

**BIOGRAPHICAL ANALYSIS AND ITS IMPACT ON ORGANIZATIONAL HEALTH:
TESTING THE MEDIATING ROLE OF SELECTION PROCEDURES
A FIELD STUDY ON THE COMMERCIAL BANKS WORKING IN JORDAN- AMMAN**

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Abstract. The study aimed to recognizing the impact of biographical analysis on the organizational health through testing the mediating role of selection procedures in the commercial banks working in Jordan, Amman. The field of the current study is the commercial banks in Amman, ranging 21 commercial banks. The population is Individual. A proportional random stratified sample of 274 from all managers in the top, middle, executive administrative levels and the members in the Selection and Appointment Committees. The results showed, insufficient attention to organizational health, because it is of medium level, and it is also important to concentrate on Biographical analysis because its also medium level, and the selection procedures was also medium level in commercial banks working in Jordan - Amman. In simple regression test, there is a statistically significant effect of biographical analysis on organizational health, its dimensions. The results showed that there is an impact of analyzing biographies on selection procedures and there is an impact of selection procedures on the organizational health. In path analysis, it is shown that there is an impact of biographical analysis on the organizational health and its dimensions when performing selection procedures as a mediating variable.

Keywords: Biographical analysis, organizational health, Selection procedures.

1.Introduction. The organizational health represents the organization's ability to develop, grow and adapt, and which derives from the effectiveness of the organization and individuals and their effect on each other in a positive manner. Thus, the organizational health reflects the inner satisfaction of individuals in a manner that serves the organizational climate and develops the level of organizational culture in addition to achieving the objectives of the organization. The most important factors in the failure of managers is the unsuitable selection and this will therefore be reflected on the health of the organization, because it will lose its current employees, and therefore losing knowledge, experiences and talents. This affects its efficiency and the quality of their work. In order to ensure the proper selection of human resources, a number of techniques and methodologies shall be used. An example of such techniques is the biographical analysis. Biographical analysis reflects the elaboration and interpretation of the information about the past behaviors and life experiences in specific situations of applicants (Frederick & Morgeson, 2015). A study by (Tay, Ang & Van Dyne, 2006; Cuevas, O., Larios, V., Peralta, J. X., & Jiménez, A. R. (2018)) found that the growth and career change are based on biographical analysis and the internal situation of the organization is related to biographical analysis. Another study by (Ribera, Jordi Planella, and Joxe Jimenez-Jimenez. 2018) found that the objective and functional tasks, which are a dimension of the organizational health, have something to do with biographical analysis. If biographical analysis is correct, then this will affect the health of the organization in negative or positive way. This study is intended to examine the effect of biographical analysis on the organizational health through the selection procedures as an intermediary variable for this relationship in commercial banks in Jordan and to expand the study of parts that were not highlighted in the previous studies applied to commercial banks in Jordan which were not studied extensively in this subject, and this is one of the justifications for the current study.

2.Problem of the study: The studies by (Huffcutt & Culbertson, 2011; Smith, 2005) showed that the subject of biographical analysis is neglected. The study by Jindra (2014) confirmed that there was a clear lack of the studies related to the biographies. The study by (Mittal, Goel & Mohindru, 2013; Erdem, 2016) found that selection procedures plays an important role in all areas of human resources therefore it is difficult to judge them because there is still weakness in selection procedures. A study by Al-Sarayra and Al-Tait (2010) indicated to conduct (have) more studies that related to organizational health because the Arab studies are few and rare. The interviews conducted by researchers in a number of commercial banks in Jordan confirmed the results of these mentioned studies on the one hand and the need to study this subject in the mentioned banks on the other.

Based on the above, the current study problem can be summarized by the following question: What is the impact of biographical analysis on organizational health with the selection procedures as mediator variable in the commercial banks operating in Jordan-Amman?

3.Importance of the study.

- The importance of the study comes from the importance of commercial banks in Jordan. Commercial banks are one of the most important types of financial institutions in the Arab countries in terms of size, where the assets of Arab banks are approaching the gross domestic product volume and even exceeding the domestic product in many Arab

countries. The deposits with Arab banks constitute about two thirds of the gross domestic product along with their ability to finance the economy (Association of Banks in Jordan, 2015).

- The importance of the study represents also the role of commercial banks in Jordan in the employment of large numbers of human resources , where (16,423) employees work in these banks.(Association of Banks in Jordan, 2015).

- The importance of the study proceeds from the importance of the findings reached by the researchers, which will benefit the considered banks in the manner of biographical analysis of human resources and use them in selecting the most suitable person.

4.Objectives of the study.The main objective of the current study is to identify the impact of biographical analysis on the organizational health with the selection procedures as an mediator variable in the commercial banks operating in Jordan-Amman. The aforementioned objective can be reached by achieving the following sub-objectives:

1. Provide a conceptual framework on the contents and the importance of each of the three variables of the study (Biographical analysis, organizational health and selection procedures).

2. Determine the level of basic study variables (Biographical analysis, organizational health and selection procedures).

3. Diagnosis of the direct impact of biographical analysis on the organizational health, the biographical analysis on the selection procedures, and the selection procedures on the organizational health.

4. Investigating the indirect impact of biographical analysis on organizational health with selection procedure as mediator variable .

5.Hypotheses of the Study:

H 01: There's no impact for biographical analysis in the organizational health at statistically significant level ($0 < \alpha \leq 0.05$).

H01.1 : There is no impact for biographical analysis in the objective and functional tasks at statistical significance level ($\alpha < 0.05$).

H01.2 : there is no impact for biographical analysis in the internal situation of the organization at statistical significance level ($\alpha < 0.05$).

