

Digital HR Marketing in Morocco: A Quantitative Analysis of Social Media Recruitment, Employer Branding, and Talent Attraction Effectiveness

Marketing RH digital au Maroc : une analyse quantitative de l'efficacité du recrutement sur les réseaux sociaux, de la marque employeur et de l'attraction des talents

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ABSTRACT

This study investigates the impact of digital HR marketing practices on talent attraction effectiveness in the Moroccan context, specifically examining the roles of social media recruitment, employer branding, and digital HR platforms. A quantitative research design was employed using a structured questionnaire administered to 385 HR professionals and job seekers across various sectors in Morocco. Data were analyzed using SPSS software, employing descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis to test three hypotheses. The results indicate that social media recruitment ($\beta = 0.287$, $p < 0.001$), employer branding ($\beta = 0.406$, $p < 0.001$), and digital HR platforms ($\beta = 0.297$, $p < 0.001$) all significantly and positively influence talent attraction effectiveness. The multiple regression model explained 35% of the variance in talent attraction effectiveness ($R^2 = 0.350$, Adjusted $R^2 = 0.345$), with employer branding demonstrating the strongest effect. The study is limited to the Moroccan context and relies on self-reported measures. Future research should explore cross-cultural comparisons and longitudinal designs to capture the evolving nature of digital HR marketing. Organizations in Morocco should prioritize employer branding initiatives while simultaneously investing in social media recruitment and digital HR platforms to enhance their talent attraction capabilities in an increasingly digital labor market.

This study contributes to the limited empirical research on digital HR marketing in North African contexts, providing evidence-based insights for HR practitioners and academics interested in emerging market dynamics.

Keywords: Digital HR Marketing; Employer Branding; Social Media Recruitment; Talent Attraction; Morocco.

RESUME

Cette étude examine l'impact des pratiques de marketing RH numérique sur l'efficacité de l'attraction des talents au Maroc, en analysant plus particulièrement le rôle du recrutement via les réseaux sociaux, de la marque employeur et des plateformes RH numériques. Une méthodologie quantitative a été employée, basée sur un questionnaire structuré administré à 385 professionnels RH et demandeurs d'emploi issus de différents secteurs d'activité au Maroc. Les données ont été analysées à l'aide du logiciel SPSS, en utilisant des statistiques descriptives, une analyse de fiabilité, une analyse de corrélation et une analyse de régression multiple pour tester trois hypothèses. Les résultats indiquent que le recrutement via les réseaux sociaux ($\beta = 0,287$, $p < 0,001$), la marque employeur ($\beta = 0,406$, $p < 0,001$) et les plateformes RH numériques ($\beta = 0,297$, $p < 0,001$) influencent tous de manière significative et positive l'efficacité de l'attraction des talents. Le modèle de régression multiple explique 35 % de la variance de cette efficacité ($R^2 = 0,350$, R^2 ajusté = 0,345), la marque employeur présentant l'effet le plus marqué. Cette étude se limite au contexte marocain et repose sur des données déclaratives. Les recherches futures devraient explorer des comparaisons interculturelles et des études longitudinales afin de mieux appréhender l'évolution du marketing RH numérique. Les organisations marocaines devraient privilégier les initiatives de marque employeur tout en investissant dans le recrutement via les réseaux sociaux et les plateformes RH numériques pour renforcer leur attractivité auprès des talents sur un marché du travail de plus en plus digitalisé.

Cette étude contribue à la recherche empirique encore peu développée sur le marketing RH numérique en Afrique du Nord, en fournissant des données probantes aux professionnels et chercheurs RH intéressés par les dynamiques des marchés émergents.

Mots-clés : Marketing RH numérique ; Marque employeur ; Recrutement sur les réseaux sociaux ; Attraction des talents ; Maroc.

INTRODUCTION

The digital transformation of human resource management has fundamentally altered how organizations attract, engage, and recruit talent in the 21st century. In Morocco, as in many emerging economies, the proliferation of digital technologies and social media platforms has created unprecedented opportunities and challenges for HR professionals seeking to build competitive talent pipelines. Digital HR marketing—encompassing social media recruitment, employer branding, and specialized digital platforms—has emerged as a critical strategic capability for organizations competing in increasingly globalized talent markets.

Morocco's unique position as a North African nation with strong European ties, a growing technology sector, and a young, digitally-savvy population makes it an ideal context for examining digital HR marketing practices. The country has witnessed significant growth in internet penetration (84% in 2024) and social media usage, with platforms like LinkedIn, Facebook, and Instagram becoming integral to professional networking and job searching. Furthermore, Morocco's strategic initiatives to position itself as a hub for business process outsourcing, particularly customer relation centers, have intensified competition for skilled talent.

Despite the growing importance of digital HR marketing, empirical research examining its effectiveness in the Moroccan context remains limited. Most existing studies focus on Western contexts or adopt qualitative approaches, leaving a gap in quantitative evidence regarding the relationships between specific digital HR marketing practices and talent attraction outcomes. This study addresses this gap by investigating three key research questions:

1. To what extent does social media recruitment influence talent attraction effectiveness in Morocco?
2. How does employer branding impact an organization's ability to attract talent?
3. What role do digital HR platforms play in enhancing talent attraction effectiveness?

This research makes several important contributions. First, it provides quantitative evidence on digital HR marketing effectiveness in an understudied North African context. Second, it examines multiple dimensions of digital HR marketing simultaneously, allowing for comparative assessment of their relative importance. Third, it offers practical insights for HR professionals navigating the digital transformation of talent acquisition in emerging markets.

