The Role of Human Resources Recruitment Strategy in Achieving Organizational Change at AL-Hussein Bin Talal University-Jordan

Dua'A Shaher Tobeery

Deanship of Student Affair, Al-Hussein Bin Talal University, Ma'an, Jordan

Ahmad Ali Almohtaseb

College of Administrative Management and Economics

Al-Hussein Bin Talal University, Ma'an, Jordan

Mohammad Adnan Almahameed (Corresponding author)

College of Administrative Management and Economics

Al-Hussein Bin Talal University, Ma'an, Jordan

E-mail: Mahameed@ahu.edu.jo

Abstract

This study was aimed at identifying the role of the HR recruitment strategy in achieving organizational change at AL-Hussein Bin Talal University (AHU) in Jordan. A questionnaire was distributed among the study samples, totaling (113) individuals. The most important findings were: (AHU) had a moderate level recruitment strategy, organizational change level at (AHU) was moderate, selecting HR was the highest in practice, followed by hiring HR and then attracting HR which was the least practiced component of HR, there was no statistically significant relation between attracting HR and achieving organizational change, there was a statistically significant relation between selecting HR and achieving organizational change, there was no statistically significant relation between hiring HR and achieving organizational change.

Keywords: Attraction, Selection, Recruiting, Organizational Change

1. Introduction

The world has witnessed continuous development and change which has influenced the structure and potential of HR. One of these influences (changes?) is related to the development of science and technology which requires a special kind of HR. It is a fact that has accelerated innovation and modernization of products, worker's concern, the intense need for innovative skills for the development of competitiveness, the advent of globalization, the global economy, higher levels of education, and the development of the humans as a whole have all contributed to changing the way senior management view HR as one of the prominent and vital resources in the organization and as an essential resource of competitive potentials Kurtal (2012).

AL-Mursi (2006) defined HRM strategy as a planned process of collecting the potential and activities of HR in order to achieve fundamental objectives. While, AL-Mousawi (2004) defined HRM as limiting the organizational long term objectives related and manifested in the daily executive work and practices. Issa (2014) believed that the importance of HRM strategy lies in its participation and integration with other departments to implement a practical and realistic strategy for the organization. This will enable the organization to achieve a competitive advantage. In order to be effective, HRM strategy should be based on a realistic study of internal and external environments of the organization .An effective strategy should also be able to predict the future and rely on modern strategy building theories and also to take advantage of the available expertise of the staff.

AL-Kadi (2012) stated that HRM strategy can benefit organizations in many ways including:

1. Achieving objectives and ensuring survival.

2. Supporting and implementing business strategies.

3. Creating a competitive advantage and maintaining it.

4. Contributing to the development of an organization's ability to respond and continuous innovation in the organization.

5. Increasing the number of potential strategies and alternative strategies in order to enhance the process of choosing the most appropriate strategy or option.

6. Participating in strategic planning and influencing strategic direction.

7. Creating team-work spirit and cooperation between HRM department and senior executives.

According to (Dorra & Sabbag, 1986) recruitment is one of the basic administrative processes of HRM as it provides the organization with the human element needed by the organization to achieve its goals. AL-Mousawi (2004) defined the recruitment or hiring process as satisfying the employment needs of an organization according to a plan. This includes attracting, selecting and hiring the best candidates for the positions and jobs that are most appropriate for their abilities.

The first step of recruitment is attracting candidates which is carried out after HRM identifies its needs for manpower in numbers and qualities with regards to the strategic plan. AL-Mograbi (2009) defined attraction as a process of searching, studying and the reviewing of qualified and competent manpower to attract and select the best candidates to secure vacant posts in various organizational levels.

Selection, the second step after attraction, implies comparing individual applicants to eventually select the right employee for the right position; Sultan (2003). Defines selecting as a process through which job applicants are studied and screened to ensure the availability of conditions required for the job. Candidates are then interviewed, tested, inquired about and medically tested to select the best candidate. AL-Mograbi (2009).

Recruitment is the final step in an integrated process starting with determining the organizational needs of HR, attraction, selection and finally hiring. When hired, the selected candidates accept the organization's offer and understand the nature of the job, the related duties of the job, place of work, wages and incentives. On the spot, the organization starts receiving new employees, welcoming them and informing them about the job, the organizational mission and vision.

