



## **THE IMPACT OF EMPLOYMENT TESTS ON JOB APPOINTMENT PROCESS AT JORDANIAN COMMERCIAL BANKS**

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### **Abstract**

*The study aimed to identify impact of employment tests on job appointment process. To achieve objectives of the study, the descriptive analysis method was used, and data analysis was performed by the Statistical Package for Social Sciences (SPSS) program. The study population consisted of all (13) Jordanian commercial banks. While the study sample included all employees in the human resources departments in Jordanian commercial banks, whose total number is (332) employees, and using the stratified random sampling method. The hypothesis tests showed that there is an impact of the employment tests with their combined dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable job appointment process with its combined dimensions (assessment accuracy, ease of screening, ease of comparison, and ease of choice and decision) at Jordanian commercial banks, this indicates the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that there is an impact for the employment tests with its combined dimensions in job appointment process with its combined dimensions. The study made a number of recommendations; the most important of which is that Jordanian commercial banks should diversify the employment tests styles to improve the appointment process and selecting the best candidates by identifying their features, skills and competencies they possess.*

**Keywords:** *Employment Tests, Job Appointment Process, Commercial Banks, Jordan*

## INTRODUCTION

Recruitment process at all its stages seeks to choose the best competencies, in particular the selection process, which is one of the most important stages in the recruitment process for the necessary and qualified human resources to meet the needs of business organizations to contribute to the development of work, improve performance levels, and achieve their desired goals, which requires the adoption of a group Among the tools for the purpose of selecting the best competencies, skills and experiences in line with the environment, nature and working conditions, and placing them in the right place to achieve the required performance and job achievement with high efficiency and skill (Bushlaghem and Harish, 2018). Recruitment tests of all kinds are among the main tools used for the purposes of selection and appointment, which are based on testing the personal, professional, skills, and talents of candidates in order to reveal what they have characteristics and traits to match the nature and conditions of vacant jobs, and thus to facilitate the process of screening and comparison and selection of the best candidates according to the foundations of And controls characterized by transparency and justice in order to achieve the main objective of the selection and recruitment process (Benshawy, 2017).

Commercial banks are profitable and economically pioneering service institutions, as they look at the recruitment process for their cadres with extreme accuracy so as not to be exposed to some risks that may result from some functional errors of their human resources due to the sensitivity of the banking work, which prompted the need to pay great attention to the process of functional tests in the process of appointment of their human resources in In light of the increasing competitiveness and global changes and transformations in the banking sector, the improvement and development of employment tests will lead to the selection of employees with the appropriate competencies and experiences to enable them to excel and compete.

### Study Problem

The problem of the study appears by identifying the reality of the policies and mechanisms applied and followed by the Human Resources Department in the operations of employment tests in Jordanian commercial banks, which contribute to the selection of individuals with competencies and skills to fill vacant jobs, and with the increasing interest of Jordanian commercial banks in employment tests of all kinds in light of the transformations And the challenges it faces, that the human resources management in many banks has a limited application in the methods of tests for the appointment and selection of individuals, and therefore this study came to shed light on the importance of the impact of employment tests in

improving the job appointment process in Jordanian commercial banks. To achieve the purpose of this study, it lies by answering the following questions:

The main question: What is the impact of recruitment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in improving job appointment process with its dimensions (accuracy of assessment, ease of screening for candidates, ease of comparison, ease of selection and appointment) in Jordanian commercial banks?

A number of sub-questions emerge from the main question, which are as follows:

1. What is the impact of employment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on accuracy assessment in Jordanian commercial banks?
2. What is the impact of employment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of screening for candidates in Jordanian commercial banks?
3. What is the impact of employment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of comparison in Jordanian commercial banks?
4. What is the impact of employment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of selection and appointment in Jordanian commercial banks?

### **Significance of the Study**

The theoretical part of study comes from the subject of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on job appointment process with its dimensions (accuracy of assessment, ease of screening for candidates, ease of comparison, ease of selection and appointment), in addition to The subject of employment tests by removing them is one of the main pillars of human resource management literature, especially with regard to the selection process and job appointment as one of the most important functions of human resource management, which will contribute to supporting the theoretical literature of human resource management, and providing scientific libraries with the importance of Employment tests, and this topic, with its theoretical framework, will be a reference for future researchers and the applied part of the current study highlights in identifying the impact of employment tests in their dimensions on improving the job appointment process by removing them. The process of selecting employees with professional and personal competencies, aware, creative and active

talents in banking, which requires the selection of competencies and high capabilities and qualitative personal and professional skills that have a positive impact on raising the efficiency, yield and performance of Jordanian banks, in addition to providing appropriate practical recommendations to be the focus of attention of human resources departments in Jordanian commercial banks to work with in improving the selection and appointment process for their employees.

