	1.00				
EE	0.18**	0.50**	0.57**	1.00			
TP	0.22**	0.55**	0.60**	0.51**	1.00		
CP	0.10**	0.42**	0.42**	0.28**	0.55**	1.00	
AP	0.09**	0.14**	0.16**	0.19**	0.13**	0.37**	1.00

Based on the results of the above, the researcher can now say that all of the dimensions are independent because no one of those dimensions have resulted more than 70%, Hair (2006). According to the results of three tests, the researcher can now have utilized regression analyses to test the research hypotheses.

4.6 Hypotheses Testing

H01: There is no statistically significant impact of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) on Job performance (task performance) at $\alpha \leq 0.05$.

To test the first hypothesis, multiple regression analysis was utilized in order to test the impact of e-recruitments on job performance as shown in Table 18.

Table (18)
Multiple Regression Analysis of e-recruitments on task performance

R	R²	Adjusted R²	F Value		Sig	
0.67	0.44	0.43	43.999		0.000*	
E-Recruitment		B Value	St. Error	Beta	T	
E-Attracting		0.11	0.08	0.08	1.45	0.15
E-Selection		0.33	0.07	0.30	4.90	0.000*
E-Training		0.49	0.11	0.35	4.44	0.000*
E-Evaluation		0.11	0.08	0.10	1.39	0.16

Table 18 indicates that the dimensions of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) altogether explain about 43% of the variance in task performance on the basis of the Adjusted R² Value. The F Value is equal to (43.999) and thus significant at ($p \leq 0.05$). This assures that

there is a significant impact for e-recruitment dimensions on task performance. Moreover and on the basis of t values, one can tell that both e-selection and e-training have positive impact on task performance at ($p \leq 0.05$). However, neither e-attracting nor e-evaluation has impact on task performance. The researcher also utilized the stepwise multiple regression to determine the weight of importance of each dimension of e-recruitment in the regression model in task performance. As shown in Table 19, e-selection came first and explains 36% of the variance in task performance. E-training was second in rank and together with e-selection explains 43% of the variance in task performance.

Table (19)
Stepwise Multiple Regression Analysis of e-recruitment
Dimensions on task performance

Order of Constructs in the Regression Model	Adjusted R²	F Value	T Value	Beta	P Value
E-Selection	0.36	128.73	7.07	0.43	*0.000
E-Training	0.43	85.25	5.19	0.32	*0.000

*Significant at $p \leq 0.05$

Dependent Variable: **Task Performance**

H02: There is no statistically significant impact of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) on Job performance (Contextual Performance) at $\alpha \leq 0.05$.

To test the second hypothesis, multiple regression analysis was utilized in order to test the impact of e-recruitment on job performance as shown in Table 20.

Table (20)
Multiple Regression Analysis of e-recruitment on contextual performance

R	R²	Adjusted R²	F Value		Sig	
0.48	0.23	0.22	16.373		*0.000	
E-recruitment		B Value	St. Error	Beta	T	
E-Attracting		0.07	0.09	0.03	0.16	0.98
E-Selection		0.31	0.08	0.29	4.00	*0.000
E-Training		0.45	0.13	0.32	3.53	*0.001
E-Evaluation		0.09	0.10	0.09	1.09	0.28

Table 20 indicates that the dimensions of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) altogether explain about 22% of the variance in contextual performance on the basis of the Adjusted R² Value. The F Value is equal to (16.373) and thus significant at ($p \leq 0.05$). This assures that there is a significant impact for e-recruitment dimensions on contextual performance. Moreover, and on the basis of t values, one can tell that both e-selection and e-training have positive impact on task performance at ($p \leq 0.05$). However, neither e-attracting nor e-evaluation has impact on task performance. The researcher also utilized the stepwise multiple regression to

determine the weight of importance of each dimension of e-recruitment in the regression model in contextual performance. As shown in Table 21, e-selection came first and explains 17% of the variance in contextual performance. E-training was second in rank and together with e-selection explains 22% of the variance in contextual performance.

The researcher can now say that banks should not only focus on e-selection and e-training, but to focus more on e-selection. E-selection has the major impact out of those 2 dimensions, on job performance.

