

Staffing Strategy as a Way to Achieve Organizational Excellence: Insights from Jordan

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Abstract:

This study aims to determine the impact of staffing strategy on organizational excellence in Jordan. More specifically, the study investigates the impact of recruitment, selection, and placement on organizational excellence. Questionnaires were collected from 88 employees are working in 11 companies that received the King Abdullah II Award for Excellence. Multiple regression results conclude that there is a positive impact of staffing strategy (recruitment, selection, and placement) on organizational excellence. Based on these results, this paper introduces one of the approaches to achieve organizational excellence in a developing country, Jordan, and recommended opportunities for future research.

Keywords: staffing strategy, organizational excellence, private sector, Jordan

I. INTRODUCTION

In the current era, human resources, technological knowledge, and physical resources are the most important elements for maintaining an organization's sustainability and success. The most important of these factors is human resources as the main engine of production and economic growth. Therefore, organizations seek to hire valuable workers to assist them in accomplishing their objectives. One of the popular tools used by organizations is staffing strategy which involves recruitment strategy, selection strategy, and placement strategy (Heneman, and Judge, 2014; Sultan, 2015; Aljader and Sayhud, 2017).

Staffing decisions that are not based on strategic plans have adverse effects in the long term, such as high training costs, high turnover, and low quality of service, which in turn will reflect on employee morale and hinder the competitiveness of the organization (Richardson, 2012)

Recruitment, selection, and placement strategies are considered the most important aspects of a company's global resourcing strategies to identify and protect the people needed for the company to survive and thrive (Daniel et al., 2014).

Organizational excellence depends on adopting and using a programmed staffing strategy, starting from the recruitment and placement of qualified people in order to induce them to achieve company goals. Therefore, organizational excellence is a worthy and valuable goal that any organization should strive to attain. In (Hashemya et al., 2016), organizational excellence is seen as growth and improvement in all aspects of the organization, taking into account the balance between all the beneficiaries' needs and expectations, while respecting the highest levels of their satisfaction.

Consequently, the purpose of the current study is to determine the impact of staffing strategy in terms of recruitment, selection, and placement in achieving organizational excellence in the private companies that received the King Abdullah II Award for Excellence during the periods 2014-2015 and 2016-2017 in Jordan. Hence, the contributions and importance of the current study can be articulated as follows:

1. Enriching and building the theoretical framework by employing concepts deriving from the most recent studies regarding staffing strategy (recruitment, selection, and placement) and organizational excellence.

2. Providing human resource managers with a good vision for recruitment, selection, and placement in order to hire the right people in the right place towards achieving organizational excellence.

3. Encouraging companies to pay more attention to recruitment and selection in order to reduce the cost and efforts exerted in this expensive process.

The reminder of this paper is organized as follows. First, the theoretical background and then literature review was provided. Next, data collection and analysis procedure is presented. Subsequently, results are discussed. Finally, conclusions are drawn; opportunities for future studies are identified based on the limitation of the current study.

II. THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

2.1 Staffing Strategy

Staffing strategy is considered to be at the core of the activities of organizations and they cannot work effectively and efficiently without it (John, 2019). This means that organizations should place great emphasis on this strategy in order to reach their goals. In (Ployhart, 2006), the concept of staffing is described as referring to various aspects such as attracting, selecting, and retaining qualified people in order to attain organizational goals. Staffing is HRM process that includes attracting people with necessary knowledge and skills for the job, selecting individuals with higher qualities, and retaining qualified individuals to achieve organizational goals and objectives (Pahos and Galanaki, 2019). The different dimensions of staffing strategy instead consist of recruitment, selection, and placement (Heneman, and Judge, 2014; Sultan, 2015; Aljaderand Sayhud, 2017).

2.2 Organizational excellence

There is no single definition for organizational excellence (Al-Weshah, 2019). Generally, excellence refers to the performance of an

organization that exceeds the expected performance either from the organization itself or that outperforms those in the market or exceeds the expectations of customers of that organization (Albhaisi, 2014).

Researchers have defined organizational excellence concept as companies' access to a high degree of development, which is reflected in numerous indicators like low costs, cost reduction, customer numbers and satisfaction, product quality, and competitiveness (Al-Lozi et al., 2017; Al-Weshah, 2019). On the other hand, the term organizational excellence has been described as the efforts of companies to exploit vital and critical opportunities. These are preceded by effective strategic planning and obligation to achieve a shared vision controlled via sufficient resources, clarity of goals, and super performance (Alnaweigah, 2013).