The assimilation and involvement of new employees in the values and culture of the organization is another responsibility of HR.

Orientation and induction are carried out side by side by introducing new employees to colleagues and supervisors when the new employees start work. AL-Mograbi (2009).

According to AL-Hiti (2007) recruitment is a contract between the employee and the organization. Both agree and accept the contractual conditions which are valid and non-negotiable except in the event of an error in the contractual conditions.

In most countries, civil service regulations stipulate that an employee is subject to a (3-6) month probation period from start of their contract. This is the norm to ensure that the employee is suitable for the job. Hammoud & Khreisha (2007).

AL-Lozi (1999) pinpointed that organizational change is the process of introducing amendments to any component of the organizational work objectives or its policies. Organizational change can also be defined as the process of development and improvement in the organization so that it becomes different from current situation and more apt to accomplish its goals.

AL-Massad (2003) specified that changing the situation of an organization can be voluntary or compulsory, in full or partial. Change, whether it is positive or negative, depends on who administrates and leads this change. It is insufficient for the administration or the leader of the change to believe in change. It is rather essential that the employees believe in change. It is a fact that humans by nature tend to resist change and stick to what is familiar. It is the role of leaders to convince employees and customers that change is essential even before implementing it.

According to above discussion, this study was aimed at at identifying the role of HR

recruitment strategy in achieving organizational change at AHU by:

1. Identifying HR employment strategy level of practice at (AHU).

2. Identifying the impact of HR employment strategy on organizational change in (AHU).

The study emphasizes the importance of HR in service and merchandise organizations as the most important resource that enables organizations to cope with current internal and external changes and ensure the organization's survival and continuity in the present era.

1.1 Literature Review

According to Valerie Repischak (2016) Organizational Change is becoming a highly common practice in today's society, and its essential for HR Professionals to obtain control and order during these times. HR Professionals have the exciting opportunity to lead their employees in the right direction, as long as they manage them effectively. Understanding the forces for change today and why employees resist is the first step for HR Professionals. By avoiding Kotter's eight most common errors and leading with a sense of purpose, HR Professionals can transform organizations and increase profitability in the long-run.

According to Hans-Juïgen Bruns (2014)Human resource (HR) management has been proposed as being one of the core drivers of the modernization of the public sector, in particular with reference to the changing nature of people management and 'HR-public service partnerships as an antecedent capacity of modernizing public service organizations. Notwithstanding the ongoing interest in the transformation of HR systems, this study explores how and why such relationships between HR management (HRM) and organizational change emerge. Considering a resource and capability-based approach, the analysis reveals strategic HRM practices as a useful concept to distinguish HR activities and the processes that are occurring when a HR strategy is performed. Moreover, using a multiple case study design, the study exhibits the antecedents and effects of HR strategy formation during accounting change in six German local governments. The results provide evidence that forces of either strategic or administrative patterns of alignment refer to different layers and the sequencing of HRM activities within a process of HR system change, thereby revealing the possibility of contradictory effects induced by HR change agency on either the 'HR' or the 'public service' side of the strategic coin.

Study RakamLinda (2014) aimed at identifying the role of HR in managing and running the process of change in major public and private economic institutions in Setif Province, Algeria, this study found that the function of HR is considered as an administrative and supportive necessity more than a strategic administration leading the difficult process of change. Managers don't make the decision to change. On the contrary, they take the necessary actions to apply changes after the decisions are taken by senior management.

According to Adenike Adeniji & et al (2013) The objective of this paper was to study the relationship between human resource management interventionist strategies and organizational change; and flexibility that can make employees more adaptive and receptive to changes. Out of one hundred and sixty copies of questionnaire administered, one hundred

and twenty three (123) were collected and analyzed. Structural Equation Modelling (SEM), a hypothesized relationship was tested using Amos 18 that allows test of complex relationships between variables. Our model shows that relationship exists among human resource management interventionist strategies and was consistent with organizational change in the studied industry. However, the study can be extended to other industries, for example manufacturing industry as well as industry within the merger and acquisition of companies.