Table (21)
Stepwise Multiple Regression Analysis of e-recruitment
Dimensions on contextual performance

Order of Constructs in the Regression Model	Adjusted R²	F Value	T Value	Beta	P Value
E-Selection	0.17	48.223	3.88	0.28	*0.000
E-Training	0.22	32.264	3.69	0.26	*0.000

*Significant at $p \leq 0.05$

Dependent Variable: **contextual performance**

H03: There is no statistically significant impact of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) on Job performance (Adaptive Performance) at $\alpha \leq 0.05$.

To test the third hypothesis, multiple regression analysis was utilized in order to test the impact of e-recruitment on job performance as shown in Table 22.

Table (22)
Multiple Regression Analysis of e-recruitment on adaptive performance.

R	R²	Adjusted R²	F Value		Sig	
0.20	0.04	0.02	2.400		*0.06	
E-recruitment		B Value	St. Error	Beta	T	
E-Attracting		0.08	0.10	0.06	0.82	0.41
E-Selection		0.06	0.09	0.05	0.71	0.48
E-Training		0.03	0.15	0.01	0.09	0.99
E-Evaluation		0.16	0.10	0.15	1.57	0.12

Table 22 indicates that the dimensions of e-recruitment (e-attracting, e-selection, e-training, and e-evaluation) altogether explain about 2% of the variance in contextual performance on the basis of the Adjusted R² Value. The F Value is equal to (2.400) and thus insignificant at ($p \leq 0.05$). This assures that there is no significant impact for e-recruitment dimensions on adaptive performance. Moreover and on the basis of t values, one can tell that e-attracting, e-selection and e-training and e-evaluation have no positive impact on adaptive performance at ($p \leq 0.05$). After testing the entire research hypothesis we can summarize the results as it appeared in table 23.

Table (23)
Hypothesis testing summary

Research hypothesis	Decision
<p>H01: There is no statistically significant impact of E-recruitment(E-Attracting, E-Selection, E-Training, and E-Evaluation) on Job performance (Task Performance) at $\alpha \leq 0.05$.</p>	Partially rejected
<p>H02: There is no statistically significant impact of e-recruitment (E-Attracting, E-Selection, E-Training, and E-Evaluation) on Job performance (Contextual Performance) at $\alpha \leq 0.05$.</p>	Partially rejected
<p>H03: There is no statistically significant impact of e-recruitment (E-Attracting, E-Selection, E-Training, and E-Evaluation) on Job performance (Adaptive Performance) at $\alpha \leq 0.05$.</p>	rejected

Chapter Five:

Conclusions and Recommendations

5.1 Conclusions and Recommendations

5.2 The Main Results of the Study

5.3 Study Recommendations

5.4 Scientific Recommendations

Chapter 5

5.1 Conclusions and Recommendations

This study aimed at studying the impact of e-recruitment on job performance. It tries to determine the key e-recruitment dimensions that leverage job performance of employees at commercial banks working in Jordan. To achieve the objectives of this study, the researcher has developed a novel model to measure the effect of e-recruitment on job performance. An Extensive literature review has been done and was essential for developing research model. The model has two main constructs: e-recruitment as independent variable and includes four dimensions: e-attracting, e-selection, e-training, and e-evaluation. Job performance as dependent variable includes three dimensions: task performance, contextual performance, and adaptive performance.

The developed model was applied and tested in the context of Jordanian commercial banking sector who practicing e-recruitment. For hypotheses testing, a questionnaire instrument was designed on the basis of constructed model. Prior to data collection, the questionnaire instrument was validated by a number of professors and experts in the domain of this study and working at both public and private universities in Jordan. The questionnaire instrument was validated in terms of clearance, meaning, format, and its ability to measure the constructs included within the research model. The questionnaire instrument was then revised to reflect the comments and suggestions those received by the referees. Thereafter, the questionnaire was distributed to the sample of this study and 226 responses those considered valid for data analysis were collected. The analysis was conducted using Statistical Package for

Social Sciences (SPSS 17.0). Following the data analysis, results were obtained and reported in chapter four.

