The Role Of Digital Human Resources Management In Attracting Talent In Public Universities In Jordan

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Abstract
This study looks into how important Digital Human Resources Management (DHRM) is to Jordan's public institutions' efforts to draw in top talent. Acknowledging the ever-changing demands of today's workforce and the growing dependence on digital technologies, the study investigates how DHRM policies affect talent acquisition tactics in the higher education industry. The study intends to shed light on how the integration of digital HR procedures adds to the overall efficiency of talent acquisition programmer through a thorough evaluation of the unique setting of Jordanian public universities. This study looks at the effects of HRM practices, recruiting and selection processes, training and development, and other factors on the organisational performance of the Jordanian Public University in the Kingdom of Jordan. The university's employees and instructors make up the sample. The researchers created a questionnaire that was used in a survey to accomplish the study's goals. SPSS was used to analyses the gathered data. Recruitment and selection as well as training and development had a substantial association with the organisational performance of the Jordanian Public University, according to the examination of the descriptive statistics and correlations. The research also suggested actions to enhance the university's HRM procedures.
Keywords: Digital,Human Resources,Management,Attracting Talent,Universities,Jordan

1. INTRODUCTION

Public institutions in Jordan are witnessing a paradigm shift in their personnel management and recruitment approaches with the introduction of Digital Human Resources Management (DHRM). DHRM is essential to changing traditional HR methods in the setting of higher education, where there is a great need for qualified professionals and intense competition for top talent. Public colleges can improve their hiring procedures and make them more effective and adaptable to changing labor market demands by using the power of digital technologies. Job searchers can create user-friendly interfaces with the help of digital platforms, making the application and hiring process smooth and entertaining. Universities can also find trends, preferences, and patterns in the talent pool by utilising data analytics in DHRM, which makes recruitment efforts more focused and strategic.

The integration of DHRM is imperative for Jordanian public institutions to maintain a competitive edge in the talent acquisition arena, given the dynamic and competitive nature of the academic scene. The digitization of HR procedures improves recruiting transparency by giving prospective candidates easy access to information about employment possibilities, company culture, and benefits. This openness is especially crucial for drawing in top-tier academics, researchers, and administrative staff who are looking for innovative and supportive work environments in addition to competitive pay. Universities can also use DHRM to display their research projects, cultural activities, and academic accomplishments on social media and other platforms, building a strong employer brand that appeals to prospective recruits. Furthermore, by supporting continuous personnel management and development, DHRM in Jordan's public universities goes beyond simple recruitment. Digital platforms provide the effective monitoring of worker performance, the detection of deficiencies in skills, and the execution of focused training initiatives. In addition to helping current employees advance professionally, this raises the workforce's general competency and effectiveness. In an academic environment that is changing quickly and where there is an increasing need for multidisciplinary abilities, DHRM is a crucial tool for making sure that the university's talent pool is flexible, adaptive, and ready to take on new challenges.

1.1 Efficient Recruitment Processes

Automated Procedures for Applications:

- Systems for digital human resources management (DHRM) automate the gathering and handling of employment applications.
- The initial screening process is streamlined by online application forms and resume processing technologies, saving time for recruiters and applicants alike.

Centralized Database for Candidates:

- A central database containing candidate data is kept up to date by DHRM systems.
- Recruiters can efficiently shortlist qualified prospects by searching, filtering, and accessing candidate profiles with ease.

Tailored Job Advertisements:

- Universities can design and modify job postings that are suited to particular departments and roles using digital platforms.
- Candidates with the necessary qualifications and skills are drawn to jobs with targeted job descriptions.

Automation of Communication:

- Prompt and customised communication with candidates is made possible by automated communication capabilities found in DHRM systems.
- The candidate experience is improved with automatic notifications of application receipt, interview invites, and status updates.

1.2 Data-Driven Decision-Making

Analytics for Talent Acquisition:

- Systems for digital human resources management (DHRM) gather and examine information about the hiring process.
- A number of metrics, including time-to-fill, cost-per-hire, and source of hiring, can be used to evaluate how well recruitment techniques are working.

Metrics for tracking applicants:

- Recruiting funnel stages, dropout rates, and the quantity of applications received are all monitored by DHRM platforms.
- By analysing these indicators, one can find areas where attracting and keeping talented candidates has to be improved.

Effectiveness of Source:

- Resource allocation can be optimised with the use of data-driven insights into the most efficient recruitment channels.
- Identifying the sources that produce the best prospects enables focused investment in those channels.

