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The Impact of Digital Human Resources Management on Sustainable Competitive Advantage in Vocational Training Corporation, Jordan

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Abstract:
This study aimed to demonstrate the impact of Digital Human Resource Management on achieving Sustainable Competitive Advantage at the Vocational Training Corporation, Jordan. The study population consisted of (240) employees. To achieve the study's objectives, the descriptive-analytical method was adopted. A questionnaire consisting of (27) items was developed to measure the variables' dimensions, and the study relied on a comprehensive survey (census) method. The questionnaire was distributed to all members of the population, and the response rate was (80.4%), with the number of valid questionnaires for analysis reaching (193).
The study reached several key findings, most importantly the existence of a statistically significant impact at the ($\alpha \leq 0.05$) significance level of Digital Human Resource Management—with its dimensions (digital recruitment and staffing, digital training, and digital evaluation)—on achieving Sustainable Competitive Advantage—with its dimensions (quality, innovation, and flexibility)—at the Vocational Training Corporation in Jordan. The results also showed that the practice level of Digital Human Resource Management at the corporation was high, as was the level of achieving Sustainable Competitive Advantage. The study recommended the necessity of maintaining and building upon this high level by continuing to strengthen the factors that led to it, especially those related to the "Digital Evaluation" dimension, which achieved the highest mean.
Keywords: Digital Human Resource Management, Sustainable Competitive Advantage, Vocational Training Corporation.
Jel Classification Codes : M50 ; M51 ; M52 ; M53

الملخص:
هدفت هذه الدراسة إلى بيان أثر إدارة الموارد البشرية الرقمية في تحقيق الميزة التنافسية المستدامة في مؤسسة التدريب المهني في الأردن. وتكون مجتمع الدراسة من (240) موظفاً. ولتحقيق أهداف الدراسة، تم اعتماد المنهج الوصفي التحليلي، حيث طُورت استبانة مكونة من (27) فقرة لقياس أبعاد المتغيرات، واعتمدت الدراسة أسلوب المسح الشامل (الحصر الشامل). وُزعت الاستبانة على جميع أفراد مجتمع الدراسة، وبلغت نسبة الاستجابة (80.4%)، إذ وصل عدد الاستبانات الصالحة للتحليل إلى (193) استبانة.
توصلت الدراسة إلى عدة نتائج رئيسية، أهمها وجود أثر ذي دلالة إحصائية عند مستوى الدلالة ($\alpha \leq 0.05$) لإدارة الموارد البشرية الرقمية –بأبعادها (الاستقطاب والتوظيف الرقمي، والتدريب الرقمي، والتقييم الرقمي)– في تحقيق الميزة التنافسية المستدامة –بأبعادها (الجودة، والابتكار، والمرونة)– في مؤسسة التدريب المهني في الأردن. كما أظهرت النتائج أن مستوى ممارسة إدارة الموارد البشرية الرقمية في المؤسسة كان مرتفعاً، وكذلك مستوى تحقيق الميزة التنافسية المستدامة. وأوصت الدراسة بضرورة الحفاظ على هذا المستوى المرتفع والبناء عليه من خلال الاستمرار في تعزيز العوامل التي أدت إليه، ولا سيما تلك المتعلقة ببعد "التقييم الرقمي" الذي حقق أعلى متوسط حسابي.
الكلمات المفتاحية: إدارة الموارد البشرية الرقمية، الميزة التنافسية المستدامة، مؤسسة التدريب المهني.
تصنيف جال: M50 ؛ M51 ؛ M52 ؛ M53

I- Introduction:

The past decades have witnessed a great development in information systems and their employment in the management of various human resources, as technology has the ability to change the image of human resources operations recognized in all organizations in their traditional form, and electronic systems contribute to changing the ways in which various organizations work and communicate, to become a mechanism based on technology and data management in all departments of the organization, and these systems are applicable in various departments and sections, including the Human Resources Management Department.

Organizations have tended to maximize their creative and innovative capabilities and use technology to provide satisfaction to customers and employees alike, while at the same time achieving superiority over competitors through a sustainable competitive advantage. Therefore, organizations realized that the traditional methods of managing their human resources are no longer feasible and that the changes surrounding them dictate that they take advantage of information technology and activate the use of management information systems in managing their human resources digitally, as electronic management enables them to implement human resources strategies in order to achieve speed and efficiency of achievement (Thite, 2022).

In addition to efficiency, digital HRM enables organizations to build competitive capabilities based on human capital and knowledge. Digital recruitment platforms allow access to a wider pool of qualified candidates and improve the selection process, ensuring that the best talent is attracted. Digital learning and development tools (such as Learning Management Systems - LMS) also provide ongoing opportunities for employees to acquire new skills and knowledge quickly and flexibly, making the workforce more adaptable to technological and market changes. Digital performance management systems provide immediate feedback and accurate performance appraisals, helping to identify skills gaps and develop effective individual development plans. This ability to attract, develop and retain high caliber is a critical competitive advantage that is difficult for competitors to easily imitate.

Therefore, the current study came to show the impact of digital human resources management in achieving sustainable competitive advantage in the Vocational Training Corporation, with the aim of reaching scientific and practical results and recommendations that contribute to the development of the institution and thus achieve its desired goals.

Study problem:

The concept of sustainable competitive advantage includes the actions carried out by organizations to take their popularity among competitors through their unique strategic strengths and capabilities, and to achieve sustainable competitive advantage, this requires the organization to review its competitive strategy and put its resources periodically, and this in turn requires that it has the ability to renew its resources that were previously efficient, when time passes that makes them unfit for use (Jawad,2022).