5.2 The Main Results of the Study

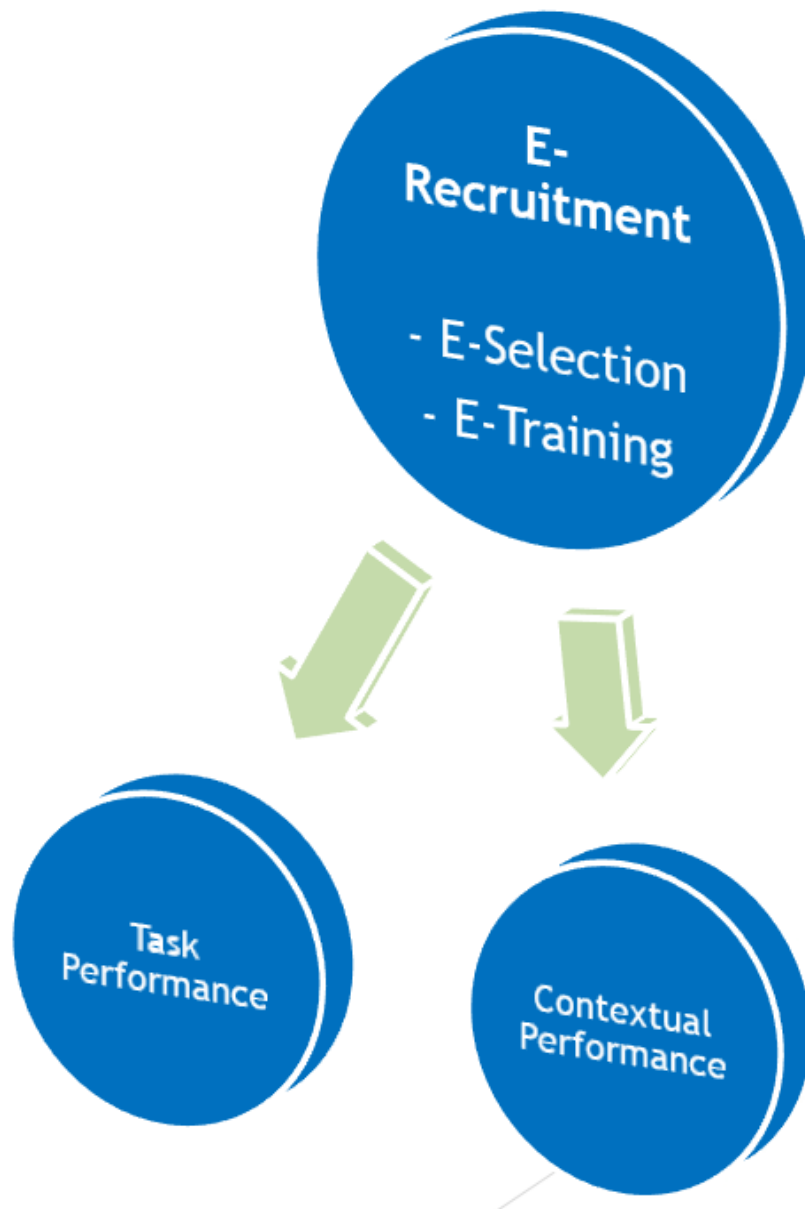
The study explored a number of important and significant results that the researcher hopes that they would lead to novel contributions to theory and relevant literature. The researcher also hopes that such results would trigger a number of critical decisions by banks specifically banks included in the research sample. It also hoped that such decisions would be reflected positively on their businesses benefits. Based on the data analysis and hypotheses testing in chapter 4, the research results generated from this piece of work is summarized as follows:

In the shapes below, you the researcher uses the shape style to make it easy for the receivers to understand the relationships of the dimensions.

- There is a significant statistical impact for e-selection and e-training on contextual performance.