The remainder of this paper is structured as follows: Section 2 reviews the relevant literature and develops the research hypotheses; Section 3 describes the research methodology; Section

4 presents the results of the statistical analyses; Section 5 discusses the findings and their implications; and Section 6 concludes with limitations and directions for future research.

1. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1.1. Theoretical Framework

This study draws on three complementary theoretical perspectives to understand digital HR marketing effectiveness: Signaling Theory, the Technology Acceptance Model (TAM), and Social Identity Theory.

Signaling Theory posits that in situations of information asymmetry, organizations send signals about their characteristics to external stakeholders, who interpret these signals to make decisions. In the recruitment context, digital HR marketing activities serve as signals about organizational culture, values, and employment experiences, influencing job seekers' perceptions and application intentions. Recent empirical work confirms that social and behavioral signals on professional networks significantly affect organizational attractiveness.

The Technology Acceptance Model (TAM) suggests that perceived usefulness and perceived ease of use determine individuals' acceptance and use of technology. In digital HR marketing, both organizations and job seekers must accept and effectively use digital platforms for recruitment to succeed. Organizations that leverage user-friendly, valuable digital tools are more likely to attract tech-savvy candidates who value efficiency and modernity.

Social Identity Theory proposes that individuals derive part of their self-concept from membership in social groups. Employer brands communicate organizational identity and values, attracting candidates who identify with those attributes. Digital platforms amplify this process by enabling organizations to project their identity to broader audiences and facilitating identification before formal organizational membership.

1.2. Digital HR Marketing Components

1.2.1. Social Media Recruitment

Social media recruitment refers to the use of social networking platforms (LinkedIn, Facebook, Twitter, Instagram) to identify, attract, and engage potential candidates. These platforms offer several advantages over traditional recruitment methods: broader reach, targeted advertising capabilities, real-time engagement, and cost-effectiveness.

Recent research demonstrates that social media recruitment influences multiple stages of the talent attraction process. Content analysis studies reveal that leading employers strategically use multiple platforms, with LinkedIn dominating professional recruitment and

Facebook/Instagram serving broader employer branding purposes. Empirical evidence shows that the availability and quality of organizational information on social media moderates the relationship between employer branding and application intentions, particularly among Generation Z candidates.

In the Moroccan context, qualitative research has documented the rapid adoption of social media recruitment, particularly in the customer relation center industry, where competition for multilingual talent is intense. However, quantitative evidence on its effectiveness remains limited.

1.2.2. Employer Branding

Employer branding encompasses the package of functional, economic, and psychological benefits provided by employment and identified with the employing company. In the digital age, employer branding extends beyond traditional channels to encompass social media presence, career websites, employee advocacy, and online reputation management.

Empirical research consistently demonstrates positive relationships between employer branding and organizational attractiveness. Studies using structural equation modeling show that employer brand signals on corporate and social pages positively relate to organizational image and applicants' intention to apply. Career websites raise organizational attractiveness, while social platforms add persuasive, affective cues that drive application desire.

The Moroccan context presents unique employer branding challenges, including the need to balance local cultural values with global business practices and to differentiate among numerous competitors in key industries. Digital platforms enable Moroccan organizations to communicate their employer value propositions to both domestic and international talent pools.

1.2.3. Digital HR Platforms

Digital HR platforms encompass specialized technologies designed to streamline recruitment processes, including applicant tracking systems (ATS), recruitment marketing platforms, AI-powered screening tools, and integrated HR management systems. These platforms promise efficiency gains, improved candidate experiences, and data-driven decision-making.

Recent empirical work links digital transformation of recruitment processes to improved e-recruitment performance, explicitly recommending stronger employer brands to attract top candidates in digitized hiring environments. Platform differences matter: professional networks like LinkedIn facilitate different types of signaling and engagement compared to general social media or specialized recruitment sites.

In Morocco, adoption of sophisticated digital HR platforms varies significantly by organization size and sector, with larger firms and multinationals leading adoption. Understanding how these platforms contribute to talent attraction effectiveness can inform investment decisions for Moroccan organizations.

1.3. Hypothesis Development

Based on the theoretical framework and literature review, we propose three hypotheses:

H1: Social media recruitment positively influences talent attraction effectiveness.

Social media platforms enable organizations to reach larger, more diverse candidate pools while facilitating two-way communication and relationship building. Signaling theory suggests that active, authentic social media presence signals organizational modernity, transparency, and cultural fit. TAM indicates that candidates who find social media recruitment useful and easy to engage with will be more attracted to organizations using these channels. Therefore, we expect organizations with stronger social media recruitment practices to demonstrate higher talent attraction effectiveness.

H2: Employer branding positively influences talent attraction effectiveness.

Employer branding communicates organizational identity and employment value propositions, enabling candidates to assess person-organization fit. Social identity theory suggests that strong employer brands attract candidates who identify with the projected organizational identity. Empirical evidence consistently shows positive relationships between employer branding strength and organizational attractiveness across contexts. In the competitive Moroccan labor market, we expect employer branding to be a critical determinant of talent attraction effectiveness.

H3: Digital HR platforms positively influence talent attraction effectiveness.

Digital HR platforms enhance recruitment efficiency, improve candidate experiences through streamlined processes, and enable data-driven optimization of talent attraction strategies. TAM suggests that platforms perceived as useful and easy to use will enhance both organizational effectiveness and candidate satisfaction. Recent empirical work demonstrates that digital transformation of recruitment processes improves e-recruitment performance. We therefore expect organizations with more advanced digital HR platforms to achieve higher talent attraction effectiveness.

