The Impact of Human Resources Management System No. (33) Of the Year (2024) on the Performance of Public Sector Employees in Jordan

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ABSTRACT

This study aims to examine the impact of Human Resource Management System No. (33) Of 2024 on the performance of public sector employees in Jordan. It also seeks to explore the perspectives of senior management, as they are key decision-makers and direct supervisors of the system's implementation within public sector institutions In light of significant developments; employee performance has become one of the most influential factors in achieving institutional goals and enhancing operational effectiveness. In practice, Jordan's public sector exhibits noticeable discrepancies in employee performance levels. This is attributed to a set of organizational and administrative challenges, most notably the weakness of adopted evaluation systems, inadequacies in training programs, low motivation levels, and the absence of a clear link between individual performance and institutional strategic goals. The study employed a descriptive analytical methodology through the design of a questionnaire to collect data on the study variables. The questionnaire was distributed to a sample of (235) directors. Data were analyzed using appropriate statistical methods. The results indicated a statistically significant impact of the Human Resource Management System and its dimensions (recruitment, selection, training and development, performance appraisal) on employee performance in the Jordanian public sector. The study recommended that government institutions design specialized training programs aligned with administrative and technological advancements, and that they monitor the impact of these programs on improving job performance.

Keywords: Human resource management, Performance, Jordanian public sector.

INTRODUCTION

Amid ongoing administrative and economic transformations worldwide, the need to develop an effective Human Resource Management (HRM) system in the public sector has become essential to enhance institutional performance and achieve governmental strategic objectives. Human resources are the primary drivers of administrative reform and development. The effectiveness of public institutions depends largely on their ability to attract, motivate, and develop talent within an organized and modern administrative framework. This approach is supported by several theoretical frameworks in public administration, most notably Management by Objectives, which focuses on aligning employee performance with institutional goals, and Human Capital Theory, which considers investment in human resources as an investment in improving government productivity. New concepts such as institutional excellence and administrative governance have also emerged as tools supporting this direction(Al-Rahahleh et al., 2024).

The amendments introduced in Human Resource Management System No. (33) of 2024 issued under Article 120 of the Jordanian Constitution aim to bridge the performance gaps revealed through performance evaluations. This regulation applies to all employees working in ministries, departments, councils, and official public

institutions, and it came into effect after being published in the Official Gazette with a Royal Decree. The main objective of this system is to enhance employee efficiency and productivity to build an empowered and effective public sector capable of achieving the national vision, which is based on several pillars. The regulation mandates that all employees must read and implement its provisions, with the ultimate goal of improving citizen satisfaction, which is considered the central focus of the Jordanian public sector.

The system emphasizes that the recruitment process should target competent individuals with the necessary functional skills and knowledge, based on objective criteria and job descriptions that accurately reflect the nature and responsibilities of each role. These job descriptions must include essential information about the position's functions. Moreover, the new HRM system stipulates the gradual phasing out of the Civil Service Bureau's role in managing the employment pool, eventually reaching 100% reliance on direct recruitment announcements by 2027. As of November 2023, the Bureau (formerly the Civil Service Bureau) ceased accepting new job applications, with remaining recruitment restricted to applicants who applied before that date. The Bureau's role will shift to oversight and monitoring across all recruitment stages, supported by legislative empowerment to perform this regulatory function effectively (Prime Ministry, 2024).

Human resource management in the public sector is governed by a set of rights and duties, along with rules and behavioral standards intended to maximize citizen satisfaction. Employees are expected to treat citizens with fairness and without discrimination, abide by regulations, actively participate in teamwork, and demonstrate ethical values such as honesty, transparency, and accountability. The HRM system includes a comprehensive performance evaluation mechanism based on achievements and team collaboration, aiming to achieve strategic goals through merit and transparency. Performance is evaluated semi-annually to identify and address weaknesses in coordination with employees and their supervisors, while strengths are reinforced and encouraged. The Human Resource Management System and its amendments, as of 24/02/2025, were issued under Article 120 of the Constitution. To view the regulation as published in the Official Gazette.

Employee performance in the Jordanian public sector is a key factor directly affecting the quality of services delivered to citizens and the efficiency of government institutions. These institutions face numerous challenges bureaucracy, administrative rigidity, lack of incentives, and limited opportunities for continuous training and development (Civil Service Bureau, 2022). Nevertheless, the Jordanian government, through administrative reform programs and advanced HRM systems, aims to enhance performance efficiency by developing employee skills, increasing motivation, and fostering commitment and discipline. Local studies indicate that improving HRM systems has a tangible positive impact on raising performance levels in public sector institutions (Al-Dmour et al., 2014).