Shape (1):

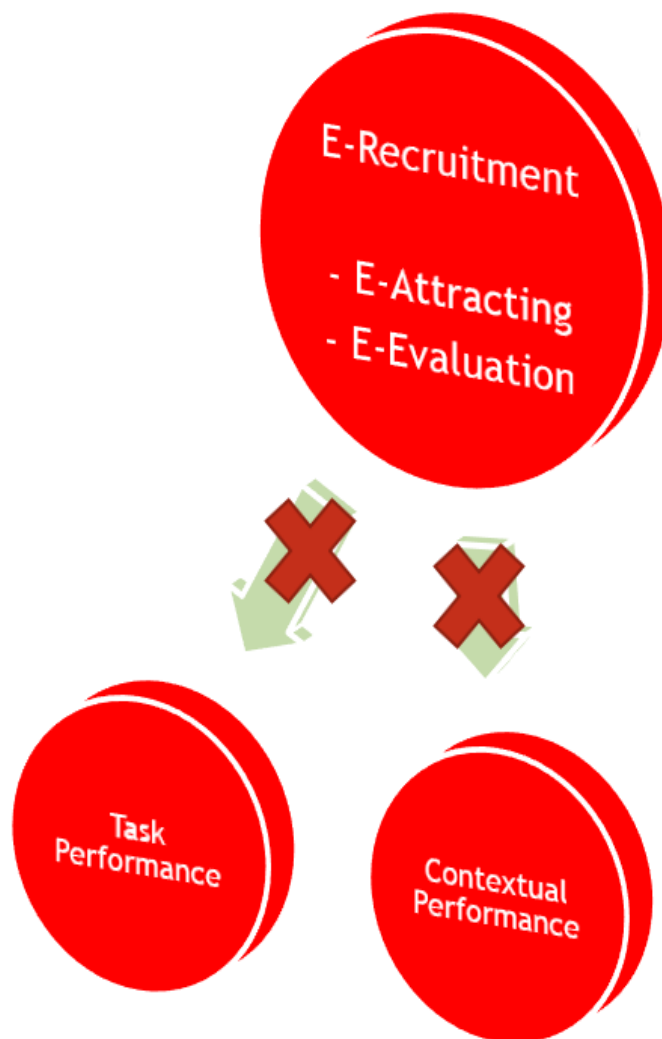
There is a significant statistical impact for e-selection and e-training on contextual performance.



- There is no statistical impact for e-attracting and e-evaluation on task performance.
- There is no statistical impact for e-attracting and e-evaluation on contextual performance. See shape (2) below:

Shape (2):

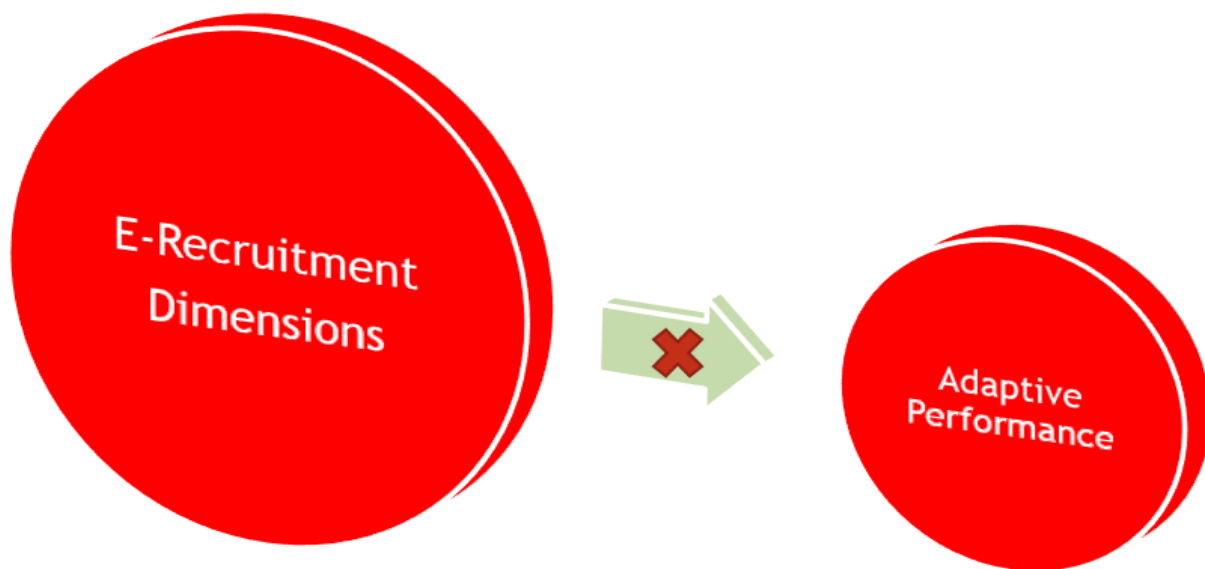
- There is no statistical impact for e-attracting and e-evaluation on task performance and contextual performance.