Considering today's rapid digital transformations in the business world, and the intense competition that imposes itself on various sectors, the pursuit of competitive advantage has become not only a strategic choice, but a necessity for survival and growth. With the realization that the human element is the main driver of any institutional success, the importance of human resources management has emerged as a strategic function that is not limited to traditional tasks but extends to being an effective partner in achieving the organization's goals. In this context, technology has revolutionized human resource management practices, as management has shifted to digital human resource management that relies on digital tools and platforms to automate and improve processes and enhance employee experience.

As a pivotal system in building national capacities and qualifying the workforce, the Vocational Training Corporation is not isolated from these transformations. It is required to keep

pace with technological developments to provide high-quality training services and keep pace with the changing needs of the labor market, as well as to enhance its internal efficiency and organizational flexibility. The role of digital human resources management here becomes crucial, not only in simplifying administrative procedures related to employees, trainers and trainees, but also in building an organizational culture that supports innovation and continuous learning, and in recruitment and retaining competencies, and developing their performance in a continuous and sustainable manner.

Many studies recommended the need to research the impact of digital human resources management in achieving competitive advantage and given the importance of the Vocational Training Corporation in designing and developing training programs that include future skills, including the skills of the Fourth Industrial Revolution, and the green growth economy. Where this is done in partnership with the private sector, and work to identify the future skills required in the labor market based on local and global trends, and start training trainees and select them according to specific criteria, and therefore the problem of the study has emerged, by answering the following main question:

What is the impact of digital human resources management on achieving sustainable competitive advantage in the Vocational Training Corporation, Jordan? The following sub-questions arise from it:

1. What is the level of digital human resources management practice at the Vocational Training Corporation, Jordan?
2. What is the level of achieving sustainable competitive advantage in the Vocational Training Corporation, Jordan?
3. Is there a correlation for the impact of digital human resources management in achieving sustainable competitive advantage in the Vocational Training Corporation, Jordan?

Study hypotheses:

Based on the problem of the study and its questions, the hypotheses of the study can be formulated according to the following:

H0 Main hypothesis: There is no statistically significant effect at the level of significance ($0.05 \geq \alpha$), of digital human resources management with its dimensions: (digital recruitment, digital training, and digital evaluation) in achieving sustainable competitive advantage in the Vocational Training Corporation, Jordan.

The following sub-questions arise from this question:

- **First Sub-hypothesis (H01):** There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$), of digital recruitment in achieving sustainable competitive advantage (quality, innovation and flexibility) in the Vocational Training Corporation, Jordan.
- **Second sub-hypothesis** (H02): There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$), of digital training in achieving sustainable competitive advantage (quality, innovation and flexibility) in the Vocational Training Corporation, Jordan.
- **Third sub-hypothesis (H03):** There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$), of digital evaluation in achieving sustainable competitive advantage (quality, innovation and flexibility) in the Vocational Training Corporation, Jordan.

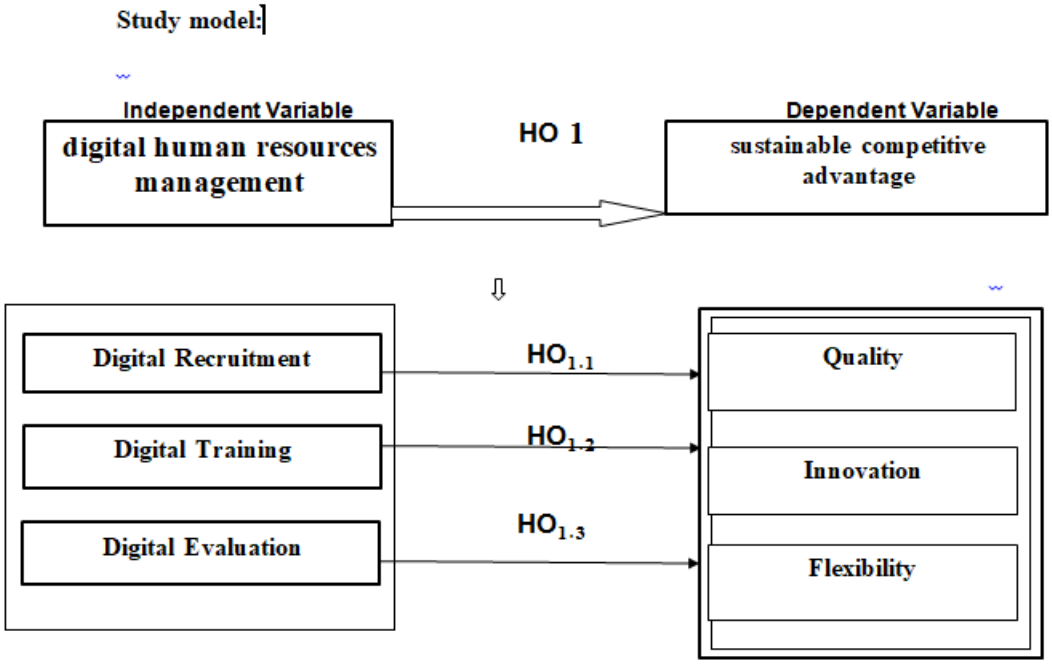

Figure (1) Study model

Source: The researcher relied on the following previous studies

(Alkhodary,2021; AlHamad et al., 2022; Chapang, et al., 2023)

II –Methods and Materials:

The aim of this research is to find out the effects of Digital Human Resource Management on Sustainable Competitive Advantage, in Vocational Training Corporation, Jordan. The main analysis was based on a variety of variables and dimensions. The independent variable digital Human Resource Management (HRM) constructed by three dimensions (digital recruitment and hiring, digital training, and digital evaluation). The dependent variable operationalized as Sustainable Competitive Advantage through three dimensions, which are Quality, Innovation, and Flexibility.