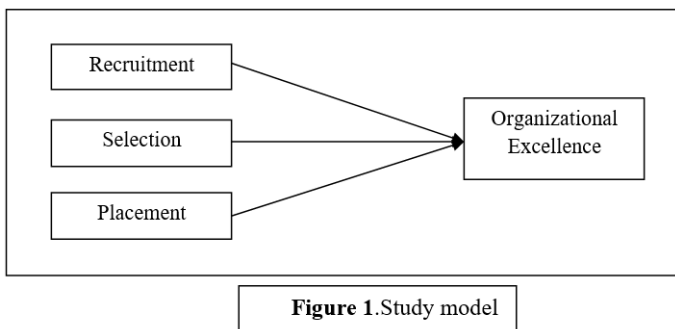
Al-Nosour (2010), refers to organizational excellence as the ability of companies to contribute strategically in order to excel in their performance, solve their problems, and achieve their goals effectively, which distinguishes them from other companies. In (Durrah et al., 2014), they defined organizational excellence as a dynamic process that seeks to enhance the performance of organizations and improve or increase level of quality of goods and services.

Therefore, this research has defined the concept of organizational excellence as the ability of organizations to pursue their goals by adopting and using modern ways to reach various objectives, such as providing high quality products and services and generating more profits to achieve competitive advantage.

Additionally, organizational excellence can be divided into three dimensions: leadership excellence, services excellence, and knowledge excellence (Abu Naser and Al Shobaki, 2017). Other researchers have classified the dimensions of organizational excellence into four dimensions: the excellence of employees, management excellence,

the strategy excellence, and organizational structure excellence (Kandula, 2002; Qawasmeh et al., 2013).

Therefore, the current study consists of three independent variables, namely, recruitment, selection, placement, and one dependent variable, organizational excellence. Figure 1 shows the model of the study.



2.3 Recruitment and organizational excellence

Recruitment is one of the most important functions of human resources management (HRM) (John, 2019) and it is the first step of a staffing strategy. The fact that it is not easy to recruit the right people without using methods of attraction, such as rewards, insurance, safety, and healthy working conditions,. Therefore, the term recruitment has been defined as the important process for success any organization (Daniel et al., 2014; John, 2019). Other researchers stated that recruitment is the way organizations find the possible candidates for actual or expected organizational positions (Oaya et al., 2017). In addition, recruitment has been described as the process of seeking the applicants for a job and encouraging them to apply for occupation in the company or organization (Devi et al., 2014).

From a different perspective, in (Balasubramanian, 2014), the researcher affirms that if the organization is not using recruitment based on predetermined standards, it will face different challenges and problems in the future. Therefore, organizations should attract the best candidates to apply for new jobs or positions. In

other words, they need to hire the right people in the right time and right place. Recruitment involves the process of generating a group of eligible candidates for organizational posts (Saddam et al., 2015).

In Sarinah et al., (2016), the results showed that the recruitment and selection variables have a significant influence on the placement of employees, and that the employee placement variable has a significant influence on the performance of employees. Oaya et al., (2017), study found that the use of a recruitment agency in Nigeria and internal employee recommendation in the recruitment/selection process empowers organizations to recruit committed and productive employees, whereas the recruitment through the impact of the host community leads to organizational inefficiency. Bibi (2019) stated that there is a positive effect of talent management practices including recruitment and selection on employee performance.

In their study for talent management in Jordanian telecommunication companies, Abdul'aal et al., (2018) stated that talent management is positively impact on organizational excellence. In addition, Al-Lozi et al., (2017) found that talent management has a positive effect on achieving organizational excellence in the Arab Potash Company in Jordan. Moreover, Arbab and Mahdi (2018) studied effect of human recourses practices in Sudanese public sector, and found that planning, recruitment and selection, training and development, incentives and benefits, wages and salaries and performance assessment have a positive effect on organizational excellence.

While quality practices are in the right directions, there is few studies realized the role of employees in quality management in order to achieve organizational excellence (Dawabsheh et al., 2019). Total quality approach calls to apply it on human resources practices, the higher the quality of candidate contributes to improve business process,

in turn, enhance firm productivity, efficiency and flexibility (Pahos and Galanaki, 2019; Briggs and Keogh, 1999). In addition, there are number of studies confirmed the relationship between TQM and business excellence. For example, TQM and excellence in manufacturing organizations Sharma and Kodali (2008), TQM as an approach for competitive advantage and organizational excellence (Colurcio and Mele, 2006), implementing TQM and ISO9000 to achieve customer satisfaction, product quality, productivity (Hassan et al. 2007 cited in Dawabsheh et al., 2019), TQM as a philosophy to achieve organizational excellence (Dawabsheh et al., 2019).