### **Study Hypotheses**

The main hypothesis (H0): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on job appointment process with its dimensions (assessment accuracy, Ease of screening candidates, ease of comparison, and ease of selection and appointment) in Jordanian commercial banks. A number of sub-hypotheses are branched from it:

(Ho1): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in accuracy assessment in Jordanian commercial banks.

(Ho2): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of screening for candidates in Jordanian commercial banks.

(Ho3): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with their dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in the ease of comparison in Jordanian commercial banks.

(Ho4): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of selection and appointment in Jordanian commercial banks.

### **Proposed Model**

The study model is illustrated in the Figure No. (1). It shows the study variables that consist of the independent variable (employment tests) and the dependent variable (improving job appointment process):

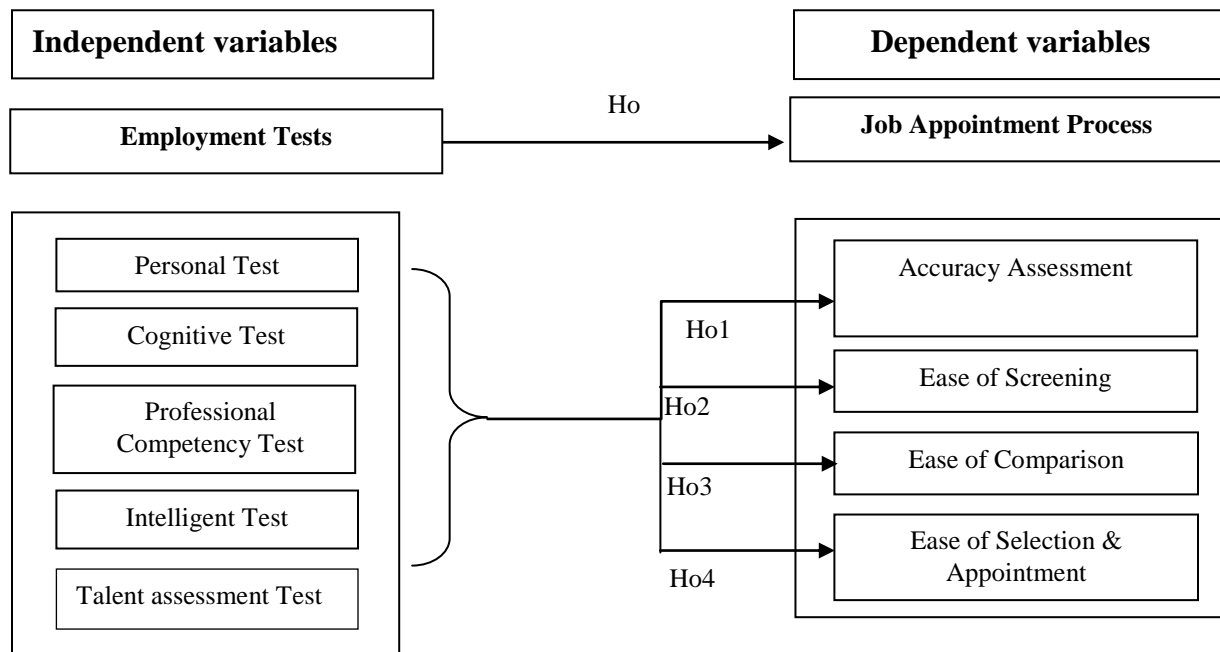


Figure (1) Proposed Model

### Study Limitations

- The current study was limited to a stratified random sample consisting of 332 which does not represent the original community, but it is better for them, and for the purposes of generalizing the results to the study community, to distribute the survey to a larger sample, and due to the circumstances of the Corona pandemic, which prevented researchers from doing so.
- The difficulty of accurately defining the characteristics of the community, which made the researchers' perception of the characteristics of the community unclear.
- The difficulty of direct communication of researchers with the study sample in interpreting the paragraphs of the study tool to clarify to them any observations that they may find themselves in difficulty in understanding the content and objectives of the questionnaire questions.
- The sensitivity of the subject of the study problem for the Jordanian commercial banks to answer and credibly to the paragraphs of the questionnaire.
- The scarcity of research related to the study problem in the Jordanian environment.

### THEORETICAL FRAMEWORK AND PREVIOUS STUDIES

Business environments has become rapidly changing in recent times, so human resources management professionals must be able to adjust their manpower plans and recruitment activities to meet the needs of the changing business environment in their

organizations, as many organizations rely on submitting CVs to candidates as a first step, but it is not sufficient. It does not contain all the information confirming that the applicant qualifies for the vacancy, so applicants must complete the employment application and pass all required exams (Reed, 2019). Recruitment tests are considered the tool through which the performance of the organization is improved, through the process of selecting employees due to the great role that employment plays in increasing productivity and competitive advantage of organizations, so it is necessary to attract the largest number of applicants with skills and competencies for employment in order to choose the most appropriate, where tests are the main entrance to make the appointment decision, and the tests vary according to the benefit and purpose of each test, often each test has a specific purpose, the use of pre-employment tests has become very widespread in recent times, as these tests take several forms and have many purposes, which are considered job-related. Some tests also provide candidates with a number of files that contain many problems that the employee may face and how he can deal with them. Later, the candidates are evaluated based on the suitability of their answers to the test, in addition to the time taken to finish the test (Picardi, 2019).