To fulfill the aims and objectives of the study and obtain data the researcher used the descriptive-analytical method. This process intends to gather and analyse data concerning the independent and dependent variables and their attributes to see what space exists for strategic leadership to engage with the concept of digital resilience. The study was based on a field study that included opinions of the employees like staff belonging to the group who completed the questionnaire of the study. Subsequent to data collection the authors faced the challenge of data analysis to test its hypotheses, study variables and dimensions. Descriptive method is characterized by the use of descriptive statistics, such as frequencies and percentages to focused and described the properties of the sample of the study and arithmetic means and standard deviations to prepared to test significance of the respondents' responses of the variables and the dimensions of them. Using the analytical measure, the scientist uncovers the applicable causation of the problem which is in study.

To reach all employees, the researcher used an electronic distribution method via Google Forms, a program that allows for the design and electronic distribution of questionnaires. As previously mentioned, (240) questionnaires were distributed to the members of the population to be answered, allowing them to participate as a sample in the research. The number of respondents was (193) employees, representing a response rate of (80.4%). Table (2) shows a summary of the questionnaire distribution results.

Table (2): Number of Distributed and Analyzable Questionnaires

Number of Questionnaires Distributed	Number of Valid Questionnaires for Analysis	Number of Unreturned Questionnaires	Percentage of Returned Questionnaires	Percentage of Unreturned Questionnaires
240	193	47	80.4%	19.6%

Data Collection Methods

This study followed the descriptive-analytical method and reconciled with the required data collection to the field study from the sample segment of the study population. In order to accomplish the objectives of the study, the required data sources were identified as;

Primary Sources:

These are the sources that are used to examine the analytical components of the subject of investigation. This data was extracted and collected through questionnaires, the working tool for us to gather the primary data. The data was tested for its quality and for any error and the error free data was processed.

SECONDARY SOURCES:

These are the sources which were used by researcher to prepare Theoretical framework of the study. These data applicable in this research which include previous research and

A series of modifications were made to the questionnaire after consulting with experts and specialists in Business Administration. Appendix (1) shows the final version of the questionnaire.

- **Part One:** Personal and functional data of the study sample members.
- **Part Two:** Items measuring the independent variable, **Digital Human Resource Management**, with its three dimensions: Digital Recruitment and Staffing, Digital Training, and Digital Evaluation.
- **Part Three:** Items measuring the dependent variable, **Sustainable Competitive Advantage**, with its three dimensions (Quality, Innovation, and Flexibility). Table (3) provides a summary of the questionnaire's components.

Table (3): Summary of Questionnaire Items

Part One: Personal Characteristics	
Axis	**Number of Categories**
Gender	2
Age	4
Academic Qualification	3
Job Level	4
Years of Experience	4
Part Two: Dimensions of the Independent Variable (Digital Human Resource Management)	
Variables	Number of Items
Digital Recruitment and Staffing	5
Digital Training	5
Digital Evaluation	5
Part Three: Dependent Variable (Sustainable Competitive Advantage)	
Quality	4
Innovation	4
Flexibility	4

The researcher used a five-point coding method known as the **five-point Likert scale** to

record the responses of the study sample on the questionnaire items. The responses were divided into five categories, starting from "Strongly Agree" and ending with "Strongly Disagree." Table (4) illustrates these categories.

Table (4): Five-Point Likert Scale

Response	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Code	5	4	3	2	1

To classify the levels of the arithmetic means of the sample's responses to the questionnaire items, the researcher defined three levels of agreement (High, Medium, Low) according to the following formula:

$$Level\ of\ Importance = \frac{\text{Upper Limit of Response} - \text{Lower Limit of Response}}{\text{Number of Levels}}$$

$$\frac{5-1}{3} = 1.33$$

Table (5) shows the evaluation scores for interpreting the "arithmetic means" of the study sample's responses to the items in the questionnaire's domains and dimensions:

Table (5): Statistical Standard for Interpreting the Arithmetic Means of Study Variables and Determining Relative Importance

Level	Means	Description
Low	1 - 2.32	Most of the respondents do not accept the statement
Medium	2.33 - 3.66	The respondents' different opinion
High	3.67 – 5	Most respondents accept the statement

Validity of the Study Instrument

The validity of the questionnaire refers to verifying its ability to accurately measure the phenomenon it is intended to study. There are various methods and techniques that can be used to measure the validity of the questionnaire and verify its reliability. The researcher relied on several statistical methods to verify the questionnaire's validity: face validity, internal validity, and construct validity.

Face Validity (Experts' Validity): The researcher presented the study instrument to a group of academic referees with expertise and specialization in the field of accounting. The referees provided a set of observations and offered their opinions for developing some of the questionnaire items. This was in terms of the appropriateness of the items to the current study's topic and their validity in uncovering the required information to enrich this study, whether regarding the relevance of the items to the axes they fall under, the clarity and formulation of the items, and suggestions for their improvement, be it by adding, deleting, or modifying statements. Based on the opinions and feedback from the referees, their suggestions were adopted, and some statements were modified as they saw fit by adding new statements or deleting and amending some, making them applicable in their final form. Appendix (2) includes a list of the questionnaire's referees.