Also, other study (Malkawi, 2018) stated that E-selection and recruitment, and E-performance management are not significant and they have no effect individually on organizational excellence.

H₁: There is a positive effect of recruitment on organizational excellence.

2.4 Selection and organizational excellence

Selection is considered the second step of a staffing strategy in which the HRM department plays a vital role in screening candidates based on predetermined criteria and choosing the most appropriate one for the job. Moreover, selecting staff is the most important process for HRM and has a strong influence on the organization's success (Anosh et al., 2014). In (Harkey, 2018), the selection process refers to choosing the candidates who will do the work efficiently and effectively. Furthermore, the selection process is very important because the identification of qualified or distinguished and highly skilled workers will increase organizational productivity (Salahat and Majid, 2016).

Many scholars and researchers have defined selection as the process of choosing or selecting the individuals who have the necessary qualifications to fill the vacant positions (Al-Hitti, 2005; Hammoud

and Al-Kharsheh, 2011; Zatari, 2013; Aljader and Sayhud, 2017). Other scholars describe selection as the process by which recruiters use particular tools in order to select from a pool of candidates those who are most appropriate for the available jobs (Ofori, and Aryeetey, 2011).

In general, research findings stated that there is a significant relationship between human resource practices, in particular recruitment and selection, and organization performance in terms of increased employee performance, in turn, enhanced firm's productivity, profit growth, and reducing cost (Pahos and Galanaki, 2019; Bibi, 2019; Katou and Budhwar, 2006; Wright et al., 2005). In addition, other research found a positive relationship between high-performance work practices, in particular recruitment and selection and innovation (Yousaf et al., 2019). Aljader and Sayhud (2017) study reported a significant correlation between staffing strategy dimensions (recruitment, selection, and placement) and high performance in Iraqi context. Also, Arbab and Mahdi, (2018) revealed that there is a positive relationship between human resource practices including recruitment and selection on organizational excellence.

H₂: There is a positive effect of selection on organizational excellence.

2.5 Placement and organizational excellence

The final step of staffing is placement. The suitable placement of employees is one of the main keys to achieving the best performance from each one (Sarinah et al., 2016). In addition, researchers have described placement as a process that involves placing an individual who has been selected for the job into a particular position (Daniel et al., 2014). In (Aljader and Sayhud, 2017), placement is characterized as the decision to install employees who have been selected for the required job into a position that is suitable to their abilities, qualifications, and experiences.

To conclude, placement is considered the critical phase in deciding whether to accept or reject job candidates to become part of the organization. In other words, placement means putting the right people in the right place.

Nowadays, assigning the right candidates at the right place is necessary. Similarly, having the right employees with high qualifications in lean six sigma (LSS) in the role of black belt is also important to the organization, it can also synergise with human resource managers to achieve a competency model for the organization, and increase the retention rate in the organization, specially, for employees who are working on LSS projects in organizations (Sreedharan et al., 2018). Also, in Teseema and Soeters (2006) study on eight human resource practices stated that HRM practices including placement practices have a positive influence on employee's performance. Therefore, there are numerous research recommended to implement HRM practices to improve employee performance, increase productivity, in turn, obtaining competitive advantage (Ngwenya and Aigbavboa, 2017). In addition, research revealed the relationship between staffing strategy (recruitment, selection, and placement) on high performance (Aljader and Sayhud, 2017).

However, organizations that help their employees to translate their creative ideas into products and services to enhance the quality of output and improve their competitive advantage through innovation and technology depend on the quality of its people. However, firms are investing money to better engage their people and to improve organization performance (Sahoo and Sahu, 2009). Therefore, firms have found a significant relationship between employee engagement and performance improvement (Sahoo and Sahu, 2009)

Engaged employees help the organization in achieve their goals, mission, and objectives,

therefore, achieve the organizational business results including improve the customer loyalty, productivity, growth and financial performance (Shamila, 2013). However, employee engagement is consider as an important ingredient for organizational excellence (Shamila, 2013).

Number of research have stated the positive relationship between employee engagement and organizational excellence in terms of productivity, customer satisfaction, customer loyalty, profitability, employee retention, and double digit in growth companies (Stoyanova andlliev, 2017; Markos 2010)

H₃: There is a positive effect of placement on organizational excellence.