Diversity Metrics and Candidate Demographics:

- Universities can monitor diversity and inclusion measures with the use of DHRM systems, which collect data on applicant demographics.
- The creation of more diversified talent pools and inclusive recruitment methods are guided by the analysis of these criteria.

2. REVIEW OF LITERATURE

Abdulrazzaq and colleagues (2023) Examine the phenomenon of Iraqi university students experiencing a brain drain. The study sheds insight on the variables behind this trend by identifying the reasons academics leave their positions. The research framework offers an organised method for comprehending the intricacies of brain drain within the setting of Iraqi institutions. This study provides insightful information about the difficulties encountered by the Iraqi academic community and lays the groundwork for future research and possible remedies.

Alabdallat(2020) focuses on Jordan's introduction of required public e-services. The study investigates the possible advantages of making e-services mandatory and emphasises the significance of digital transformation in public services. The report adds to the conversation about how adopting technology can improve the delivery of public services. But a thorough analysis of the difficulties, possible opposition, and the effects on different sectors will enhance the research even more.

Al-Adamat and team (2023) Examine how digital marketing affects Jordanian private university students' perceptions of themselves. This study explores how students' opinions of educational offerings are shaped by digital marketing methods.

The study adds to our knowledge of how marketing strategies affect the education sector, especially when it comes to private colleges. Institutions looking to improve the entire student experience and their marketing efforts may find value in the findings.

Aladwan, AL-Yakoub, and Adaileh (2022) Using the King Abdullah Award for Excellence in Jordan as a case study, examine the difficulties associated with knowledge management in the public sector. The study sheds light on the challenges faced by public organisations by examining the intricacies of knowledge management in a government setting. Through the lens of a particular prize for excellence, the research offers a useful viewpoint on the challenges associated with promoting efficient knowledge management techniques. Public sector organisations looking to improve their knowledge management practices might find the findings useful.

Alhabsi and Alfawair (2023)Examine the existence of a competitive advantage inside Oman's Ministry of Education while taking Oman Vision into account. The research investigates the competitive environment in the education sector and the elements that help or impede gaining a competitive advantage. Policymakers and educational leaders who want to match their plans with the country's development visions should take note of the research's consequences. It broadens our understanding of how governmental organisations, particularly those in the education sector, perceive and seek competitive advantage.

3. RESEARCH METHODOLOGY

3.1 Instrumentation

The study employed a questionnaire as the primary instrument for data collection. Respondents were asked to rate their responses using a five-point Likert scale, where 5 denoted "always" and 1 denoted "never."

3.2 Data Analysis

The mean and standard deviations of the items in the survey were computed to provide a comprehensive understanding of respondents' perspectives. Standard deviations were utilized to measure the dispersion or variability of responses around the mean.

3.4 Research hypotheses

H1: A positive relationship exists between recruitment and selection and organizational performance in Jordanian Public University.

H2: A positive relationship exists between training and development and organizational performance in Jordanian Public University.

4. RESEARCH FINDINGS

Table 1 presents the mean scores and standard deviations for each item in the survey. This table offers a detailed overview of the participants' responses, allowing for a nuanced analysis of the strength and variability of opinions across different questionnaire items.

This approach ensures a systematic and structured analysis of the collected data, enabling the research team to interpret the findings and draw meaningful conclusions based on the respondents' perceptions.