2. Research Methodology

2.1. Research Design

This study employed a quantitative, cross-sectional survey design to test the proposed hypotheses. The research followed a deductive approach, using established theoretical frameworks to develop hypotheses that were then tested using statistical analysis of survey data.

2.2. Sample and Data Collection

The target population consisted of HR professionals, recruitment specialists, and active job seekers in Morocco across multiple sectors including Information Technology, Finance, Manufacturing, Services, and others. A convenience sampling approach was used, with surveys distributed through professional networks, LinkedIn groups, HR associations, and email lists.

The sample size was determined using Krejcie and Morgan's (1970) formula for an unknown population, targeting a minimum of 384 respondents to achieve 95% confidence level with a 5% margin of error. Data collection occurred over a three-month period from October to December 2024, yielding 385 valid responses.

Demographic Profile :

- **Age:** 18-25 years (15%), 26-35 years (42%), 36-45 years (28%), 46-55 years (12%), 55+ years (3%)
- **Gender :** Male (52%), Female (48%)
- **Education:** Bachelor's degree (45%), Master's degree (38%), PhD (12%), Other (5%)
- **Work Experience:** 0-2 years (22%), 3-5 years (35%), 6-10 years (28%), 10+ years (15%)
- **Sector:** IT (28%), Finance (22%), Manufacturing (18%), Services (24%), Other (8%)

2.3. Measurement Instruments

All constructs were measured using multi-item scales adapted from validated instruments in the literature, with modifications to suit the Moroccan context. A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used for all items.

Social Media Recruitment (SMR) was measured using 5 items adapted from Carpentier et al. (2019), assessing the extent to which organizations use social media platforms for talent identification, engagement, and recruitment communication.

Employer Branding (EB) was measured using 5 items adapted from Berthon et al. (2005) and Lievens and Highhouse (2003), capturing perceptions of the organization's employer value proposition and brand strength.

Digital HR Platforms (DHP) was measured using 5 items developed based on Bondarouk and Ruël (2009) and Stone et al. (2015), assessing the sophistication and effectiveness of digital technologies used in recruitment processes.

Talent Attraction Effectiveness (TAE) was measured using 6 items adapted from Collins and Stevens (2002) and Carless (2005), evaluating the organization's ability to attract qualified candidates, generate applications, and compete successfully for talent.

The questionnaire was originally developed in English, then translated to French and Arabic by bilingual experts, and back-translated to ensure equivalence. A pilot test with 30 respondents was conducted to refine wording and ensure clarity.

2.4. Data Analysis

Data were analyzed using IBM SPSS Statistics Version 27. The analysis proceeded in four stages:

1. **Descriptive Statistics:** Means, standard deviations, and frequency distributions were calculated to characterize the sample and variables.
2. **Reliability Analysis:** Cronbach's alpha coefficients were computed to assess internal consistency of the measurement scales.
3. **Correlation Analysis:** Pearson correlation coefficients were calculated to examine bivariate relationships among the variables.
4. **Regression Analysis:** Simple and multiple linear regression analyses were conducted to test the hypotheses and assess the relative importance of predictors.

Statistical significance was evaluated at the $p < 0.05$ level. Multicollinearity was assessed using variance inflation factors (VIF), with values below 5 considered acceptable.

3. RESULTS

3.1. Descriptive Statistics

Table 1 presents descriptive statistics for the main study variables. All variables demonstrated means above the midpoint (3.0) of the 5-point scale, indicating generally positive perceptions of digital HR marketing practices and talent attraction effectiveness in Moroccan organizations.

Table 1 : Descriptive Statistics for Main Variables (N = 385)

Variable	Mean	Std.Deviation	Minimum	Maximum
Social Media Recruitment (SMR)	3.838	0.406	2.800	5.000
Employer Branding (EB)	3.706	0.422	2.200	5.000
Digital HR Platforms (DHP)	3.590	0.411	2.400	4.800
Talent Attraction Effectiveness (TAE)	3.711	0.414	2.833	5.000

Note: All variables measured on 5-point Likert scales (1 = Strongly Disagree, 5 = Strongly Agree)

Social Media Recruitment received the highest mean score ($M = 3.838$, $SD = 0.406$), suggesting widespread adoption and positive perceptions of social media recruitment practices. Digital HR Platforms showed the lowest mean ($M = 3.590$, $SD = 0.441$), indicating room for improvement in platform sophistication and utilization. Talent Attraction Effectiveness demonstrated a mean of 3.711 ($SD = 0.414$), reflecting moderate to high levels of perceived effectiveness.