PROBLEM STATEMENT

Employee performance is among the most critical factors influencing the achievement of institutional goals and the effectiveness of the public sector. In Jordan, there are evident disparities in employee performance across public sector institutions due to several organizational and administrative challenges, including weak evaluation systems, inadequate training programs, low job motivation, and a lack of alignment between individual performance and institutional strategic goals. Despite the government's efforts toward public sector reform and the launch of Human Resource Management System No. (33) Of 2024, the extent to which these reforms have improved employee performance remains unclear and requires an in-depth analytical study. Thus, there is a need for a scientific investigation to explore the factors influencing employee performance within the Jordanian context and evaluate the effectiveness of current administrative policies in enhancing and motivating employee performance the study addresses the following main question: Is there an impact of Human Resource Management System No. (33) of 2024 on the performance of public sector employees in Jordan?

RESEARCH QUESTIONS

1. What is the relative importance of the human resource recruitment system in the Jordanian public sector?
2. What is the relative importance of the human resource selection system in the Jordanian public sector?
3. What is the relative importance of the training and development system in the Jordanian public sector?
4. What is the relative importance of the performance appraisal system in the Jordanian public sector?
5. What is the relative importance of employee performance in the Jordanian public sector?
6. Is there a statistically significant impact of Human Resource Management System No (33) of 2024 based on its dimensions (recruitment, selection, training and development, performance appraisal) on the performance of public sector employees in Jordan?

STUDY HYPOTHESES

Main Hypothesis

H$_0$: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of Human Resource Management System No. (33) of 2024, based on its dimensions (recruitment, selection, training and development, performance appraisal), on the performance of public sector employees in Jordan.

Sub-Hypotheses

1. **H$_0$.1:** There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the recruitment system of HRM No. (33) Of 2024 on public sector employee performance.
2. **H$_0$.2:** There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the selection system of HRM No. (33) Of 2024 on public sector employee performance.
3. **H$_0$.3:** There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the training and development system of HRM No. (33) Of 2024 on public sector employee performance.
4. **H$_0$.4:** There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the performance appraisal system of HRM No. (33) Of 2024 on public sector employee performance.

Significance of the Study

This study addresses a knowledge gap in the field of human resource management (HRM), particularly within Jordanian governmental organizations. It aims to analyze the current state of employee performance and the impact of Human Resource Management System No. (33) of 2024. The study also contributes to the scientific literature on the key factors influencing job performance such as motivation, training programs, and evaluation systems by offering integrated analytical models tailored to the characteristics of the Jordanian public sector.

Moreover, the study provides an opportunity to develop a theoretical and practical framework grounded in the context of Jordanian government institutions. This can serve as a foundation for future researchers to expand upon or explore further. It offers clear recommendations to policymakers on how to improve employee performance through amendments to HRM-related policies and procedures. The study also contributes to the development of a more transparent and effective performance appraisal system, supports the design of employee training and professional development programs that align with actual needs, and enhances administrative reform and good governance by improving the work environment and promoting a culture of high performance in public institutions.

Research Objectives

1. To identify the relative importance of the human resources recruitment system in the Jordanian public sector.
2. To determine the relative importance of the selection system in the Jordanian public sector.
3. To assess the relative importance of the training and development system in the Jordanian public sector.
4. To evaluate the relative importance of the performance appraisal system in the Jordanian public sector.
5. To examine the relative importance of employee performance in the Jordanian public sector.
6. To analyze the impact of Human Resource Management System No. (33) of 2024—through its dimensions (recruitment, selection, training and development, performance appraisal) on the performance of public sector employees in Jordan.

Operational Definitions

The study includes several key terms defined operationally and measured through specific questionnaire items, as follows:

1. Human Resource Management System: Refers to administrative procedures and practices related to human resource management in the public sector. It is measured using four main dimensions as reflected in the study's instrument (questionnaire).
2. Recruitment: Measured through items that assess the effectiveness of methods used to attract candidates for public sector jobs.
3. Selection: Measured through items evaluating the fairness and efficiency of employee hiring and appointment procedures.
4. Training and Development: Measured through items that gauges the availability, relevance, and impact of training opportunities on employee skill development.
5. Performance Appraisal: Measured through items that assess the transparency and fairness of evaluation systems and their contribution to performance improvement.