Internal Consistency Validity: This refers to the correlation between the scores of the scale's items and the total score, assuming it measures a single construct. The correlation coefficients indicate that the components or items measure a common concept, which supports their construct validity. To achieve the desired objectives of the scale's items and to measure their content, the Pearson correlation coefficient was calculated. This shows the strength of each item and its correlation with the dimension to which it belongs. Items with negative correlations (-) or a correlation coefficient less than (0.25) are considered weak and are preferably deleted.

Accordingly, the validity of the study instrument was verified using internal construct validity by calculating the Pearson correlation coefficient for each statement. The results were as follows:

- **Internal Consistency Validity for the Dimensions of the Independent Variable:** Table (6) shows the correlation between the items and the dimensions of the Digital Human Resource Management variable.

Table (6): Correlation Coefficients between the Items and Dimensions of the Independent Variable

Digital Recruitment and Staffing		Digital Training		Digital Evaluation	
Item	**Correlation Coefficient**	**Item**	**Correlation Coefficient**	**Item**	**Correlation Coefficient**
1	0.783**	6	0.793**	11	0.801**
2	0.791**	7	0.801**	12	0.759**
3	0.765**	8	0.841**	13	0.805**
4	0.788**	9	0.802**	14	0.800**
5	0.771**	10	0.788**	15	0.783**
** Significant at the 0.01 level					

It is noted from Table (6) that all correlation coefficients for the dimensions of the Digital Human Resource Management variable ranged between (0.771 - 0.841), all of which are higher than the minimum accepted correlation coefficient of (0.25). All correlation coefficients are statistically significant at the (0.01) level, thus confirming that the dimensions of the Digital Human Resource Management variable have internal validity.

- **Internal Consistency Validity for the Dimensions of the Dependent Variable:** Table (7) shows the correlation between the items and the dimensions of the Sustainable Competitive Advantage variable.

Table (7): Correlation Coefficients between the Items of the Dependent Variable

Quality		Innovation		Flexibility	
Item	**Correlation Coefficient**	**Item**	**Correlation Coefficient**	**Item**	**Correlation Coefficient**
16	0.802**	20	0.804**	24	0.811**
17	0.814**	21	0.800**	25	0.822**
18	0.801**	22	0.801**	26	0.796**
19	0.793**	23	0.816**	27	0.809**
** Significant at the 0.01 level					

It is noted from Table (7) that all correlation coefficients for the dimensions of the Sustainable Competitive Advantage variable ranged between (0.793 - 0.822), all of which are higher than the minimum accepted correlation coefficient of (0.25). All correlation coefficients are statistically significant at the (0.01) level, thus confirming that the items for Sustainable Competitive Advantage have internal validity.

Construct Validity: Construct validity is one of the measures of an instrument's validity, assessing the extent to which the objectives of the questionnaire are met. The construct validity of the questionnaire was measured by calculating the Pearson correlation coefficient between each variable and the total score of the questionnaire. The correlation coefficient between the item and the variable must be greater than (0.25) and should be free of any non-statistically significant correlations. The correlational relationships were tested at a level below (0.05). Table (8) shows the correlation coefficients between the variables and the total questionnaire score.

Table (8): Results of Construct Validity Analysis for the Questionnaire

No.	Variables	Correlation Coefficients	Significance Level

1	**Digital Recruitment and Staffing**	0.794**	0.000
2	**Digital Training**	0.800**	0.000
3	**Digital Evaluation**	0.789**	0.000
4	**Quality**	0.811**	0.000
5	**Innovation**	0.821**	0.000
6	**Flexibility**	0.828**	0.000
** Significant at the 0.01 level			

The results from Table (8) showed that all correlation coefficients between the variables and the total questionnaire score are statistically significant at the (0.01) level. In addition, all correlation coefficients achieved values higher than (0.25). Thus, the questionnaire is considered to have met the conditions for construct validity.

Internal Consistency Reliability

Internal consistency means that there is consistency in the responses of the sample members to the questionnaire items, and they are in agreement with each other. Reliability is measured using the **Cronbach's Alpha coefficient**, whose value ranges between (0) and (1). A questionnaire is considered reliable if the Cronbach's Alpha value is not less than (0.6) (Sekaran, 2010). Table (9) shows the Cronbach's Alpha coefficients for the study's variables and items.

Table (9): Results of Internal Consistency Analysis of the Study Instrument using Cronbach's Alpha

Table (9) shows that the Cronbach's Alpha values ranged from (0.881 to 0.921), all of which exceeded the minimum acceptable threshold for reliability of (0.6). Therefore, it can be concluded that the questionnaire items are reliable.

Dimensions	**Number of Items**	**Cronbach's Alpha Coefficient**
Digital Recruitment and Staffing	5	0.894
Digital Training	5	0.883
Digital Evaluation	5	0.881
Quality	4	0.921
Innovation	4	0.903
Flexibility	4	0.912
Overall Performance of the Questionnaire	27	0.949

Analysis of Data Suitability for Hypothesis Testing

After verifying the quality of the questionnaire and its ability to measure what it was designed for, it is necessary to check the quality of the data collected from the responses of the study sample. This reveals the suitability of the data for hypothesis testing and serves as a prerequisite for using linear regression analysis. The suitability and quality of the data are verified through a set of statistical tests, the most important of which are: the normal distribution test and the multicollinearity test.

Normal Distribution Test: One of the methods used to check data suitability is to ensure that the data follows a normal distribution. The researcher relied on testing the **skewness** and **kurtosis** coefficients, which are statistical measures used to detect normal distribution. Skewness can be defined as a measure of the asymmetry of the data around the mean; in a normal distribution, skewness is close to zero. Kurtosis is a measure of the "tailedness" or peak of the distribution; in a normal distribution, kurtosis is close to 3. Table (10) shows the results.