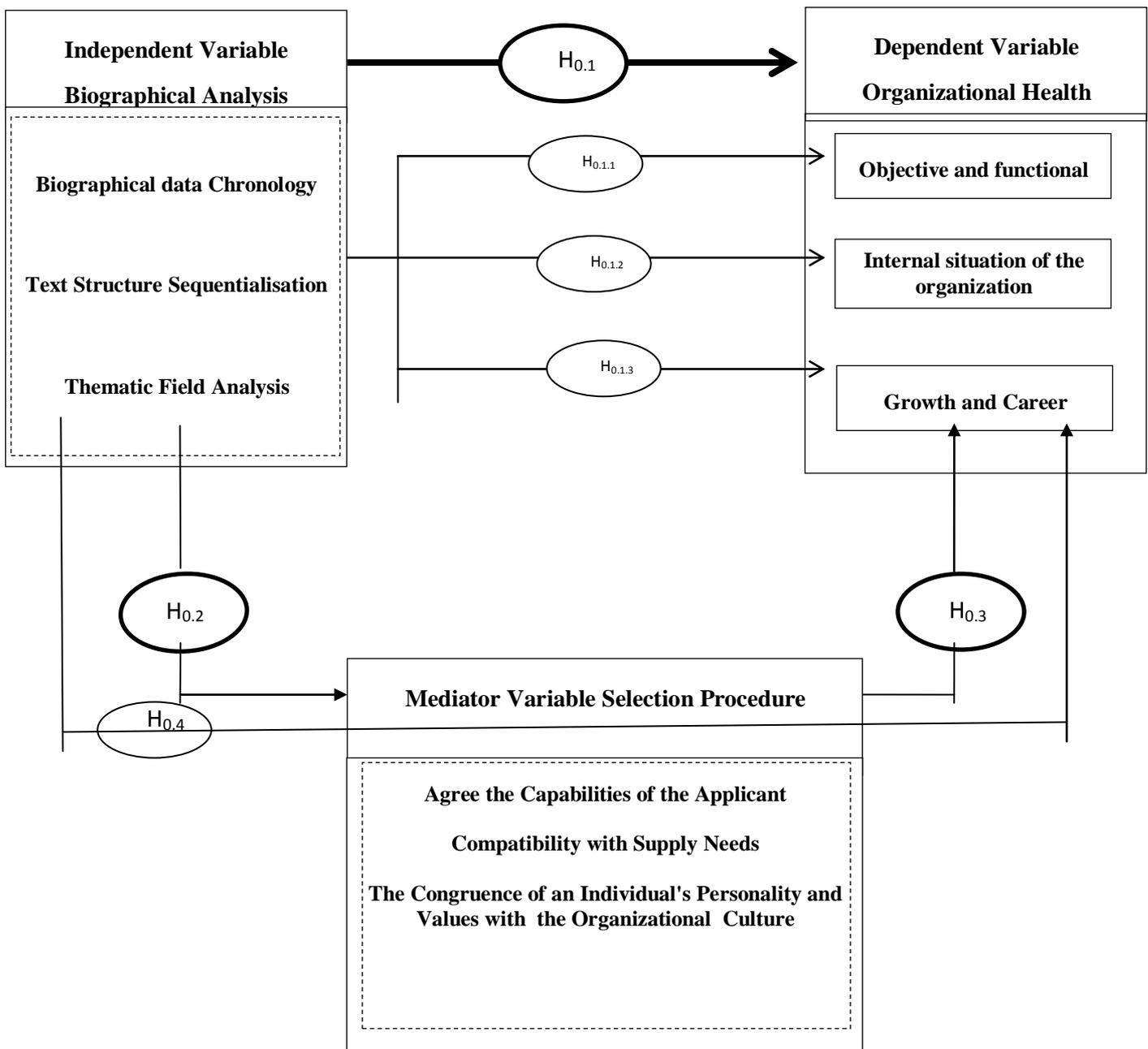
H01.3: there is no impact for biographical analysis in growth and career change at statistical significance level ($\alpha < 0.05$).

H02 : there is no impact for biographical analysis in the selection procedures at statistical significance level ($\alpha < 0.05$).

H03: there is no impact for selection procedures in the organizational health at statistical significance level ($\alpha < 0.05$).

H04 : There is no impact of biographical analysis in the organizational health the existence the selection procedures as Mediator variable at statistical significance level ($\alpha < 0.05$).

6.Study Model



Source: this study model is designed by the researcher based on the following studies:

Independent variable: (Arnfield, 2012; Rosenthal, 1993; Hieftje, 2009).

Mediator Variable: (Wolf, 2007; Sekiguchi, 2004; Cable & Judge, 1996; Kristof, 1996).

Dependent Variable: (Alsrayerah & Atteet 2010, and dimensions are based on Yuceler, Doganalp, Myles and Kaya 2013, ;Mohammadisadr, Mohammad & Arbabisarjou, 2010)

7.Theoretical framework and previous studies:

7.1.Theoretical framework:Biographical analysis: is a sequence of information, facts and evidence relating to the professional life of job applicants, which are relied upon in interviews with experts to screen the applicants and to select the suitable person (Van Rijswoud, 2010). Many studies indicate that the biographies began from Sociology and Social Anthropology, and after the popularity it gained in its beginnings, especially in American sociology due to the incompatibility between the culture and the perception (Jindra, 2014).The approach of biographical analysis emerged in imitating the interpretive model developed by Chicago School of Sociology, by William Isaac Thomas and Florian

Znaniecki. They are sociologists of the Chicago School. The research was conducted during World War I and published in the United States in 1918, for the biographical analysis and it was developed as an innovative tool in social sciences to explain the complex social phenomena (Apitzsch & Siouti, 2007). Then the research moved from sociologists in Chicago to sociologists in Germany and this was the main point of interest. The designation of the biographical analysis research in today German social sciences involves a complex methodological and theoretical approach, in which the outlines of biographical analysis were developed for discussion by sociologists (Rosenthal, 1993).