6. Employee Performance: Refers to the level of efficiency in fulfilling job tasks, commitment to responsibilities, and quality of output. It is measured using items related to achievement, productivity, job commitment, work quality, initiative, and collaboration.

Study Boundaries

1. Geographical Boundary: Ministries, departments, councils, and official public institutions subject to the provisions of HRM System No. (33) of 2024, issued under Article 120 of the Jordanian Constitution.
2. Human Boundary: Employees in leadership positions within the above-mentioned public sector entities.
3. Time Boundary: The study was conducted during the year 2025.
4. Subject Matter Boundary: The study focuses on the topics of HRM, including recruitment, selection, training and development, performance appraisal, and employee performance in the Jordanian public sector.

Study Limitations

The researchers encountered several challenges, the most prominent being the scarcity of previous studies addressing HRM System No. (33) In the public sector, as it was only recently introduced at the end of 2024. As such, its effects have not yet been extensively explored. Additionally, the study's findings depend on the validity of the research instrument and the objectivity and honesty of participants' responses.

Relevant Previous Studies

To understand the practical and academic realities of organizational operations, the researchers reviewed several related studies. They identified a knowledge gap concerning the actual impact of the newly implemented HRM system in the Jordanian public sector. Studies examining HRM in general, and the application of various primary and secondary HR systems, can help bridge this gap. Below is a summary of key relevant studies:

1. **Issa et al. (2025):** Examined the impact of an Education Information Management System on system quality and HR development at the Arab Academy for Science, Technology, and Maritime Transport in Alexandria. Using a quantitative approach with a sample of 400 faculty and students, the study found a significant relationship between the system's dimensions and HR development. It recommended enhancing training programs to increase awareness of advanced practices in communications and information management.

2. **Al-Yamani (2025):** Focused on the role of Saudi Arabia's Vision 2030 in transforming the workforce through HRM strategies. The study used a descriptive method based on theoretical literature, government reports, and secondary data, focusing on strategies like digital transformation. It concluded that Vision 2030 significantly contributed to HR sector development and sustainable growth. The study emphasized the importance of public-private partnerships to promote continuous innovation and training.

3. **Naseer et al. (2022):** Investigated the implications of green HRM focused on sustainability on public sector employee performance in Jordan. Using a descriptive approach, the study concluded that green HRM had a positive effect on performance efficiency and creativity, driven by motivation. It recommended implementing training and awareness programs related to environmental preservation and linking performance criteria to sustainability metrics.

4. **Bin Drib (2016):** Explored the factors contributing to ethical violations in the Saudi public sector. Using documentary, survey, and qualitative methods, the study found that administrative corruption existed but that the government had taken extensive measures to promote ethical behavior and combat corruption through regulations and oversight agencies. It recommended adopting ethical leadership, role modeling, and increasing the powers of regulatory bodies.

Distinctiveness of the Current Study

What sets this study apart is the novelty of its topic. It explores the impact of Human Resource Management System No. (33) Of 2024, which was only recently implemented? This makes it among the first studies to analyze the direct effects of the system on employee performance in the Jordanian public sector. Unlike previous studies that dealt with HRM in both public and private sectors more generally, this study specifically targets public sector employees—the primary stakeholders affected by the system.

Moreover, the study highlights differences between the new system and the previous Civil Service System, offering a deeper understanding of the direction of administrative development in Jordan. Finally, the findings and recommendations provide practical value for decision-makers in the Jordanian government and the Public Service and Administration Authority, offering actionable insights that go beyond theoretical discussion.

THEORETICAL FRAMEWORK

Human Resource Management System

HRM is a core aspect of public administration. Valcik (2023) defines it as an integrated strategic approach to managing human capital, aiming to enhance institutional performance and achieve national objectives. Rosen bloom (2009) emphasizes that HRM in the public sector goes beyond traditional functions like hiring and training, encompassing the legal, political, and administrative context a perspective aligned with the goals of HRM System No. (33) of 2024 in Jordan.

