

The Extent of the Jordanian Governmental Sector's Ability to Employ Job Seekers in Jordan

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Abstract

The current study aimed at investigating the ability to the Jordanian government to attract job seekers based on a set of variables which are (Decision making skills, Engagement with private sector, Make Services More Citizens Centered, Improved Procurement Strategies, and Develop Core Competences). The study employed the quantitative approach in reaching the hypotheses of the study, questionnaire was the used to collect the data from (51) employee and official within the Jordanian government, employment department. The result of the study indicated that the Jordanian government is following recruitment strategies for employees which is based on the well-built set of plans and approaches that can help the government be more focused on its needs rather than the end results. In addition to that, it appeared that the governmental citizen-centered services have helped in giving the government a better image compared to the previous plans which also contributed in focusing more on the skills and talents in attracting job seekers. The study however recommended; Developing training and development activities based on the use of the best modern practices related to identifying the government's training needs and developing the required training plans; also, Measuring the impact of the implementation of the training and development system on individual and institutional performance.

Keywords: Government, Public, Employee, Jordan.

Introduction

Governments wherever confront an overwhelming paradox. From one perspective, they work in an undeniably complex condition and should convey on an extended arrangement of approach targets. In a world portrayed by macroeconomic vulnerability, quick social change, and mechanical advancement, nationals' desires of what government should convey are rising.

Then again, governments are hampered by unsustainable obligation weights and contracting spending plans. The proportion of general government obligation to total national output for part conditions of the Organization for Economic Co-operation and Development (OECD) now surpasses 100 percent.¹ Meanwhile, open trust in government is eroding.² Against this scenery, not exclusively should governments accomplish more with less; they should do as such in profoundly obvious ways, in the event that they are to recover the confidence of their constituents(OECD, 2016).

Problem Statement

The most recent couple of years have seen a sharp extension in the measure of action gave to measuring government status and to be sure government execution all the more generally. In the European Union, this has turned out to be one of the major political and monetary issues of the day. Over the most recent few years, for instance, the Council of EU Economic and Finance Ministers (ECOFIN) has more than once called for escalation of the push to gauge government proficiency and to gain from best practice approaches to advance it. However, in different parts of the world, as well, similar issues are accepting upgraded consideration (Holley, Maconachie and Goodwin, 2014).

Based on that, and launching from the studies which examined the efficiency of the governmental performance. The current studies seeks to examined the efficiency of the Jordanian government in employing job seekers based on a set of moderators which are (Decision making skills, Engagement with private sector, Make Services More Citizens Centered, Improved Procurement Strategies, and Develop Core Competences).

The variables were chosen based on studies which were issued by OECD (2016) which stated as the standards of high civil service performance. In addition to that, Rangan, Chase and Karim (2012) noted in their study that the standards of the good civil service within the government may refer to its ability to procure high-leveled individuals who are able to deliver better services. Those standards may help the government make better choices in terms of the individuals that it attracts, not to mention the ability the ability to present better employing opportunities for others (Coulson, 2009).

Objectives and Hypotheses

The current study seeks to reach the following objectives:

- Identify the main governmental performance indicators of the Jordanian government.
- Examine the influence of these indicators on the performance of the Jordanian government.
- Measure the impact of these indicators on the employability skills of the Jordanian government.

Main Hypothesis

Dimensions of governmental procurement positively influences the governmental sector employability
Sub-Hypotheses:

H1: Decision making skills positively influences the governmental sector employability.