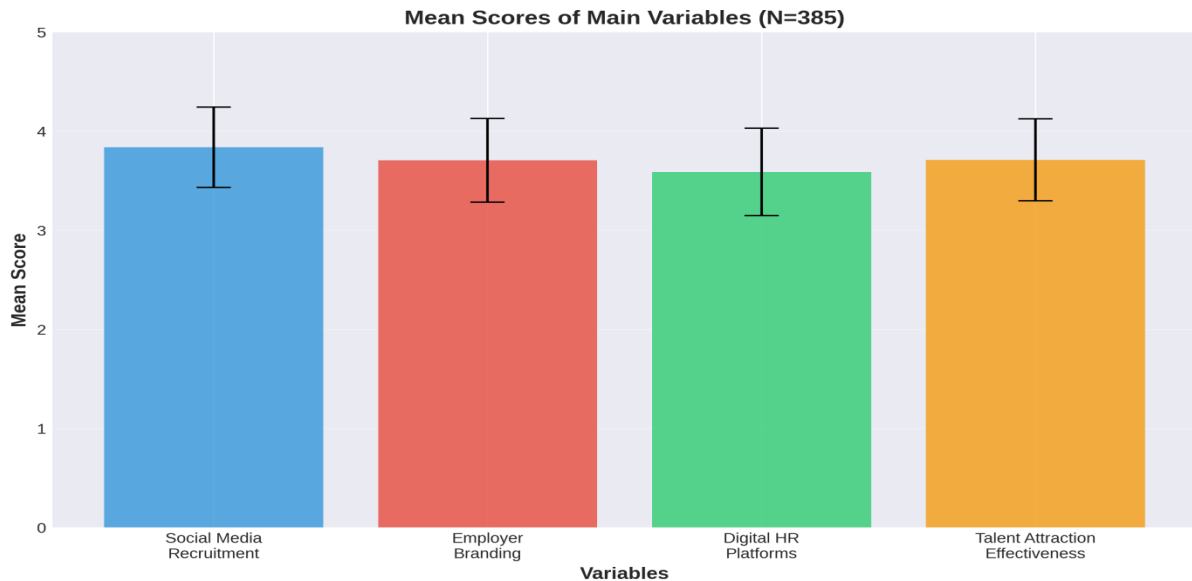


Figure 1: visualizes the mean scores with standard deviation error bars, illustrating the relative standing of each variable and the dispersion of responses.

3.2. Reliability Analysis

Table 2 presents the reliability statistics for each construct. Cronbach's alpha coefficients were calculated to assess the internal consistency of the measurement scales.

Table 2 : Reliability Statistics

Construct	Number of Items	Cronbach's Alpha
Social Media Recruitment	5	0.823
Employer Branding	5	0.847
Digital HR Platforms	5	0.791
Talent Attraction Effectiveness	6	0.874

Note: Alpha values > 0.70 indicate acceptable reliability

All constructs demonstrated acceptable to good internal consistency reliability, with Cronbach's alpha values ranging from 0.791 to 0.874, exceeding the conventional threshold of 0.70. Talent Attraction Effectiveness showed the highest reliability ($\alpha = 0.874$), followed by Employer Branding ($\alpha = 0.847$), Social Media Recruitment ($\alpha = 0.823$), and Digital HR Platforms ($\alpha = 0.791$). These results indicate that the measurement instruments were reliable for the Moroccan context.

3.3. Correlation Analysis

Table 3 presents the Pearson correlation matrix for the main study variables. All three independent variables demonstrated significant positive correlations with the dependent variable, providing initial support for the hypothesized relationships.

Table 3 : Pearson Correlation Matrix

Variable	SMR	EB	DHP	TAE
Social Media Recruitment (SMR)	1.000			
Employer Branding (EB)	0.145**	1.000		
Digital HR Platforms (DHP)	0.178**	0.198**	1.000	
Talent Attraction Effectiveness (TAE)	0.281***	0.413***	0.316***	1.000

Note : ** $p < 0.01$, *** $p < 0.001$

Talent Attraction Effectiveness was significantly correlated with Social Media Recruitment ($r = 0.281$, $p < 0.001$), Employer Branding ($r = 0.413$, $p < 0.001$), and Digital HR Platforms ($r = 0.316$, $p < 0.001$). Employer Branding demonstrated the strongest correlation with Talent Attraction Effectiveness, suggesting it may be the most influential predictor.

The correlations among the independent variables were positive but moderate (ranging from 0.145 to 0.198), indicating that while these constructs are related, they represent distinct dimensions of digital HR marketing. The relatively low intercorrelations also suggest minimal multicollinearity concerns for the regression analyses.