Sahar Fouta and Mohieddin AL-Qutub (2013) this study focused on the implementation of the eight HRM practices(job analysis, HR planning, recruitment, training and development, performance management evaluation, compensation and benefits, empowerment, and employee relation management)and the impact of these practices on one of the balanced performance card dimensions (learning and growth)in Jordanian commercial banks. These dimensions are (employee performance, improvement of internal processes capabilities, creativity, and innovation). In addition, the study aimed at recognizing the importance of these dimensions as means of measuring the performance of businesses. This study showed that all banks apply the eight practices of HRM to varying degrees and that there is a strong statistical relation between HRM practices and growth and learning.

Abdulaziz Zaatri (2013) this study aimed at identifying the impact of HR strategies practice in enhancing flexibility in Palestinian Islamic banks. This study showed that the level of HR strategies and practices in Palestinian banks was high. The dimensions followed the following order of importance in a descending manner: preservation of human resources, training and development, recruitment and selection. In addition to the impact of HR strategies and practices on enhancing flexibility in Palestinian Islamic banks, the study concluded that all HR strategy practices are of high importance.

A study by Saihani & Aluwi (2013) aimed at recognizing HRM practices in New Zealand and its impact on Malaysian labor practices. Qualitative interviews were conducted with migrant workers in New Zealand. To collect data, the narrative approach was used and five interviews were conducted for this purpose. The study showed that the use of Malaysian labor varied from one sector to another. The researchers found that four practices had statistical significance and an important role in HR practices of New Zealand companies. Respectively, these practices are: attracting and selecting qualification or qualified applicants, department performance, training and development and social aspects. The study also found that there is discrimination in New Zealand institutions towards immigrants, especially in the areas of religious and ethnic affiliation. The study also confirmed that integrating migrant workers into social life helps them to assimilate and belong to the institutions they work for and finally accept HRM practices.

Velmurugan & Akhilesh (2013) a study in India focused on the follow-up of HR developments as a concept. There has been a change in this concept which was previously a HR dominant concept and was concerned with what the employee contributes to the achievements of the institution. After two decades the concept changed and broadened to include what the institutional achievements and the role of HRM managers became more important. The researchers also pointed to the importance of recognizing the role of HR

strategy in the Indian business environment in both the production and service sectors, and how they view HR strategy when faced with challenges such as competition. The study also aimed at uncovering the strategic initiatives to manage HR in institutions and how to employ these initiatives to achieve a sustainable competitive advantage by boosting the concept of continuity and development. To achieve the purpose of the study, the two researchers distributed a questionnaire. The sample of the study consisted of executives and HR department managers and their assistants. The web and personal interviews with the sample study were used to collect data. The study concluded that HRM is no longer a separate function in the minds government and private institution senior managers. HRM has a significant role in the formation of any continuous and successful strategy. HR department must play a key role in training and development, creating a co-vision to make decisions, involving employees in decision making process, building a link between the work forces and strategic objectives of private and public institutions.

Dima AL-Kadi (2012) this study aimed at identifying the level of HR planning practice and the impact of this practice on the performance of King Abdullah Hospital from a supervisory administrative perspective. The study focused on analyzing the relation between HR Planning elements (the concept of HR planning, harmony in HR Jobs, HR action plan, internal and external environment) and the level of job performance in areas such as (precision, speed, quantity, quality) further, the study highlighted the availability extent of HR Planning action and the level of job performance in the four areas. The results showed that there degree of HR planning availability was medium and its components were in descending order (clarity of HR Planning concept, HR Plan, harmony of HR management jobs, the field of environmental analysis), the overall level of job performance was high (speed, quantity, precision, quality), there was a positive relation between HR Planning as a whole on the one hand and job performance in all of its fields on the other.

Abu-baker Balfaqeh (2012) this study showed the impact of HRM Practices (recruitment, training and development, performance evaluation, bonus and compensation, empowerment) on employees' organizational commitment in privative hospitals. The researcher developed and distributed a questionnaire to the study sample. The study showed that HRM Practices had an impact on organizational commitment by the following order of importance (empowerment, training and development, recruitment, rewards and compensation, performance appraisal), and that the overall level of HRM was average by the following order (performance appraisal, staff empowerment, recruitment, training and development, rewards and compensation).The level of implementing each practice was medium, low for compensations and rewards and generally on the average for organizational commitment.

