The Role of Digital Transformation in Enhancing HRM Practices in Business Organizations: A Field Study in the Industrial Zone of Chlef

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Abstract: This study aims to highlight the impact of digital transformation on the development of human resource management practices within economic institutions, while analyzing the main advantages and challenges associated with adopting this transformation. The theoretical findings suggest that digital transformation has a substantial impact on enhancing organizational efficiency by automating routine processes, allowing employees to concentrate on strategic activities. It also enhances the employee experience through digital platforms that facilitate access to information. The study also found that institutions adopting digital transformation enjoy a high degree of flexibility, particularly by supporting remote work and improving work-life balance. Additionally, digital transformation helps reduce costs and enhance talent acquisition and retention. Empirically, a study was conducted on a sample of institutions in the industrial zone of Chlef using a questionnaire and data analysis through the SPSS program. The results indicated that respondents perceive digital transformation as an effective tool for improving the performance of human resource management and reducing its workload.

Keywords: Digital Transformation; HRMTechnology Integration; AI; Machine learning.

JEL Classification Codes :M10; M12;O33; O31

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1. Introduction

The modern world is experiencing a rapid acceleration in digital transformation, which has significantly influenced various organizational functions, especially human resource management. This transformation represents a strategic approach that leverages the integration of advanced technologies to enhance efficiency and improve overall organizational performance. Digital transformation also plays a crucial role in automating traditional administrative processes, allowing organizations to shift their focus toward higher-value-added activities. Moreover, it enhances the employee experience by offering digital solutions that simplify access to information and services.

In a highly competitive and ever-changing environment, adopting comprehensive digital strategies has become essential for organizations to maintain flexibility and respond quickly to emerging changes. Therefore, examining the role of digital transformation in advancing human resource management practices has become increasingly important.

Study Problem: To what extent does digital transformation contribute to the development of human resource management practices in Algerian economic institutions?

Study Hypothesis: There are statistically significant differences at the significance level ($\alpha \leq 0.05$) regarding the role of digital transformation in developing human resource management practices in the institutions under study.

Importance of the Study: This study derives its importance from examining the impact of digital transformation on human resource management. It explores both the opportunities and challenges associated with this transformation and provides practical recommendations to support organizations in achieving sustainable success in the digital era.

Study Objective: This study aims to highlight the importance and advantages of digital transformation in human resources and to analyze its contribution to the development of HR management practices.

Study Methodology: The study adopts a deductive approach for the theoretical framework by reviewing and analyzing relevant literature and conceptual variables, with a focus on the role of digital transformation in enhancing HR management practices in modern organizations. For the empirical part, an inductive approach is employed to analyze and interpret statistical data using the SPSS software.

2. The theoretical and conceptual framework of the study

I - HR Management (Definition, Role,And Objectives) : HRmanagement is widely regarded as one of the most critical managerial functions, as it focuses on the human element—the most valuable asset of any organization and a key driver of overall productivity. The effective management and development of human resources constitute essential components within most organizations, aiming to strengthen organizational capabilities and enable firms to attract, develop, and retain the talent required to address present and future challenges. Moreover, human resources play a vital role in achieving organizational objectives and enhancing overall performance and profitability.

1-HR Management Definition: HR Management is a managerial function that focuses on the effective planning, development, and utilization of human resources as the organization's most valuable asset, with the aim of enhancing performance and achieving organizational objectives efficiently(Salasiah, 2023).

HR Management is an established and dynamic field of management concerned with the effective and strategic management of employees within organizations through a set of integrated functions, policies, and practices aimed at enhancing performance, achieving organizational goals, and creating a competitive advantage (Opatha, 2021).

HR Management refers to the systematic and strategic allocation and management of human resources in alignment with organizational development needs, through a set of integrated processes such as recruitment, training, deployment, performance evaluation, motivation, and employee adjustment(Xiaoping & others, 2023).

Based on the above, the following definition can be proposed: Human Resource Management is a dynamic and strategic managerial function concerned with the planning, organization, development, and optimal utilization of human resources as the organization's most valuable asset, through an integrated set of policies, functions, and processes such as recruitment, training, deployment, performance evaluation, and motivation, with the aim of enhancing performance, achieving organizational objectives, and strengthening competitive advantage.

2-Role of HR Management in the Organization: HR Management plays a fundamental role in managing human capital, aligning it with the organization's strategic objectives, and creating an environment that enables employees to succeed and contribute effectively to the organization's success. It includes a set of responsibilities and policies that aim to manage and develop the workforce. These responsibilities include:

HR Function	Description
Recruitment & Selection	Identifying the organization's talent needs, attracting and sourcing candidates, screening them, and selecting the most suitable individuals for each role in alignment with organizational strategies.
Training & Development	Enhancing employees' skills and knowledge through sustainable training programs, supporting continuous learning, and preparing them for future responsibilities to improve organizational performance.
Performance Management	Designing systems to evaluate employee performance, setting goals, providing regular feedback, and improving productivity while offering necessary material and moral support.
Compensation & Benefits	Managing salaries, incentives, and benefits, and designing a fair and competitive compensation system to attract, motivate, and retain talent in line with organizational objectives.
Employee Relations	Maintaining effective communication, resolving conflicts, fostering a positive work culture, and enhancing healthy relationships among employees.
Workforce Planning	Anticipating staffing needs and enhancing the organization has the right number of employees with the appropriate skills and capabilities.
Compliance & Policy Management	Enhancing adherence to labor laws and regulations and implementing fair and ethical workplace policies.
Change Management	Supporting organizational change, adapting workforce practices, and helping employees respond effectively to new systems and strategies.

Source : (FactSuite, 2023),(Ecampusontario, 2025),(Varun, 2025), (Dilanka, 2024)

3- HR Management Objectives:

Figure 01. HR Management Objectives



Source:(Tech Target, 2024)

This Figure illustrates the objectivesof HRmanagement through four concentric circles, each representing a category of objectives:

①-**Personal Objectives** (**InnerCircle**): Focuses on supporting individual employees' goals, providing education, career development opportunities, and enhancing employee satisfaction.
②-**Career Objectives**: Guides HR principles to optimize employee performance and ensure efficient allocation of human resources.
③- **Organizational Objectives**: Aims to enhance organizational efficiency by ensuring proper staffing, relevant training, and maintaining high employee retention rates.
④-**Community Objectives** (**OuterCircle**): Addresses ethical and social responsibilities, including issues like equal pay and workplace fairness.

II –HR Digital Transformation: Definition, Steps, Elements, Role, Tools, and Challenges :
Digital Transformation of human resources is an important topic for many human resources professionals because technology has the potential to change the image of human resources operations that all companies and institutions know in their traditional form. Today. Digital Transformation of human resources is simply the process of changing the operational human resources processes and functions to become a mechanism based on technology and data Management(Puja , 2020).