Biographies and Management: The biographical analysis moved after being used in sociology to the management and the use of it expanded later because of the advantages that it achieved. The management science benefited from the sociology in using the biographical analysis, where the management headed to the research and then the using of the biographical analysis in the recruitment stage because this analysis makes the person, who is responsible for the biographical analysis, familiar with the social and psychological factors of individuals and to make the right decision (Bernard & Barbosa, 2016).

Biographical analysis is defined as: The information related to the individual's past. The biographical data include information about the individual's personality, attitudes, experiences and skills. This type of information was found to be a strong indicator of future performance. The biographical data can also be referred to as biodata, biographical information, or personal history data (Shaffer, Saunders & Owens, 1986).

In the same context, Barbosa & Bernard (2016) defined it as: The practical experiences and field activities that affect the formation of the personality and behavior of the individual and contribute greatly to the formulation of ideas.

7.2. Dimensions of Biographical analysis:

1. Biographical data Chronology: The chronology of life lived by the individual, organized in a serial sequence and expressed by objective data (quantity and quality) about the events of his life, through the disclosure of personal information and the sequence of experiences of individuals and the sequence of scientific qualifications and the sequence of training courses (Arnfield, 2012). The researcher considers that the biographical data chronology is the order of life lived by individuals and presented sequentially in terms of (personal information, experiences, qualifications, skills, training courses, languages).

2. Text Structure Sequentialisation: It is a description of the sequence of structural changes in biographies, which reflected on the life of the individual negatively or positively in order to understand the events and how it happened. This understanding is from the perspective of the reader (interviewer), considering the biography as a mean that defines the personality in a formal way through drawing the initial picture of the applicant and defining his marital status, scientific and practical background, skills and abilities, languages and hobbies. It is more detailed than the biographical data Chronology (Arnfield, 2012).

3. Thematic Field Analysis: The total of events in a particular field that the individual has experienced in his career. It represents the experiences, skills and knowledge, where it was formed an integrated information system for this field. The objective is to reestablish the interactive importance of the individual's actions and the basic structure of the individual's concept about his life which may exceed the individual's intentions. The thematic field analysis is the understanding of the individual's life (Arnfield, 2012).

Organizational health: In recent years, more attention has been paid to the level of organizational health because it is crucial and important and it is competitive. The organizations seek to continue using the flexibility to increase their organizational health (Akbaba, 1999). Since 1965 "organizational health" has attracted the attention of Mathlow, Miles and Hui. Then the dimensions were developed to be able to measure the organizational health, and they are important for the success of the Organization. Miles pointed out that the active institution is not only that doing the same actions to achieve its objectives but is constantly developing and using (Miles, 1969) the human health as a metaphor for the organizational health, and he is the first researcher that used this concept. Many researchers developed the concept of organizational health and its measurement tools, for example (Sonnabend & Kimpston, 1975). Miles (1969) defined it as: The ability of organizations to operate efficiently and effectively and to grow in the light of constantly developments, in order to create an integrated system to achieve the specific objectives. From the perspective of both (Hasani, Sheikhesmaeili & Aeini, 2015) it is the place where individuals are motivated to stay, work and feel proud and it is a new concept in order to develop and improve the organizational structure and create an effective system for achieving the objectives.

7.4. Dimensions of the organizational health :

1. Objective and functional tasks: The objectives should be easy to understand, acceptable and achievable by the members of the organization. The tasks should be clear to achieve the objectives (Moses, 2010). Miles (1969) defines it as the clarity of the objective is the acceptance of the objective and the purpose that managers seek to achieve.

2. Internal situation of the organization: It is the characteristics of the organization that related to harnessing the resources, the better use, the coherence, the morale, and improvement of new work plans and obtaining feedback from the implementation of these plans (Al-Sarayra and Al-Tait, 2010). The internal situation of the organization identifies the leadership, the organizational strength, and the priorities for improvement that permeate the organization.

3. Growth and Career Change: Change is a natural phenomenon based on approved management processes. The change is aimed to adapt to the external social environment in a better way and to the characteristics that are

associated with it: creativity, independence, adaptation, problem solving (Mohammadisadr, Mohammad & Arbabisarjou, 2012).

Selection Procedures: In the light of economic, social and technological changes faced by economic institutions including in particular the intensity of competition, the control of information on all fields and other changes that require institutions to choose a large number of decisions in order to achieve the desired objectives (Erdem, 2016). The challenges of human resources managers are to create a group of outstanding employees in the organization, and this starts from the process of selecting the employees. Human resources managers used the interview as a method of selecting the individuals (Ullah, 2010).

Selection procedures are defined as: They are the processes that carried out by all organizations in order to select the suitable applicant for a specific position. The applicant must have all the necessary qualifications for this job, and this choice is made according to the criteria set by that organization (Maher, 2014). From the perspective of Noe, Hellenbeck, Gerhart & Wright (2015), they consider it as : The process through which the right person is selected for a specific job and this person represents a mean of the competition.

7.5. Dimensions of selection procedures.

1. Agree the Capabilities of the Applicant : is the match between the level of knowledge, skills and capabilities of the applicants and the specific job requirements for the effectiveness, efficiency and sustainability of the organization (Wolf, 2007). The Managers usually gather information about applicants when there is a request for the vacancies and they begin to bring names, then start the interview and finally select from the applicants. The applicants should submit all the information that relating to them through a document proving their qualifications, abilities and experience and it should be printed so that the manager can select from them according to this information and compare them with the job. Some human resources managers ask applicants to fill out an application upon submission so that the manager decides who wants to meet with (Born & Taris, 2010).