Wael Thabet (2012) this study aimed to identify the role played by HR in bringing about the required change in the operations in Gaza strip from the point of view of the managers of these organizations. The results of this study showed that the clear vision, mission, and objectives of an organization caused the change. Reliance on teams with high self-efficacy contributes to the success of the change. It is also important to provide an outstanding leader to make change successful. Staff training and development of their abilities ensures the success of change.

Vuceti (2012) this study aimed at recognizing the importance and usefulness of HR in increasing profitability and customer service and its relevance as a very important factor for the competitive advantage of travel agencies in Montenegro. The researcher reviewed the role of HR as one of the most important and perhaps the most important factor in that it represents a valuable resource, especially those possessing skills, competence and specialization in the tourism field. With these criteria, agencies can provide valuable services and high value products to customers within the market channels, thus significantly contributing to increasing agencies' profitability. One of the main findings of the study is that human resources (HR) represents the greatest challenge in the area of competitive advantage in Montenegro travel agencies. This study also showed that most mangers of small travel agencies are working to raise performance level of their employees, especially in innovation and development of excellent customer service. The researcher concluded that HR is an important element in creating and maintaining a competitive advantage in these areas.

The study of Ziad AL-Kadi (2012) aimed to show the relation between HRM strategic actions and employee performance and the impact of the two on organizational performance. The researcher chose private universities in Jordan to examine the relation between the strategic practices of HRM and the performance of these universities, and to show the impact of HRM strategic practices (attraction and recruitment, compensation, training and development, and employees participation) and to show how employees performance affects these universities. The most important results of the study showed that strategic practices of HRM had a statistically significant effect on employees' performance and the impact of this on these universities.

This study is the first of its kind at Al Hussein Bin Talal University. No previous HR studies have been conducted at this university to the best knowledge of the researcher.

2. Research Methodology

In order to obtain the necessary information to complete the research and attain the result, the descriptive and analytical method was used. A questionnaire was then developed to measure the study variables via the respondents. The statistical analysis was conducted using the SPSS program to obtain the results.

To achieve the objectives of the study, the researcher used a questionnaire (Hassan, 2009) with some changes. This questionnaire consists of the following three parts:

Part 1: demographic characteristics of (AHU) employees, which included six paragraphs (gender, age, social status, education level, career level, practical experience).

Part 2: the independent variable in the study, which is the strategy of recruiting HR and its included eighteen (18) paragraphs as follows:

-Attracting HR: paragraphs (1-8) of the questionnaire.

-Selecting HR: paragraphs (9-13) of the questionnaire.

- Recruiting HR: paragraphs (14-18) of the questionnaire.

Part 3: the dependent variable in the study, which is the organizational change in (AHU) and it included nine paragraphs as follows:

- Organizational change: paragraphs (19-27) of the questionnaire.

2.1 The Validity of the Study Tool

The validity of the study tool (questionnaire) was verified by presenting it to a group of university professors. Their observations on the clarity of the questionnaire, its suitability to achieve the objectives of the study and its linguistic solidity were taken into consideration. The ratio of agreement between the arbitrators was (95%), which is a suitable ratio of credibility

2.2 Reliability Test

To ensure the reliability of the study tool, the statistical program SPSS was used and the internal consistency coefficient of the (Cronbach ś Alpha) was obtained for all variables to ensure no errors occurred. Table (1) shows the Cronbach ś Alpha tool stability for all the study variables.

Table 1. The reliability of the tool (Cronbach Alpha)

No.	Variables	Cronbach Alpha	No. of paragraphs
1.	Attracting HR.	0.840	8
2.	Selecting HR.	0.668	5
3.	Recruiting HR.	0.746	5
4.	Organizational change.	0.897	9

According to table (1), it is clear that the value of alpha for HR attraction variable reached (0.84) very good, (0.668) for HR selection variable acceptable, while the value of HR recruitment valuable was (0.746) .the alpha value for the variable organizational change was (0.897) very good, and thus all variables have achieved the minimum internal consistency of 60%.