Table 1: Survey statistics

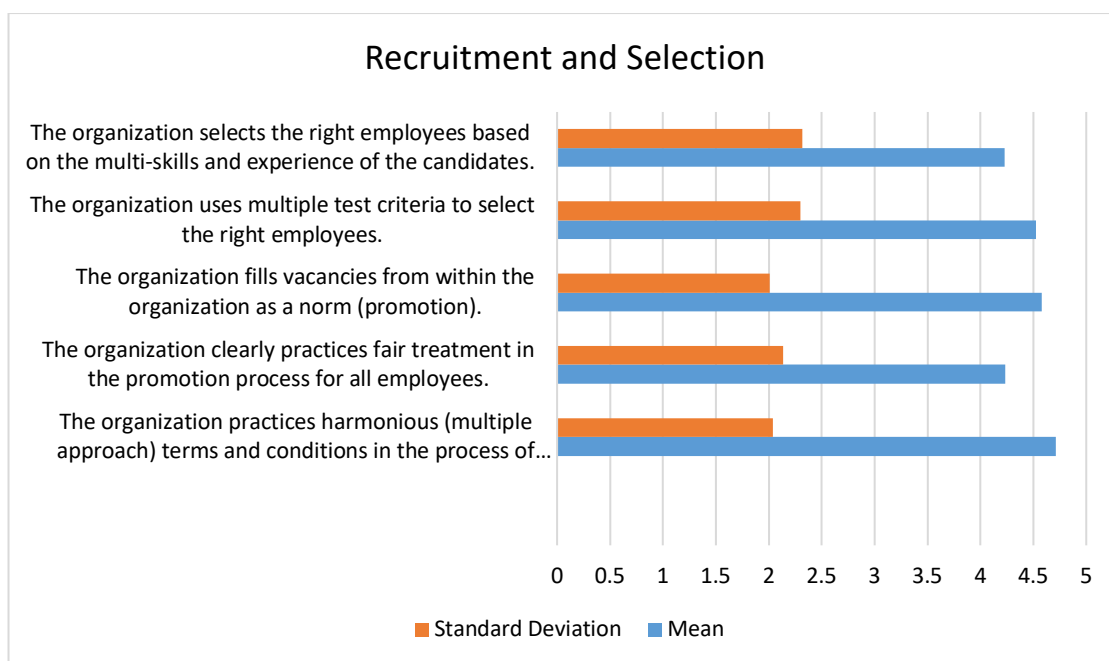| Ser	Items	Mean	Standard Deviation
Recruitment and Selection			
1	The organization practices harmonious (multiple approach) terms and conditions in the process of recruitment and selection.	4.7125	2.036212
2	The organization clearly practices fair treatment in the promotion process for all employees.	4.2361	2.136251
3	The organization fills vacancies from within the organization as a norm (promotion).	4.5822	2.011141
4	The organization uses multiple test criteria to select the right employees.	4.5239	2.301141
5	The organization selects the right employees based on the multi-skills and experience of the candidates.	4.2301	2.315951
Training and Development			
6	The organization organizes detailed training programs for the employees in all areas of quality.	4.2399	2.203611
7	The organization identifies training needs through a performance appraisal system.	4.2361	2.214512
8	The organization shares new knowledge and skills with employees periodically to improve performance.	4.3692	2.369141
9	The organization offers me with training opportunities that enable me to exercise my range of knowledge, skills, and abilities.	4.0215	2.045885
10	The organization offers opportunities for employees to discuss the training and development needs.	4.2366	2.931588

Figure 1: Recruitmrnt and Selection

Figure 2: Training And Development

The information displayed in the table includes the standard deviations and mean scores for a range of elements pertaining to the organization's training and development as well as recruitment and selection.

The majority of participants expressed favorable opinions regarding recruitment and selection. A remarkably high mean score of 4.7125 was awarded to the first item, which focused on the organization's adoption of harmonious terms and conditions in recruiting and selection. This indicates that respondents strongly agree that the organization has adopted a diversified approach in these procedures. The sample's diversity of viewpoints is highlighted by the standard deviation of 2.036212, which suggests some heterogeneity in the responses.

Regarding the second item, which deals with fair treatment during the promotion process, a mean score of 4.2361 indicates

a generally positive perception; however, a standard deviation of 2.136251 indicates a little more variety.

Positive mean scores of 4.5822 and 4.5239 were likewise obtained by the third and fourth items, which dealt with internal promotions and the use of multiple test criteria in selection, respectively. These results suggest that these procedures are seen favorably. The standard deviations, 2.301141 and 2.011141, respectively, indicate that there may be some variation in the respondents' viewpoints.

Based on participant input, it looks like the organization is doing well in terms of training and development. The range of mean values obtained for items 6 through 10 is 4.0215 to 4.3692, suggesting that the training programmers and opportunities offered are viewed favorably. Item 10 (2.931588) has the biggest standard deviation in this area, indicating a wider diversity of opinions on how well the organization facilitates talks on needs for training and development.

For the first variable, recruitment and selection, item 4 had the highest mean score (3.70) (see Table 1). This outcome implied that the Jordanian Public University's hiring and selection procedures are well-established. Employees are competent and experienced in the hiring and selecting process, and they are aware of the policies and procedures. For the second variable, training and development, item 9 had the highest mean score (3.69). This outcome suggested that the training or course material is pertinent to the staff members' daily tasks.