2. Compatibility with Supply Needs : is the compatibility that occurs when employees' needs and requirements are met in their jobs. It requires jobs that need to be occupied and can be realistically affected because they are strongly linked to the nature of the labor market (Wolf, 2007). It is defined as the compatibility between the needs of employees and the rewards they receive for their services and their contributions to the job, because a part of the basic motivation of individuals is to enter the labor market, and to review the jobs to reach the organizations that reward them. The organizations should refine the perceptions of the employees and make the best connection between the theory and the predictions measurement of attitudes and behaviors of the individuals (Simon, 1951).

3. The Congruence of an Individual's Personality and Values with the Organizational Culture : Charles Handy is the known philosopher, who specialized in the culture of the organization. According to Charles Handy's model, the culture of the organization is the expression of the organization's values, customs and beliefs inside the organization through the methods and life styles. The culture is built by a group of individuals and then it is inherited by generations. The culture of the organization is a system of common assumptions, values and beliefs that govern the behaviors of people in the organizations. These common values have a strong impact on the people in the organization and they are their behaviors, job performance and elegance (Handy, 2013).

7.6. Previous studies. The study by (Rosenthal, 1993) aimed to to identify the life of the employees and select from them. This study was based on making a comprehensive biography. Rebuilding the history of life requires first of all analyzing the data in it before rebuilding the biography for the experiences and the individual events to them. The study sample included all the employees of the organization and it conducted through the interviews. Among the most important results of the study is that the selection procedures depends on the biographical analysis and how the individual can list a set of facts and scientific and practical experiences and deliver them to a specific group of society in a detailed way to benefit from them. The study by (Abu Shatal, 2005) aimed to identify the availability of the organizational health dimensions and their impact on reducing the sources of work pressures. The sample of the study included all doctors in the public hospitals run by the Ministry of Health amounting to (422) individuals. The study reached the following results: The organizational health level of the doctors in the public hospitals of the Ministry of Health has a medium grade; there was a negative relationship between the organizational health dimensions and the sources of work pressure for the doctors in the public hospitals. The study by (Wolf, 2007) examined how the perceptions of the organization's individuals whether they fit the selection of senior-level applicants. 13 vice presidents of human resources were interviewed regarding their views on this building of biography. The qualitative descriptive research was used. The study concluded that the company's specific culture affects the individual's type and this organizational individual is described as appropriate appropriate as in the organizational culture. The study by (Ghorbani, Afrassiabi & Rezvani, 2012) discussed the relationship between the organizational health and the effectiveness and between the growth and the development of the organization. The population in the current study consists of 57 from the private and public sectors and the secondary schools. The study sample was a cluster of 1000 employees. The organizational health questionnaire was used, in order to collect and measure the data. The results indicated that there was a relationship between the organizational health and effectiveness, and between the structural unity and the secondary schools effectiveness. The organizational health is one of the most important indicators of growth and development of the organization and its proper use guide. The study by (Jindra, 2014) focused on rebuilding the structure of biographies in the sociology and studying the person's life story or attitude on a specific topic. The long-

term objective is to compare the structure in different or similar situations. The application used for this study was the quantitative method and the sample is the same person which means the study of his personal life. The main results of this study are that the biographies are neglected and there was a clear lack of studies related to them. While the study by (Mittal Goel & Mohindru, 2014) discussed the major theoretical and practical issues in the selection of employee recruitment processes of information technology service for Indian Companies, the study sample was 236, as a result of study there is still poverty in selection procedures and it was from the problems that the companies and organizations are facing.

7.7. What distinguishes the current study from previous studies:

1. This study is characterized from previous studies because it includes three variables that had never been studied before together, it is (Biographical analysis, Organizational health, Selection procedures) which will expand from understanding the research phenomenon and interpretation closer results.

2. The previous studies include mentioned subjects in different places while this study will apply at the commercial banks in Jordan.

3. The current study varies from existing studies by introducing the selection procedure as a mediator variable in studying the impact of the biographical analysis on the organizational health which is a variable that has not been introduced in previous studies.

Methodology of the study: the current study is a causality study with a quantitative nature, adopted on a descriptive analytic approach which is the most appropriate methodology to achieve the aims of the current study and answer the questions.

The study population and study sample: the commercial banks in Jordan that inside Amman are the scope for the current study and its number (21) bank (Jordan Association of Banks, 2015) with the study population being all managers in first line, middle and top levels and committee members of selection and appointment and their number (942), (The results of interviewer and Association of Banks in Jordan report, 2015). The current study sample is a proportional stratified random including senior, middle and executive management managers, also from the committee members of selection and appointment in commercial banks in Jordan, its volume (274) person, and they are a representative sample for their community (Sekaran & Bougie, 2016).

Table (1-1) Demographic distribution for members of study sample according to demographic features.

	Variable	Frequency	Percentage
Gender	Female	101	37.5
	Male	168	62.5
	Total Number	269	100.0
Age	Less than 30	60	22.3
	From 30 – less than 35	94	34.9
	From 35 – less than 40	63	23.4
	From 40 – less than 45	39	14.5
	45 and more	13	4.8
	Total Number	269	100.0
Educational Qualifications	Intermediate diploma	11	4.1
	Bachelor's degree	182	67.7
	High diploma	5	1.9
	Master's degree	58	21.6
	Doctor	13	4.8
	Total Number	269	100.0
Nature of work	Managers of top management	37	13.8
	Managers of middle management	103	38.3
	Managers of first line	102	37.9
	committee member of selection and appointment	27	10.0
	Total Number	269	100.0
Years of experience	Less than 5 years	35	13.0

	From 5 to less than 10 years	89	33.1
	From 10 to less than 15 years	80	29.7
	15 years and more	65	24.2
	Total Number	269	100.0

7.8. Study Tool Validity (Face Validity): the measure was submitted on (11 Arbitrator) from faculty members in The Department of Business Administration at Middle East University, and at other Jordanian Universities, in order to provide their views (to advice) in the validity of the containing for the tool, the belonging of phrases for a measure the suitability of measurement where it put for measure and the clarity of paragraphs because the appropriate amendment had been proposed in the light of adoption the standard percentage (80%) for the validity of paragraph statement (Bloom,2006) and according to the opinions of the arbitrators, the paragraph was deleted because it is unclear.