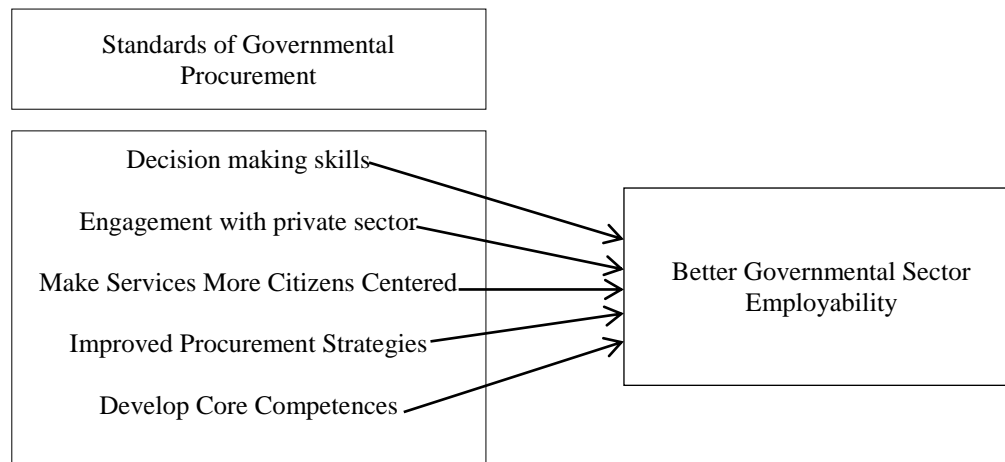
H2: Engagement with private sector positively influences the governmental sector employability.

H3: Make Services More Citizens Centered positively influences the governmental sector employability positively influences the governmental sector employability.

H4: Improved Procurement Strategies positively influences the governmental sector employability.

H5: Develop Core Competences positively influences the governmental sector employability.

Based on the aforementioned model along with its chosen variables, the following figure represented the model of the study.



Literature Review

The Reality of Employment within the Jordanian Government

Jordan is a small; bring down center pay nation, with a moderately open economy. It has encountered a quickened pace of financial change realized by worldwide monetary joining and progression strategies. The 1990s denoted the predominance of macroeconomic and exchange advancement in the Jordanian economy, prompting expanding levels of GDP development and a much-glorified macroeconomic strength as showed in low swelling, a steady money, and a genuine GDP development in overabundance of 8 percent by 2005. In a brief span, Jordan went into an Association Agreement with the European Union, consented to a Free Trade Arrangement with the United States and effectively joined the World Trade Organization (UNDP, 2013).

Be that as it may, regardless of these patterns, high rates of joblessness and destitution keep on persisting in the nation. Joblessness remains at around 12-15 %, with the most elevated joblessness rates recorded among ladies and the exceptionally gifted. In the meantime, destitution was all the while influencing 13.3 for every penny of the populace in 2008. It is recommended here this emerges from the failure of the development system to address a portion of the key difficulties confronting the Jordanian work advertise. These difficulties are a consequence of the idea of Jordanian monetary development and in addition its geopolitical position. Among them are, in the first place, elevated amounts of settler work streams to Jordan that have in a general sense changed the creation of the work advertise. Transient specialists constitute by and large 20 percent of the Jordanian work constrain. As indicated by official measurements, in the vicinity of 2001 and 2005 there were roughly 300,000 transient laborers in Jordan filling 62.8 percent of the recently made occupations. By 2009, the quantity of transient laborers had ascended to 335,708. This has expanded joblessness, while pushing the wages down, making business openings less appealing to those 'latent' individuals from the work constrain (Ministry of Planning & International Cooperation, 2011).

The second test confronting the Jordanian work advertises is the inadequate number of occupations made. The advancement of the economy over the span of the 1990s brought about more occupation pulverization than work creation. Privatization of firms brought about countless private endeavors with restricted work age limits. The idea of fare situated creation, for instance in the Qualifying Industrial Zones (QIZs), has suggested more incompetent employments for vagrant laborers. Subsequently, the employments made by sends out have not surpassed the quantity of occupations that have been lost because of imports (Assaad, 2012). Bungle between the abilities of the youthful and profoundly instructed Jordanians and the occupations, which are accessible in the market. This, to an expansive degree, addresses the synthesis of development and the idea of employments, which have come about because of this development lately. At

last, absence of feasible, gainful and respectable work at home has driven numerous very gifted Jordanians to look for business abroad, with long haul suggestions for the economy's human capital. The current worldwide monetary emergency has just exasperated these previous highlights of the Jordanian work showcase. Consequently, what is required so as to reduce the joblessness bottlenecks isn't an arrangement of strategy reactions to the emergency in essence however rather an arrangement of basic changes in all circles of macroeconomic, exchange and work approaches keeping in mind the end goal to expand the formation of profitable business open doors for Jordanians (Taghdisi-Rad, 2012).