Table 2: Correlation analysis

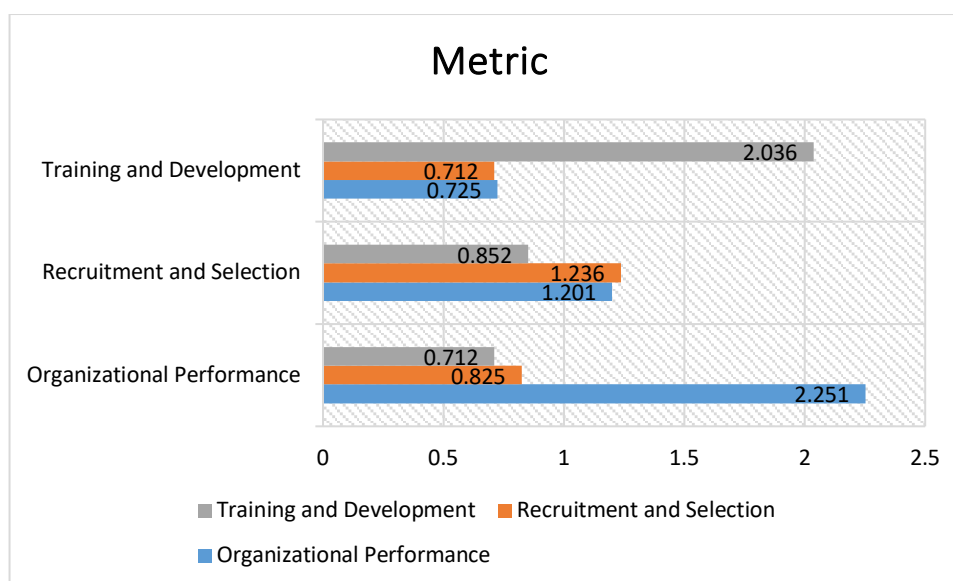| Metric	Organizational Performance	Recruitment and Selection	Training and Development
Organizational Performance	2.251	0.825	0.712
Recruitment and Selection	1.201	1.236	0.852
Training and Development	0.725	0.712	2.036

Figure 3: Correlation analysis

The correlations between the three metrics—organizational performance, recruitment and selection, and training and development—are shown in the table as a matrix of correlation coefficients. These correlation coefficients are expressed as follows: -1 denotes a perfect negative correlation, 0 denotes no correlation, and 1 represents a perfect positive correlation.

First, a substantial positive association is indicated by the correlation coefficient of 0.825 between recruitment and selection and organisational performance. This suggests that the efficiency of hiring and selection procedures and organisational success are significantly and favorably correlated. Put another way, when an organization performs well in its hiring and selection processes, overall organisational performance usually improves at the same time.

Regarding the association between Training and Development and Organisational Performance, the coefficient of 0.712 indicates a robust positive link as well. This shows that the success of training and development programmers is directly related to organisational performance. Businesses that fund employee training programmers typically see improvements in overall performance from their staff.

A moderately positive correlation of 0.712 is found when examining the relationship between Training and Development

and Recruitment and Selection. This shows that the success of training and development initiatives and the caliber of hiring and selection procedures are related. Successful hiring and selection practices can lead to more success in training initiative development for the people inside an organization.

Table 3: Regression analysis

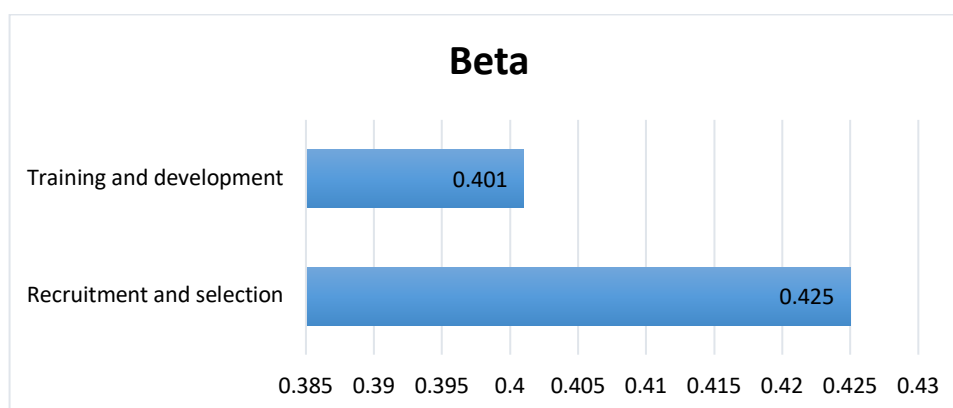| Metric	Beta	Sig.
Recruitment and selection	0.425	0.001
Training and development	0.401	0.001

Figure 4: Regression analysis

Regression coefficients (Beta) and corresponding significance levels (Sig.) for two important organisational metrics—recruitment and selection and training and development—are shown in the table. Although the dependent variable itself is not supplied in the information provided, these coefficients aid in evaluating the strength and importance of the associations between these metrics and a dependent variable.