(Construct Validity): in order to know the suitability of tool to measure the object that it put for it by using the factor analysis; for the purpose of validity of tool. Whereas, AVE was calculated for each variable of study variables and fields by using Smart PLS, where it showed that Saturation coefficient of paragraph on factors was higher than 0,40 for all variable paragraphs for each of biographical analysis, organizational health and selection procedures, as well as the Average Variance Extracted(AVE) was Higher than 0.50 for all variables.

7.9. Study tool reliability:

- **Reliability by split half method:** because the difficulty reverting to the individuals in the reconnaissance sample once more because of the work nature and because of the lack of enough time for them to use stability by split half method. Whereas Pearson Correlation was calculated between individual and couple paragraphs, its amount (0.968), because the Pearson Correlation value is the half measure, it had been corrected by Spearman- Brown Coefficient, its amount (0,977) and it is acceptable value for the purpose of current study.

- **Reliability by internal consistency method:** to know the consistency of each paragraph from measure with distance that the paragraph belongs to, they used Pearson Correlation between each paragraph from the paragraphs in the measure by using Cronbach's Alpha

(N=269), Table (2-1).

Table (2-1) Coefficients of reliability for the paragraph of study tool by using Cronbach's Alpha test (N=269)

The study variables	Paragraphs	Cronbach's Alpha
Biographical data chronology	7-1	0.81
The text structure sequentialisation	8-13	0.80
Thematic field analysis	14-20	0.85
Biographical analysis	1-20	0.92
Objective and functional tasks	21-26	0.85
The internal situation of the organization	27-32	0.82
Growth and career change	33-38	0.88
Organizational health	21-38	0.92
Agree the capabilities of the applicant	39-44	0.86
Compatibility with supply needs	45-50	0.87
The congruence of an individual's personality and values with the culture organization	51-56	0.84
Selection procedures	39-56	0.93

The value of Cronbach's Alpha for the sub-areas of measure are between (0.93,0.80) and it is acceptable value for the purpose of current study (Hair, et al,2010), it showed that all the three coefficients high than (0.70).

7.10. Analysis of the results of the descriptive study and discussed:

Table (3-1) shows the results of the descriptive study for the three main variables.

No.	Biographical Analysis	Mean	Standard Deviation	t- Value	Materiality Importance	Rank	Level
1	Biographical data chronology	3.22	0.50	7.236	0.644	1	Medium
2	The text structure sequentialisation	3.03	0.60	.695	0.606	2	Medium
3	Thematic field analysis	3.03	0.63	.792	0.606	2	Medium
	General Mean	3.09	0.51	2.957	0.618		Medium
No.	Organizational health	Arithmetic Mean	Standard Deviation	Value (t)	Materiality	Rank	Level
2	The internal situation of the organization	3.37	0.50	12.150	0.674	1	Medium
1	Objective and functional tasks	3.16	0.59	4.459	0.632	2	Medium
3	Growth and career change	3.05	0.68	1.280	0.61	3	Medium
	General Mean	3.19	0.52	6.164	0.638		Medium
No.	Selection procedures	Arithmetic Mean	Standard Deviation	Value (t)	Materiality	Rank	Level
3	The congruence of an individual's personality and values with the culture organization	3.34	0.53	10.658	0.668	1	Medium
1	Agree the capabilities of the applicant	3.09	0.62	2.474	0.618	2	Medium
2	Compatibility with supply needs	3.09	0.60	2.443	0.618	2	Medium
	General Mean	3.18	0.51	5.611	0.636		Medium

Tabulated value of $t = 1.96$ and it is indicative at level (0.05) and less, the value of the virtual arithmetic mean = (3.00)

And the results in the previous table as follow:

- The level of biographical analysis dimensions (biographical data chronology, the text structure sequentialisation, thematic field analysis) for the commercial banks operating in Jordan within the mid-level Amman city from the point of view of study sample individuals.?

- That organizational health dimensions (objective and functional tasks, the internal situation of the organization, growth and career change) mid-level from the point of view of study sample individuals.

- The level of applying the selection procedures in its dimensions (agree the capabilities of the applicant, compatibility with supply needs, the congruence of an individual's personality and values with the culture organization) mid-level from the point of view of study sample individuals.

8. Hypothesis study testing and discussing the results

The result for the first major hypothesis:

H 01: There's no impact for biographical analysis in the organizational health at statistically significant level ($\alpha < 0.05$).