1- HR Digital Transformation Definition:
- HR Digital Transformation refers to the strategic integration of digital tools and information and communication technologies within an organization to enhance efficiency, create new value, and support the design, implementation, and management of human resource policies, thereby maintaining a competitive advantage (Didik Sofian Haryadi, 2025).
- HRDigital Transformation is the process of integrating technology into HR Practices to simplify operations, improve employee experience, and enhance efficiency. This includes leveraging Digital tools and data analytics on which HR Management can make informed decisions and develop effective strategies. (Khyati , 2024).
- HR Digital Transformation is a multidimensional concept arising from an organization's innovation capacity, enabled through the effective integration of digital infrastructure, digital architecture, and individual capabilities and creativity(Apurva & Manoj, 2023).

From the above, it can be stated that HR Digital Transformation is a multidimensional process through which organizations integrate digital tools, technologies, and data-driven practices into human resource operations to enhance efficiency, create value, improve employee experience, and leverage innovation, infrastructure, and individual capabilities to maintain a competitive advantage.

2-The importance of transformation HRM: The digital transformation of HR has become a critical factor for modern organizations seeking to enhance efficiency, support strategic goals, and improve employee satisfaction. By leveraging technology, HR functions can move beyond routine administrative tasks and play a more strategic role, contributing directly to business growth, talent development, and organizational agility. The following points highlight the key objectives and benefits of implementing digital HR practices:

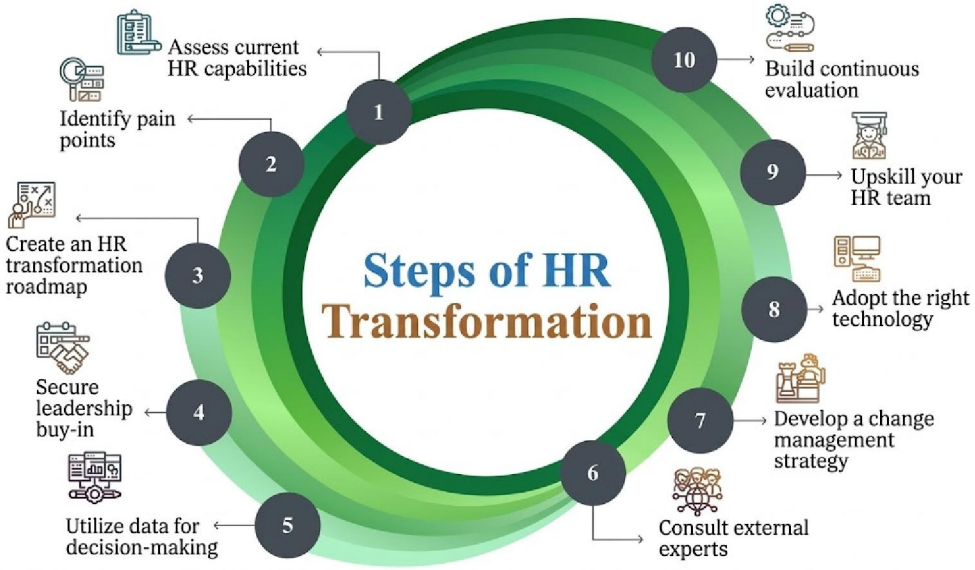
Operational Efficiency	Automating routine administrative tasks reduces human error and accelerates processes, lowering operational costs by up to 30% and freeing employees for creative and strategic tasks.
Data-Driven Decision Making	Leveraging HR analytics to understand recruitment patterns and employee performance enables prediction of future talent needs and reduction of employee turnover.
Improved Employee Experience	Providing digital self-service platforms and continuous communication channels increases employee satisfaction and engagement, positively impacting productivity.
Agility and Change Adaptation	Enabling the organization to respond quickly to market fluctuations and hybrid work patterns enhances business continuity and competitiveness in a dynamic digital environment.
Talent Attraction and Development	Using AI in recruitment and smart learning programs allows access to top global talent and development of leadership skills internally.
Strategic Alignment / Competitive Advantage	Transforming HR from a "cost center" into a driver of innovation and strategy aligns human capital precisely with the organization's overarching strategic goals.
Improved HR Service Delivery	Leveraging digital tools provides faster and more accurate HR support, enhancing employees receive timely assistance and high-quality services.
Clarity of Roles &	Clearly defining roles within HR enhances coordination, minimizes redundancy, and

Responsibilities	improves contribution to the broader business strategy.
More Strategic HR Role	Focusing on initiatives like talent management and organizational development drives organizational success through data-driven insights and culture shaping.
Increased Productivity & Business Value	Moving HR from routine tasks to a strategic partnership allows the function to contribute more effectively to business growth, innovation, and results.

Source:(Verduyn, 2026) ,(Rakesh, Bikrant, & all, 2025)

3-Steps of HR Digital Transformation

Figure 02. Steps of HR Digital Transformation



Source:(Verduyn, 2026), (Noersal, 2024) , (Aggarwal, 2025) ,(Erik , 2024).

To successfully transition from traditional HR practices to digital HR transformation, organizations need to follow a structured and strategic approach that ensures alignment with business objectives and long-term sustainability. These key steps can be summarized as follows:

Step	Stage	Description	Key Purpose
01	**Assess Current HR Capabilities**	Conduct a comprehensive evaluation of existing HR processes, systems, skills, and resources using tools such as HR audit and SWOT analysis.	Establish a clear baseline and identify strengths and weaknesses.
02	**Identify Pain Points**	Detect inefficiencies, outdated systems, and gaps between HR practices and employee needs.	Focus transformation efforts on high-impact problem areas.
03	**Create HR Transformation Roadmap**	Develop a structured plan outlining priorities, timelines, resources, and milestones, guided by change management models (e.g., Lewin, Kotter).	Ensure a clear, strategic, and well-organized transformation path.
04	**Secure Leadership Buy-in**	Gain support from top management by demonstrating the strategic value and benefits of HR transformation.	Align transformation with organizational goals and ensure commitment.
05	**Utilize Data for Decision-Making**	Use HR analytics (performance, turnover, etc.) to guide strategic decisions.	Enable evidence-based and results-driven transformation.
06	**Consult External Experts**	Engage consultants or advisors with expertise in HR transformation.	Leverage best practices and external insights.
07	**Develop Change Management Strategy**	Design a strategy to manage organizational change, including communication and resistance management.	Facilitate smooth adoption and minimize resistance.
08	**Adopt the Right Technology**	Implement suitable digital solutions (HRIS, talent management systems, analytics tools).	Enhance efficiency and support digital transformation goals.
09	**Upskill HR Team**	Provide training to develop digital, analytical, and strategic HR competencies.	Ensure HR staff are capable of operating in a digital environment.
10	**Build Continuous Evaluation**	Monitor performance through ongoing evaluation and adjust strategies accordingly.	Ensure sustainability and continuous improvement.

Source:(Verduyn, 2026), (Noersal, 2024) , (Aggarwal, 2025) ,(Erik , 2024).

4-Elements of HR Digital Transformation

Figure 03. Elements of HR Digital Transformation



Source :(Usman , Mohammed, & Abdullah , 2023)**,**(Verduyn, 2026)

These elements illustrate a comprehensive strategy to enhance human resources effectiveness and align it with the success of the organization by:

❶**- HR Operating Model:** It defines how HR functions operate within an organization, outlining roles, responsibilities, and resources aligned with strategic goals.