III. DATA COLLECTION AND ANALYSIS

The present study aims to determine the impact of staffing strategy (recruitment, selection, and placement) on organizational excellence in the private companies that received the King Abdullah II Award for Excellence during the periods 2014-2015 and 2016-2017. The current study used descriptive and analytical methods towards achieving the desired objectives.

3.1 Study population and sample

The population frame of the present study consists of all of the private companies that received the King Abdullah II Award for Excellence during the periods 2014-2015 and 2016-2017. There were seven companies in the years 2014-2015 and four companies in the years 2016-2017 (King Abdullah II Center for Excellence, 2019). The sample of the present study involved all the study population. The sampling unit consisted of 88 employees who were working at these companies, including the managers, deputy managers, heads of human resources departments, and supervisors. Table 1 illustrates the characteristics of the study sample.

Table 1 Study sample

Variable	Category	Frequency	Percentage
Gender	Male	60	68.00
	Female	28	32.00
Level of education	PhD	10	12.00
	Master	24	27.00
	Bachelors	37	42.00
	Diploma	17	19.00
Position	Manager	11	13.00
	Deputy manager	11	13.00
	Head of Human Resources Department	11	13.00
	Supervisor	55	61.00
Total		88	100%

3.2 Data collection tool (instrument)

The current study adopted a questionnaire as a tool for gathering data from the respondents. It was divided into three sections. The first section is dedicated to general information about respondents. The second section covers the independent variables related to staffing strategy that include recruitment, selection, and placement, which was adopted from (Aljader and Sayhud, 2017) and measured by 18 items. The third section involves the dependent variable of organizational excellence, which was adopted from (Al Hilaa et al., 2017) and measured by 18 items. The present study adopted five Likert scales to obtain information from respondents. Table 2 illustrates the means and standard deviations for the independent and dependent variables.

Table 2 Means and standard deviations for independent and dependent variables.

Variables	Number of Items	Means	Standard Deviation
Recruitment	6	4.17	0.690
Selection	6	4.20	0.571
Placement	6	4.57	0.810

Organizational excellence	18	4.46	0.609
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Table 2 shows that all the scores of the means are greater than 3, which indicates that the views of the respondents are positive. Moreover, the placement dimension has the highest average score, while the selection dimension has the lowest average score.

3.3 Validity

The researchers administered the tool of the study (the questionnaire) to a group of academics in the field of business administration in order to receive feedback in the form of notes and comments regarding of clarity of the items on the questionnaire. Based on their observations and suggestions, the researchers made some adjustments, such as deleting and merging items of the questionnaire. According to the opinions of the academics, the questionnaire covered all the variables and the language used was very simple and clear. Thus, the questionnaire can be considered as valid for the present research.

3.4 Reliability

The researchers used the Cronbach's alpha coefficient for the purpose of verifying the stability or internal consistency among questionnaire items. The value of Cronbach's alpha for staffing strategy items was 0.86, while for organizational excellence it was 0.75. For all the items in the questionnaire, the value was 0.80. Therefore, the questionnaire can be considered reliable for statistical analysis because the values of Cronbach's alpha were higher than 0.60 (Sekaran, 2008).

3.5 The multicollinearity test

The researchers conducted a multicollinearity test before examining the hypotheses to ensure that there was no linear regression problem (high correlation) between the independent variables (recruitment, selection, and placement). The researchers also

conducted the test of variance inflation factor, the test of tolerance, and the skewness test for all independent variables. The results of these tests shown in Tables 3, 4, and 5 respectively.

Table 3 Variance inflation factor test results

Independent Variables	Variance Inflation Factor
Recruitment	2.75
Selection	2.66
Placement	2.67

Table 4 Tolerance test results

Independent Variables	Tolerance
Recruitment	0.419
Selection	0.454
Placement	0.526

Table 5 Skewness test results

Independent Variables	Skewness
Recruitment	0.422
Selection	0.460
Placement	0.573

Tables 3, 4, and 5 show that the variance inflation factor value for the recruitment, selection, and placement variables was less than 10. In addition, the tolerance values were higher than cut-off point 0.20 0.40 indicating no multicollinearity concerns according to Hair et al., (2010) and Allison(1999). While the results of the skewness tests were less than 1. Therefore, these results demonstrate the normal distribution of data and that there is no linear correlation problem among these variables. After this procedure, the researchers conducted multiple regression analysis to test the hypotheses of the present study. Tables 6, 7, and 8 illustrate the results of the multiple regression analysis.