The process of developing employment tests is one of the main tasks that are governed by many professional guidelines, through which the technical characteristics of employment tests are determined before decisions are made regarding employment, and specialists in the human resources department must be trained and guided so that they are qualified in the process of providing tests. Employment, in order to provide the necessary comments and notes on the test-takers' performance in an accurate and effective manner, and vacancies are often announced in many organizations via the Internet on the organization's website (Schweyer, 2010). As potential qualified candidates are invited for the vacant position through reviewing their resumes by human resources specialists, then conducting an interview with them, and finally conducting an employment test for them to make the appointment decision. Collected from other sources such as candidates' social networking sites, some organizations may conduct recruitment tests. The use of the Internet has also led to an increase in the number of applications from applicants and a decrease in the time required to select job candidates (Goldstein et al., 2017).

Recruitment tests have become essential in a large number of organizations of all different types, as they are used for selection, orientation and training processes, in addition to searching for specific abilities and skills that the organization needs to match vacancies (Derry, 2011). Some organizations conduct personality tests because of their importance in knowing whether the candidate is suitable for the vacant job position or not. The test shows the specific skills, personality traits and personal identity in addition to identifying the characteristics to be

known before making the hiring decision to correctly predict the candidate's ability to achieve goals. Therefore, employers continue to use personal tests to predict the level of the candidate who is likely to occupy the available job position, and the extent of the effectiveness of the test and its success in selecting the appropriate candidate for the vacant job because of its impact on highlighting the personal trends and preparations of the candidates for the job. Personality is one of the most important types of personality tests common in many organizations, and personality tests are among the modern strategies used in the recruitment process and implemented by specialists in this field (Reed, 2019).

Cognitive tests are considered as one of the types of employment tests that measure the cognitive ability and the applicant's ability to solve problems and reach appropriate solutions to them, as well as knowledge of the individual's ability to learn, think, and quickly engage in the work environment and develop a comprehensive and future vision, in addition to his accuracy in formulating career decisions and procedures. Cognitive tests for the purpose of measuring mental, verbal, arithmetic, and intellectual abilities, and solving problems that may face working conditions, in addition to indicating the extent of the candidate's ability to adapt to changing conditions. Cognitive tests are considered one of the most valid and reliable tests, as they are among the least expensive tests for the organization and the most capable of highlighting the capabilities and skills of candidates for the vacant job (Beiu, 2018).

Professional competency tests followed by the Human Resources Department in employment tests are one of the most important types of tests implemented by many business organizations, through which the candidate's competency is determined to perform the vacant job, and also helps the candidate to know whether this job is commensurate with the experiences and the competencies and skills that he possesses. If the Human Resources Department wants the results of this test to be useful, it presents its results to the candidates and discusses them with them, which leads to an increase in the candidate's knowledge of the organization, its goals and his professional capabilities. So, some organizations are conducting these tests online to enable applicants to self-evaluate them. And find out if this job is suitable for them, and this test is considered one of the most important types of tests through which appointment decisions are made (2020).

Intelligence tests are one of the types of tests used in the organization. They focus on a person's ability to express ideas, as the degree of intelligence is related to the ability to perform work successfully, in addition to the candidates' speed of understanding of work conditions and challenges and their ability to analyze and logically persuade work conditions, but some organizations do not consider IQ tests are sufficient to assess and select individuals. (Barret, 2015).

Talent testing has become one of the modern methods and methods that organizations follow to discover the talents of candidates, which helps in revealing the innovative and creative ideas of candidates. Recruitment processes in organizations that implement talent tests are characterized by high quality and their ability to increase the rate of production by acquiring the best talents that are commensurate with vacancies, as talent tests help in revealing the talents of candidates that aim to develop work (Zeuch, 2016).

Human resources employees seek to search for modern recruitment methods and practices, so as to speed up the search for candidates needed to fill the vacancy, through various recruitment advertisements to attract and hire the best candidates who possess the necessary expertise, competencies and skills, which may contribute to achieving and implementing the objectives of the organization. Therefore, many specialists are appointed to carry out recruitment processes, while defining the responsibilities of each of them within specific criteria and bases (Yate, 2018). To improve the recruitment process, the organization must work on selecting employees specialized in the recruitment process who are able to effectively influence the candidates, in addition to their clear and accurate application of recruitment policies, to be able to attract qualified individuals who have a positive impact on the organization's future performance. Employing the individuals needed by the organization within specific strategies and standards (Teece et al., 2018).