Table (10): Normal Distribution Test for the Study Dimensions

No.	Variables	Skewness	Kurtosis
1	Digital Recruitment and Staffing	-0.215	2.910
2	Digital Training	0.281	2.885
3	Digital Evaluation	0.199	3.250
4	Quality	-0.234	2.798
5	Innovation	0.388	3.415
6	Flexibility	0.425	3.105

We note from Table (10) that the skewness values for all study dimensions were close to zero, while the kurtosis values were close to (3). This indicates that the data for the study dimensions are normally distributed.

Multicollinearity Test: Multicollinearity can be defined as the presence of strong correlations among the independent variable's dimensions, which contributes to increased errors when performing multiple linear regression analysis. It is essential to conduct a series of tests to verify the independence of the dimensions and the absence of influence among them. This phenomenon is undesirable and is a prerequisite for conducting multiple linear regression. The phenomenon is detected using two types of statistical tests, including the Pearson correlation coefficient, to reveal the correlation between the independent variable's dimensions. If the Pearson correlation coefficient is greater than (0.8), it indicates a multicollinearity problem (Al-Qahtani, 2015). Table (11) shows the results of the correlation coefficients between the independent variables.

Table (11): Correlation Coefficients for the Independent Dimensions (Correlation Matrix)

Variables	Digital Recruitment and Staffing	Digital Training	Digital Evaluation
Digital Recruitment and Staffing	1		
Digital Training	0.751**	1	
Digital Evaluation	0.683**	0.701**	1
** Significant at the 0.01 level			

From Table (11), it is clear that there are varying correlation coefficient values among the dimensions of the independent variable. These values for digital training range between (0.683 - 0.701), all of which are less than 0.8. Based on this, it can be concluded that there is no multicollinearity among the dimensions of the independent variable.

After verifying the strength and nature of the correlation between the dimensions of the independent variable, the researcher also used the Variance Inflation Factor (VIF) test and the Tolerance coefficient to ensure that the dimensions of the independent variable are free from the phenomenon of multicollinearity.

Table (12): Variance Inflation Factor (VIF) and Tolerance

Variable	VIF	Tolerance
Digital Recruitment and Staffing	2.155	0.464
Digital Training	3.540	0.282
Digital Evaluation	2.780	0.360

The results in Table (12) showed that all VIF values for the independent variable's dimensions are less than (10), ranging from (2.155 to 3.540).

Statistical Methods Used

The statistical methods used by the researcher are as follows:

1. Descriptive Statistics
2. Pearson Correlation Coefficient
3. Cronbach's Alpha Analysis
4. Variance Inflation Factor (VIF)
5. Tolerance Test
6. Normal Distribution Test

III- Results and discussion:

Personal and Functional Data of the Study Sample Members

The following table shows the frequency and percentage of personal information. Table (13) clarifies the personal and functional factors of the study sample members.

Table (13): Personal Characteristics of the Study Sample

Variable	Category	Frequency	Percentage
Gender	Male	110	57.0%
	Female	83	43.0%
	Total	193	100.0%
Age	Less than 30 years	25	13.0%
	30 to less than 40	85	44.0%
	40 to less than 50	58	30.1%
	50 years and older	25	12.9%
	Total	193	100.0%
Academic Qualification	Diploma or less	23	11.9%
	Bachelor's Degree	129	66.8%
	Postgraduate Studies	41	21.3%
	Total	193	100.0%
Job Title	Employee (Administrative/Technical)	120	62.2%
	Head of Unit/Division	45	23.3%
	Head of Department or higher	28	14.5%
	Total	193	100.0%

The results in Table (13) show the following:

The table contains a demographic data distribution for 193 participants, with males constituting 57.0% of them, and 44.0% of their ages ranging between 30 and less than 40 years. The majority (66.8%) hold a Bachelor's Degree, and 62.2% hold the position of Employee (Administrative/Technical).

After identifying the mean values for the dimensions of the independent variable, Table (18) shows the arithmetic means, standard deviations, ranks, and importance level for the dimensions of the Digital Human Resource Management variable, as well as the overall mean for the variable.

Table (18): Arithmetic Means, Standard Deviations, and Importance Level for the Dimensions of the Digital Human Resource Management Variable

Item	Rank	Mean	Importance Level
1. Digital Evaluation	1	4.27	High
2. Digital Training	2	4.19	High
3. Digital Recruitment and Training	3	04.07	High
Digital Human Resource Management		**4.18**	**High**

Table (18) shows that there are differences in the mean values for the dimensions of the Digital Human Resource Management variable from the perspective of the employees of the Vocational Training Corporation in Jordan, but they were similar in their importance level, as all achieved a high importance level. The Digital Training dimension achieved the highest mean value at (4.27), followed by the Digital Recruitment and Training dimension with a mean of (4.19). The lowest mean value among the dimensions of the Digital Human Resource Management variable belongs to the Digital Evaluation variable, which achieved a mean of (4.07), which is within the high relative importance. Overall, the Digital Human Resource Management variable achieved a high importance level with a mean value of (4.18).

4.3.2 Description of Sustainable Competitive Advantage Dimensions (Dependent Variable): The Sustainable Competitive Advantage variable was measured through three dimensions. The following tables show the arithmetic means and standard deviations for each dimension.