- There is no significant statistical impact for e-recruitment dimensions (e-attracting, e-selection, e-training, and e-evaluation). See shape (3) below:

Shape (3):

There is no significant statistical impact for e-recruitment dimensions (e-attracting, e-selection, e-training, and e-evaluation).



5.3 Study Conclusions

On the basis of the results of this study, the researcher concludes the following points.

- Employees working at commercial banks in Jordan do not believe of the importance of e-attracting to enhance job performance dimensions (task performance, contextual performance, and adaptive performance). This limits banks opportunity to leverage the power of the human capital.
- Despite the importance of e-selection and e-training, their real impacts on job performance dimensions are still modest.
- Banks would achieve excellent benefits of the recruitment processes, if they pay more attention to e-selection and e-training processes.
- E-selection is the most influential on task performance and contextual performance.

5.3 Study Recommendations

According to the results and the drawn conclusions of study, the researcher here offers some recommendations that would enhance the deployment and utilization of e-recruitment among Jordanian commercial banks. The researcher hopes that such recommendations would be taken seriously into consideration so as to enhance the benefits of e-recruitment by the adopting banks. Some of the recommendations are directed towards the scientific and research community aiming to enhance the existing body of knowledge in

large and that specifically related to the domain of this study. The researcher presents through the following points the most important recommendations based on the results and conclusions of this study.

- Commercial Jordanian banks that practicing e-recruitment should pay more attention to e-selection and e-training to leverage employees' task performance.
- The study found out that most of the managers and heads of departments have the mixed perception of the term and procedures of e-attracting as well as e-selection. This study made it clear that both dimensions are independent and banks should focus on every one of them separately.
- Commercial Jordanian banks that practicing e-recruitment should pay more attention to e-selection and e-training to leverage employees' contextual performance.
- More emphasized should be allocated to create a culture that believes in the benefits of e-recruitment.
- The changing business environment especially in the technological side trigger a prominent need for Jordanian commercial banks to utilize e-recruitment process to get the most qualified employees to meet the changing customers' needs.
- Jordanian commercial banks should measure the effectiveness of their e-recruitment processes to gauge its impact on job performance.

5.4 Scientific Recommendations

- The current study as others cross sectional studies is not free of limitations. Therefore, future research avenue is as follows:
- The current research depends mainly on the questionnaire to collect relevant data. A tool is not free of bias; future research can utilize others approach such as interviews or focus group to understand fully the phenomena under investigation.
- Although this study shed light on the hot spot of e-recruitment and job performance, it does not claim a mutual relationship between both constructs. Thus, future research can extend the research model by adding other factors that may alter the relationship between e-recruitment dimensions and job performance.
- The current study failed to find any impact for e-recruitment dimensions on Job performance. This result is unexpected and counterproductive. Therefore, future study can re-test and scrutinize the presumed impact by using objective data to measure e-recruitment dimensions and job performance.
- The generalisability of the research finding is limited to research sample and the results should be taken with caution. In order to increase the generalisability of the research results, future research can apply the same model but on large sample.

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Appendix (1): The Questionnaire

أثر الإستقطاب الإلكتروني على الأداء الوظيفي: دراسة ميدانية من وجهة نظر المديرين العاملين في البنوك التجارية الأردنية