❷**- HR Capabilities:** This emphasizes the need for HR professionals to acquire skills and knowledge that support the organization's strategic objectives.

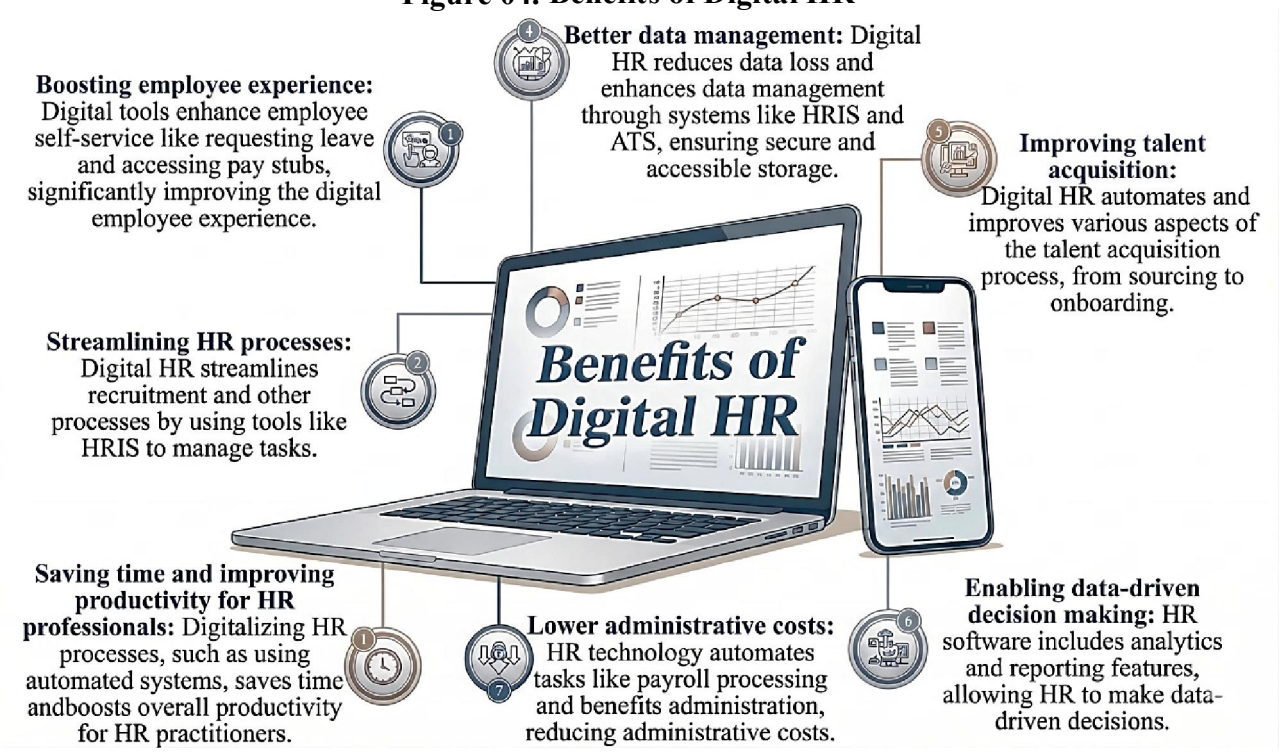
❸**- HR Tech:** Focuses on the use of technology to streamline HR processes, automate tasks, and provide data-driven insights for better decision-making.

❹**- HR Leadership & Capabilities**: Stresses the importance of visionary leadership in HR to foster innovation and adopt new practices effectively.

❺**- Data-Driven Approach:** Encourages the use of data analytics to enhance talent management, employee engagement, and overall performance**.**

5-Benefits of Digital HR

Figure 04. Benefits of Digital HR



Source :(AIHR, 2025)

The Figure emphasizes how digital transformation in HR enhances efficiency, reduces costs, and improves employee and organizational outcomes by :

①**- Saving Time and Improving Productivity**: Automating HR tasks helps save time and boosts productivity for HR professionals.

②- **Streamlining HR Processes**: Digital solutions streamline recruitment and other HR functions, facilitating better management of tasks.
③- **Boosting Employee Experience**: Digital tools improve employee engagement by simplifying tasks like leave requests, enhancing the overall digital experience.
④- **Better Data Management**: Digital HR systems manage data effectively, integrating various tools to enhance accuracy and accessibility.
⑤- **Improving Talent Acquisition**: HR technology enhances the talent acquisition process, making it more efficient and targeted.
⑥- **Enabling Data-Driven Decision-Making**: HR software provides insights that empower informed decision-making.
⑦- **Lowering Administrative Costs**: Digitalizing HR processes reduces administrative expenses by automating functions like payroll.

6-Digital Tools and Technologies Used to Enhance HR ManagementPractices : There are various Digital tools and technologies used to improve HR Management, including :

Human Resource Management Systems (HRMS)	Platforms such as SAP SuccessFactors and Workday are used to manage employee data, streamline recruitment processes, and support performance evaluation efficiently.
Recruitment & Selection Tools	Platforms like LinkedIn Talent Solutions and Indeed facilitate candidate sourcing, communication, and effective management of job applications.
Performance Management Systems	Tools such as 15Five and Lattice help track employee performance, provide continuous feedback, and manage objectives in a structured way.
Learning & Development Platforms (LMS)	Systems like Moodle, TalentLMS, and other e-learning platforms offer diverse training content and support self-paced, remote learning.
Data Analytics & AI Tools	Tools such as Tableau and Power BI enable HR data analysis and generate actionable insights to support informed decision-making.
Collaboration & Communication Platforms	Applications like Slack and Microsoft Teams enhance team communication and support collaboration across the organization.
Time & Attendance Management Tools	Tools like TSheets and Clockify help monitor working hours and attendance, improving time management and operational efficiency.
Payroll Management Systems	Solutions such as Gusto and ADP automate payroll processes, reducing administrative workload and minimizing errors.
Cloud Technologies	Enable secure data storage and remote access, increasing flexibility and scalability in HR management.
Biometric & Facial Recognition Technologies	Used in attendance systems to ensure accurate tracking, enhance security, and reduce fraud or time manipulation.