Standards of Government Procurement

The idea of government and civil service has attracted the attention of many researchers and writers. The idea stemmed from the concept of avoiding corruption within the civil service given that it is a service directed to the citizens and it has to be in meeting with their expectations. In addition to that, the development in the technological standards has helped in increasing the awareness of the individuals regarding their governments and the nature of the services that it is presented for them. According to a research paper by Assaad (2012); the awareness of individuals was widened due to technology and social media; based on that, they became more aware of their governmental actions, decisions and strategies, and they started asking for what came to be called transparency and disclosure. This awareness became more vivid with the appearance of social media and the social platform which the citizens use in order to increase their ability to understand the way their government perform and the fact that they are aware that their government has to perform in the best way possible for their sake.

Rangan, Chase and Karim (2012) referred to the idea of the necessity of having a strict and clear hierarchal orientation of the government and the way it performs; this orientation starts with setting a clear and vivid approach in attracting employees in order to avoid corruption, ignorance and low skills and abilities. A set of standards have been put in order for the government to be able to set its rule when it comes to choosing employees, picking talents and employing the most suitable individuals within the vacancies that it has. It was noted that many researchers listed a set of standards of the government procurement. The author in that sense has highlighted the most common standards to be used in the current research study. Those standards included.

Decision Making Skills

The decision making skills within the government makes a very crucial step towards deciding the type of experience that it needs for a better employment. The idea of decision making within the government appeared as old as Bray(1968) when he argued that the concept of governmental performance is all about the end result more than the actual process. It is meant by that is the idea of governmental processes should be focused on the end of these processes not the way it was performed. Also, Coulson (2003) noted to the importance of the decision making process within the government that is should be based on a set of skills that have the ability to more focused towards what is expected from the government to present. Coulson (2003) argues that following a strict and vivid decision making skills within the government within the procurement field can help the government in locating areas of development and enhancement within its agencies and departments, in addition to that, the idea of decision making can improve the performance of the government in terms of being aware of what is missing and what needs to be relocated. Also, the author saw that having a decision making process based on more solid grounds can help the government in documenting and previous actions and procedures for future reference.

Engagement with Private Sector

The idea of being engaged within the private sector appeared to be crucial to a certain extent. The private sector to be financially wide, this means that the private sector has no limits or borders when it comes to the financial expenditures and costs given that it is privately supported. From that point, the engagement and

interaction between the private and governmental sector can be of great benefits to the later due to the interaction that can take place between the two sectors and the type of experience that the private one has, the governmental sector can employ this experience in building more enhanced environment and getting to know more of the nature of recruitment that is available within the private sector (Ministry of Labor, 2011). According to Mitra (2009) the engagement between the private and governmental sector when it comes to the recruitment policies can be of great help in focusing more on the ideas, strategies, plans and approaches that can be employed in order to attract talents and skills that are available within the society and can be of help to the government, in addition to that, it can be seen as a partnership that pushes the governmental performance forwards specifically when it comes to employment and recruitment (Svensson, Wood and Callaghan, 2009).

Make Services More Citizens Centered

Centering the services of the government to be directed to the citizens can help in forming the image (impression). The impression here can be of great help in forming the way the citizens see their government and to what extent they might be convinced in it. In that sense, Littlejohn (1954) noted to the fact that directing the services of the government purely towards the citizens can help in forming a better image of the government within the society, and hence it focuses its efforts in building a more homogenous society that is able to build its skills and talents and work in a better approach so as to form a good environment for its citizens. It is explained by Sorn-in, Tuamsuk and Chaopanon (2015) that having a citizen centered service can also help the government in locating its needs when it comes to skills among its individuals and try to attract those skills based on its needs (Hyytinen and Toivonen, 2015).