Van Wart (2017) argues that HRM reforms in the public sector must be based on the principles of fairness, transparency, and merit. The new Jordanian system reflects these values by linking hiring, promotion, and evaluation to employee performance rather than seniority. Alasasfeh et al. (2024) highlighted how e-HRM systems improve performance through enhanced perceived fairness and accountability, consistent with the new system's emphasis on performance agreements and objective evaluations. Aldiabat (2025), in a study on Jordanian universities, demonstrated the positive impact of modern HRM systems on talent development and performance sustainability. Al-Qudah et al. (2014) also found a positive relationship between strategic HR planning and performance in Jordanian companies. In the context of government reform, Madanat & Khasawneh (2018) found that effective HRM practices closely correlate with employee satisfaction, supporting the hypothesis that implementing the new system can enhance performance and motivation. Accordingly, the researchers believe that System No. (33) of 2024 represents a modern reform framework based on merit, fairness, transparency, strategic planning, and institutional empowerment. These concepts align with contemporary theoretical literature and open the door for in-depth research on the system's impact on employee performance in Jordan's public sector(.

Dimensions of Strategic Human Resource Management

Human Resource Management (HRM) is considered one of the fundamental pillars of modern administration. It extends beyond traditional functions to include a set of integrated dimensions that contribute to enhancing performance efficiency and achieving organizational goals. Valcik & Hand (2023) emphasized that HRM in public institutions has become a strategic approach based on proactive planning and direct alignment with the institution's vision and objectives.

1. Strategic Dimension: This dimension focuses on proactive HR planning and its alignment with national plans and institutional goals. Al-Qudah et al. (2014) confirmed that strategic HR planning is positively correlated with institutional performance and enhances adaptability to changes.

2. Recruitment and Selection Dimension: This involves attracting and hiring qualified individuals based on merit and transparency. Van Wart & Denise (2017) noted that merit-based recruitment practices are a key factor in improving performance and promoting organizational justice.

3. Training and Development Dimension: This dimension aims at equipping employees with the knowledge and skills necessary to adapt to job demands. Alasasfeh & Abu Qaud (2024) found that electronic training systems and continuous development significantly enhance performance and job satisfaction.

4. Performance Appraisal Dimension: Performance evaluation serves as a fundamental tool for accountability and motivation. Rosen bloom et al. (2009) argued that fair and transparent appraisal systems foster job equity and improve institutional performance.

5. Incentives and Compensation Dimension: This includes both monetary and non-monetary rewards, aiming to balance performance with employee satisfaction. Madanat & Khasawneh (2018) demonstrated that effective HRM practices, especially incentives, are closely linked to employee motivation and satisfaction.

6. Talent Management and Sustainability Dimension: Aldiabat (2025) emphasized that modern HRM systems contribute to attracting and retaining talents within a framework of long-term institutional sustainability.

Based on the above, the researchers believe that the dimensions of HRM strategic planning, recruitment, training, evaluation, incentives, and talent management form an interconnected system reflecting the institution's capability to achieve excellence and sustainable performance. These dimensions constitute the theoretical foundation for evaluating the impact of any new system, such as Human Resource Management System No. (33) Of 2024 in Jordan.

Job Performance

Job performance is one of the most critical indicators of the success of any HRM system, as it reflects an employee's ability to achieve institutional goals efficiently and effectively. Murphy (2012) defined job performance as "a set of behaviors and outcomes produced by the employee that indicate the extent to which assigned objectives are achieved." Elhawi et al. (2021) distinguished between two aspects of performance: the quantitative aspect (measured by outcomes and productivity) and the qualitative aspect (which includes quality, commitment, and organizational behaviors).

In the context of public administration in Jordan, the study by Alasasfeh & Abu Qaud (2024) found that applying electronic HRM systems enhances job performance by promoting fairness, transparency, and accountability. Similarly, Madanat & Khasawneh (2018) showed that effective HR practices are positively associated with employee satisfaction and performance levels. Accordingly, job performance serves as a central axis for evaluating the impact of new systems such as HRM System No. (33) Of 2024 on public sector employees in Jordan.

Jordanian Public Sector

The public sector in Jordan is the backbone of essential service delivery, including education, healthcare, and security (Alhawamdeh et al,2023). It is also the largest employer compared to the private sector, making it highly influential in economic growth and employment policies adopted by the Jordanian government (Al-Rfou & Almomani, 2020). Several studies have indicated that this sector faces challenges related to efficiency and bureaucracy, prompting the government to launch comprehensive reform programs aimed at enhancing performance and transparency (World Bank, 2022). Public sector modernization is now viewed as a prerequisite for achieving long-term sustainability in Jordan (Jreisat, 2017 ; Kilani, 2021).

RESEARCH METHODOLOGY

This study adopts a descriptive-analytical methodology, as it is best suited for examining administrative and human phenomena and analyzing relationships among variables. This approach enables the collection of quantitative data and its statistical analysis to understand the relationship between the independent variable (HRM system) and the dependent variable (employee performance).