The independent variable

HR employment strategy
Attraction
Selection
Recruitment

The dependent variable
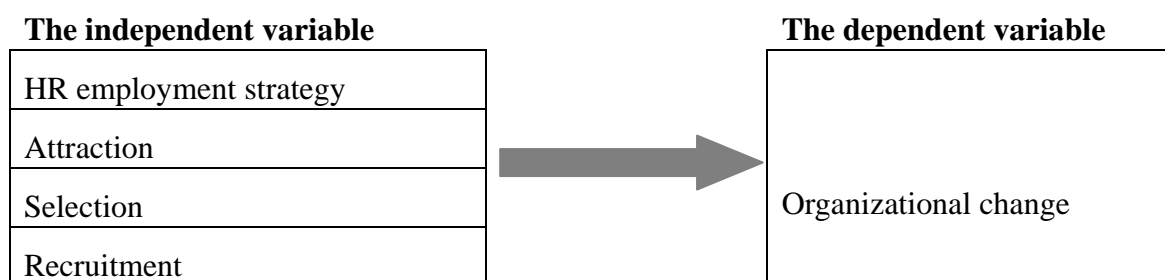
Organizational change

Figure 1. The study model

SPSS version 22 was used to answer the study questions and test the hypotheses as follows:

1. Frequencies and percentage to identify the characteristics of the study sample.

2. Means and standard deviations to answer the study questions.

3. Multiple regressions to test hypotheses.

4. Cronbach alpha to test the reliability of the study tool.

2.3 The Study Population and Sample

The study population consisted of all managerial staff at (AHU) totaling (455) administrators. The study sample consisted of all (113) administrators, who were selected through a randomly stratified sample of the study population. Table (2) shows the distribution of the study sample by demographic characteristics, A five–point ‗Likert' scale was chosen to be the main instrument in the questionnaire.

Table 2. Demographic Characteristics

Gender	**Frequency**	**Percentage**
Male	63	55.8
Female	50	44.2
Age		
Less than 30 year	6	5.3
From 30 to less than 40 yrs.	76	67.3
From 40 to 50 yrs.	29	25.7
From 50 to less than 60 yrs.	2	1.8
60 yrs. And over	0	0
Social status		
Married	92	81.4
Single	18	15.4
Other	3	2.7
Education level		
PhD	6	5.3
Master	11	9.7
BA	58	51.3
Post high school diploma	29	25.7
High school or less	9	8.00
Career level		
Unit manager	5	4.4
Director of dept.	26	23.00
Head of division	33	29.2
Employee	49	43.4
Practical experience		
Less than 5 yrs.	3	2.7
From 5 to under 10 yrs.	19	16.8
From 10 to under 15 yrs.	52	46.00
15 yrs. And over	39	34.5
Total	**113**	**%100**

Table (2) shows that the highest percentage of respondent was for males (63), while females' number was (50). It is noted that the ratio between the sexes is close. As for age, the highest are group is (from 30 to less than 40 yrs.), while the age group (60 yrs. and over) is the lowest. As for the social status, the highest percentage of respondents is in the (married) group (92), while the lowest proportion of respondents is in (other) where the number is (3). This can be explained in many ways. Most respondents are young, who devote themselves to marriage within this age group, in addition to wages and salaries and high bonuses received by workers at (AHU), which encourages them to be interested in marriage at an early age in accordance with the customs and traditions followed by the community in southern Jordan.

The highest percentage of respondents is within the (BA) educational level, where the number reached (58), while the lowest is with (PhD), where the number reached (6). This can be explained by the fact that the nature of work at the university requires holders of degrees, especially in administrative and office work.

The highest percentage of respondents was within the level of employees (49), while the lowest is within the level of (unit managers) which amounted to (1) and can be explained by the fact that the number of administrative units in (AHU) is limited compared to administrative departments centers and divisions and that those who are working under the title (employees) are the highest percentage.

The highest percentage of respondents are within the practical experience (from 10 to under 15 yrs.), where the number reached (52), while the lowest percentage of experience is within (less than 5 yrs.) where the number reached (3). This can be explained by the fact that the university employees have job security, stability and satisfaction which encourages them to continue work without thinking of leaving, in addition to the university's tenacious holding of staff with long expertise and supporting them.

2.4 Data Descriptive Statistics

Below are the results of the data descriptive statistical analysis, namely the means value and standard deviation of all the variables of the study based on the following benchmark of the respondents' answer:

-Less than (2.33) low.

-From (2.34) to less than (3.67) average.

-More than (3.67) high.