Improved Procurement Strategies

The nature of the procurement strategies shapes the way the government thinks as according to (Martek and Chen, 2016); this can be highlighted through the way the government attracts people for employment. According to Gordon Murray (2009) there are many strategies that shapes and forms the way the government operates based on its needs and vacancies in delivering the service to the citizens. Among these ways are:

- Work on the sourcing process, which refers to the approach of the government locating the needed skills and talents.
- Highlight the needed skills and experience and focus on the performance more on than the end result.
- Align between the human resource management and the higher management vision and needs
- Use the technology-based recruitment
- Decentralization is always the best approach
- Increase the level of awareness and clarity on the performance of the government and its agencies.

Develop Core Competences

Competence refers to the ability of the individuals to use the knowledge, skills, capabilities and experiences in performing the needed work within the given time and based on giving the best performance. The idea of developing competencies within the government can be achieved through testing; testing here refers to the approach of testing the level of mastering that an individual has in terms of a certain skill of talent. The government in that sense is obliged to focus on the talents that it looks for and help its individuals develop their skills and talents through continuous seminars, conferences, workshops and course that focus on those skills and help the individuals build more knowledge in it (Gordon Murray, 2009).

Being aware of the employees' competences and work on developing them can help the employees become more aware of the nature of their job, in addition to that it gives them the feeling that their organization

cares enough for them to give them the chance to be better performers and knowledge employees. This in its turn can influence the way they perform and give to their job which may help in better end results(Eriksson, 2017).

Methodological Approach

The current research study was based on the quantitative approach which employed the questionnaire as a tool of the study. It is meant of employing the quantitative approach is to be able to connect between the hypotheses of the research with the perspective of the sample of the study referring to them as part of the environment under examination. As for the population and sample of the study; the researcher has considered all employees within the Jordanian government to form the population of the study. The sample consisted of (77) official from the Jordanian government who worked or had responsibilities within the human resource department. Through the application process; (51) individuals answered the questionnaire forming 66.2% of the overall sample chosen which is a percentage that is statistically acceptable. The questionnaire which was answered by the sample of the study consisted of two main parts; the first took into perspective the demographic variables of the sample (age, educational level and experience) while the second part took into perspective questions related to the variables of the study are (Decision making skills, Engagement with private sector, Make Services More Citizens Centered, Improved Procurement Strategies, and Develop Core Competences).

The statistical processes which were used to analyze the data of the research were the regression analysis, reliability test and descriptive statistics.

Results

The current section was divided into two parts; the first took into account the demographic variables, while the second presented the analysis of the study questionnaire according to the answers of the participants.

Demographic Variables

Age

Table (1): Sample characteristics according to age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-35	18	35.3	35.3	35.3
	36-41	26	51.0	51.0	86.3
	+42	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

Table (1) above presented the sample characteristics according to the age of the sample of the study. According to the analysis, the results indicated that more than half of the sample 51% was individuals within the age range of 36-41 years with a frequency of 26 individuals. However, the second age range came with the percentage of 35.3% for individuals within the age range 30-35 years.

Educational Level

Table (2): Sample characteristics according to educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	4	7.8	7.8	7.8
	MA	42	82.4	82.4	90.2
	PhD	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

Table (2) above shows the sample characteristics according to the educational level; the table showed that 82.4% of the sample was individuals who held an MA degree which is a good indicator of the educational level of the sample within the Jordanian government officials. In the second rank came individuals who held the PhD degree with a percentage of 9.8%. The results gave a good idea of the educational level for the individuals who work within the Jordanian government.