Source :(Gourine & Benghalia, 2025)

7-Traditional HR vs Digital HR : The comparison between traditional HR and digital HR across several key aspects illustrates how digital tools transform HR practices from manual and slow processes into automated, efficient, and scalable operations :

Aspect	Traditional HR	Digital HR
Approach & Speed	Relies on manual, paper-based, and face-to-face processes; slower execution	Uses digital platforms, automation, and online systems; faster with real-time workflows
Data Management & Analysis	Manual storage; time-consuming, error-prone data processing	Centralized, secure data; automated collection and real-time analytics
Decision-Making & Strategic Role	Based on experience and intuition; mainly administrative focus	Data-driven decisions using HR analytics; supports strategic transformation
Employee Access & Experience	Limited, office-based access; face-to-face interactions	Anytime access; self-service platforms; responsive experience
Administrative Tasks	Manual, repetitive tasks (payroll, benefits)	Automated and streamlined administrative processes
Record-Keeping	Paper-based records; prone to loss or damage	Digital, secure, and easily accessible records
Employee Inquiries	Handled individually by HR staff	Self-service portals for quick issue resolution
Recruitment Process	Lengthy and cumbersome hiring procedures	Faster, streamlined, and more efficient recruitment
Performance	Annual reviews; paper-based	Continuous feedback; digital performance

Management	evaluations	tracking
Compliance & Reporting	Manual documentation and reporting	Automated compliance tracking and real-time reporting
Scalability	Difficult to scale HR processes	Easily scalable using digital tools and platforms
Efficiency & Cost	Lower efficiency; higher operational costs	Higher efficiency; reduced costs through automation

Source : (Milestone Team, 2024) , (EHR, 2025) , (Indira University, 2026), (Allen, 2025), (Tamás, 2022)

The comparison between traditional Human Resource Management (HRM) and digital HRM reveals a clear transition from manual, administrative practices to a more advanced, technology-driven approach. Traditional HR relies on paper-based processes, manual tasks, and individually handled employee inquiries, which makes operations slower, more costly, and prone to errors. In contrast, digital HR leverages automation, self-service platforms, real-time data analytics, and continuous performance tracking, resulting in faster, more accurate, and cost-effective processes.

Moreover, this transformation goes beyond operational efficiency to enhance data accessibility and support evidence-based decision-making. As a result, digital HR strengthens its strategic role within organizations by improving workforce management, increasing flexibility, and contributing to overall organizational performance and sustainable competitive advantage.

8-The Role of Digital Transformation in Improving HR ManagementPractices : Digital Transformation is a powerful tool for enhancing HR effectiveness, contributing to the achievement of Organizational Objectives more efficiently. The role of Digital Transformation in improving HR Practices can be summarized in the following elements:

Streamlining Administrative Processes	T enables Management to rely on tools and software that accelerate administrative processes such as recruitment, performance evaluation, and payroll Management. Instead of dealing with time-consuming paperwork and manual transactions, HR can now use Digital systems to make processes more efficient and smooth, utilizing the aforementioned Digital technologies
Improving Efficiency	Significant improvements can be achieved in the efficiency of various HR-related processes such as recruitment, training, performance Management, and benefits
Data Analysis for Better Decision-Making	Collecting and analyzing employee data has become more accurate and easier thanks to Digital tools. Management can now track performance levels, study productivity indicators, and better understand behavioral patterns. This analysis allows the HR department to make Strategic decisions based on accurate data to enhance performance and achieve Organizational Objectives
Training and Development	Digital learning platforms (e-learning) enable employees to access a variety of training courses anytime and anywhere, contributing to their continuous skill development
Enhancing Employee Experience	Employee experience can be improved and satisfaction levels raised by providing support, assistance, electronic instructions, and smart applications that facilitate various HR processes. This allows employees to focus on StrategicObjectives and move away from routine tasks
Promoting Smart Recruitment	Digital Transformation has introduced many tools that help recruit top talent more effectively. By using artificial intelligence and data analysis tools, Organizations can identify candidates who best match job requirements more quickly and accurately. This not only saves time but also reduces errors in the recruitment process
Flexibility and Adaptability	Digital Transformationoffers greater flexibility in work, allowing employees to work remotely and better meet their personal needs
Increasing Transparency and Reducing Errors	Thanks to Digital systems, employees can transparently track their records, such as leave, payroll, and performance evaluations. This reduces human errors in data handling and increases trust between employees and the Organization
Communication and Collaboration	Digital tools enhance collaboration among teams, facilitating the exchange of knowledge and ideas, which increases innovation within the Organization
Reducing Costs	HR Managementcosts can be reduced by utilizing modern Digital technologies that help improve processes, minimize errors, increase effectiveness, and reduce waste

Source :(ALaryani, 2024)**,**(Pors Line, 2024)**,**(said & Fikry, 2023).

9-Challenges of HR Digital TransformationPractices : When an Organization decides to switch from the traditional system to the Digital system, whether in human resources Management or the functions of the Organization as a whole, it must take into account many challenges that may prevent the success of the Transformation process. Among the most

important challenges that the Organization may face, we find (Todi, 2025), (Quixy Team, 2025), (Olmstead, 2024):

-Resistance to Change : Employees and HR professionals may resist new digital tools due to fear of uncertainty or lack of familiarity. Effective communication, training, and engagement are essential to overcome this barrier.

-Outdated Systems and Fragmented Data :Legacy HR systems and siloed data limit integration and analytics, impairing decision-making. Upgrading to interoperable, centralized systems is crucial for digital maturity.

-Digital Skill Gaps within HR Teams :HR professionals often lack skills in analytics, AI, and digital tools. Continuous learning and capacity building are necessary to support data-driven HR practices.

-Limited Budgets and Resources : Financial and resource constraints restrict digital transformation scope and pace. Strategic allocation of limited resources is key to gaining a competitive advantage.

-Lack of Leadership Buy-In : Without strong support from top management, digital initiatives may lack vision, funding, and motivation. Leadership endorsement is critical for successful transformation.

-Balancing Agility with Governance : Organizations must balance flexibility, innovation, and rapid adaptation with compliance, data security, and regulatory adherence. This enhances efficiency while minimizing risks

Figure 05. Challenges of HR Digital TransformationPractices



Source :(Todi, 2025), (Quixy Team, 2025), (Olmstead, 2024)

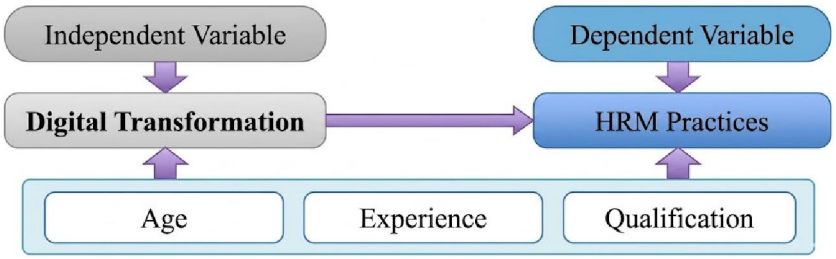
2. Applied framework of the study

I-Framework of the study and statistical processing methods

1-Study Population and Sample : The study was carried out within the industrial hub in the Wilaya of Chlef, targeting a sample of executives from these institutions. A total of (60) questionnaires were distributed, with (53) returned. The questionnaire comprised two main sections: the first section, representing the independent variable (Digital Transformation), includes 8 statements, while the second section, representing the dependent variable (HR Management), contains 6 statements.