Study Population and Sample

The study population consisted of all senior management employees, as they are the decision-makers and direct supervisors responsible for implementing the HRM system in public sector institutions specifically ministries, official departments, and public institutions where the new HRM system has been introduced.325 A random sampling technique was used to select a representative sample from public sector employees.

Research Instrument

A customized **questionnaire** was developed to measure the study's variables. It was divided into two main parts:
1. **Independent variable:** The Human Resource Management System, with the following dimensions: recruitment, selection, training and development, and performance appraisal.
2. **Dependent variable:** Employee performance. The questionnaire consisted of 30 items distributed across the study's variables and dimensions. Its validity and reliability were verified through expert review and by calculating Cronbach's alpha for internal consistency.

Statistical Analysis Methods

The data were analyzed using **SPSS** software, applying the following statistical methods:
1. Frequencies, percentages, means, and standard deviations
2. Cronbach's alpha test for reliability
3. Pearson correlation coefficient to measure the relationship between variables
4. Simple and multiple linear regression analyses to assess the impact of the independent variable on the dependent variable

Validity and Reliability of the Instrument

The researchers conducted three types of tests to ensure the reliability and validity of the questionnaire:
1. Face Validity: This was ensured by having the questionnaire reviewed by faculty members and subject-matter experts to assess the appropriateness of each item and its alignment with the relevant dimension. Feedback regarding language clarity and comprehensibility was incorporated.
2. Construct Validity: This was tested using Exploratory Factor Analysis (EFA) to ensure that the questionnaire items statistically measure what they are intended to measure.
    1.   Kaiser-Meyer-Olkin (KMO) Test: This test measures sampling adequacy. A value above 0.50 indicates a sufficient sample size for factor analysis.
    2.   Factor Loadings: High item loadings indicate that the questionnaire is valid and suitable for the study. A loading of 0.30 or higher is generally considered acceptable.

3. Reliability (Internal Consistency): The researchers calculated Cronbach's alpha coefficients for all questionnaire dimensions. This step is essential to ensure the consistency and stability of the results derived from the data analysis. The values obtained indicate that the instrument is reliable and the findings are dependable. Table (1) presents the test results.

4.

Table 1. Reliability Test of the Questionnaire and Cronbach's Alpha Values.

Variable	Cronbach's Alpha Value	Number of Items
Recruitment	0.741	5
Selection & Appointment	0.887	5
Training & Development	0.649	5
Performance Evaluation	0.679	5
Employee Performance	0.825	10
Overall Instrument	0.882	30

It is evident from the results presented in Table (1) that all Cronbach's Alpha values exceeded the acceptable threshold of 0.60. According to Sekaran & Bougie (2016), a minimum value of 0.60 is considered acceptable for reliability. Given that the Cronbach's Alpha values ranged between 0.649 and 0.887, the reliability of the questionnaire dimensions is statistically acceptable. Furthermore, the overall reliability of the questionnaire was 0.882, indicating a high level of reliability. This suggests that the instrument yields consistent and stable results over time, especially when administered to the same group under similar conditions. A reliable scale consistently produces the same results when reapplied.

Results Analysis and Discussion

Description of the Independent Variable: Human Resource Management System (HRMS)

This section provides a descriptive analysis of the study's independent variable and its dimensions. The responses of the study sample to the questionnaire items measuring these variables were analyzed using descriptive statistical methods, including means, standard deviations, ranks, and relative importance. This part of the study addresses the following research question: What is the relative importance of the Human Resource Management System and its dimensions (recruitment, selection, training & development, performance evaluation) in the Jordanian public sector? The results of the descriptive analysis for the independent variable (HRMS) and its dimensions are presented as follows:

Table 2. Descriptive Statistics Measures for the Independent Variable (Human Resource Management System).