Evaluation accuracy is an important element in employment development processes that aim to evaluate job applicants using specific dimensions after they have been identified by specialists, organizations are interested in the procedures for selecting and evaluating candidates because of its positive impact on the organization's recruitment processes as it contributes to the sifting of candidate data in order to choose the most qualified to fill the vacant position, so the organization needs to train and appoint specialists to conduct an accurate assessment of applicants in search of specific criteria and how to evaluate applicants' behavior in business performance, so organizations form an assessment team to provide clear assessments that show the competencies of candidates based on job requirements and serve as a basis for selection and appointment decisions, and ideally organizations evaluate the experiences of the skills and abilities of applicants during their interview and to avoid error in the assessment process must provide the accurate evaluation organization, whether the number of applicants is small or large, as a job analysis must be conducted to determine what should be evaluated for job applicants, and some organizations also predict future job performance through evaluations based on information collected by job applicants and according to the method or method of evaluation, Organizations are now turning to using advanced evaluation methods to help them in the various selection and recruitment processes (Garner, 2012).



Ease of screening is a process that precedes the selection process to reach a specified number of applicants based on specific criteria and controls, as it significantly reduces unsuitable individuals to avoid mistakes related to the recruitment process and its consequences, and the process of selecting the appropriate and best candidate is determined by recruitment specialists Based on the individual differences that candidates possess, which are: skills, competence, cognitive ability, estimated weights and other characteristics that help human resources to screen candidates and predict employment results, and the CV is the starting point in any selection process, because It plays a role in highlighting and focusing on individual differences, which is one of the most important reasons that contribute to the ease of selection between candidates and the success of the recruitment process. Therefore, employers continue to evaluate job applicants by giving them an opportunity to interview and interact face to face in the pre-screening stage (Beiu, 2018).

Comparison between candidates is considered the stage of strategic decision-making, in which the candidates applying for the job are screened and the best candidate, who is considered the most qualified to fill the vacant job, is sifted according to a set of tests implemented in the previous stages, which are (intelligence tests, personality tests, professional competency tests, and tests The ease of comparison between candidates depends on the individual characteristics and features of the candidates for the job, in addition to the ability of decision makers to predict the future job performance of the candidates, in addition to identifying the best candidates and fixing them in special records (Trost, 2020).

Selection and decision process is to know and ensure that the candidates to fill the vacant job positions are the most efficient and appropriate, by making a comparison between the specifications required for the vacant job and the specifications of the candidate through preparing the necessary reports for the candidates, as the selection processes differ from one organization to another. By conducting interviews with specific tests to know the capabilities and skills of the candidates, as organizations are interested in conducting these stages in order to facilitate the selection and decision making effectively (O' Meara & Petzall, 2013).

Yassin (2019). To demonstrate the importance of applying human resources management policies to employ people with competencies and experiences .The appointment process has a role in organizing work in the institution in modern scientific ways, and the researcher recommended selecting workers with scientific competence through theoretical tests and modern methods for their selection.

Benshawi's (2017). To know the importance that professional test plays in the recruitment process in public administrative institutions. Recruitment and the importance of it to reach the results, and the study concluded that the effectiveness of administrative structures

and organizations is achieved only if it has a human resources department that enjoys high efficiency while carrying out the tasks and responsibilities entrusted to it, and that these competencies are obtained only through the objective sponsorship of the employment policy Which would choose the right individual and put him in the right place. The recruitment process through professional tests and competitions acquires special importance, so it must be carried out according to a well-thought-out plan based on accurate and objective standards and foundations. The study recommended reconsidering the issue of canceling oral tests in employment competitions because it is considered A basic criterion in revealing the personal characteristics of the candidates, while surrounding it with strict control procedures, in order to reduce low in employment practices, etc.

Al-Mukhtarsh (2016). To know the procedures used in human resources management for selection and appointment processes and coordination between them and performance evaluation in Muamalat Bank Indonesia. The recruitment process includes applying for the vacancy, oral interview test, specialized scientific tests, knowledge tests, etc., and finally the appointment decision. The researcher recommended the importance of the role of human resources management in selecting the most suitable candidates in the subject of employment, developing it and taking into account the conditions for those who apply for vacancies in the bank.

Verina et al., (2018). To use decision support systems to assist in decision-making and selection based on criteria and standards for developing methods that can facilitate the decision in selecting new employees. Multifactorial evaluation (MFEP) that contributes to selecting the best employee using the decision support system, and the researcher recommended the development and introduction of methods that can facilitate decision-making and improve accuracy in employee selection.

## **METHODOLOGY**

The descriptive analytical approach was used in the current study to collect data and test hypotheses about the impact of employment tests on job appointment process in Jordanian commercial banks, and its results and interpretation to reach the appropriate recommendations and conclusions.