Table 3. Respondents' perceptions of attracting HR

No.	Attracting HR	Mean	Std. deviation	Ranks
1.	Attraction of employees at (AHU) is carried out by experienced organizers.	2.67	1.022	6
2.	The university is working to attract highly skilled individuals.	2.55	1.035	7
3.	(AHU) advertises the need for workers	3.27	1.144	1

	in various media.			
4.	The university has offers to attract employees with expertise.	2.42	0.988	8
5.	The university is keen to retain job application when needed as references.	2.73	1.029	4
6.	The university resorts to job vacancies with workers with long service.(not clear)	2.69	1.044	5
7.	Department directors cooperate with HR director in the field attraction of applicants.	2.78	0.933	3
8.	The university seeks to collect data and information on individuals to be recruited	2.80	1.070	2

The statistical results in table (3) indicate that respondents' perception level of all aspects of attracting HR was medium. This shows that there are good practices by (AH) in attracting HR. The participants in the attraction process of applicants are experienced and are able to attract applicants who have the necessary skills. The university resorts to filling its vacancies with employees with long service (not clear). Nevertheless, efforts need to be redoubled to improve the level of applications and practice of attracting applicants.

Table 4. Respondents' conceptions about selection process of HR.

No.	Selection of HR	Mean	Std. deviation	Ranks
9.	Applicants for vacant jobs at (AHU) are selected based on objectives grounds.	2.81	1.098	5
10.	The university selects applicants based on their level of education.	3.42	0.998	1
11.	The selection team is highly qualified.	2.98	1.094	3
12.	The university is concerned with selecting the applicants based on their personal traits.	3.20	1.045	2
13.	The selection of HR in (AHU) is subject to conformity of specifications.	2.97	0.959	4

It is clear from the result in table (4) that respondents' perception level of all the HR selection clauses was average. This indicates that there are good practices in the selection of HR in the light of selecting applicants on an objective basis, educational level, and conformity of vacancy specifications. However, the university needs to double its efforts to improve that application of the selection process.

Table 5. Respondents ´perceptions about recruiting HR

No	Recruiting of HR	Mean	Std. deviation	Ranks
14.	The university determines the number of appointees annually to commensurate with its expected growth	2.73	1.029	4
15.	The interview with applicants is a key element for the university recruitment.	2.86	1.117	3
16.	Appointment is based on solid criteria, most notably efficiency.	2.58	1.042	5
17.	The university sometimes resorts to conducting pre-recruitment tests.	3.32	0.957	1
18.	The university depends on staff from within the university to be recruited in leading positions.	3.30	1.025	2

The result in table (5) show that respondents ´perceptions level of all HR appointments was average. This indicates that (AHU) enjoys good practices in the recruitment of HR by determining the numbers of annual appointees according to its projected growth and adopting interview as a key factor for recruitment, conducting tests for the appointees and relying on internal manpower for leading posts.

Table 6. Respondents ´perceptions about organizational change

No.	Organizational Change	Mean	Std. deviation	Ranks
19.	Cooperation of the various department staff contributes to achieving the desired change smoothly.	3.38	1.121	7
20.	The university adoption of the criterion of expertise in recruiting staff reduces the university's need to bring about organizational change.	3.20	1.036	9
21.	The university's adherence to the criterion of competence in hiring staff reduces the costs the university is likely to incur to make organizational change.	3.42	1.108	8
22.	Attracting competent individuals or personnel to the university allows them the possibility to respond to organizational change.	3.57	1.060	6
23.	Proper selection of outstanding staff assists the university to accept organizational change	3.78	1.108	3
24.	The attraction and appointment of specialist staff in technology contributes to the achievement of technological change.	3.82	1.037	1
25.	The promotion of qualified employees secures the	3.81	1.114	2

	university´s rapid acclimation with changes.			
26.	Attracting individual from outside the university makes it possible to introduce new ideas supportive of change.	3.68	0.957	4
27.	Involving university employees in the process of organizational change limits their resistance to change.	3.60	1.022	5

The statistical results in table (6) show that the level of respondents' perception of the organizational change paragraphs ranged from medium to high. Paragraphs (19), (20), (21), (22), and (27) have an average level according to the mean, while paragraphs (23), (24), (25) and (26) have a high level in accordance with the mean.