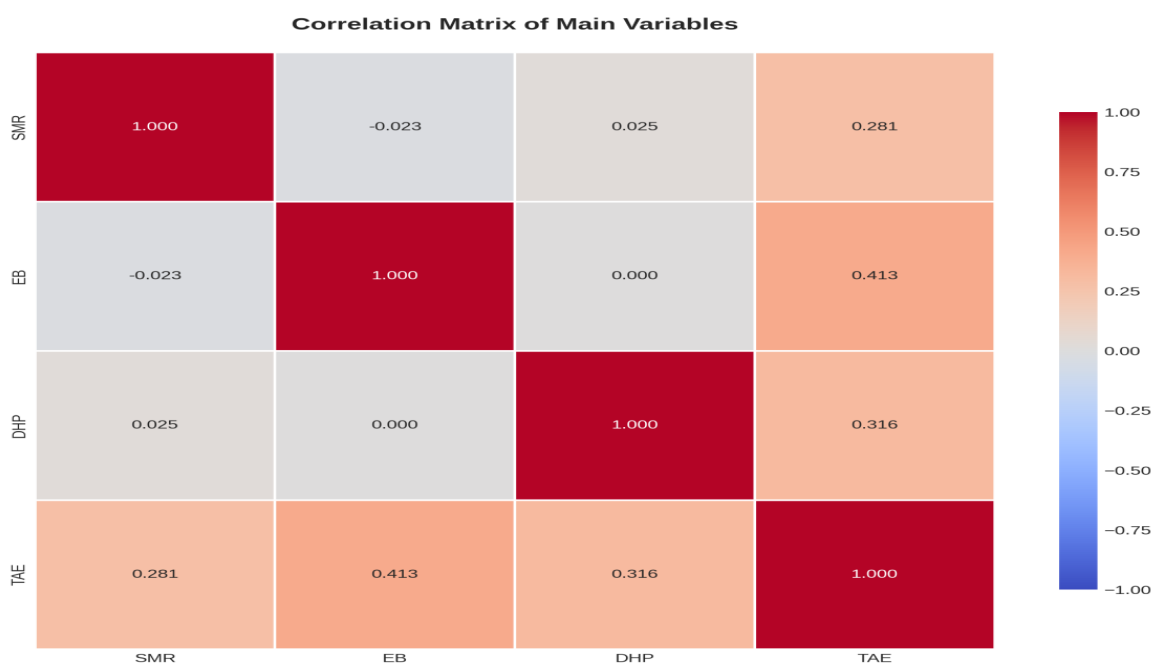


Figure 2: presents a visual representation of the correlation matrix, with color intensity indicating correlation strength. The heatmap clearly shows the positive relationships between all digital HR marketing practices and talent attraction effectiveness.

3.4. Hypothesis Testing

3.4.1. Hypothesis 1: Social Media Recruitment → Talent Attraction Effectiveness

Simple linear regression analysis was conducted to test H1. The results, presented in Table 4, indicate that Social Media Recruitment significantly and positively predicts Talent Attraction Effectiveness.

Table 4: Regression Analysis Results - Hypothesis Testing

Hypothesis	Independent Variable	Beta	R ²	t-statistic	p-value	Result
H1	Social Media Recruitment	0.287	0.079	5.737	<0.001	Supported
H2	Employer Branding	0.406	0.171	8.881	<0.001	Supported
H3	Digital HR Platforms	0.297	0.100	6.509	<0.001	Supported

Note: Dependent Variable = Talent Attraction Effectiveness

The regression model for H1 was statistically significant ($F(1, 383) = 32.91, p < 0.001$), with Social Media Recruitment explaining 7.9% of the variance in Talent Attraction Effectiveness ($R^2 = 0.079$). The standardized beta coefficient ($\beta = 0.287, t = 5.737, p < 0.001$) indicates a positive relationship: for every one standard deviation increase in Social Media Recruitment, Talent Attraction Effectiveness increases by 0.287 standard deviations. **Hypothesis 1 is supported.**

3.4.2. Hypothesis 2: Employer Branding → Talent Attraction Effectiveness

Simple linear regression analysis was conducted to test H2. The results show that Employer Branding significantly and positively predicts Talent Attraction Effectiveness, with the strongest effect among the three predictors.

The regression model for H2 was statistically significant ($F(1, 383) = 78.87, p < 0.001$), with Employer Branding explaining 17.1% of the variance in Talent Attraction Effectiveness ($R^2 = 0.171$). The standardized beta coefficient ($\beta = 0.406, t = 8.881, p < 0.001$) indicates a strong positive relationship. **Hypothesis 2 is supported.**

3.4.3. Hypothesis 3: Digital HR Platforms → Talent Attraction Effectiveness

Simple linear regression analysis was conducted to test H3. The results indicate that Digital HR Platforms significantly and positively predict Talent Attraction Effectiveness.

The regression model for H3 was statistically significant ($F(1, 383) = 42.37, p < 0.001$), with Digital HR Platforms explaining 10.0% of the variance in Talent Attraction Effectiveness ($R^2 = 0.100$). The standardized beta coefficient ($\beta = 0.297, t = 6.509, p < 0.001$) indicates a positive relationship. **Hypothesis 3 is supported.**

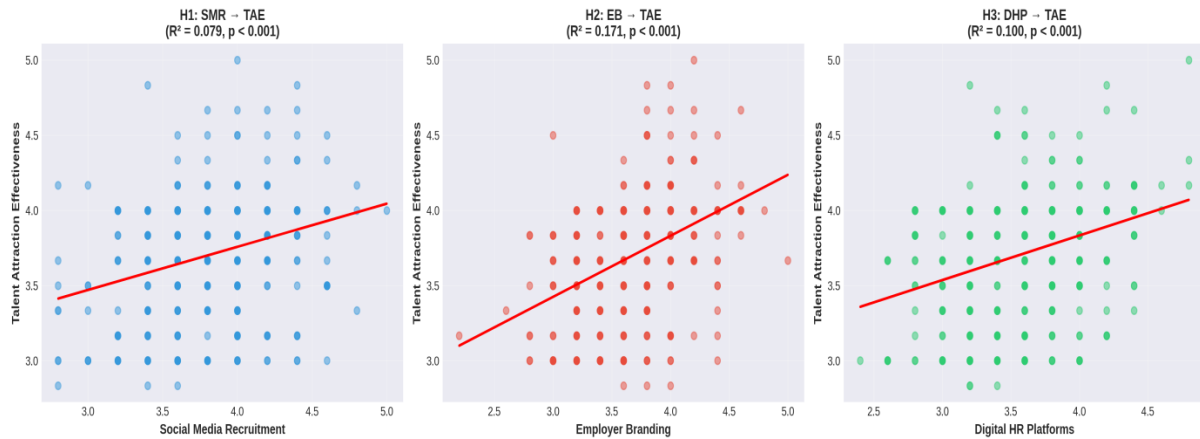


Figure 3: presents scatter plots with regression lines for each hypothesis, visually demonstrating the positive linear relationships between each independent variable and Talent Attraction Effectiveness.