### **Study Population and Sample**

The study population consists of (13) Jordanian commercial banks, according to the official website of the Central Bank of Jordan. The study sample was limited to all employees in the human resources departments in the Jordanian commercial banks, using the stratified

random sampling method, with a total number of (332) employees which included all directors of human resources departments, numbering (13), heads of departments, numbering (65), and all employees of the departments, numbering (254) out of the all population size which equal to (2500) employees.(Sekeran,2003)

### Study Tool

The researchers relied on previous studies in developing a special questionnaire for collecting primary data, and the questionnaire consisted of three parts. Paragraphs to measure the dependent variable related to improving the recruitment process. A five-dimensional Likert scale was used to measure the respondent's agreement with the questionnaire as: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

### Tool Reliability

Cronbach's Alpha coefficient was adopted for internal consistency, in order to ensure the reliability of the questionnaire as a tool for collecting the necessary data for the current study, and to ensure the reliability of the tool, the internal consistency was calculated on an exploratory sample from outside the study sample number (20) according to the Cronbach Alpha equation. The table below shows these factors, and these percentages were considered appropriate for the purposes of this study.

Table (1) Cronbach's internal consistency coefficient alpha

<b>Variables</b>	<b>Internal Consistency</b>
Personal Tests	0.89
Cognitive Tests	0.89
Professional Competency Tests	0.91
Intellegent Tests	0.88
Talent Assessment Tests	0.92
Accuracy Assessment	0.90
Ease of Screening	0.91
Ease of Comparason	0.89
Ease of Selection and Appointment	0.90

Table (1) shows that the coefficients of the variable dimensions (employment tests) ranged between (0.88-0.92) and its value for the variable as a whole was (0.96) that the coefficients of the variable dimensions (job appointment process) ranged between (0.89-0.91).

## Descriptive Data Analysis

The independent variable (employment tests): The arithmetic means and standard deviations of the employment tests were extracted, and the table below illustrates this.

Table (2) Arithmetic averages and standard deviations of employment tests arranged in descending order according to the arithmetic means

Rank	No.	Variables	Mean	S.D	Degree
1	3	Professional Competency Tests	4.22	.473	High
2	2	Cognitive Tests	4.19	486.	High
3	5	Talent Assessment Tests	4.16	499.	High
4	1	Personal Tests	4.15	514.	High
5	4	Intelligent Tests	4.13	495.	High
		Employment Tests	<b>4.17</b>		High

Table (2) shows that the arithmetic averages ranged between (4.13-4.22), where the professional competency tests came in the first rank with the highest arithmetic average of (4.22), while the intelligent tests came in the last rank with an arithmetic average of (4.13), and the average Arithmetic for employment tests as a whole (4.17).

The dependent variable (improving the job employment process): The arithmetic means and standard deviations of the employment tests were extracted, and the table below illustrates this.

Table (3) Arithmetic averages and standard deviations of job appointment process arranged in descending order according to the arithmetic means

Rank	No.	Variables	Mean	S.D	Degree
1	4	Ease of Selection and Appointment	4.14	472.	High
2	3	Ease of Comparison	4.12	459.	High
3	1	Accuracy Assessment	4.11	513.	High
4	2	Ease of Screening	4.10	523.	High
		Job Appointment Process	<b>4.12</b>		High

Table (3) shows that the arithmetic averages ranged between(4.10-4.14) where the ease of choice and decision ranked first with the highest arithmetic average of (4.14), while ease of screening came in the last rank with an arithmetic average of (4.10), and the arithmetic mean to improve the job appointment process as a whole (4.12).

## Study Hypotheses Tests

Tribal tests were conducted in order to fit the data to the assumptions of the regression analysis. First, One Sample Kolmogorov-Smirnov test was conducted to check normality.

Table (4) One Sample Kolmogorov-Smirnov for independent variable and dependent variables

Variables	(Kolmogorov-Smirnov) Value	Sig.
Personal Tests	1.071	.202
Cognitive Tests	1.059	.212
Professional Competency Tests	1.076	.198
Intellegent Tests	1.056	.215
Talent Assessment Tests	1.034	.235
Employment Tests	1.000	.270
Accuracy Assessment	956.	.321
Ease of Screening	979.	.293
Ease of Comparason	1.019	.251
Ease of Selection and Appointment	1.046	.223
Job Appointment Process	1.062	.210

Table (4) Shows that the value of the statistical significance of the One Sample Kolmogorov-Smirnov test for all variables was greater than the level of statistical significance ( $\alpha \leq 0.05$ ), which indicates that these variables follow a normal distribution. Also, based on the central tendency theory, which states that if the sample size is greater than (30) and has an arithmetic mean ( $\mu$ ) and a variance ( $2\sigma$ ), the sampling distribution of the arithmetic mean approaches the normal distribution (Al-Hiti, 2004). The linear correlation test was used in order to ensure that there is no high correlation between the independent variables, by relying on the Variation Inflation Factor (VIF) test and the Tolerance test for each of the independent variables, where the independent variables of the model must be independent among themselves (Table 5).