2-Research Model

Figure 06. Study Model



Source: Prepared by researchers

3- Statistical Processing Methods

- **Mean**: Used to measure the total of values divided by their count.
- **Standard Deviation:** This statistic measures the positive square root of the variance, indicating the dispersion of data points from the mean. It provides insight into the variability or spread of a data set, helping to understand how individual data points differ from the average value**.**
- **SimpleLinearRegression**: Used to study the causal relationship between two variables.
- **PearsonCorrelationCoefficient** (r): Used to measure the linear relationship between two variables.
- **MeanandItsDegree**: To determine the values of the mean, it is categorized by finding the range (5-4=1), then dividing the range by the number of categories (4÷5=0.8). After that, (0.88) is added to the minimum scale value.
- **ScaleUsed**: We employed the "Likert" scale**.**
- **Statistical Packages Program:** This involves analyzing questionnaire data after processing it statistically using the SPSS 26 program. It helps identify trends and the extent of respondents' answers while testing the validity of the hypotheses.

II-Validity of the study and accuracy and stability of the results.

1- The validity of Statements of the Independent variable (Digital Transformation).

Table 01. Correlation matrix for the Statements of the independent variable (DT)

		X1	X2	X3	X4	X5	X6	X7	X8	X
X1	Pearson correlation	1	,116	,615**	,446**	,578**	1,000**	,019	,315*	0,692**
	Sig. (bilateral)		,410	,000	,001	,000	,000	,894	,022	,000
	N	53	53	53	53	53	53	53	53	53
X2	Pearson correlation	,116	1	,361**	,337*	,148	,116	,132	,463**	0,646**
	Sig. (bilateral)	,410		,008	,014	,291	,410	,347	,000	,000
	N	53	53	53	53	53	53	53	53	53
X3	Pearson correlation	,615**	,361**	1	,346*	,473**	,615**	,094	,211	0,635**
	Sig. (bilateral)	,000	,008		,011	,000	,000	,504	,129	,000
	N	53	53	53	53	53	53	53	53	53
X4	Pearson correlation	,446**	,337*	,346*	1	,721**	,446**	-,040	,762**	0,831**
	Sig. (bilateral)	,001	,014	,011		,000	,001	,775	,000	,000
	N	53	53	53	53	53	53	53	53	53
X5	Pearson correlation	,578**	,148	,473**	,721**	1	,578**	,063	,414**	0,778**
	Sig. (bilateral)	,000	,291	,000	,000		,000	,657	,002	,000
	N	53	53	53	53	53	53	53	53	53
X6	Pearson correlation	1,000**	,116	,615**	,446**	,578**	1	,019	,315*	0,691**
	Sig. (bilateral)	,000	,410	,000	,001	,000		,894	,022	,000
	N	53	53	53	53	53	53	53	53	53
X7	Pearson correlation	,019	,132	,094	-,040	,063	,019	1	-,076	0,678**
	Sig. (bilateral)	,894	,347	,504	,775	,657	,894		,590	,065
	N	53	53	53	53	53	53	53	53	53
X8	Pearson correlation	,315*	,463**	,211	,762**	,414**	,315*	-,076	1	0,716**
	Sig. (bilateral)	,022	,000	,129	,000	,002	,022	,590		,000
	N	53	53	53	53	53	53	53	53	53
X	Pearson correlation	0,692**	0,646**	0,635**	0,831**	0,778**	0,691**	0,678**	0,716**	1
	Sig. (bilateral)	,000	,000	,000	,000	,000	,000	,065	,000	
	N	53	53	53	53	53	53	53	53	53
The correlation is significant at the 0.01 level The correlation is significant at the 0.05 level										

Source: SPSS 26 results

A Pearson correlation analysis was conducted to examine the strength and direction of the relationships between eight items (X1 to X8) and the overall Digital Transformation construct (X). The sample consisted of 53 participants, which is sufficient for a reliable correlation analysis. A two-tailed test was used to assess statistical significance at the 0.01 and 0.05 levels.

- Overall Relationship with Digital Transformation (X): The results indicate strong to very strong positive correlations between all items and the overall Digital Transformation construct. The highest correlation was observed for item X4 (r = 0.831, Sig = 0.000), indicating a very

strong positive relationship. According to correlation standards, values between 0.8 and 1 represent a very strong correlation, confirming that X4 is a key indicator of participants' perceptions of Digital Transformation. The items X5, X8, X1, X7, X2, X3, and X6 also showed strong correlations ranging from 0.635 to 0.778, all statistically significant at the 0.01 level. Collectively, these results indicate a robust relationship between the items and the overall construct, supporting the validity of the scale.

- Internal Consistency and Reliability: The correlations of each item with the total score (X) reflect high internal consistency. Even the lowest correlation, X3 (r = 0.635), remains strong and significant. A perfect correlation was observed between X1 and X6 (r = 1.000, Sig = 0.000), indicating possible redundancy; these two items may be identical in wording or meaning, and it is recommended to review or remove one to avoid duplication.

- Inter-Item Relationships: Analysis of the relationships among items reveals several important points:

- ✓ X4 and X8 (r = 0.762) and X4 and X5 (r = 0.721) show very strong and significant correlations, indicating that these items measure closely related aspects of Digital Transformation.
- ✓ X2 and X7 (r = 0.132, Sig = 0.347) show a very weak and non-significant correlation, suggesting that X7 measures a different dimension within the scale. However, X7's correlation with the total score (r = 0.678) remains acceptable, indicating that it adds valuable information to the scale.

2- The validity of Statements of the dependent variable (HR ManagementPractices)

Table 02. Correlation matrix for Statements of the dependent variable (HRM Practices)

		Y1	Y2	Y3	Y4	Y5	Y6	Y
Y1	Pearson correlation	1	,416**	,422**	,571**	,122	,367**	,713**
	Sig. (bilateral)		,002	,002	,000	,385	,007	,000
	N	53	53	53	53	53	53	53
Y2	Pearson correlation	,416**	1	,458**	,222	,265	,396**	,634**
	Sig. (bilateral)	,002		,001	,110	,056	,003	,000
	N	53	53	53	53	53	53	53
Y3	Pearson correlation	,422**	,458**	1	,644**	,470**	,145	,701**
	Sig. (bilateral)	,002	,001		,000	,000	,300	,000
	N	53	53	53	53	53	53	53
Y4	Pearson correlation	,571**	,222	,644**	1	,642**	,461**	,830**
	Sig. (bilateral)	,000	,110	,000		,000	,001	,000
	N	53	53	53	53	53	53	53
Y5	Pearson correlation	,122	,265	,470**	,642**	1	,422**	,661**
	Sig. (bilateral)	,385	,056	,000	,000		,002	,000
	N	53	53	53	53	53	53	53
Y6	Pearson correlation	,367**	,396**	,145	,461**	,422**	1	,697**
	Sig. (bilateral)	,007	,003	,300	,001	,002		,000
	N	53	53	53	53	53	53	53
Y	Pearson correlation	,713**	,634**	,701**	,830**	,661**	,697**	1
	Sig. (bilateral)	,000	,000	,000	,000	,000	,000	
	N	53	53	53	53	53	53	53
The correlation is significant at the 0.01 level The correlation is significant at the 0.05 level								

Source: SPSS 26 results.