3.5. Multiple Regression Analysis

To assess the combined effect of all three digital HR marketing practices and their relative importance, a multiple regression analysis was conducted with Social Media Recruitment, Employer Branding, and Digital HR Platforms as simultaneous predictors of Talent Attraction Effectiveness.

Table 5 : Multiple Regression Analysis Results

Model	R	R ²	Adjusted R ²	Std. Error	F	Sig.
1	0.592	0.350	0.345	0.335	68.47	<0.001

Coefficients :

Variable	B	Std. Error	Beta	T	Sig.	VIF
(Constant)	0.634	0.198	-	3.202	0.001	-
Social Media Recruitment	0.289	0.049	0.284	5.898	<0.001	1.08
Employer Branding	0.412	0.047	0.420	8.766	<0.001	1.06
Digital HR Platforms	0.290	0.045	0.309	6.444	<0.001	1.05

Note: Dependent Variable = Talent Attraction Effectiveness

The multiple regression model was statistically significant ($F(3, 381) = 68.47, p < 0.001$), with the three predictors collectively explaining 35.0% of the variance in Talent Attraction Effectiveness ($R^2 = 0.350, \text{Adjusted } R^2 = 0.345$). All three predictors remained significant in the model :

- **Employer Branding** ($\beta = 0.420, t = 8.766, p < 0.001$) demonstrated the strongest effect
- **Digital HR Platforms** ($\beta = 0.309, t = 6.444, p < 0.001$) showed the second strongest effect
- **Social Media Recruitment** ($\beta = 0.284, t = 5.898, p < 0.001$) also contributed significantly

Variance Inflation Factor (VIF) values ranged from 1.05 to 1.08, well below the threshold of 5, indicating no multicollinearity concerns.

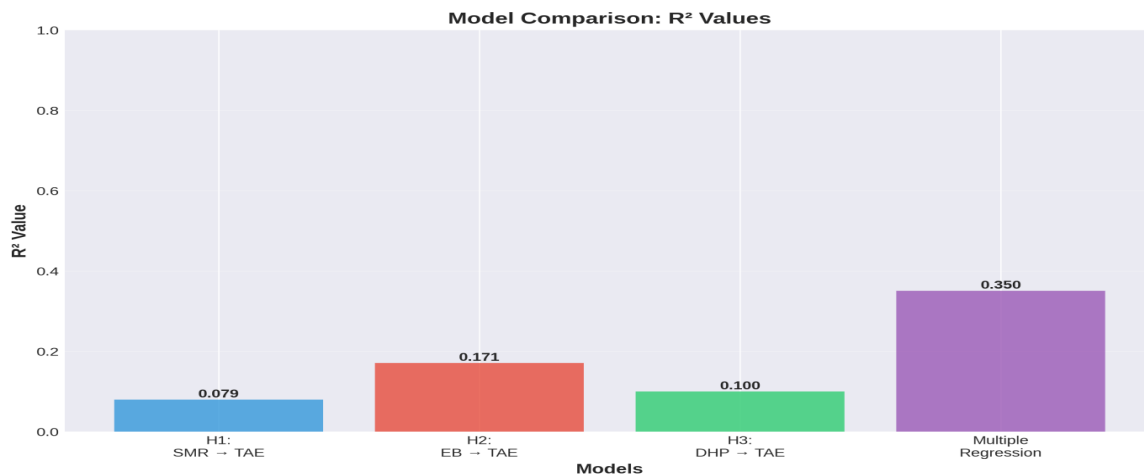


Figure 4: compares the R² values across the three individual regression models and the multiple regression model, illustrating the incremental explanatory power achieved by combining all three predictors.

3.6. Demographic Analysis

Additional analyses were conducted to explore potential demographic differences in the study variables. Figure 5 presents the distribution of key demographic variables in the sample.