For testing the first major hypothesis, they used Simple Regression Test to identify the impact of biographical analysis in organizational health at commercial banks operating in Jordan within Amman city, Table (4-1) showing that

Table (4-1)

Simple Regression Test to identify the impact of biographical analysis in organizational health at commercial banks operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degrees of freedom	Value (t)	Value (F)	Statistical significance
0.779	0.607	0.605	0.779	0.786	268	20.298	411.997	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

The Table (4-1) clarify that the value of Pearson Correlation (R) between the two variables (Biographical analysis and organizational health at the commercial banks operating in Jordan within Amman city) (0.779) and the direction of causality (Beta) also amount (0.779) and it is a good and high direct correlation to some extent, the (F) value amount (411.997)

Also the (t) value amount (20.298) at level of statistical significance ($\alpha \leq 0.05$), which indicating that the effective of biographical analysis in organizational health at the commercial banks operating in Jordan within Amman city (R²) with (60.7%) whereas the value of coefficient of determination (Adjusted R²) was (0.605), if it raising the effect value from coefficient of determination Average the percentage will be (0.002) and it is very small percentage and this indicates that the dependent variable effect level good and high, the prediction coefficient for this effect or (B) amount (0.786), which indicates to refuse the zero hypothesis and accept the alternative hypothesis, that's mean that there is an effect for the biographical analysis in organizational analysis at statistical significance level ($\alpha \leq 0.05$).

8.1. The results of sub- hypothesis from the first major hypothesis:

The results of the first major hypothesis:

H_{01.1} : there is no impact for biographical analysis in the objective and functional tasks at statistical significance level ($\alpha \leq 0.05$).

For testing the first sub-hypothesis they used Simple Regression Test to know the effect of biographical analysis in objective and functional tasks at the commercial banks operating in Jordan within Amman city, Table (5-1) shows that

Table (5-1)

Simple Regression Test To identify the impact of biographical analysis in objective and functional tasks at commercial banks that operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degrees of freedom	Value (t)	Value (F)	Statistical significance
0.715	0.511	0.509	0.715	0.828	268	16.700	278.887	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

The Table (5-1) clears clarify that the value of Pearson Correlation (R) between the two variables (Biographical analysis and objective and functional tasks at the commercial banks operating in Jordan within Amman city) is (0.715) and the direction of causality (Beta) also amount (0.715) and it is a good and high direct correlation to some extent, the (F) value amount (278.887). Also the (t) value amount (16.700) at level of statistical significance ($\alpha \leq 0.05$), which indicating that the effective of biographical analysis in objective and functional tasks at the commercial banks operating in Jordan within Amman city (R²) with (51.1%) whereas the value of coefficient of determination (Adjusted R²) was (0.509), if it raising the effect value from coefficient of determination Average the percentage will be (0.002) and it is very small percentage and this indicates that the dependent variable effect level good and high, the prediction coefficient for this effect or (B) amount (0.828), which indicates to refuse the zero hypothesis and accept the alternative hypothesis, that's mean that there is an effect for the biographical analysis in objective and functional tasks at statistical significance level ($\alpha \leq 0.05$).

8.2. The results of second sub- hypothesis:

H_{01.2} : there is no impact for biographical analysis in the internal situation of the organization at statistical significance level ($\alpha \leq 0.05$).

For testing the second sub-hypothesis they used Simple Regression Test to know the effect of biographical analysis in the internal situation of the organization at the commercial banks operating in Jordan within Amman city , Table (6-1) shows that

Table (5-1)

Simple Regression Test to identify the impact of biographical analysis the internal situation of the organization at commercial banks operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degrees of freedom	(t) Value	(F) Value	Statistical significance
0.639	0.409	0.406	0.639	0.621	268	16.700	184.505	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

The Table (6-1) clears that the value of Pearson Correlation (R) between the two variables (Biographical analysis and the internal situation of the organization at the commercial banks operating in Jordan within Amman city) (0.639) and the direction of causality (Beta) also was (0.639) and it is a good and high direct correlation to some extent , the (F) value amount (184.505).Also the (t) value was (13.583) at level of statistical significance ($\alpha \leq 0.05$), which indicating that the effective of biographical analysis in the internal situation of the organization at the commercial banks operating in Jordan within Amman city (R²) with (40.9%) whereas the value of coefficient of determination (Adjusted R²) was (0.406) , if it raising the effect value from coefficient of determination Average the percentage will be (0.003) and it is very small percentage and this indicates that the dependent variable effect level good and high , the prediction coefficient for this effect or (B) amount (0.621) , which indicates to refuse the zero hypothesis and accept the alternative hypothesis , that's mean that there is an effect for the biographical analysis in the internal situation of the organization at statistical significance level ($\alpha \leq 0.05$).

8.3.The results of third sub- hypothesis:

H01.3: there is no impact for biographical analysis in growth and career change at statistical significance level ($\alpha < 0.05$).

For testing the third sub-hypothesis they used Simple Regression Test to know the effect of biographical analysis in growth and career change at the commercial banks operating in Jordan within Amman city , Table (7-1) shows that:

Table (1-7) Simple Regression test to identify the effect of biographical analysis in growth and career change for the commercial banks operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degrees of freedom	(t) Value	(F) Value	Statistical significance
0.684	0.468	0.466	0.684	0.910	0.684	15.336	235.186	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

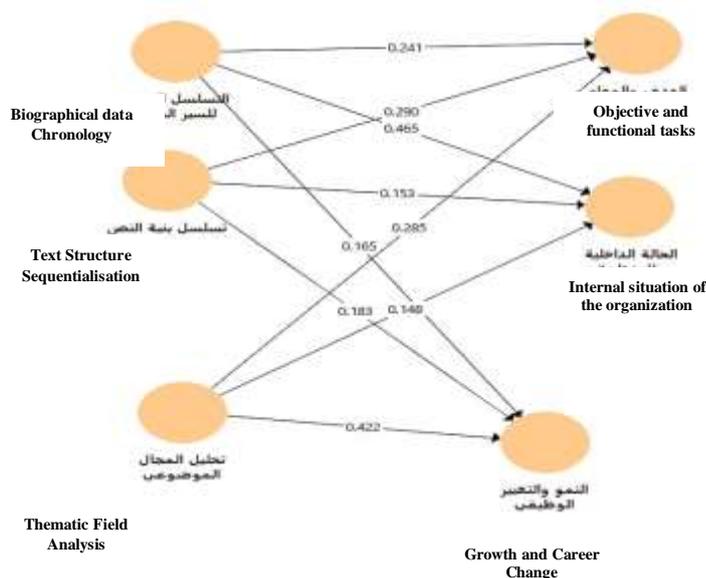
The Table (7-1) clears that the value of Pearson Correlation (R) between the two variables (Biographical analysis and growth and career change at the commercial banks operating in Jordan within Amman city) (0.684) and the