A Pearson correlation analysis was conducted to examine the relationships between the six items (Y1 to Y6) and the overall HR Management Practices construct (Y). The sample included 53 participants, which is sufficient for reliable correlation analysis.

- Overall Relationship with HR Management Practices (Y): The results indicate strong to very strong positive correlations between all items and the total HR Management Practices score. The

highest correlation was observed for **Y4 (r = 0.830, Sig = 0.000)**, indicating a very strong positive relationship. Other items, **Y1 (r = 0.713), Y3 (r = 0.701), Y6 (r = 0.697), Y5 (r = 0.661), and Y2 (r = 0.634)**, also showed strong positive correlations, all statistically significant at the 0.01 level. These results confirm that each item contributes meaningfully to the measurement of HR Management Practices.

Internal Consistency and Reliability: The correlations of each item with the total score demonstrate high internal consistency. Even the lowest correlation (Y2, r = 0.634) remains strong and significant. Unlike the previous scale (X), where perfect correlations suggested redundancy, all items in this HR scale are distinct, enhancing the scale's reliability and statistical balance.

Inter-Item Relationships: Analysis of inter-item correlations highlights important relationships:

- ✓ **Strong correlations:** Y3 and Y4 (r = 0.644), Y4 and Y5 (r = 0.642) indicate that these items measure closely related aspects of HR practices.
- ✓ **Weak or non-significant correlations:** Y1 and Y5 (r = 0.122, Sig = 0.385), Y3 and Y6 (r = 0.145, Sig = 0.300) are weak and not statistically significant, suggesting these items capture different dimensions within HR practices. This diversity strengthens the scale by covering multiple aspects without redundancy.

3-Testing the Correlation Relationship Between the Dependent and Independent Variables

Table 03. Correlation Matrix Between the Dependent and Independent Variables

		X	Y
X	Pearson correlation	1	.668**
	Sig. (2-tailed)		.000
	N	53	53
Y	Pearson correlation	.668**	1
	Sig. (2-tailed)	.000	
	N	53	53
The correlation is significant at the 0.01 level			

Source: SPSS 26 results

A Pearson correlation analysis was conducted to examine the relationship between Digital Transformation (X) and HR Management Practices (Y) for a sample of 53 participants.

The results show a**correlation coefficient of 0.668** with a significance value of 0.000, which is below the 0.01 threshold. This indicates a **strong positive correlation** between Digital Transformation and HR Management Practices, statistically significant at the 0.01 level (**). According to the standard correlation scale, values between 0.60 and 0.79 reflect a strong positive relationship.

When compared to the 0.05 significance level, this correlation remains strong, confirming a **95% confidence level**.

- Conclusion:

- ✓ **Correlation Coefficient:** 0.668 (Strong Positive)
- ✓ **Significance Level:** 0.000 (Significant at 0.01)
- ✓ **Confidence Level:** 95%

This analysis indicates that Digital Transformation has a meaningful and positive impact on HR Management Practices, suggesting that improvements in digital strategies are likely to enhance HR operations and effectiveness.

III-Reliability statistics

Table 04. Statistiques de fiabilité

Variable	Number of Items	Cronbach's Alpha
X	8	0.774
Y	6	0.789

Source: SPSS 26 results

Cronbach's alpha values for the two variables are :

- Digital Transformation: 0.774
- HR Management Practices: 0.789

Both values exceed 0.6, indicating that they are satisfactory and demonstrate high reliability. This suggests that the statements within both the independent variable (Digital Transformation) and the dependent variable (HR Management Practices) are consistent and can be reliably used for achieving the study's objectives.

Conclusion :

- Digital Transformation ($\alpha = 0.774$): High reliability
- HR Management Practices ($\alpha = 0.789$): High reliability

These results confirm that the measures used in the study are appropriate and stable, supporting the validity of the research findings.

VI-Discussion of statistical results

1-Discussion of statistical results of the independent variable (Digital Transformation)

Table 05. Analysis of the independent variable statements

Item	Arithmetic Mean	Standard Deviation	Sig.	Rank	Importance
Automating Repetitive Tasks and Processes	4.23	0.933	0.000	1	Very High
Performing High-Risk Tasks Efficiently	4.16	0.568	0.000	2	High
Reducing Human Error	4.15	0.568	0.000	3	High
Smooth Handling of Big Data	4.09	0.564	0.000	4	High
Helping to Improve Processes and Workflows	4.06	0.989	0.000	5	High
Working Full-Time (24/7)	3.96	0.999	0.000	6	High
Assisting in Supporting and Satisfying Customers	3.87	1.057	0.000	7	High
Facilitating Decision-Making	3.81	1.178	0.000	8	High
Digital Transformation (Overall)	**4.04**	**0.857**	**-**	**-**	**High**

Source: SPSS 26 results

The significance level for all statements of the independent variable is (0.000), which is less than the significance level ($\alpha = 0.05$). This indicates the presence of statistically significant differences in responses among the categories (Strongly Disagree, Disagree, Agree, and Strongly Agree) for each statement in this dimension. The differences in the sample percentages, as shown in the table above, reflect those of the study population.

We note that the second statement, "Digital Transformation helps automate repetitive tasks and processes," ranked first and achieved a very high weighted average of 4.23 with a standard deviation of 0.933. This indicates that respondents believe digitization will significantly reduce many routine tasks. Meanwhile, the other statements received high ratings of 4.16, 4.15, 4.09, 4.06, 3.96, 3.87, and 3.81, respectively. This suggests that Digital Transformation will help reduce human error, enhance operational efficiency, manage big data effectively, improve processes, ensure continuous operation throughout the day and week, achieve customer satisfaction—which is the primary Objective—and facilitate decision-making in a timely and appropriate manner.

The high ratings across these statements underline the positive perception of Digital Transformation among respondents. This indicates a strong belief in its potential to enhance operational efficiency, reduce errors, and improve overall business processes, aligning with the primary objectiveof customer satisfaction and effective decision-making.

The overall weighted average for agreement on the statements regarding the independent variable "Digital Transformation" was 4.04, with a standard deviation of 0.857.

Key Insights:

- High Consensus: The weighted average of 4.04 indicates a high level of consensus among respondents on the importance of Digital Transformation in the Transformation processes of the studied institutions.

- Standard Deviation: The standard deviation of 0.857 suggests that while there is strong agreement, there is some variability in responses, indicating that not all respondents view the importance of Digital Transformation in exactly the same way.