Table (5) Test for variance inflation coefficient and permissible variance for study variables

Independent Variables	Tolerance	VIF
Personal Tests	336.	2.976
Cognitive Tests	288.	3.470
Professional Competency Tests	257.	3.896
Intellegent Tests	494.	2.024
Talent Assessment Tests	593.	1.687

Table (5) shows that the variance inflation test values for all variables are less than (10), while the allowable variance test value for all variables is greater than (0.05), and therefore it can be said that there is no high correlation problem between the variables, and this indicates that there is no There is a statistically significant correlation between the independent variables mentioned in the correlation table, and this enhances the possibility of using them in the model.

The main hypothesis (H0): There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, talent assessment tests) on job appointment process with its dimensions (assessment accuracy, ease of screening candidates, ease of comparison, and ease of selection and appointment) in Jordanian commercial banks. To verify the validity of this hypothesis, multiple regression analysis of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) was used for job appointment process in Jordanian commercial banks.

Table (6) Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.886	.784	.781	.213

For predictors: (fixed) talent assessment tests, intelligence tests, personality tests, cognitive tests, professional aptitude tests  
Dependent variable job appointment

Table (6) shows that the value of the correlation coefficient between the independent variable and the dependent variable reached (0.886), as shown by the value of the coefficient of determination and it is determined by (R<sup>2</sup>) with a value of (0.784), which explains that if an independent variable is added to the model, its value will rise even if there was no importance for the independent variable in the model (increasing the sum of squares belonging to the regression SSR with the stability of the total sum of squares SST), and for this reason, the adjusted coefficient of determination (Adjusted R<sup>2</sup>) is calculated, which takes into account the increase in the degrees of freedom, and as shown above, its value is (0.781) Accordingly, the independent variables were able to explain (78.1%) of the changes that occurred in the dependent variable, and the rest could be attributed to other factors. The results of the analysis of variance ANOVA to test the significance of the regression model:

Table(7) Analysis of Variance ANOVA

Source of Variance	Sum of Squares	of DF	Mean Square	of F	Sig
regression	53.684	5	10.737	237.078	.000
Residual	14.764	326	.045		
Total	68.448	331			

Predictors: (fixed) personality tests, cognitive tests, professional aptitude tests, intelligence tests, talent assessment tests

Dependent variable: job appointment

Table (7) shows the analysis of variance, which aims to identify the explanatory power of the model as a whole by the statistician (F). From what is shown in Table (21), it is clear that there is a high significance of the (F) test estimated at (237.078) and at the significance level estimated at (Sig = 0.000) less than the significance level ( $0.05 \leq \alpha$ ), and thus the regression model is suitable for measuring the causal relationship between The independent variable (employment tests) and the dependent variable (job placement process). Accordingly, there is an effect of the independent variables combined (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable(job appointment process), as the independent variables explained (78.1%) of the dependent variable. Table (8) shows the values of the regression coefficients for the estimators and their statistical tests, as shown in the following:

Table (8) Transactions (Coefficient)<sup>a</sup> of the impact of the independent in dependent variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	379.	121.		3.128	.002
	Personal Tests	135.	039.	152.	3.432	.001
	Cognitive Tests	164.	045.	176.	3.664	.000
	Professional Competency Tests	491.	049.	511.	10.056	.000
	Intellegent Tests	174.	034.	190.	5.187	.000
	Talent Assessment Tests	071.	030.	-078.	2.343	.020

Dependent variable: job appointment process

Table (8) Shows that there is a positive, statistically significant impact of personal tests on job appointment process, as the value of T-test is 3.432 with a statistical significance of 0.001, and there is a statistically significant positive impact of the cognitive tests on job appointment process, as the value of T-test is 3.664 and with a statistical significance of 0.000, and there is a significant impact statistically speaking, professional competency tests on job appointment process, with a value of t of 10,056 with a statistical significance of 0.000, and the presence of a statistically significant positive impact of intelligence tests job appointment process, as the value of t was 5.187 with a statistical significance of 0.000, and the presence of a positive, statistically significant impact of talent assessment tests on job appointment process, as the value of T was 2.343, with a statistical significance of 0.020.

(Ho1): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in the evaluation accuracy in Jordanian commercial banks.