direction of causality (Beta) also amount (0.684) and it is a good and high direct correlation to some extent , the (F) value amount (235.186). Also the (t) value amount (15.336) at level of statistical significance ($\alpha \leq 0.05$), which indicating that the effective of biographical analysis in growth and career change at the commercial banks operating in Jordan within Amman city (R^2) with (46.8%) from disparity in growth and career change at the commercial banks operating in Jordan within Amman city , if it raising the effect value from coefficient of determination Average the percentage will be (0.002) and it is very small percentage and this indicates that the dependent variable effect level good and high , the prediction coefficient for this effect or (B) amount (0.910) , which indicates to refuse the zero hypothesis and accept the alternative hypothesis , that's mean that there is an effect for the biographical analysis in growth and career change at statistical significance level ($\alpha \leq 0.05$). To be more specific and to enrich analysis with respect to the impact of each subsidiary variable of biographical variables solo on each subsidiary variable of organizational health variables, the researcher used structural equation mode "SEM" which its results appear in the following table (1-8):

Table (1-8) Structural equation using the test Structure Equation ModleSEM

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T statistics ($\sqrt{O/SteV}$)	P - Values
Timeline<- The internal situation of the organization	0.47	0.46	0.08	6.07	0.00
Timeline<- growth and career change	0.17	0.15	0.08	2.21	0.03
Timeline<- objective and functional tasks	0.24	0.24	0.07	3.27	0.00
Thematic field analysis<-<- The internal situation of the organization	0.15	0.15	0.07	2.27	0.03
Thematic field analysis<-growth and career change	0.42	0.42	0.07	6.41	0.00
Thematic field analysis<- objective and Functional tasks	0.29	0.30	0.08	3.55	0.00
The text structure sequentialisation<- the internal situation of the organization	0.15	0.16	0.07	2.24	0.03
Thematic field analysis<-growth and career change	0.18	0.20	0.09	2.15	0.03
Thematic field analysis<- objective and functional tasks	0.29	0.28	0.06	4.54	0.00
Biographical<- organizational health	0.80	0.81	0.03	31.03	0.00

The results above shows that all the impact relations were moral function and this is an indication that all subsidiary variables of biographical analysis individually affected all the subsidiary variables of single organizational health, and the following figure shows the impact paths of dependent and independent variables.



8.4. The second major hypothesis:

H₀₂ : there is no impact for biographical analysis in the selection procedures at statistical significance level ($\alpha \leq 0.05$).

For testing the second sub-hypothesis they used Simple Regression Test to know the effect of biographical analysis in the selection procedures at the commercial banks operating in Jordan within Amman city, Table (9-1) shows that:

Table (1-9) Simple Regression test to identify the effect of biographical analysis in selection procedures for the commercial banks operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degree s of freedom	(t) Value	(F) Value	Statistical significance
0.766	0.587	0.585	0.766	0.764	268	19.465	378.875	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

The Table (9-1) clears that the value of Pearson Correlation (R) between the two variables (Biographical analysis and selection procedures at the commercial banks operating in Jordan within Amman city) (0.766) and the direction of causality (Beta) also amount (0.766) and it is a good and high direct correlation to some extent, the (F) value amount (378.875). Also the (t) value amount (19.465) at level of statistical significance ($\alpha < 0.05$), which indicating that the effective of biographical analysis in selection procedures at the commercial banks operating in Jordan within Amman city (R²) with (58.7%) from disparity in selection procedures at the commercial banks operating in Jordan within Amman city, if it raising the effect value from coefficient of determination Average the percentage will be (0.002) and it is very small percentage and this indicates that the dependent variable effect level good and high, the prediction coefficient for this effect or (B) amount (0.764), which indicates to refuse the zero hypothesis and accept the alternative hypothesis, that's mean that there is an effect for the biographical analysis in selection procedures at statistical significance level ($\alpha < 0.05$).

The third major hypothesis:

H₀₃: there is no impact for selection procedures in the organizational health at statistical significance level ($\alpha < 0.05$).

For testing the third sub-hypothesis they used Simple Regression Test to know the effect of selection procedures in the organizational health at the commercial banks operating in Jordan within Amman city, Table (10-1) shows that:

Table (1-10) Simple Regression test to identify the effect selection procedures in the organizational health for the commercial banks operating in Jordan within Amman city

R Association	R ² Coefficient of determination (Effect)	Adjusted R Square Coefficient of determination Average	Beta Direction of causality	B Prediction	DF Degree s of freedom	Value (t)	Value (F)	Statistical significance
0.830	0.688	0.687	0.830	0.840	268	24.269	588.993	*0.000

*Statistical significance at level ($\alpha \leq 0.05$)

The Table (10-1) clears that the value of Pearson Correlation (R) between the two variables (selection procedures in the organizational health at the commercial banks operating in Jordan within Amman city) (0.830) and the direction of causality (Beta) also amount (0.830) and it is a good and high direct correlation to some extent, the (F) value amount (588.993). Also the (t) value amount (24.269) at level of statistical significance ($\alpha \leq 0.05$), which indicating that the effective selection procedures in the organizational health at the commercial banks operating in Jordan within Amman city (R²) with (68.8%) from disparity in organizational health at the commercial banks operating

in Jordan within Amman city , if it raising the effect value from coefficient of determination Average the percentage will be (0.001) and it is very small percentage and this indicates that the dependent variable effect level good and high , the prediction coefficient for this effect or (B) amount (0.840) , which indicates to refuse the zero hypothesis and accept the alternative hypothesis , that's mean that there is an effect for selection procedures in the organizational health at statistical significance level ($\alpha \leq 0.05$).