Table 6 The model summary

Model	R	R	Adjusted	Std.
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	Square	R	Error of The Estimate
1	0.799	0.672	0.620

As can be seen in Table 6, the value of the correlation coefficient ($r= 0.799$) indicates that there is a medium correlation value between staffing strategy and organizational excellence. In addition, the R square value of 0.672 means that organizational excellence has interpreted the amount of 67.2% variance in staffing strategy (recruitment, selection, and placement).

Table 7 ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	250.091	3	85.516	1168.109	0.000
Residual	24.219	85	0.062		
Total	274.310	88			

The results of the ANOVA analysis in Table 7 point out the F value of 1168.109 with a significance level of 0.000. This level of significance is less than 0.05, meaning that the model is suitable and acceptable.

Table 8 Beta and T for the study hypotheses

Dimensions of Staffing Strategy	B	Std. Error	Beta	T	Sig.
1 (Constant)	0.059	0.033			
Recruitment	0.661	0.040	0.599	26.420	0.000
Selection	0.692	0.025	0.658	30.106	0.000
Placement	0.599	0.032	0.649	31.419	0.000

Results in Table 8 show a positive and significant impact for recruitment in organizational excellence at 1% significant level, which support our first hypothesis. Regarding the selection variable, the table shows that selection has a positive and significant effect on organizational excellence at 5% significance level proving our second hypothesis. Finally, results show a positive and significant relationship between placement and

organizational level at 1% significance level supporting our third hypothesis

IV. DISCUSSION AND CONCLUSIONS

The results of the present study show that there is a positive impact of staffing strategy on organizational excellence. The findings also indicate that there is a positive impact of the recruitment dimension on organizational excellence, thus supporting Sarinah et al., (2016). This result suggests that good recruitment and selection will lead to good placement (the right people in the right place). This result is consistent with Dawabsheh et al., 2019, Abdul'aal et al., (2018), Al-lozi et al., (2017), Oaya et al., (2017), and Aljader and Sayhud, (2017). This finding suggests that if a company recruits qualified employees, it will achieve organizational excellence, and that the company will attain organizational excellence based on its employees' performance, implementation of TQM and ISO 9000, organizational performance in terms of productivity, profits, and competitive advantage. These results are consistent with other studies such as Bibi (2019), Pahos and Galanaki, (2019), Briggs and Keogh, (1999), Colurcio and Mele, (2006).

In addition, the results of the present study show that there is a positive impact of the selection dimension on organizational excellence and this is consistent with Pahos and Galanaki, (2019), Bibi, (2019); Yousaf et al., (2019), Arbab and Mahdi, (2018), Adu-Darkoh, (2014). Katou and Budhwar, (2006); Wright et al., (2005). Because the selection is the most critical strategy that will lead toward a select suitable people for the organizations in order to do their works effectively and efficiently and at the end attain their goals and objectives. Also, select the right people enhance the ability of organizations to present an innovative product and services. However, improve the high performance for organizations and in turn, organizational excellence.

Finally, the results of the present study show that there is a positive impact of the placement dimension on organizational excellence, in line with

Aljader and Sayhud (2017), Ngwenya and Aigbavboa, (2017), Stoyanova and Iliev, (2017), Shamila, (2013). Markos (2010), Sahoo and Sahu, (2009), and Teseema and Soeters (2006). This finding can be interpreted as demonstrating that placement is a very important dimension of staffing strategy. Effective placement for new employees in appropriate positions in the organizations, enhance the engagement level of its employees. In turn, it improves financial performance, productivity, quality services and products, customer satisfaction and loyalty, and profits. As a result of organization's performance it has a positive effect on organizational excellence.

In conclusion, the study has shown that there is a positive impact of staffing strategy on organizational excellence. There is also a positive impact of recruitment, selection, and placement on organizational excellence.

The present study aimed to determine the impact of staffing strategy on organizational excellence in companies that received the King Abdullah II Award for Excellence. Therefore, the results cannot be interpreted as representative of other sectors and cannot be generalized to other sectors because the present study was applied during the periods 2014-2015 and 2016-2017.

Based on these results, the researchers recommend the following areas for further study:

1. The influence of other variables such as staffing policy and reward and compensation system;
2. the role of moderating or mediating variables such as empowerment, size of company, and budget in measuring the impact of staffing strategy;
3. The application of this research model to other sectors, as the present study was limited to private companies receiving the King Abdullah II Award for Excellence.

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