Table 7. Respondents ´perceptions of the study variables

No.	Variables	Mean	Std. deviation	Ranks
1.	Attracting HR.	2.73	0.71174	4
2.	Selecting HR.	3.07	0.68167	2
3.	Recruiting HR.	2.95	0.72936	3
4.	Organizational Change.	3.58	0.78781	1

It is noted in table (7) that the dependent variable (organizational change) was ranked first according to the mean, followed by the independent variable (selecting HR), and then the independent variable (recruiting HR),while the independent variable (attracting HR)was the last in rank.

2.5 Testing the Study Hypotheses

The researcher tested the hypotheses of the study and stated their degree of acceptability or rejection by using the equation of multiple regressions. The hypotheses of the study are as follows:

1. There is no statistically significant relation between HR attraction and achieving organizational change.

Table 8. Results of HR employment strategy relation to achieving organizational change.

variable	Standardized Beta	Sig
Attracting HR	.098	409.

It is evident that the standardized beta values for the three variables (attraction, selection, recruitment) were positive, while the significance of the first variable (attraction) is (0.409) which is higher than (0.05). Therefore, the first null hypothesis (there is no statistically significant relation between the attraction of HR and the achievement of organizational change) is accepted.

2. There is no statistically significant relation between the selection of HR and achieving organizational change.

Table 9. Results of HR employment strategy relation to achieving organizational change

variable	Standardized Beta	Sig
Selecting HR	.285	020.

As for the second variable, the level of significance was (0.020) for selecting HR, which is less than (0.05). Therefore, the second null hypothesis (there is no statistically significant relation between the selection of HR and the achievement of organizational change) is rejected.

3. There is no statistically significant relation between HR recruitment and achieving organizational change.

Table 10. Results of HR employment strategy relation to achieving organizational change

variable	Standardized Beta	Sig
Recruiting HR	.174	197.

The level of significance of the third variable, recruitment of HR is higher than (0.05), is namely (0.197) ;so we accept the third null hypothesis which says that there is no statistically significant relation between the recruitment of HR and the achievement of organizational change).

Table 11. Multiple regression results of HR employment strategy to achievement of organizational change

The relation of HR recruitment strategy to achieving organizational change.	R^2	Sig
	0.249	0.000

Table (11) shows that the value of (R∌ amounted to (0.249). which indicates that the independent variable (attraction, selection, recruitment) of HR explain 24.9% of the dependent variable (organizational change) and that the significance level (=000), which is less than 0.05 and which means that the model is suitable for predicting the dependent variable.

3. Results

1. The results of the study show that (AHU) practice level and implementation of the strategy of HR recruitment came at a medium level, with an arithmetic mean of 2.924.

2. The organizational change in the university came to a medium level, with a mean of (3.5860).

3. The highest practice of HR strategy was firstly to select human resources, secondly to recruit human resources, and finally to attract human resources.

4. There is no statistically significant relation between attracting HR and achieving organizational change.

5. There is a statistically significant relation between selecting HR and the achievement of organizational change.

6. There is no statistically significant relation between HR recruitment and achieving organizational change.

4. Recommendations

1. Exerting more efforts and increasing the university's interest to enhance the level of practice of the strategy of attracting human resources to a high degree.

2. Working on the university's interest to double its efforts to raise the level of practicing the strategy of selecting human resources to a high degree.

3. Ensuring the university's interest in doubling its efforts to raise the level of HR recruitment strategy to a high degree.

4. Exerting more concern and efforts to raise the level of its employees' acceptance for organizational change to a high degree.

5. Conducting future research on this subject in other organizations, to corroborate their results with the results of this study, and conducting studies on the strategy of training and development of HR and its impact on the excellence of the institution.

References

Adeniji, A. A., Osibanjo, Adewale Omotayo, & Abiodun, A. J. (2013). Organizational Change and Human Resource Management Interventions: an Investigation of the Nigerian Banking Industry. *Serbian Journal of Management, 8*(2), 2-16.

Al-Hiti, K. (2005). Human Resources Management Strategic Approach, *Amman, Wael publisher*.

Al-Kadi, D. (2012). The Level of Practicing Human Resources Planning and its Impact on the Performance of King Abdullah University Hospital from a Supervisory Management Viewpoint, unpublished master Thesis. Yarmok University, Jordan.

Al-Kadi, Z. (2012). The Relationship between Strategic Practices of Human Resources Management and Staff Performance and their Impact on the Performance of Organizations, Applied Study on Private Univetsities in Jordan", unpublished master thesis, Middle East University, Jordan.