8.5.The fourth major hypothesis:

H04 : There is no impact of biographical analysis in the organizational health the existence the selection procedures as Mediator variable at statistical significance level ($\alpha < 0.05$).

To test the fourth major hypothesis the current study sought to test the effect of biographical analysis in the organizational health that there is a middle variable of selection procedures, and to verify to match the proposed model a set of matching indicators were extracted, and the value (Chi2) calculated has amounted to (3.38), and it's indicative at the level ($\alpha < 0.05$). and the value of Goodness of Fit Index (GFI) amounted to (0.985) and it's an indicator of the appropriateness of the quality, and in the same context Comparative Fit Index (CFI) amounted to (0.966), as (RMSEA) Root Mean Square Error of Approximation amounted to (0.08). From these results we see that all the values of appropriateness are outside of acceptable range, and the table (1-11) summarizes these results.

Table (11-1)
Matching indicators of the first study model

Indicator	The ideal range of indicator	Results of the study
(chi square)	It isn't a function, high value indicates that the match is not good	3.380
(GFI) Matching quality	GFI>0.9 Better match	0.985
Root Mean Square of Error Approximation	RMSEA) (0.05-0.08)	0.08
Comparative Fit Index	(CFI>0.90) Best match	0.966

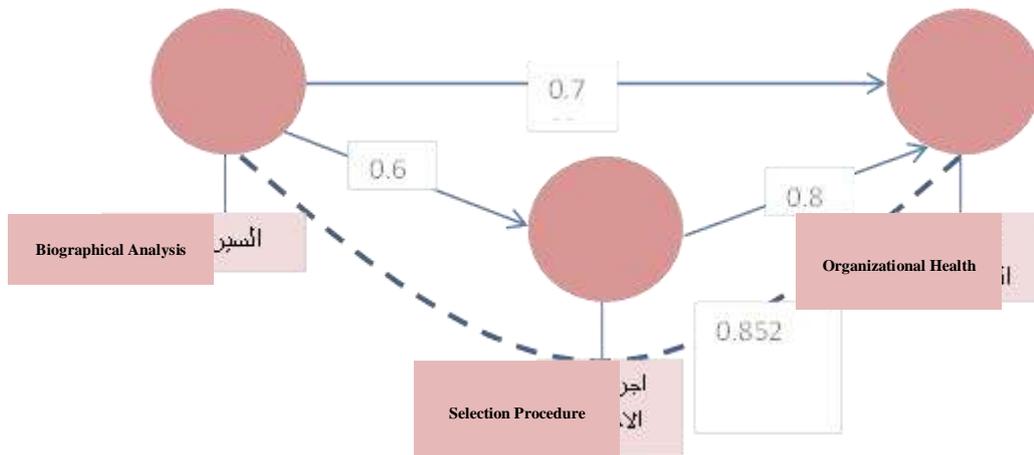
Table (12-1)

The analysis of the path to identify the impact of biographical analysis in the organizational health the existence the selection procedures as Mediator variable

	Biographical	Selection procedures	Organizational Health
Biographical		0.670 *25.30t	0.792* *37.03 t
Selection procedures			0.826* *34.047 t {0.65}
Organizational health			

*Value(t) is significance at the level of 0.05 and less
{ } The value of indirect **impact**

Table (1-12) show that the value of direct path coefficient of biographical on the organizational health (0.792) and the value (t) amounted to (37.03), as the value of AVE amounted to (0.762). As the direct normative path coefficient of the effect of selection procedures on the organizational health amounted to (0.826) and the value of (t) for it amounted to (34.047) at the level of significance (0.05) and less. But the indirect path coefficient of biography on the organizational healthy of selection procedures amounted to (0.65) and it is an indicative value, so there is an effect of biography analysis in the organizational health the existence of middle variable of selection procedures at the level of statistical significance ($\alpha < 0.05$), and the value of Average Variance Extracted (AVE) was extracted to identify the variation explained for the middle variable between dependent and independent variable, as the value of (AVE) amounted to (0.852), that is, the effect of biography analysis in the organizational health existence of middle variable of selection procedures amounted to (%85.2)



In the light of study results we offer a set of recommendations as follows:

*Strengthen the system of biographical analysis with the Human Resources Department in the active commercial Banks in Jordan – Amman, and the establishment of special services inside banks for biography analysis, because of their significance because they don't care an adequate attention about the text structure sequentialisation, thematic field analysis.

*More attention must be taken for biographical analysis through analysis of scientific qualifications, nature of work because the management of the bank does not pay adequate attention to analyze

*Raising the level of organizational health for the management of the active commercial banks in Amman through more attention in growth and career change through work on the organization of future plans for the growth and the change according to the reality of the banks.

*Raising the level of organizational health for the management of the active commercial banks in Amman in the attention of the internal situation of the organization through internal changes and the development of work plans in the banks.

*Raising the level of selection procedures for the management of the active commercial banks in Amman because they are middle level, through the focus on attention on the capabilities of the applicant through training the applicants who do not fit for the job.

*Raising the level of organizational health for the management of commercial banks in Amman in attention of the internal situation of the organization through internal changes and the development of work plans in the bank.

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