Table (9) Transactions (Coefficient)<sup>a</sup> of the impact of the independent in accuracy assessment

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	067.	158.		421.	.674
	Personal Tests	115.	051.	115.	2.239	.026
	Cognitive Tests	189.	059.	179.	3.217	.001
	Professional Competency Tests	539	064.	498.	8454.	.000
	Intellegent Tests	177.	044.	771.	4.024	.000
	Talent Assessment Tests	054.	040.0	053.	1.368	.172

Dependent variable: accuracy assessment

Table (9) shows that there is a positive, statistically significant impact of the personal tests on accuracy assessment, as the value of T-test equal to 2.239, with a statistical significance of 0.026, and the presence of a positive, statistically significant impact of the cognitive tests on accuracy assessment, as the value of T-test was 3.217 and with a statistical significance of 0.001, and the presence of a positive impact statistically significant for professional competency tests on evaluation accuracy, with a value of t of 8.454 with a statistical significance of 0.000, and the presence of a statistically significant positive impact of



intelligence tests on the accuracy of the evaluation, as a value of t of 4.024 with a statistical significance of 0.000, and the absence of a statistically significant positive impact of talent assessment tests on the accuracy of the evaluation. The value of T was 1.368, with a statistical significance of 0.172.

(Ho2): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in the ease of screening for candidates in Jordanian commercial banks.

Table (10) Transactions (Coefficient)<sup>a</sup> of the impact of the independent in ease of screening

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.329	.185		1.778	.076
	Personal Tests	.226	.060	.223	3.779	.000
	Cognitive Tests	.024	.068	.022	.350	.727
	Professional Competency Tests	.547	.074	.495	.7341	.000
	Intelligent Tests	.175	.051	.166	3.410	.001
	Talent Assessment Tests	.072	.046	.069	1.547	.123

Dependent variable: ease of screening

Table (10) shows a positive, statistically significant impact of the personal tests on the ease of screening, with a value of T of 3.779 with a statistical significance of 0.000, and the absence of a statistically significant impact of the cognitive tests on the ease of screening, as the value of T. On the ease of screening, the value of T was 7.341 with a statistical significance of 0.000, and there was a statistically significant positive impact of intelligence tests on the ease of screening, as the value of T was 3.410 with a statistical significance of 0.001, and there was no statistically significant impact of the talent assessment tests on the ease of screening, as the value of T 1.547 with a statistical significance of 0.123.

(Ho3): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) in the ease of comparison in Jordanian commercial banks.

Table (11) Transactions (Coefficient)<sup>a</sup> of the impact of the independent in ease of comparison

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.456	.146		3.128	.002
	Personal Tests	.206	.046	.231	4.361	.000
	Cognitive Tests	.228	.054	.242	4.230	.000
	Professional Competency Tests	.266	.059	.274	4.519	.000
	Intelligent Tests	.167	.040	.181	4.138	.000
	Talent Assessment Tests	.009	.037	.010	.242	.809

Dependent variable: ease of comparison

Table (11) shows that there is a statistically significant positive impact of the personal tests on the ease of differentiation, as the value of T-test was 4.361, with a statistical significance of 0.000, and there was a positive, statistically significant impact of the cognitive tests on the ease of comparison, as the value of T-test was 4.230 and with a statistical significance of 0.000, and there was a positive impact statistically significant for professional competency tests on the ease of comparison, with a value of t of 4.519 with a statistical significance of 0.000, and a positive statistically significant impact of intelligence tests on the ease of comparison, with a value of t of 4.138 with a statistical significance of 0.000, and the absence of a statistically significant impact of talent assessment tests on the ease of comparison, The value of T .242 with a statistical significance of 0.809.

(Ho4): There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of employment tests with its dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the ease of selection and appointment in Jordanian commercial banks.

Table (12) Transactions (Coefficient)<sup>a</sup> of the impact of the independent in ease of selection and appointment

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.603	.141		4.278	.000
	Personal Tests	.003	.046	.004	.075	.940
	Cognitive Tests	.197	.052	.203	3.769	.000
	Professional Competency Tests	.628	.057	.631	11.061	.000

Table 12...

Intellegent Tests	.179	.039	.188	4.564	.000
Talent Assessment Tests	.165	.035	.175	4.660	.000

Dependent variable: ease of selection and appointment

Table (12) shows that there is no statistically significant impact of the personal tests on the ease of selection and appointment, as the value of T-test was .075 and with a statistical significance of 0.940, and there was a positive, statistically significant impact of the cognitive tests on the ease of selection and appointment, as the value of T-test was 3.769 and with a statistical significance of 0.000, and there was positive impact, statistically significant, for professional competence tests on the ease of selection and appointment, with a value of t of 11,061 with a statistical significance of 0.000, and a positive, statistically significant impact of intelligence tests on the ease of selection and appointment, with a value of t of 4.564 and a statistical significance of 0.000, and a positive statistically significant impact of talent assessment tests on the ease of selection and appointment. The value of T was 4.660 with a statistical significance of 0.000.