Conclusion : *The findings reflect a significant acknowledgment of the role of Digital Transformation in enhancing operational processes within the institutions studied, highlighting its perceived value and relevance in achieving strategic objectives*

2-Discussion of statistical results of thedependent variable (HR ManagementPractices)

Table 06. Analysis of dependent variable (HR ManagementPractices)

Item	Arithmetic Mean	Standard Deviation	Sig.	Rank	Importance
HR Management provides continuous training for employees using modern technologies.	4.58	0.602	0.000	1	Very high
HR Management contributes to improving operational efficiency.	4.30	0.668	0.000	2	Very high
HR Management contributes to increasing efficiency in recruitment processes according to modern technological requirements.	4.19	0.856	0.000	3	High
HR Management improve the employee experience.	4.13	0.621	0.000	4	High
HR Management increases employee productivity.	4.06	0.633	0.000	5	High
HR Management helps reduce HR costs.	3.55	0.889	0.000	6	High
HR Management Practices (Overall)	**4.13**	**0.711**	**-**	**-**	**High**

Source: SPSS 26 results

The significance level for all statements of the dependent variable is (0.000), which is less than the significance level ($\alpha = 0.05$), indicating the presence of statistically significant differences in responses among (Strongly Disagree, Disagree, Agree, and Strongly Agree) for each statement in this dimension. The differences in the sample percentages (as shown in the table above) reflect those of the study population.

From the table, we observe that statements 02 and 04 received very high averages of 4.58 and 4.30, respectively, with standard deviations of 0.602 and 0.668. This indicates that the sample believes HR Practices contribute to providing continuous training for employees using modern technologies and improving operational efficiency.

In contrast, the remaining statements (01, 03, 05, 06) received high averages of 4.19, 4.13, 4.06, and 3.55, with standard deviations of 0.856, 0.621, 0.633, and 0.889, respectively. This suggests that the sample views HR Management as contributing to increasing efficiency in recruitment processes according to modern technological requirements, improving the employee experience, increasing employee productivity, and reducing HR Management costs.

The high averages for statements indicate a strong belief in the positive contributions of HR Management practices, particularly in relation to employee training and operational efficiency. This reflects the sample's recognition of the importance of modern technologies in enhancing HR functions and overall Organizational performance.

The overall weighted average for agreement on the statements concerning the dependent variable "HR Management Practices" was 4.13, with a standard deviation of 0.711.

Key Insights:

- High Consensus: The weighted average of 4.13 indicates a strong level of consensus among respondents regarding the importance of HR Management practices in the Organizations studied.

- Standard Deviation: The standard deviation of 0.711 suggests that while there is significant agreement, there is some variability in responses, indicating differing degrees of perception regarding the effectiveness and impact of HR practices.

***Conclusion** :These findings highlight the recognition of HR Management practices as crucial for enhancing Organizational performance, employee experience, and operational efficiency. The strong consensus underscores the value placed on effective HR strategies in achieving the objectives of the institutions involved in the study.*

V-Fourth: Regression Analysis and Hypothesis Testing

Table 07. Statistical Analysis of the Relationship Between the Study

R2	R	F calculated	F tabular	Degree of Freedom	beta (β)	α	B	A	Sig.
0.322	0.568	24.268	4.030	1 51 52	0.568	0.781	2.043	0.518	0.000

Source: SPSS 26 results

The results indicate that the significance level (Sig = 0.000) is less than 0.05, confirming that the relationship between the variables is highly statistically significant and did not occur by chance. Additionally, the calculated F value (24.268) exceeds the tabulated F value (4.030) at degrees of freedom (1, 51), which demonstrates that the model is statistically valid and well-fitted.

The coefficient of determination ($R^2 = 0.322$) shows that approximately 32.2% of the variance in the dependent variable (HR Management Practices) is explained by the independent variable (Digital Transformation). The remaining 67.8% is attributed to other factors not included in the model, represented by (∂).

Furthermore, the correlation coefficient (R = 0.568) indicates a moderate positive relationship between Digital Transformation and HR Management Practices.

Based on the regression coefficients, where the constant is (A = 0.518), and the slope coefficient is (B = 2.043), the linear regression equation can be expressed as:

$$Y = 0.518 + 2.043X + \partial$$

This implies that for every one-unit increase in Digital Transformation, HR Management Practices increase by 2.043 units, reflecting a clear and positive impact of digital transformation on improving HR practices.

Hypothesis Testing :

In light of the obtained results, the null hypothesis (H0) is rejected, while the alternative hypothesis (H1) is accepted. This confirms that Digital Transformation has a statistically significant effect on improving HR Management Practices.

Regression Line Equation:

Based on the regression analysis, the estimated model can be expressed as follows:

$$\boldsymbol{Y = 0.518 + 2.043X + \partial}$$

***Interpretation**:The results indicate that a one-unit increase in the independent variable (Digital Transformation) leads to an increase of 2.043 units in the dependent variable (HR Management Practices), highlighting a strong positive influence.*

***Conclusion:**Overall, the findings reveal a significant and positive relationship between Digital Transformation and HR Management Practices. This suggests that strengthening digital initiatives and strategies can play a crucial role in enhancing HR functions and improving organizational performance.*

IV –One-way analysis of variance.

1-Monovariation of respondents' perceptions towards Digital Transformation

Table 08. Monovariation of respondents' perceptions towards Digital Transformation

Variable	Source of Variation	Sum of Squares	df (ddl)	Mean Square	F	Sig. (p-value)
Age	Between Groups	5.549	13	0.427	0.602	**0.087**
	Within Groups	27.658	39	0.709		
	Total	**33.208**	**52**			
Qualification	Between Groups	7.469	13	0.575	7.908	**0.000**
	Within Groups	2.833	39	0.073		
	Total	**10.302**	**52**			
Experience	Between Groups	15.013	13	1.155	1.135	**0.004**
	Within Groups	39.667	39	1.017		
	Total	**54.679**	**52**			

Source: SPSS 26 results

The Analysis of Variance (ANOVA) test was conducted to determine whether statistically significant differences exist in respondents' perceptions based on the demographic variables of Age, Academic Qualification, and Professional Experience.

Regarding **Age**, the significance level is 0.087, which exceeds the threshold value of 0.05. In addition, the calculated F-value (0.602) is relatively low, indicating limited variation between groups compared to within groups. This suggests that there are no statistically significant differences in the dependent variable across age groups at the 95% confidence level. Therefore, age does not significantly influence respondents' perceptions of Digital Transformation.

In contrast, **Academic Qualification** shows a significance level of 0.000, which is well below 0.05, accompanied by a relatively high F-value (7.908). This indicates that the variation between groups is substantially greater than the variation within groups. Consequently, there are highly statistically significant differences based on academic qualifications, implying that educational level has a strong and meaningful impact on how respondents perceive Digital Transformation.

As for **Professional Experience**, the significance level is 0.004, which is also below 0.05, and the F-value (1.135) supports the presence of differences, although less pronounced than those related to academic qualification. This indicates that there are statistically significant differences based on years of experience, confirming that professional experience plays an important role in shaping respondents' views.

Overall, the findings demonstrate that both Academic Qualification (Sig = 0.000) and Professional Experience (Sig = 0.004) are statistically significant factors influencing respondents' perceptions, as their values fall below the standard significance level ($\alpha = 0.05$). In contrast, Age (Sig = 0.087) does not show a statistically significant effect.