After identifying the mean values for the dimensions of the dependent variable, Table (22) shows the arithmetic means, standard deviations, ranks, and importance level for the dimensions of the Sustainable Competitive Advantage variable, as well as the overall mean for the variable.

Table (22): Arithmetic Means, Standard Deviations, and Importance Level for the Dimensions of the Sustainable Competitive Advantage Variable

Item	Rank	Mean	Importance Level
1. Quality	2	4.35	High
2. Innovation	1	4.40	High
3. Flexibility	3	4.31	High
Sustainable Competitive Advantage		4.34	High

Table (22) shows that there are differences in the mean values for the dimensions of the Sustainable Competitive Advantage variable from the perspective of the employees of the Vocational Training Corporation in Jordan, but they were similar in their importance level, as all achieved a high importance level. The Innovation dimension achieved the highest mean value at (4.39), followed by the Quality dimension with a mean of (4.34), and then the Flexibility dimension (4.30). Overall, the Sustainable Competitive Advantage variable achieved a high relative importance level with a mean value of (4.34), which indicates that the Sustainable Competitive Advantage at the Vocational Training Corporation in Jordan is high.

Testing the Main Hypothesis: H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Digital Human Resource Management with its dimensions (Digital Recruitment and Training, Digital Training, Digital Evaluation) on Sustainable Competitive Advantage with its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan. The hypothesis was tested using Multiple Linear Regression analysis, at a significance level of ($\alpha \leq 0.05$). Table (23) shows the results.

Table (23): Results of the Main Hypothesis Test

Model Summary	ANOVA	Independent	Coefficients

Dependent Variable	R	R Square	Adjusted R Square	F	df	Sig.	**Variable Dimensions**	B	t	Sig.
Sustainable Competitive Advantage	0.829	0.659	0.664	145.61	3	0.000	(Constant)			
							Digital Recruitment and Training	0.196	2.552	0.010
							Digital Training	0.189	2.482	0.008
					189		Digital Evaluation	0.247	3.392	0.001

The tabulated F-value was (2.36) at degrees of freedom (3, 189). When compared with the calculated F-value from the ANOVA of (145.61), we find the calculated F is higher than the tabulated F, thus proving the significance of the regression model. The significance level of the test was (0.000), which is less than the study's adopted significance level of (0.05). Additionally, the significance levels for the dimensions of the Digital Human Resource Management variable (Digital Recruitment and Training, Digital Training, and Digital Evaluation) were less than (0.05), being (0.010, 0.008, and 0.001) respectively. The t-values for the dimensions were (2.552, 2.482, and 3.392) respectively, which are higher than the tabulated t-value of (1.97). Thus, we prove the existence of an effect of these dimensions on the Sustainable Competitive Advantage variable.

- Based on the above, we reject the main null hypothesis and accept the alternative, which states: **There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of Digital Human Resource Management with its dimensions (Digital Recruitment and Training, Digital Training, and Digital Evaluation) on Sustainable Competitive Advantage with its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan.**
- The value of R indicates the strength of the correlation between the independent variable dimensions (Digital Recruitment and Training, Digital Training, and Digital Evaluation) and the dependent variable. Table (23) shows a strong positive direct correlation, with a value of R = 0.829. The high value of the correlation coefficient reinforces the result of a significant statistical effect of the independent variable dimensions on the dependent variable.
- The coefficient of determination (R2) was (0.659), which indicates the ability of the combined dimensions (Digital Recruitment and Training, Digital Training, and Digital Evaluation) to explain the variance in the dependent variable. It shows that the independent variable dimensions can explain (65.9%) of the (Sustainable Competitive Advantage). The adjusted R-squared (Adjusted R2) was (0.665), and the difference between it and the R-squared was (0.005), which is a very low value, indicating that the predictive ability of the independent variables on the dependent variable is acceptable.

Testing the First Sub-Hypothesis:

Translator's Note: *The following hypothesis (H01) mentions* ***"Organizational Reputation"*** *as the independent variable. However, the variable tested in the corresponding table (Table 24) is* ***"Digital Recruitment and Training."*** *This is a significant inconsistency in the original source document. The translation below reflects the original text exactly as written.*

H01: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of **Organizational Reputation** on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan.

The hypothesis was tested using Simple Linear Regression at a significance level of ($\alpha \leq 0.05$). Table (24) shows the results.

Table (24): Results of Simple Linear Regression for the First Sub-Hypothesis

	Model Summary			ANOVA			Coefficients		
Independent Variable	R	R Square	Adjusted R Square	F	df	Sig.	B	t	Sig.
Digital Recruitment and Training	0.788	0.565	0.563	188.110	1 / 191	0.000	0.626	15.891	0.000

When comparing the calculated F-value (188.110) with the tabulated F-value (2.36) corresponding to degrees of freedom (1, 191), it was found that the calculated F-value is greater than the tabulated value, indicating the significance of the regression model.

- The tabulated t-value was (1.97). When comparing it with the calculated t-value (15.891), it was found that the calculated t-value is greater, confirming the significance of the model used in the regression analysis.
- The significance level of the test was (0.000), which is less than the adopted significance level in the study. Therefore, we reject the first sub-hypothesis and accept the alternative hypothesis which states: **"There is a statistically significant effect at the significance level (α ≤ 0.05) of Organizational Reputation on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan."**
- The R-value was used to detect the correlation between the independent and dependent variables. Table (24) showed a strong positive correlation between Digital Recruitment and Training (independent variable) and Sustainable Competitive Advantage (dependent variable) as its value = 0.788, which is greater than (0.5).
- The coefficient of determination (R2 = 0.565) indicates that the independent variable (Digital Recruitment and Training) can explain (56.5%) of the variance in Sustainable Competitive Advantage. The adjusted R-squared value (Adjusted R2 = 0.563) is very close to the R-squared value, indicating that the predictive ability of the independent variable on the dependent variable is acceptable.
- To determine the predictive capacity of the equation, the B value was used and found to be (0.626). This result indicates that a one-unit change in Digital Recruitment and Training will lead to an increase in Sustainable Competitive Advantage by (0.626).