الاستبانة

عزيزي الفاضل/ عزيزتي الفاضلة،

تحية طيبة وبعد،

نقوم حالياً بدراسة تهدف إلى التعرف على أثر الاستقطاب الإلكتروني (الجذب الإلكتروني، الاختيار الإلكتروني، التدريب الإلكتروني، تقييم الأداء الإلكتروني) على الأداء الوظيفي (أداء المهمة، الأداء السياقي، الأداء التكيفي) في البنوك التجارية الأردنية. وتتألف هذه الاستبانة من أربعة أجزاء: الأول: يتعلق ببعض المتغيرات الديمغرافية. والثاني: يتعلق بالاستقطاب الإلكتروني. والجزء الثالث: يتعلق ببعض أنواع الأداء الوظيفي المشار إليها أعلاه. فأرجو التكرم بالإجابة على جميع أسئلة الاستبانة بما ترونه مناسباً من خلال الخبرة التي تتمتعون بها ونعدكم بأن إجاباتكم سوف تبقى سرية للغاية، ولن تستخدم إلا لغايات البحث العلمي فقط. كما نود أن نؤكد لكم أن نجاح هذه الدراسة يتوقف على مدى إجاباتكم لفقرات الاستبانة بدقة وموضوعية. آملين منكم إجابة جميع فقرات الاستبانة، ولكن إذا لم يتوفر لديكم إجابة أو ترون أن إجاباتكم سوف تكون مظلة نرجو ترك السؤال بدون إجابة.

شاكرين ومقدرين لكم جهودكم ووقتكم الثمين مسبقاً

الباحث جهاد كمال فريج

بإشراف الدكتور سعود

المحاميد

الجزء الأول: المعلومات الديمغرافية: الرجاء وضع إشارة (x) في العمود المناسب.

النوع الاجتماعي	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
الوظيفة الحالية	<input type="checkbox"/> مدير	<input type="checkbox"/> رئيس قسم
العمر	<input type="checkbox"/> أقل من 20 سنة	<input type="checkbox"/> 20-25 سنة
المؤهل العلمي	<input type="checkbox"/> ثانوية عامة	<input type="checkbox"/> دبلوم كلية
عدد سنوات الخبرة	<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5-10 سنوات
	<input type="checkbox"/> 26-30 سنة	<input type="checkbox"/> 31-35 سنة
	<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> ماجستير
	<input type="checkbox"/> أكثر من 20 سنة	<input type="checkbox"/> أكثر من 36 سنة

الجزء الثاني: الاستقطاب الإلكتروني: يتعلق هذا الجزء ببحث الإستقطاب الإلكتروني من خلال (الجذب الإلكتروني، الاختيار الإلكتروني، التدريب الإلكتروني، تقييم الأداء الإلكتروني) يرجى قراءة كل فقرة ووضع إشارة (x) في العمود المناسب. أن وضعك إشارة (x) في العمود الأخير (تحت الرقم 5) يعني أنك موافق بشدة، ووضعك إشارة (x) في العمود الأول (تحت الرقم 1) تعني أنك غير موافق بشدة. ولكن ربما تحتاج أن تضع إشارة (x) في أي عمود ما بين الأول والخامس لتعبر عن رأيك.

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة	الاستقطاب الإلكتروني (الجذب الإلكتروني، الاختيار الإلكتروني، التدريب الإلكتروني، تقييم الأداء الإلكتروني)
5	4	3	2	1	
الجذب الإلكتروني					
					1. يتم الإعلان عن الوظائف الشاغرة من خلال الموقع الإلكتروني
					2. يعتبر الاستقطاب الإلكتروني مصدرا رئيسيا للتوظيف
					3. يعمل الاستقطاب الإلكتروني على تسهيل بناء قاعدة بيانات للطلبات
					4. يساعد الاستقطاب الإلكتروني في تطوير كفاءة عملية التوظيف
					5. يُمكن الاستقطاب الإلكتروني من جذب الأفراد المؤهلين الذين يتعذر الوصول إليهم بالطرق التقليدية
					6. يساهم الاستقطاب الإلكتروني في الحصول على مرشحين مؤهلين
الاختيار الإلكتروني					
					7. يوفر الموقع الإلكتروني ميزة تفاعلية مع المرشحين المتقدمين
					8. يستخدم البنك المقابلات الإلكترونية للمفاضلة بين المترشحين
					9. يعمل الاختيار الإلكتروني على فرز المرشحين المتقدمين حسب الأفضل
					10. يقوم البنك بإبلاغ المترشحين بقرار تعيينهم إلكترونيا
					11. يعتمد البنك على نتائج الاختبارات والمقابلات الإلكترونية في اتخاذ قرار التعيين