In conclusion, these results highlight that educational level and professional experience are key determinants in shaping perceptions of Digital Transformation, whereas age does not appear to have a significant influence. This insight can assist organizations in designing and implementing more effective Digital Transformation strategies by prioritizing workforce development through education and experience rather than relying on age-based segmentation.

2-Monovariation of respondents' perceptions towards HR ManagementPractices

Table 09. Monovariation of respondents' perceptions towards HR ManagementPractices

Variable	Source of Variation	Sum of Squares	df (ddl)	Mean Square	F	Sig.
Age	Between Groups	6.636	5	1.327	2.348	**0.003**
	Within Groups	26.571	47	0.565		
	Total	**33.208**	**52**			
Qualification	Between Groups	2.837	5	0.567	3.572	**0.008**
	Within Groups	7.465	47	0.159		
	Total	**10.302**	**52**			
Experience	Between Groups	9.870	5	1.974	2.070	**0.005**
	Within Groups	44.810	47	0.953		
	Total	**54.679**	**52**			

Source: SPSS 26 results

The Analysis of Variance (ANOVA) test was conducted to determine whether statistically significant differences exist in respondents' perceptions of HR Management Practices based on the demographic variables of Age, Academic Qualification, and Professional Experience.

Regarding **Age**, the significance level is 0.003, which is below the standard threshold of 0.05. The calculated F-value (2.348) indicates moderate variation between groups compared to within groups. This suggests that there are **statistically significant differences** in perceptions of HR Management Practices across different age groups. Employees' age groups appear to influence how they perceive and evaluate HR policies.

In contrast, **Academic Qualification** shows a significance level of 0.008, which is also below 0.05, accompanied by a relatively high F-value (3.572). This indicates that the variation between groups is substantially greater than the variation within groups. Consequently, there are **highly statistically significant differences** based on educational qualifications, implying that respondents' academic backgrounds strongly affect their perceptions of HR Management Practices.

As for **Professional Experience**, the significance level is 0.005, which is below 0.05, and the F-value (2.070) supports the presence of differences, although less pronounced than those related to Academic Qualification. This confirms that **years of professional experience** significantly influence employees' perceptions of HR Management Practices.Overall, the findings demonstrate that **Age (Sig = 0.003), Academic Qualification (Sig = 0.008), and Professional Experience (Sig = 0.005)** are all statistically significant factors influencing respondents' perceptions, as their values fall below the standard significance level ($\alpha = 0.05$).

In conclusion, these results highlight that **age, educational level, and professional experience** all play important roles in shaping perceptions of HR Management Practices. This insight can assist organizations in designing and implementing more effective HR strategies by considering the demographic characteristics of their workforce and tailoring policies accordingly.

4. Conclusion

In conclusion, digital transformation represents a fundamental pillar in developing human resource management practices and improving their performance within modern organizations. It is not limited to the mere adoption of technology, but rather encompasses a comprehensive change in work methods and managerial thinking.The study has empirically demonstrated a positive impact of digital transformation on the effectiveness of human resource management, thereby enhancing organizations' ability to adapt to changes and achieve competitive advantage. Accordingly, adopting digital transformation is no longer an option, but an inevitable necessity to ensure continuity and success in today's business environment.

1-Hypothesis Testing: The results of the Pearson correlation analysis revealed a strong positive relationship between digital transformation and human resource management practices, with a correlation coefficient of 0.668 at a significance level of 0.000, which is less than 0.01.

Accordingly, the hypothesis is accepted, confirming that digital transformation has a positive and significant impact on improving human resource management practices within the studied institutions.

2-Results of the Study

- The results of this empirical study indicate a significant positive relationship between digital transformation and HR management practices, suggesting that enhancing digital strategies can significantly improve HR functions within organizations. Subject of Study .
- Increased Operational Efficiency: Digital Transformation enhances HR Management by utilizing technology to increase efficiency, eliminating routine and tedious tasks performed by employees, allowing them to focus on Strategic tasks that require significant human effort .
- Interactive Platforms: Digital Transformation provides interactive platforms that facilitate employees' access to Information and Resources, improving their experience. By adopting

technologies such as cloud computing and advanced analytics, employees can work with data from anywhere at any time .

- Enhanced Employee Experience: Organizations that adopted digital HR tools reported improved employee satisfaction, as digital platforms facilitate faster communication, easier access to information, and streamlined processes.
- Enhanced Flexibility: Digital Transformation enhances work flexibility, allowing employees to work remotely and meet their personal needs. They can perform tasks at any time and from any location as needed .
- Talent Acquisition: Digital Transformation has assisted Organizations in selecting the best talent through digitization and artificial intelligence applications, offering superior training programs via simulations and Digital learning platforms, which helped achieve the Organization's StrategicObjectives in a competitive Business environment.
- Adaptation to Changes: Digital Transformation helps Organizations adapt to rapid changes in the work environment by enabling HR Management to achieve Strategic awareness and continuously keep pace with the dynamic Business environment.
- Cost Reduction: Digital Transformation has contributed to reducing traditional costs across various functions by adopting smart technologies that perform tasks accurately and efficiently around the clock.
- Achieving Customer Satisfaction: Digital Transformation has allowed HR Management to serve clients diligently throughout the day and week, resulting in increased customer satisfaction and loyalty, thus enhancing the Organization's market share and value.

3-Recommendations

- Comprehensive Digital Strategy: To achieve successful Digital Transformation in Organizations , it is essential to adopt Digital Transformation across all functions, not just in HR. Focusing solely on HR will not lead to a successful Transformation, as all functions within the Organization are interconnected and integrated. It is crucial to embrace Transformation in all functions together, enhancing a comprehensive approach that enhances overall Organizational effectiveness.
- Leadership Support: Strong support from leadership is essential to drive Digital initiatives. Leaders should champion Digital Transformation efforts and allocate necessary Resources.
- Invest in Technology: Organizations should invest in advanced HR technologies, such as cloud computing, data analytics, and AI, to enhance efficiency and improve employee experiences.
- Continuous Training: Provide ongoing training for employees on new Digital tools and technologies to ensure they are equipped to leverage these Resources effectively.
- Focus on Data Security: As Organizations adopt Digital solutions, it is crucial to prioritize data security and privacy to protect sensitive employee Information .
- Encourage Remote Work Flexibility: Embrace flexible work arrangements that allow employees to work remotely, enhancing job satisfaction and productivity.
- Monitor and Evaluate Performance: Regularly assess the impact of Digital Transformation initiatives on HR Practices and overall Organizational performance to identify areas for improvement.
- Enhance Communication and Collaboration: Utilize Digital tools to improve communication and collaboration among teams, fostering a more connected and engaged workforce.
- Engage Employees in the Process: Involve employees in the Digital Transformation process to gather their insights and feedback, which can lead to greater acceptance and success.
    - Adopt an Agile Approach: Embrace an agile mindset that allows for quick adaptations to changes in technology and market conditions, ensuring the Organization remains competitive.

- Talent Management and Development: Digital transformation allows for more effective talent management, from recruitment through to employee development, by providing advanced tools for performance monitoring, skills mapping, and career progression planning.

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