Testing the Second Sub-Hypothesis:

Translator's Note: *The following hypothesis (H02) mentions* ***"Organizational Commitment"*** *as the independent variable. However, the variable tested in the corresponding table (Table 25) is* ***"Digital Training."*** *This is another significant inconsistency in the original source document. The translation below reflects the original text exactly as written.*

H02: There is no statistically significant effect at the significance level (α ≤ 0.05) of **Organizational Commitment** on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan.

The hypothesis was tested using Simple Linear Regression at a significance level of (α ≤ 0.05). Table (25) shows the results.

Table (25): Results of Simple Linear Regression for the Second Sub-Hypothesis

	Model Summary			ANOVA			Coefficients		
Independent Variable	R	R Square	Adjusted R Square	F	df	Sig.	B	t	Sig.
Digital Training	0.725	0.601	0.603	193.201	1 / 191	0.000	0.603	17.193	0.000

- When comparing the calculated F-value (193.201) with the tabulated F-value (2.36) corresponding to degrees of freedom (1, 191), it was found that the calculated F-value is greater, indicating the significance of the regression model.
- The tabulated t-value was (1.97). When comparing it with the calculated t-value (17.193), it was found that the calculated t-value is greater, confirming the significance of the model.
- The significance level of the test was (0.000), which is less than the adopted significance level. Therefore, we reject the second sub-hypothesis and accept the alternative hypothesis which states: **"There is a statistically significant effect at the significance level (α ≤ 0.05) of Organizational Commitment on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan."**
- The R-value showed a strong positive correlation between Digital Training (independent variable) and Sustainable Competitive Advantage (dependent variable) as its value = 0.725, which is greater than (0.5).
- The coefficient of determination (R2 = 0.601) indicates that the independent variable (Digital Training) can explain (60.1%) of the variance in Sustainable Competitive Advantage. The adjusted R-squared (Adjusted R2 = 0.603) is very close to the R-squared value, indicating an acceptable predictive ability.
- The B value was found to be (0.603). This result indicates that a one-unit change in Digital Training will lead to an increase in Sustainable Competitive Advantage by (0.603).

Testing the Third Sub-Hypothesis:

H03: There is no statistically significant effect at the significance level (α ≤ 0.05) of **Digital Evaluation** on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan.

The hypothesis was tested using Simple Linear Regression at a significance level of (α ≤ 0.05). Table (26) shows the results.

Table (26): Results of Simple Linear Regression for the Third Sub-Hypothesis

	Model Summary			**ANOVA**			**Coefficients**		
Independent Variable	R	R Square	Adjusted R Square	F	df	Sig.	B	t	Sig.
Digital Evaluation	0.720	0.606	0.599	189.701	1 / 191	0.000	0.681	13.204	0.000

- When comparing the calculated F-value (189.701) with the tabulated F-value (2.36), it was found that the calculated F-value is greater, indicating the significance of the regression model.
- When comparing the calculated t-value (13.204) with the tabulated t-value (1.97), it was found that the calculated t-value is greater, confirming the significance of the model.
- The significance level of the test was (0.000). Therefore, we reject the third sub-hypothesis and accept the alternative hypothesis which states: **"There is a statistically significant effect at the significance level (α ≤ 0.05) of Digital Evaluation on Sustainable Competitive Advantage represented by its dimensions (Quality, Innovation, and Flexibility) at the Vocational Training Corporation in Jordan."**
- The R-value showed a strong positive correlation between Digital Evaluation (independent variable) and Sustainable Competitive Advantage (dependent variable) as its value = 0.720.
- The coefficient of determination (R2 = 0.606) indicates that the independent variable (Digital Evaluation) can explain (60.6%) of the variance in Sustainable Competitive Advantage. The adjusted R-squared (Adjusted R2 = 0.599) is very close to the R-squared value.
- The B value was found to be (0.681). This result indicates that a one-unit change in Digital Evaluation will lead to an increase in Sustainable Competitive Advantage by (0.681).

IV- Conclusion:

This chapter presents a thorough discussion of the findings following the presentation and analysis of the data in Chapter Four, interpreting them in context of the study's aims and questions and linking them to the theoretical framework and previous studies (Thorne, 2016). Accordingly, this chapter will start by revealing the outcomes of the descriptive statistics for the variables of the study followed by a discussion for the results relevant to the theses testing. In conclusion.

Study Findings Discussion: This section concentrates on the findings reached in Chapter Four, which will be discussed under the following two main areas: discussing the descriptive statistics result and discussing the hypothesis testing result.

Results of Descriptive Statistics: Discussion of Digital Human Resource Management Practice Level (Independent Variable) The results of the study showed that the practice level of Digital Human Resource Management as a whole at Vocational Training Corporation was high with a mean of (4.18). This positive result can be explained by the fact that a corporation as an entity with responsibilities to develop skills in order to adapt to the changing demand of labor market, considers digital transformation as a choice of strategy rather than an option.