التدريب الإلكتروني					
					12. يقوم البنك بتدريب الموظفين على استخدام الحاسوب في اعمالهم
					13. يتم تحديد الاحتياجات التدريبية إلكترونياً
					14. تتم عملية التدريب باستخدام وسائل إلكترونية مختلفة
					15. يساهم التدريب الإلكتروني في خفض نفقات التدريب
					16. يمكن التدريب الإلكتروني الموظف لتلقي التدريب في أي زمان ومكان
تقييم الأداء الإلكتروني					
					17. يتم تسجيل أوقات الدوام إلكترونياً
					18. يتم تقييم أداء الموظفين إلكترونياً
					19. يتم إبلاغ الموظف عن نتيجة أدائه إلكترونياً
					20. يعتمد البنك في اتخاذ القرارات على تقارير الأداء الإلكترونية
					21. يوفر نظام تقييم الأداء الإلكتروني قاعدة بيانات حول الموظفين
					22. يساعد تقييم الأداء الإلكتروني إشراك عدة جهات في عملية التقييم

الجزء الثالث: الأداء الوظيفي: يتعلق هذا الجزء بقياس الأداء الوظيفي، يرجى قراءة كل فقرة ووضع إشارة (×) في العمود المناسب. أن وضعك إشارة (×) في العمود الأخير (تحت الرقم 5) يعني أنك موافق بشدة، و وضعك إشارة (×) في العمود الأول (تحت الرقم 1) تعني أنك غير موافق بشدة. ولكن ربما تحتاج أن تضع إشارة (×) في أي عمود ما بين الأول والخامس لتعبر عن رأيك.

الأداء الوظيفي (أداء المهمة، الأداء السياقي، الأداء التكيفي)					
موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة	
5	4	3	2	1	
أداء المهمة					
					23. يقوم الموظفون بأعمالهم على المستوى المطلوب منهم.
					24. ينجز الموظفون أعمالهم خلال الوقت المحدد
					25. يؤدي الموظفون أعمالهم ضمن التكاليف المناسبة
					26. يقوم الموظفون بإنجاز عدة مهام في وقت واحد
					27. يتمكن الموظفون من ترتيب أولويات أعمالهم
					28. يؤدي الموظفون أعمالهم بأقل جهد ممكن.
الأداء السياقي					
					29. قدرة الموظفون على العمل كفريق
					30. يتعاون الموظفون على تسليم العمل في موعده
					31. يتعاون الموظفون على اتمام المهام الموكلة اليهم
					32. يتعاون الموظفون مع بعضهم لحل مشاكل العمل

					يوجد علاقات شخصية جيدة بين الموظفين	33.
					يقدم الموظفون أفكار جديدة لتطوير العمل	34.
					يتبادل الموظفون النقد البناء لتطوير العمل	35.
					لدى الموظفون روح المنافسة في العمل	36.
					يتعاون الموظفون على حل مشاكل العملاء	37.
الاداء التكيفي						
					يتأقلم الموظفون مستجدات العمل	38.
					يرغب الموظفون في تطوير مهارتهم في العمل	39.
					يتحلى الموظفون بالمرونة في التعامل مع بعضهم البعض	40.
					يتمكن الموظفون من مواجهة أي صعوبات في العمل	41.
					لا تؤثر الواقف الصعبة على تنمية العمل	42.
					يتقبل الموظفون التناقل بين الفروع	43.
					يتأقلم الموظفون سريعا مع اي موقف غير متوقع في مجال العمل	44.
					يستطيع الموظفون التكيف مع زيادة ضغط العمل	45.

لكم وافر الشكر وعظيم الأمتنان

الباحث جهاد كمال فريج
بإشراف الدكتور سعود المحاميد

Appendix (2): Professors Questionnaire Jury

#	Professor Name	University	Faculty
1	Abd Al-Azeez Sharabate	MEU	Business Administration
2	Ahmad Ali Saleh	MEU	Business Administration
3	Sameer Al-Jabali	MEU	Business Administration
4	Mohammed Al Nueime	MEU	Business Administration
5	Zubi Zubi	The University of Jordan	Business Administration
6	Bashar Abu Khalaf	The University of Jordan	Business Administration