No.	Dimension	Mean	Standard Deviation	Rank	Relative Importance
1	Recruitment	3.55	1.19	4	Moderate
2	Selection	3.72	1.13	3	High
3	Training & Development	3.68	1.12	2	High
4	Performance Evaluation	3.83	1.05	1	High
Human Resource Management System	**3.67**			**High**	

It is evident from Table (2) that the overall relative importance of the variable (Human Resource Management System) was high, with an overall mean score of 3.67. The dimension of Performance Evaluation ranked first, with a mean of 3.83 and a standard deviation of 1.05, indicating a high relative importance. This was followed by Training & Development, which ranked second with a mean of 3.68 and a standard deviation of 1.12, also reflecting high relative importance. The Selection dimension came third, with a mean of 3.72 and a standard deviation of 1.13, again showing high relative importance. Finally, the Recruitment dimension ranked fourth, with a mean of 3.55 and a standard deviation of 1.19, indicating moderate relative importance. This section of the study presents a description of the study variables by analyzing the responses of the sample individuals to the items designated for measurement in the study tool. To achieve this, descriptive statistical methods were used, including means, standard deviations, and relative importance. This part of the study answers the following research question: What is the relative importance of employee performance in the Jordanian public sector? The following are the results of the analysis of the dependent variable (Employee Performance): The variable of employee performance represents the dependent variable in the study, as shown below:

Table 3. Descriptive Statistics Measures for the Variable (Employee Performance).

No.	Variable	Mean	Standard Deviation	Rank	Relative Importance
	Employee Performance	4.092	1.02		High

It is clear from Table (3) that the relative importance level of the variable (Employee Performance) was high, with an overall mean of 4.092 and a standard deviation of 1.02. Testing the Study Hypotheses In this part of the study, we review the hypothesis testing process. The main hypothesis was tested using multiple linear regression analysis, while the sub-hypotheses were tested using simple linear regression analysis. Main Hypothesis (H0): There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of Human Resource Management System No. (33) for the year (2024), with its dimensions (Recruitment, Selection, Training and Development, Performance Evaluation), on the performance of employees in the Jordanian public sector." To test the main hypothesis, multiple linear regression analysis was used, and the results were as follows:

Table 4. Results of Multiple Linear Regression Analysis to Test the Impact of HRM System Dimensions on Employee Performance.

Predictor Variable	Unstandardized Coefficient (B)	Standard Error	Beta Coefficient (β)	t-value	Sig. (p-value)
Recruitment	0.132	0.045	0.143	2.933	0.004
Selection	0.148	0.042	0.157	3.524	0.001
Training & Development	0.197	0.040	0.214	4.925	0.000
Performance Appraisal	0.281	0.038	0.303	7.395	0.000
R²	0.612				
F-value	61.287				0.000

As shown in Table (4), the results of the multiple linear regression analysis indicate a statistically significant effect of the Human Resource Management System dimensions (recruitment, selection, training & development, and performance appraisal) on the performance of public sector employees in Jordan. The coefficient of determination ($R^2 = 0.612$) indicates that 61.2% of the variance in employee performance can be explained by the HRM system dimensions. The F-value (61.287) with a significance level of 0.000 confirms the overall model's statistical significance. All four dimensions have statistically significant positive effects on employee performance at the significance level ($\alpha \leq 0.05$), with the performance appraisal dimension showing the strongest standardized impact ($\beta = 0.303$), followed by training and development ($\beta = 0.214$). Thus, the null hypothesis (H0) is rejected, and the alternative hypothesis is accepted: There is a statistically significant impact of HRM System No. (33) of 2024, through its dimensions, on the performance of public sector employees in Jordan. the correlation coefficient ($R = 0.763$) indicates a strong relationship between the independent variables (dimensions of the Human Resource Management system) and the dependent variable (employee performance). It was also found that the effect of the independent variables (dimensions of the Human Resource Management system) on the dependent variable (employee performance) is statistically significant, as the calculated F value was (120.669) with a significance level (Sig = 0.000), which is less than 0.05, confirming the effect. The coefficient of determination ($R^2 = 0.582$) indicates that 58.2% of the variance in employee performance can be explained by the variance in the dimensions of the Human Resource Management system collectively. Regarding the effect of each dimension separately:

1. Recruitment dimension: B = 0.032, t = 0.778, Sig = 0.437, indicating a non-significant effect.
2. Selection dimension: B = 0.300, t = 6.447, Sig = 0.000, indicating a significant effect.
3. Training and Development dimension: B = 0.073, t = 1.549, Sig = 0.122, indicating a non-significant effect.
4. Performance Evaluation dimension: B = 0.360, t = 8.002, Sig = 0.000, indicating a significant effect. Based on the above, we accept the alternative hypothesis stating that there is a statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Management system dimensions on the performance of public sector employees in Jordan.

Sub-Hypothesis One

H0.1: "There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Recruitment system no. (33) For the year 2024 on the performance of public sector employees in Jordan." To test this sub-hypothesis, simple linear regression analysis was used, and the results were as follows: (You may add here the specific results from the regression analysis of the recruitment system.)