This indicates that employees consider the digitization of performance appraisal processes to be the most mature and institutionally held practice, hence the Digital Evaluation came first with (4.27) mean. The result may be because the meager objectivity and transparency of contrasting digital examination systems with traditional practice (expected from item 15 as a mean) leads to employee satisfaction and belief in appraisal process. The result agrees with the finding of (Al-kharabsheh et al., 2023) where it has been found that digital evaluation has a significant effect on the performance of employees, also agrees with (Asraf, 2020) which confirmed that digital evaluation has an impact on institutional excellence enhancement.

The second base is the "Digital Training" dimension, with a mean of (4.19) Such a higher level indicates the responsiveness of the institution to the needs of the widest possible audience (item 8) and, as a training organization, to provide up to date interactive content (item 7) as a response to the new methods developed. The finding agrees with the study of (AlHamad et al., 2022) that emphasized the importance of e–training in Jordanian corporations.

On the other hand, the "Digital Recruitment and Training" dimension landed on the bottom. However, it was the risk dimension with the lowest mean (4.07) though still at a high level. This might suggest that the institution has done much better in digitising internal aspects (evaluation, training, etc.) than external aspects which directly affect the candidates. For example, the recruitment portals and social media category (item 1) had the lowest mean, suggesting weakness in external recruitment methods.

Level of Sustainable Competitive Advantage (dependent variable) Table 4 shows that the level of Sustainable Competitive Advantage was perceived to be very high as far as employees were concerned with overall mean of (4.34).

The "Innovation" dimension ranked first with a mean of (4.40), which is an interesting and meaningful finding. This means there exist a perception amongst the employees that the institute does not teach conventional programs, but looks forward to implement the contemporary practices and technologies (item no 21) and its also shows that the students also feel that the institute

promotes innovative ideas (item no 22). The Institute is further cementing its position as a front runner in the sector of vocational training. This result is consistent with the study of(Al-Sufi and Salama, 2021), that related the implementation of the e-HRM to the realization of administrative innovation.

Then comes the dimension of "Quality" at a mean of (4.35) which indicates the high-level reputation of the institution and the quality of its training results.

Lastly, the dimension of "Flexibility" ranked last (4.31) The score is high overall, but its ranking in last place could mean that the institution is still getting faster and nimbler in responding to the labor market and customizing program delivery, which are challenges that it is continuously improving on when compared with quality and innovation.

Implications of Hypothesis Testing results: Main Hypothesis Discussion The study results showed a statistically significant positive impact of Digital Human Resource Management with its combined dimensions on Sustainable Competitive Advantage. However, the explanatory power of Digital HRM explained (65.9%) the variance in Sustainable Competitive Advantage which is a very strong explanatory power. This critical discovery corroborates that the digital transformation of HR Functions have traversed beyond a mere instrument for enhancing operational efficiency but have evolved to be a core strategic imperative for the development of a sustainable competitive advantage.

Which confirm the result of the study of (Jawad, 2022) in which the human resources re-engineering (including the technological dimension) lead to increased sustainable competitiveness.

This is also consistent with the results of (Alkhodary, 2021), who confirmed the impact of e-HRM on the sustainability of SMEs in Jordan, and (Al-Khatim et al., 2021), who found that HR digitization is related to achieving sustainable development in the higher education sector.

Although (Chapano et al., 2023) study was centered on the difficulties of digital HRM implementation, our present finding with respect to the strategic outcome gained from successful handling of these challenges, adds to this knowledge.

MAJOR FINDINGS: Sub-Hypotheses Discussion Sub-Hypothesis 1 The impact of each and every dimension of Digital Human Resource Management is significant on Sustainable Competitive Advantage; this has confirmed that each dimension is an independent and important factor affecting the dependent variable.

Influence of Digital Recruitment and Staffing: This dimension has a significant effect shows that employing digital tools to attract talents not only expedites the processes but also helps in choosing high competent candidates.

Impact of Digitalisation of Training: This finding makes specific sense in a vocational training organisation, as the adoption of digital and flexible training transforms not only employee skills but could also make the organisation a role positive model in innovation. And this is in perfect match with what was found by (Al-kharabsheh et al., 2023), which reported that digital train directly affects employee performance.

Influence of Digital Assessment: Digital assessment helps obtain presence & correct data on the performance of the employees to have a competitive edge. It enables greater pinpointing of training needs (item 14), connecting workplace performance to strategic goals, and promoting an

organizational culture of continuous improvement. Similarly, this finding is also directly supported by the study of (Al-kharabsheh et al., 2023).

Conclusions: From the Results discussion, the following conclusions can be derived:

Evaluation and training areas in human resource management practices in digital infrastructure have the highest quality in Vocational Training Corporation in Jordan with a high level of maturity.

Institution employees have a highly favourable perception of its competitive advantage and high awareness of the talent management institution Viz. the ability to innovate and deliver quality service.

Digital HR is one of the most effective and significant of all strategic drivers for establishing and improving sustainable competitive advantage for the institution.

Recommendations: Based on the results and discussion of the above mentioned, the study has provided the following recommendations:

To decision-makers at the Vocational Training Corporation:

Considering the substantial strategic impact demonstrated, it is best to continue developing, upgrading and integrating digital systems along with business processes for sustainable excellence.

Focus on professional recruitment platforms (such as LinkedIn), social media (such as Facebook or Twitter) for attracting top talent rather than only the official website as this dimension came last.

For Future Researchers: In-depth interviews or case studies can be, therefore, recommended that can provide an insight into the core understanding for the employee experience, HR digitisation, its challenges and how the success could be measured.

Future research could consider other variables, such as employee digital readiness or senior management support, as potential moderators or mediators in the link between digital HRM and competitive advantage.

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