## SUMMARY OF THE FINDINGS & CONCLUSIONS

-The result of the (Ho) showed that there is an impact of employment tests with their combined dimensions (personal tests, cognitive tests, professional competency tests, intelligence tests, talent assessment tests) on the dependent variable job appointment process with its combined dimensions (evaluation accuracy, ease of screening, ease of comparison, ease of selection and decision) in Jordanian commercial banks, and this indicates the rejection of the null hypothesis, which states that there is no statistical significance on the impact of employment tests with its combined dimensions on job appointment with its combined dimensions, and acceptance of the alternative hypothesis which states that there is a role for employment tests with its combined dimensions on job appointment with its combined dimensions, and this is indicated Benshawi's study (2017); Al-Mukhtash study (2016); and a study (Verina et al., (2018).

- The result of the (Ho1) test showed that there is a high significance of the test (F) estimated at (159.718) and with a significance level estimated at 0.000 less than the significance level ( $0.05 \leq \alpha$ ), and thus the regression model is suitable for measuring the causal relationship between the independent variable (employment tests) and the dependent variable (accuracy assessment). Accordingly, there is an impact of the combined independent variables (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable, which is the accuracy assessment, as the independent variables interpreted a percentage of (70.6%) of the dependent variable, which indicates the

rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that there is an impact for employment tests on job appointment process in Jordanian commercial banks, and this was indicated by the study of Verina et al., (2018).

- The (Ho2) test showed that there is a high significance of the test (F) estimated at (106.295) and with a significance level estimated at 0.000 less than the significance level ( $0.05 \leq \alpha$ ), and thus the regression model is suitable for measuring the causal relationship between the independent variable (employment tests) and the dependent variable ( ease of sorting). Accordingly, there is an impact of the combined independent variables (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable, which is ease of sorting, as the independent variables explained an a percentage of (61.4%) of the dependent variable. Thus, it can be said that there is at least one independent variable that an impact of the dependent variable, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that there is an impact for employment tests on job appointment process in Jordanian commercial banks.

- The (Ho3) test showed that there is a high significance of the test (F) estimated at (146.843) and with a significance level estimated at 0.000 less than the significance level ( $0.05 \leq \alpha$ ), and thus the regression model is suitable for measuring the causal relationship between the independent variable (employment tests) and the dependent variable. (ease of comparison). Accordingly, there is an impact of the independent variables combined (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable, which is the ease of comparison, as the independent variables interpreted a percentage of (68.8%) of the dependent variable, and so it can be said that there is at least one independent variable, which indicates the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that there is an impact for employment tests on job appointment in Jordanian commercial banks.

- The (Ho4) test showed that there is a high significance of the test (F) estimated at (174.453) and with a significance level estimated at 0.000 less than the significance level ( $0.05 \leq \alpha$ ), and thus the regression model is suitable for measuring the causal relationship between the independent variable (employment tests) and the dependent variable ( ease of selection and appointment). Accordingly, there is an impact of the combined independent variables (personal tests, cognitive tests, professional competency tests, intelligence tests, and talent assessment tests) on the dependent variable, which is ease of selection and appointment, as the independent variables interpreted a percentage of (72.4%) of the dependent variable, which indicates the rejection of the null hypothesis and acceptance of the alternative hypothesis, which

states that there is an impact for employment tests on job appointment process in Jordanian commercial banks.

## IMPLICATIONS

In light of the findings of the study, the researcher makes a set of recommendations, the most important of which are:

-Diversifying the types of employment tests for improving the job appointment process to select the best candidates and to identify the competencies, abilities, skills and talents they possess.

-Electronic applications to be adopted to examine candidates, in order to ensure the time, place and confidentiality of their content, which also allows the largest possible number of candidates to join those exams and provide them with a fair opportunity.

-Reviewing and developing the content of the tests items to be more practical, such as practical cases, which contribute to the deep identification of the competencies, capabilities and skills of the candidates, analytical and cognitive, intelligence, talents and others, which helps to choose the best candidates.

-Categorizing the content of the tests in line with the nature and specificity of vacancies and their requirements to be more in line with the requirements of the work and to move away from the content of a general nature in its content to reveal, in a more accurate way, the competencies, capabilities and skills possessed by the candidates that serve the interests and objectives of the banks.

-Subjecting those selected for appointment to trial or to temporary contracts and for a specified period of time within a declared policy adopted by Jordanian commercial banks to ensure the integrity of the selection process for the purposes of the final appointment of candidates.

-following up on new employees within special tools aimed at evaluating their job performance within certain job criteria aimed at their compatibility with the jobs assigned to them and their requirements to ensure the correctness and safety of the stages of the selection and appointment process for bank employees.

-A periodic tests for new employees for the purpose of knowing the levels of change and qualitative improvement with the job and the extent of their response to job requirements and challenges, while making sure to present innovative and creative proposals and solutions on their part towards work in order to improve it to judge the quality of the selection and appointment process for them.

- conducting more specialized studies in the field of functional tests and the appointment process and within other dimensions that researchers address and in different environments to be a reference for decision-makers in human resources management in an effort to develop and

improve employment tests to serve the interests of business organizations and in various sectors.

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