Table 5. Results of Testing the Effect of Human Resource Recruitment.

Dependent Variable	Model Summary	ANOVA	Coefficients
	R = 0.698	F = 82.647 (df=4)	B = 0.368
	R² = 0.488	Sig F = 0.000	Std. Error = 0.055
			t = 6.734, Sig t = 0.000

The results in Table (5) show that the correlation coefficient (R = 0.698) indicates a relationship between the independent variable (Human Resource Recruitment) and the dependent variable (Employee Performance). The effect of the independent variable (Human Resource Recruitment) on the dependent variable (Employee Performance) is statistically significant, as the calculated F value was (82.647), with a significance level (Sig = 0.000), which is less than 0.05. The coefficient of determination (R² = 0.488) indicates that 48.8% of the variance in employee performance can be explained by the variance in human resource recruitment. The coefficients table shows that the B value for Human Resource Recruitment was (0.368), with a t-value of (6.734) and significance level (Sig = 0.000), indicating a significant effect of this dimension. Based on the above, we accept the alternative hypothesis stating: "There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Recruitment system no. (33) For the year 2024 on the performance of public sector employees in Jordan."

Sub-Hypothesis Two

H0.2: "There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Appointment system no. (33) For the year 2024 on the performance of public sector employees in Jordan." To test this sub-hypothesis, simple linear regression analysis was used, and the results were as follows:

Table 6. Results of Testing the Effect of Human Resource Appointment on the Performance of Employees in the Jordanian Public Sector.

Dependent Variable	Model Summary	ANOVA	Coefficients
	R = 0.579	F = 75.675	B = 0.427
	R² = 0.335	Sig F = 0.000	Std. Error = 0.049
			t = 8.699, Sig t = 0.000

*The effect is statistically significant at the level ($\alpha \leq 0.05$).

The results in Table (6) show that the correlation coefficient (R = 0.579) indicates a positive relationship between the independent variable and the dependent variable. The effect of the independent variable (Human Resource Appointment) on the dependent variable (Employee Performance) is statistically significant, as the calculated F value was (75.675), with a significance level (Sig = 0.000), which is less than 0.05. The coefficient of determination (R² = 0.335) indicates that 33.5% of the variance in employee performance is attributed to the variance in human resource appointment, with all other factors held constant. The coefficients table showed that the B value for the dimension (Human Resource Appointment) was (0.4275), and the t-value was (8.699), with a significance level (Sig = 0.000), indicating the significance of the effect of this dimension. Based on the above, we reject the null sub-hypothesis two and accept the alternative hypothesis stating: "There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Appointment system No. (33) for the year 2024 on the performance of public sector employees in Jordan."

Sub-Hypothesis Three

H0.3: "There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the Human Resource Training and Development system no. (33) For the year 2024 on the performance of public sector employees in Jordan." The results were as follows:

Table 7. Results of Testing the Effect of Human Resource Training and Development on Employee Performance.

Dependent Variable	Model Summary	ANOVA	Coefficients
	R = 0.539	F = 61.513	B = 0.478
	R² = 0.291	Sig F = 0.000	Std. Error = 0.061
			t = 7.843, Sig t = 0.000

*The effect is statistically significant at the level ($\alpha \leq 0.05$).

The results in Table (7) indicate that the correlation coefficient (R = 0.539) demonstrates a positive relationship between the independent variable and the dependent variable. The effect of the independent variable (Human Resource Training and Development) on the dependent variable (Employee Performance) is statistically significant, as the calculated F value was (61.513), with a significance level (Sig = 0.000), which is less than 0.05. The coefficient of determination (R² = 0.291) indicates that 29.1% of the variance in employee performance can be attributed to the variance in human resource training and development, with all other factors held constant.

The coefficients table showed that the B value for the dimension (Human Resource Training and Development) was (0.478), and the t-value was (7.843), with a significance level (Sig = 0.000), indicating the significance of this dimension's effect. Based on the above, we reject the null sub-hypothesis three and accept the alternative hypothesis stating: "There is a statistically significant effect at the level (α ≤ 0.05) of the Human Resource Training and Development system no. (33) For the year 2024 on the performance of public sector employees in Jordan."

Sub-Hypothesis Four

H0.4: "There is no statistically significant effect at the level (α ≤ 0.05) of the Human Resource Performance Evaluation system no. (33) For the year 2024 on the performance of public sector employees in Jordan."