AL-Lozi, M. (1999). Organizational Development Modern Principles and Concepts. Amman:wael publishing house.

Al-Mograbi, A. (2009). Recent Trends in Human Resources Management Studies and Practices. Egypt: modern library for publishing and distribution.

Al-Mousawi, S. (2004). *Human Resources Management and The Effects of Globalization*, Amman: majdalawi publishing & distribution.

Al-Musri, G. (2006). Strategic Management of Human Resourcesan Approach to Achieving Competitive Advantage for the Organization of the 21 Century, Alexandria: al-dar al jameia.

Aluwi, A., &Saihani, S. (2013). Human Resource Management Practices and Employment Experience of Malaysian Employees in New Zealand. https://doi.org/10.1016/j.sbspro.2013.12.397

Balfaqeh, A. (2012). Impact of Human Resources Management Practice on Organizational Commitment-a Filed Study in Private Hospitals in Yemen, unpublished master thesis, AL-Albait university, Jordan.

Bruns, H.-J. (2014). HR development in local government: how and why does HR strategy matter in organizational change and development? *Business Research, 7*(1), 1-49. https://doi.org/10.1007/s40685-014-0002-z

Dorra, A., &Al-Sabbag, Z. (1986). Human Resources Management a Systematic Approach. Amman, Al-Nadwa for publishing and distribution.

EL-Masad, M. (2003). *Effective Management*. Lebanon:Lebanon publishers library.

Fouta, S., & AL-Qutub, M. (2013). The Effect of Human Resources Management Practices on the Learning & Growth of Employees in Jordanian Commercial Banks. *The Jordanian journal of applied sciences, 15*(1), 163-178.

Hamoud, K., & Al Khreisha,Y. (2007). Human Resources Management, AL-Maserah for pulishing.

Hassan, H. (2009). *Human Resources Employment Strategy and its Impact on Achieving Competitive Advantage-an Applied Study in Jordanian Telecom Sector*, Middle East University for Graduate, Jordan.

Issa, M. (2014). How to Build Human Resources Strategy?. Retrived on www.altadreeb.net/articledetails.php?id=578&issueNO=20

Kurtal, F. (2012). Human Resource Management Strategies in the Light of Globalization, with Reference to the Situation of Arab Countries, Presented to the IinternationalScientific Conference: Globalization, in the Age of Knowledge.JinanUniversity,Tripoli, Lebanon.

Linda, R. (2014). The Role of Human Resources Management in Managing Change in Major Economic Instititution in The Province of Setif,Algeria, PhD thesis, Setif university1.

Repischak, V. (2016). Managing Organizational Change: A guide for Human Resource Professionals in the era of change. Retrieved May, 1, 2017 https://spea.indiana.edu/doc/undergraduate/theses/ugrd-thesis2016-mgmt-repischak.pdf

Sultan, M. (2003). Human Resources Management, Alexandria: New university for publishing.

Thabet, W. (2012). The Role of Human Resources in The Success Process-an Empirical Study on NGOs Working in Gaza Strip-Palestine, AL-Azhar university journal, *human*

sciences series, 14(1), 2-180.

Velmurugan, S., & Akhilesh, K. (2013). Sustaind Competitive Advantage: Strategic HRM Initiatives and Consequences in Indian Context. Retrieved September 27.2014, http://waset.org/publications/16167/sustained-competitive-advantage-strategic-hrm-initiatives -and-consequences-in-indian-context

Vucetic, A. (2012). Human Resources as a Competitive Advantage of Ttravel Agencies in Montenegro. Retrieved October 5. 2014, http://www.dgt.uns.ac.rs/turizam/arhiva/vol_1602_4.pdf

Zaatri, A. (2013). Practices of Human Resources Strategies and their Role in Strategic Flexibility in Palestinian Islamic Banks. Unpublished master thesis, Middle East University, Jordan.

Aluwi, A. H., & Saihani, S. B. (2013). Human Resource Management Practices and Employment Experience of Malaysian Employees in New Zealand. *Procedia-Social and Behavioral Sciences, 107*, 43-51. https://doi.org/10.1016/j.sbspro.2013.12.397

Copyright Disclaimer