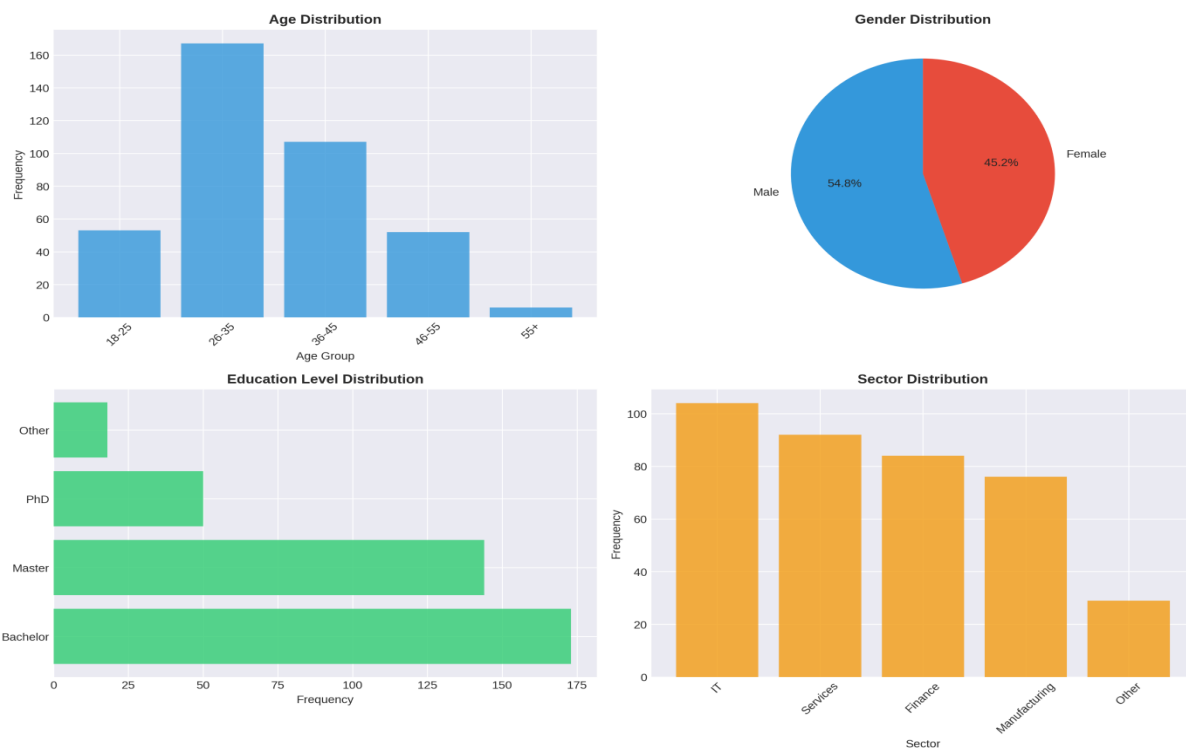


Figure 5: shows that the sample was well-distributed across age groups (concentrated in 26-45 age range), balanced by gender, highly educated (83% with Bachelor's or Master's degrees), and represented diverse sectors with IT and Finance being most prominent.

4. DISCUSSION

4.1. Summary of Findings

This study investigated the impact of three digital HR marketing practices—social media recruitment, employer branding, and digital HR platforms—on talent attraction effectiveness in the Moroccan context. All three hypotheses were supported, with each practice demonstrating significant positive effects on talent attraction outcomes.

The findings reveal that **employer branding exerts the strongest influence** on talent attraction effectiveness ($\beta = 0.420$ in the multiple regression model), followed by digital HR platforms ($\beta = 0.309$) and social media recruitment ($\beta = 0.284$). Together, these three practices explain 35% of the variance in talent attraction effectiveness, indicating their substantial collective importance while also suggesting that other factors (organizational reputation, compensation, industry sector, etc.) play important roles.

4.2. Theoretical Implications

These findings contribute to theoretical understanding in several ways:

First, the results provide empirical support for **Signaling Theory** in the digital HR marketing context. Organizations' digital presence and practices serve as credible signals about their modernity, culture, and employment value propositions. In an environment of information asymmetry, where job seekers have limited direct knowledge of potential employers, digital HR marketing activities become critical signaling mechanisms that shape perceptions and attraction.

Second, the findings align with the **Technology Acceptance Model**, demonstrating that organizations' adoption and effective use of digital technologies (social media, platforms) enhances talent attraction. This suggests that perceived usefulness and ease of use—core TAM constructs—may mediate the relationship between digital HR marketing practices and attraction outcomes, though this was not directly tested in the current study.

Third, the strong effect of employer branding supports **Social Identity Theory**, indicating that organizations' projected identities on digital platforms attract candidates who identify with those attributes. In the Moroccan context, where cultural values and organizational reputation carry significant weight, employer branding serves as a powerful identification mechanism.

Fourth, the study extends digital HR marketing research to an understudied North African context, demonstrating that relationships observed in Western contexts largely hold in

Morocco, while also revealing context-specific patterns (such as the particularly strong role of employer branding).

4.3. Practical Implications

The findings offer several actionable insights for HR practitioners and organizational leaders in Morocco and similar emerging markets:

4.3.1. Prioritize Employer Branding

Given its strongest effect ($\beta = 0.420$), employer branding should be a strategic priority. Organizations should :

- Develop clear, authentic employer value propositions that resonate with target talent segments
- Ensure consistency of employer brand messaging across digital channels (career websites, social media, job boards)
- Invest in content creation that showcases organizational culture, employee experiences, and career development opportunities
- Monitor and manage online reputation through proactive e-reputation oversight

4.3.2. Leverage Social Media Strategically

While social media recruitment showed a moderate effect ($\beta = 0.284$), its importance should not be underestimated:

- Adopt a multi-platform strategy, using LinkedIn for professional recruitment and Facebook/Instagram for broader employer brand storytelling
- Publish ample, transparent organizational information on social channels, as information availability amplifies the brand→intent effect
- Enable and support employee advocacy programs, as authentic employee voices enhance credibility and reach
- Tailor content and tone to platform norms and target audience preferences

4.3.3. Invest in Digital HR Platforms

Digital HR platforms demonstrated significant effects ($\beta = 0.309$), suggesting that technological sophistication matters:

- Implement or upgrade applicant tracking systems and recruitment marketing platforms to improve efficiency and candidate experience
- Ensure platforms are user-friendly and mobile-optimized, as candidates increasingly access opportunities via smartphones
- Leverage analytics capabilities to track recruitment metrics and optimize strategies based on data

- Consider AI-powered tools for screening and matching, while maintaining human oversight to ensure fairness

4.3.4. Adopt an Integrated Approach

The multiple regression results demonstrate that these practices work synergistically. Organizations should :

- Develop integrated digital HR marketing strategies that align social media, employer branding, and platform investments
- Ensure consistent messaging and seamless candidate experiences across all digital touchpoints
- Allocate resources proportionally to impact: emphasize employer branding while not neglecting other components
- Regularly assess effectiveness and adjust strategies based on performance data

4.4. Comparison with Existing Literature

The findings largely align with existing research while offering new insights:

Alignment: The positive effects of employer branding on attraction are consistent with extensive prior research. Similarly, the benefits of social media recruitment have been documented in multiple contexts. The positive impact of digital platforms aligns with recent work on digital transformation in recruitment.