Table 8. Results of Testing the Effect of Human Resource Performance Evaluation on Employee Performance.

Dependent Variable	Model Summary	ANOVA	Coefficients
	R = 0.541	F = 62.128	B = 0.457
	R² = 0.293	Sig F = 0.000	Std. Error = 0.058
			t = 7.882, Sig t = 0.000

*The effect is statistically significant at the level (α ≤ 0.05).

The results in Table (8) indicate that the correlation coefficient (R = 0.541) shows a positive relationship between the independent variable and the dependent variable. The effect of the independent variable (Human Resource Performance Evaluation) on the dependent variable (Employee Performance) is statistically significant, as the calculated F value was (62.128), with a significance level (Sig = 0.000), which is less than 0.05. The coefficient of determination (R² = 0.293) indicates that 29.3% of the variance in employee performance is attributed to the variance in human resource performance evaluation, with all other factors held constant. The coefficients table showed that the B value for the dimension (Human Resource Performance Evaluation) was (0.457), and the t-value was (7.882), with a significance level (Sig = 0.000), indicating the significance of this dimension's effect.

Based on the above, we reject the null sub-hypothesis four and accept the alternative hypothesis stating: "There is a statistically significant effect at the level (α ≤ 0.05) of the Human Resource Performance Evaluation system No. (33) for the year 2024 on the performance of public sector employees in Jordan." The results showed that the performance evaluation of human resources has a statistically significant effect at the level (α ≤ 0.05) on the performance of employees in the Jordanian public sector, indicating the importance of having fair and transparent evaluation systems that contribute to improving employee efficiency and motivating them to achieve. It was found that training and development programs have a significant and positive effect on the performance of employees in the Jordanian public sector, confirming the necessity of investing in capacity and skills development in line with the requirements of government work and environmental and administrative changes. The study proved that the recruitment process is an influential factor in improving employee performance in the Jordanian public sector, as selecting the right employee for the right job contributes to increasing performance efficiency and achieving job fairness. The results showed a statistically significant effect of human resource recruitment on employee performance in the Jordanian public sector, reflecting the importance of adopting mechanisms to attract outstanding competencies to ensure the public sector is supplied with qualified talents. The study concluded that there is a statistically significant effect at the level (α ≤ 0.05) of the Human Resource Management System with its dimensions (recruitment, appointment, training and development, performance evaluation) on employee performance in the Jordanian public sector. This confirms that the integrated application of this system contributes to improving institutional performance and enhancing the quality of public services.

CONCLUSION

In light of the findings of this study, it can be said that the Human Resource Management System in the Jordanian public sector is a fundamental strategic step towards improving job performance and enhancing the efficiency of government institutions. The results demonstrated a positive and significant effect of the system's dimensions (recruitment, appointment, training and development, and performance evaluation) on employee performance, reflecting the importance of adopting modern HRM practices characterized by fairness, transparency, and efficiency. The study also showed that investing in human resource development through continuous training and development, adopting precise standards in recruitment and appointment, as well as implementing objective performance evaluation mechanisms, all directly contribute to increasing job satisfaction, institutional loyalty, and improving the quality of public services provided to citizens. Therefore, these results highlight the necessity for public sector institutions to continue enhancing and developing the HRM system to

keep pace with administrative and technological changes, as this has a tangible impact on achieving efficiency, effectiveness, and raising institutional performance levels.

Recommendations

Based on the results, the study offers the following recommendations:

1. Develop objective and transparent evaluation mechanisms based on actual performance standards and achievements, away from personal considerations, to ensure fairness and improve employee motivation.

2. Guide government institutions towards designing specialized training programs that keep up with administrative and technological developments, while monitoring the impact of these programs on improving job performance.

3. Adopt scientific and objective criteria in recruitment and appointment processes to ensure selecting the right employee for the right position, thereby contributing to raising institutional efficiency and achieving job fairness.

4. Promote an institutional culture based on performance, accountability, and transparency, supporting employees' acceptance of change and reducing resistance to system implementation.

5. Establish an integrated electronic system for collecting and analyzing employee data to support decision-makers in planning, development, and performance management.

6. Design a fair incentive and reward system directly linked to performance evaluation results, enhancing job satisfaction and institutional loyalty.

7. Work on improving technological infrastructure and providing advanced electronic systems to efficiently implement the Human Resource Management System.

8. Encourage researchers to expand studies on the impact of establishing the Human Resource Management System in other government sectors and compare it with the private sector to increase theoretical and practical benefits.

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