Experience

Table (3): Sample characteristics according to experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10	15	29.4	29.4	29.4
	11-16	18	35.3	35.3	64.7
	17-22	12	23.5	23.5	88.2
	+23	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

Table (3) refers to the sample analysis according to the experience; the analysis shows that 35.3% of the sample appeared to have an experience of 11-16 years. This indicates that people through this experience range appeared to be exposed to the recent and most up-to-date procurement practices within their department. This can be seen as a good indicator of the fact that the Jordanian government works hard in order to be up-to-date with the recent procurement practices and activities which give a good idea of the way the way Jordanian government practice the attracting job seekers and new employees.

Questionnaire Analysis

The analysis of the questionnaire paragraphs showed that there is a positive attitude from participants towards the above questions. This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator.

Reliability Test

A reliability test was carried out using Cronbachs' alpha, The result showed a value of (0.893) for the all items as well as alpha for each variable is greater than accepted percent 0.60, which is a reasonable value indicating the tool consistency that enhanced its use for the study

Table (5): Reliability Statistics

Cronbach's Alpha	N of Items
.893	22

Table (6): Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Make Services More Citizens Centered	51	1.00	5.00	3.6520	.85305
Improved Procurement Strategies	51	2.50	5.00	4.0539	.62911
Develop Core Competences	51	2.00	5.00	3.7843	.74781
Engagement with private sector	51	2.00	5.00	3.7206	.68126
Decision making skills	51	1.33	5.00	3.5294	1.04812
Employability	51	1.50	5.00	3.7500	.80156
Valid N (list wise)	51				

Examining the above table (6), it can be seen that there is a positive attitude from participants towards the above variables. This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator.

Regression analysis

Main Hypothesis: Dimensions of governmental procurement positively influences the governmental sector employability.

Table (7): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	.540	.488	.57336
a. Predictors: (Constant), Decision, Procurement, Citizens, Engagement, Competences				

Table (8): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.332	5	3.466	10.544	.000 ^a
	Residual	14.793	45	.329		
	Total	32.125	50			
a. Predictors: (Constant), Decision, Procurement, Citizens, Engagement, Competences						
b. Dependent Variable: Employability						

Multiple regression was used to test this hypothesis, It was found that R (0.735) is the correlation of the independent variables and the dependent variable. Also it was found that the F value of (10.544) is significant at (0.05) level. Thus, Dimensions of governmental procurement positively influences the governmental sector employability.

Regression Analysis of Sub-Hypotheses

H1: Decision making skills positively influences the governmental sector employability

Table (9): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.515	.55845
a. Predictors: (Constant), Decision				

Table (10): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.843	1	16.843	54.008	.000 ^a
	Residual	15.282	49	.312		
	Total	32.125	50			
a. Predictors: (Constant), Decision						
b. Dependent Variable: Employability						

Table (11): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.796	.277		6.477	.000
	Decision	.554	.075	.724	7.349	.000
a. Dependent Variable: Employability						

Linear regression is used to test this hypothesis; it was found that R (0.724) is the correlation of the independent variable and the dependent variable. Also it is found that the F value of (54.008) is significant at (0.05) level. Thus, Decision making skills positively influences the governmental sector employability

H2: Engagement with private sector positively influences the governmental sector employability

Table (12): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.349	.335	.65341
a. Predictors: (Constant), Engagement				

Table (13): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.205	1	11.205	26.244	.000 ^a
	Residual	20.920	49	.427		
	Total	32.125	50			
a. Predictors: (Constant), Engagement						
b. Dependent Variable: Employability						

Table (14): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.165	.513		2.271	.028
	Engagement	.695	.136	.591	5.123	.000
a. Dependent Variable: Employability						

Linear regression is used to test this hypothesis; it is found that R (0.591) is the correlation of the independent variable and the dependent variable. Also it is found that the F value of (26.244) is significant at (0.05) level. Thus, Engagement with private sector positively influences the governmental sector employability

H3: Make Services More Citizens Centered positively influences the governmental sector employ ability positively influences the governmental sector employability.