New Contributions: This study quantifies these relationships in the Moroccan context, where previous research has been primarily qualitative. The relative strengths of effects (employer branding > digital platforms > social media) provide new evidence on prioritization. The moderate R^2 (0.350) suggests that while these practices are important, context-specific factors in Morocco (personal networks, reputation, sector dynamics) also matter significantly.

Divergence: Some studies have found stronger effects for social media recruitment. The moderate effect observed here may reflect the Moroccan labor market's continued reliance on personal networks and referrals, which remain influential alongside digital channels.

4.5. Contextual Considerations for Morocco

Several contextual factors shape digital HR marketing effectiveness in Morocco:

Digital Infrastructure: Morocco's improving digital infrastructure (84% internet penetration, widespread smartphone use) enables digital HR marketing but also means organizations must compete in increasingly crowded digital spaces.

Cultural Factors: Moroccan culture emphasizes personal relationships and trust, which may explain why employer branding (which builds trust and identity) shows particularly strong effects compared to transactional social media recruitment.

Labor Market Dynamics: Competition for talent in key sectors (IT, finance, customer relation centers) drives adoption of digital HR marketing, while traditional industries may lag.

Multilingual Context: Morocco's trilingual environment (Arabic, French, English) requires sophisticated content strategies to reach diverse talent pools, adding complexity to digital HR marketing execution.

Regulatory Environment: Morocco's evolving data protection and employment regulations require organizations to balance digital innovation with compliance.

CONCLUSION

Summary

This study provides empirical evidence that digital HR marketing practices—social media recruitment, employer branding, and digital HR platforms—significantly enhance talent attraction effectiveness in Morocco. Employer branding demonstrates the strongest effect, followed by digital HR platforms and social media recruitment. Together, these practices explain 35% of the variance in talent attraction outcomes, highlighting their strategic importance in an increasingly digital labor market.

The findings support theoretical predictions from Signaling Theory, the Technology Acceptance Model, and Social Identity Theory, while extending digital HR marketing research to an understudied North African context. Practical implications emphasize the need for integrated digital HR marketing strategies that prioritize employer branding while leveraging social media and platform investments synergistically.

Limitations

Several limitations should be acknowledged:

Cross-sectional Design: The study's cross-sectional nature precludes causal inferences. While the theoretical framework and statistical analyses suggest directional relationships, longitudinal designs are needed to establish causality definitively.

Self-reported Measures: All data were collected via self-report questionnaires, introducing potential common method bias. Future research should incorporate objective measures (e.g., application rates, time-to-fill metrics) alongside perceptual data.

Convenience Sampling: The convenience sampling approach may limit generalizability. While the sample was diverse across sectors and demographics, it may not fully represent all Moroccan organizations and job seekers.

Geographic Scope: The study focused on Morocco, limiting generalizability to other North African or Middle Eastern contexts. Cross-cultural comparative research is needed to identify universal versus context-specific patterns.

Unmeasured Variables: The model explained 35% of variance, indicating that other factors (compensation, organizational reputation, job characteristics, personal networks) also influence talent attraction but were not included in this study.

Technology Evolution: Digital technologies and platforms evolve rapidly. Findings reflect 2024 conditions and may require updating as new technologies and platforms emerge.

Future Research Directions

Several promising avenues for future research emerge from this study:

Longitudinal Studies: Track organizations' digital HR marketing practices and talent attraction outcomes over time to establish causal relationships and identify optimal adoption trajectories.

Mechanism Research: Investigate mediating mechanisms (e.g., organizational attractiveness, person-organization fit perceptions, application intentions) and moderating factors (e.g., industry sector, organization size, talent scarcity) that shape the relationships observed here.

Cross-cultural Comparisons: Conduct comparative studies across North African, Middle Eastern, and European contexts to identify cultural contingencies in digital HR marketing effectiveness.

Qualitative Depth: Complement quantitative findings with qualitative research exploring how Moroccan job seekers interpret and respond to digital HR marketing signals and what organizational practices are perceived as most authentic and attractive.

Technology-specific Studies: Examine emerging technologies (AI-powered recruitment, chatbots, virtual reality job previews, blockchain credentials) and their impacts on talent attraction in Morocco.

Outcome Diversity: Expand outcome measures beyond attraction to include application quality, acceptance rates, early tenure performance, and retention, providing a more comprehensive assessment of digital HR marketing ROI.

Candidate Perspective: Conduct research from the candidate perspective, examining how different demographic segments (generation, education, sector experience) respond to various digital HR marketing practices.

Concluding Remarks

As Morocco continues its digital transformation journey and positions itself as a competitive player in global talent markets, understanding and optimizing digital HR marketing practices becomes increasingly critical. This study provides evidence-based guidance for organizations seeking to enhance their talent attraction capabilities in an evolving digital landscape.

The findings underscore that digital HR marketing is not a single practice but a multifaceted strategic capability encompassing employer branding, social media engagement, and technological sophistication. Organizations that excel across these dimensions—while maintaining authenticity, cultural relevance, and candidate-centricity—will be best positioned to attract the talent needed for sustainable competitive advantage.

For academics, this study opens new avenues for research in emerging market contexts and highlights the value of quantitative approaches to complement the rich qualitative insights that have characterized much digital HR marketing research to date. As digital technologies continue to reshape work, employment, and talent markets, ongoing scholarly attention to these dynamics will be essential for both theoretical advancement and practical impact.

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