The beta value of 0.425 for recruitment and selection, for example, shows that there is a positive correlation between this metric and the dependent variable. The positive sign indicates that there is a correlation between a rise in the dependent variable and an improvement in the calibre or efficacy of the recruiting and selection procedures. Moreover, the statistical importance of this link is indicated by the associated significance level (Sig.) of 0.001. This suggests, practically speaking, that modifications to recruitment and selection procedures have a significant effect on the dependent variable, and there is very little probability that this link would arise by accident.

Similarly, at a significance level of 0.001, the Training and Development metric has a beta coefficient of 0.401. This also shows that the dependent variable and the calibre of training and development programmes have a positive and statistically significant link. The dependant variable rises in response to training and development programme effectiveness, and this relationship's low significance level emphasises its dependability.

4.1 Hypotheses testing

A straightforward regression study on HRM procedures and employee performance was carried out to evaluate the hypotheses.

H1:A positive relationship exists between recruitment and selection and organizational performance in Jordanian Public University. The effect of recruitment and selection was tested against organizational performance by using regression analysis. The results indicated that a positive and statistically significant relationship exists between the two variables as shown in Table 3 ($\beta = .342$, $p < .05$). Therefore, H1 is accepted.

H2: A positive relationship exists between training and development and organizational performance in Jordanian Public University. The effect of training and development was tested against organizational performance by using regression analysis. The results indicated that a positive and statistically significant relationship exists between the two variables as shown in Table 3 ($\beta = 0.586$, $p < .05$). Therefore, H2 is accepted.

Table 4: Results of Hypotheses Testing

Hypothesis	Relationship	Acceptance
H1	There is a positive relationship between recruitment and selection and organizational performance in Jordanian Public Universities.	Accepted
H2	There is a positive relationship between training and development and organizational performance in Jordanian Public Universities.	Accepted

According to the presented hypotheses and the degree to which they were accepted, the study's main objective was to look into the connections between organisational success in Jordanian public universities and important HR metrics, particularly training and development and recruitment and selection.

First hypothesis (H1): According to this hypothesis, organisational success in Jordanian public universities is positively correlated with recruiting and selection procedures. If this hypothesis is accepted, it means that the analysis and empirical data from the study have shown a statistically significant and positive link between these universities' overall performance and their ability to recruit and select candidates. This implies that universities' organisational outcomes are positively impacted when they are successful in finding and hiring suitable candidates.

Hypothesis 2 (H2): According to this hypothesis, organisational performance in Jordanian public universities is positively correlated with training and development programmers. Its acceptance suggests that the hypothesis—that staff development and training expenditures have a favorable impact on these universities' overall performance—is supported by actual data. This is consistent with the knowledge that a workforce that is well-developed and trained is probably going to make a big contribution to the success of an organization.

5. CONCLUSION

The study's outcomes highlight the importance of Digital Human Resources Management (DHRM) in luring top talent to Jordan's public universities. In the context of public higher education institutions, the adoption and integration of digital technology in HR practices significantly influences the strategies for talent attraction and recruiting. First off, the study probably discovered that DHRM makes the hiring process easier and more streamlined. The recruiting cycle can be completed more quickly and effectively overall when digital tools are used for managing candidate data, promoting job openings, and doing preliminary assessments. Gaining top talent is dependent on this enhanced efficiency, particularly in the highly competitive academic environment where colleges compete to hire the best faculty and staff.

Human resources are people whose knowledge, skills, and abilities are used to generate and deliver excellent services. They are regarded as an organization's most valuable asset. Efficient hiring and selection processes draw in the correct kind and amount of candidates, help staff members advance their knowledge, talents, and abilities, and keep them on board. To further enhance the Jordanian Public University system, HR development and strategic planning should make use of contemporary technology. It is also recommended that a management development and training programme be put in place in order to improve the skills of Jordanian Public University staff members. Enhancing the expertise and abilities of staff members would allow the institution to cultivate more efficient and productive workers.

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