Table (15): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.283 ^a	.080	.062	.77651
a. Predictors: (Constant), Citizens				

Table (16): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.579	1	2.579	4.278	.044 ^a
	Residual	29.546	49	.603		
	Total	32.125	50			
a. Predictors: (Constant), Citizens						
b. Dependent Variable: Employability						

Table (17): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.778	.483		5.756	.000
	Citizens	.266	.129	.283	2.068	.044

a. Dependent Variable: Employability

Linear regression is used to test this hypothesis; it is found that R (0.283) is the correlation of the independent variable and the dependent variable. Also it is found that the F value of (4.278) is significant at (0.05) level. Thus, Making Services More Citizens Centered positively influences the governmental sector employability.

H4: Improved Procurement Strategies positively influences the governmental sector employability.

Table (18): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352 ^a	.124	.106	.75788

a. Predictors: (Constant), Procurement

Table (19): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.980	1	3.980	6.930	.011 ^a
	Residual	28.145	49	.574		
	Total	32.125	50			

a. Predictors: (Constant), Procurement
b. Dependent Variable: Employability

Table (20): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.932	.699		2.765	.008
	Procurement	.448	.170	.352	2.632	.011

a. Dependent Variable: Employability

Linear regression is used to test this hypothesis; it was found that R (0.352) was the correlation of the independent variable and the dependent variable. Also it is found that the F value of (6.39) is significant at (0.05) level. Thus, Improved Procurement Strategies positively influences the governmental sector employability.

H5: Develop Core Competences positively influences the governmental sector employability

Table (21): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556 ^a	.309	.295	.67295

a. Predictors: (Constant), Competences

Table (22): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.935	1	9.935	21.937	.000 ^a
	Residual	22.190	49	.453		
	Total	32.125	50			
a. Predictors: (Constant), Competences						
b. Dependent Variable: Employability						

Table (23): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.494	.491		3.045	.004
	Competences	.596	.127	.556	4.684	.000
a. Dependent Variable: Employability						

Linear regression is used to test this hypothesis; it was found that R (0.556) is the correlation of the independent variable and the dependent variable. Also it is found that the F value of (21.937) is significant at (0.05) level. Thus, Develop Core Competences positively influences the governmental sector employability.

Discussion

The results of the study indicated that there is a positive influence of the governmental procurement standards on the ability of the Jordanian government to attract job seekers. In addition to that, through the analysis, it was found out that within the Jordanian government it appeared that the most apparent variable of the procurement variables which were chosen for the current study appeared to be the 'improvement of the procurement strategies' scoring a mean of (4.0539) followed by the 'development of core competences' which scored the mean of (3.7843) coming in the second rank. These results indicate that the Jordanian government is trying to develop the way it attracts job seekers through the improvement of the procurement strategies through the application of skills test, language tests and being more aware of the nature and needs of the vacancies that it has in order to be able to attract the most suitable skills and abilities which would be more competent and in connection with the needs of the vacancies that it has. In addition to that, it appeared that the government also employs the concept of developing the core competences which would help in improving the skills and talents within the government. In that sense, there appears the idea of developing the core competences within the civil service field.

Dissimilar to different types of taking a gander at work prerequisites and execution, which concentrate on "hard" results, capabilities give a methods for taking a gander at not exactly what somebody does, but rather how they do it - those attributes that make a man 'extraordinary'. Skills take a gander at the practices used to accomplish results and offer a deliberate approach to look at these practices. A competency is a trademark which empowers individuals to convey unrivaled execution in a given employment, part, or circumstance. The skills give a portrayal of the examples of practices that are required for administrative greatness in the legislature. They enable people and the association to concentrate on the qualities that empower pioneers chiefs to reliably accomplish exclusive requirements of execution. In that sense, developing the core competences within the government has a role in influencing the end out comes and the way the employees operate and tackle their job description and responsibilities.

As for the results of the questionnaire analysis according to the responses of the sample of the study. It appeared that the most influential variable from the sample's perspective was the concept of making the government services more citizens-centered. This appeared to be more influential on the sample of the study referring to the fact that the individuals' belief that the government is presenting the services for their

sake makes an impression that it is the most suitable place to be employed in. From that point, individuals would more be attracted to working within the civil service field based on its orientation in making the services for them not through them.

The second most influential variable of the study variables was the 'improvement of the procurement strategies' this was also the main and most applied variable within the Jordanian government and the results based on that matches the reality of the employment department within the Jordanian government. The idea launches from the concept of finding more suitable strategies that gives the government the ability to be more driven by the skills and the talents compared to the education and experience. This can be seen through the strategies which are embraced by the Jordanian government in attracting job seekers and employees.

In general, the results of the study indicated that the Jordanian government enjoys a good position of the process of attracting job seekers. It was indicated that through the results which appeared to be as following:

- The Jordanian government was able to establish an integrative relationship between the priorities of the government's strategy and training requirements and development.
- It was able to strengthen the link between the performance management system and the training and development system in terms of conceptualization in accordance with the priorities of the government and performance evaluation results.
- It is able to provide continuous and integrated training and development opportunities for all government employees.
- The Jordanian government to ensure transparency, fairness, equality and equal opportunities in the training and development process considering the functional category of the employee.
- The Jordanian government sets vivid standards for measuring the impact of the implementation of training and development programs on individual performance.

Conclusion

The current study aimed at exploring the extent of the Jordanian government ability to attract job seekers in Jordan. The study is based on a set of variables; the availability of these variables within the Jordanian government employability plans will define its ability to attract job seekers. Those variables were chosen by the researcher based on the degree of their suitability to the main aim of the study which included (Decision making skills, Engagement with private sector, Make Services More Citizens Centered, Improved Procurement Strategies, and Develop Core Competences). The study employed the quantitative approach in reaching the hypotheses of the study, questionnaire was the used to collect the data from (51) employee and official within the Jordanian government, employment department.

The results of the study appeared to be logical, and there also appeared an extent within the Jordanian government to care more of the strategies that are being followed in attracting job seekers and employees through developing the procurement strategies that it follows. These plans appeared through the development that the government keeps applying on the performance of the public sector, among these steps and plans is the King Abdullah II Award for Excellence in Government Performance and Transparency. This award was propelled in 2002 in light of His Majesty's vision of supporting a culture of greatness in government establishments and to improve open part administrations to the Jordanian people group and financial specialists. It is the most astounding greatness grant for the general population segment at the national level. The honor tries to make perfection in benefit the objective of all administration organizations and accordingly urges common administration work force to perform at or above worldwide best practice levels. By urging government pioneers to build up execution criteria inside state organizations, the honor adds to the production of an open part condition that cultivates more proficient

open administration, underpins government strategies and advances perfection as a basic segment of its work(Kingabdullah.jo, 2017).

The results of the study also matched with what came along with a report by Talbot (2010) referring to the status of UK government and its approaches in developing the civil services sector in terms of developing the procurement strategies through developing the organizational stability within the government in addition to planning the political and economic context of the government in a way that is harmonized within the current flow of the environment. Also, Ferry, Murphy, Zakaria and Zakaria (2016) noted in their study which tackled the performance indicators of the government performance. The idea which the authors referred to was indicating that the key performance indicators (KPIs) application on the performance of the civil service can help in developing the performance standards that the government is working on through the process of developing its core competences among its employees. This can help in forming a more vivid approach in tackling the way the talents and skills that are available within the government, in addition to that, KPIs can help in focusing more on the gaps within the team of the government and locate the most needed competences that may increase the efficiency of the governmental performance.

Recommendations

Based on the above argument, the current study recommends the following:

- Ensure the improvement of individual development plans for staff to strengthen their skills and talents that are associated with performance.
- To assist ministries and governmental agencies in qualifying employees to fill current and future vacancies by providing training and development to their employees.
- Developing training and development activities based on the use of the best modern practices related to identifying the government's training needs and developing the required training plans.
- Measuring the impact of the implementation of the training and development system on individual and institutional performance.

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