

Digital Empowerment of Human Resources in Organizations between the Inevitability of Adaptation and Resistance to Change

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Abstract:

The article addresses the topic of digital empowerment of human resources in organizations, highlighting its importance in enhancing job performance, increasing productivity, and encouraging creativity and innovation within modern institutions. The article reviews the conceptual framework of digital empowerment and explains the motives behind its adoption and its main dimensions such as training, delegation of authority, teamwork, and motivation, as effective tools for developing human competencies.

The article also focuses on adaptation to digital transformation, explaining the mechanisms for developing employees' digital skills, the role of digital leadership in supporting empowerment, and the strategies of digital human resource management that contribute to improving organizational processes and coping with continuous technological changes. It also addresses organizational resistance to change, highlighting its psychological and social causes among employees, and strategies to reduce it in order to enhance adaptation and digital flexibility within the organization.

The article concludes that digital empowerment represents a comprehensive strategy that is not limited to the use of technology, but also includes developing human resource capabilities, redesigning organizational processes, and promoting a culture of innovation, which supports the ability of institutions to compete and achieve their objectives efficiently and sustainably in a changing work environment.

Keywords: Digital empowerment; Human resources; Digital transformation; Resistance to change; Digital leadership.

Jel Classification Codes: M15, M12, O33.

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1. Introduction

During the last two decades, the world has witnessed unprecedented technological developments, which have led to fundamental changes in work environments and in the methods of managing organizations.

Digital transformation has become one of the essential requirements of modern organizations, as relying on traditional methods of human resource management is no longer sufficient to ensure the achievement of strategic objectives.

Digital empowerment enables employees to use modern technologies efficiently and effectively, and contributes to enhancing performance and innovation within institutions, making it a cornerstone of institutional success in a constantly changing competitive environment.

The importance of digital empowerment of human resources lies in its ability to increase employee efficiency, improve the quality of services and products, and encourage creativity and innovation. It also contributes to strengthening employees' sense of responsibility and organizational belonging and enhances their ability to make independent decisions that support the achievement of institutional goals.

At the same time, it helps in developing the digital skills necessary to keep pace with the rapid transformations in the modern work environment, which makes investment in digital empowerment a strategic necessity for every organization seeking to remain at the forefront of competition.

Despite the significant benefits of digital empowerment, institutions face several challenges, most notably organizational resistance to change. This challenge arises due to employees' feelings of anxiety about the unknown, fear of losing their acquired expertise and advantages, or the increased effort required to adapt to new methods. Therefore, the research raises a fundamental problem related to how to digitally empower human resources while reducing resistance to change and enhancing employees' ability to adapt to digital transformations, in order to ensure the success of institutional programs.

This article aims to explore the conceptual framework of digital empowerment, its motives, and its main dimensions such as training, delegation of authority, teamwork, and motivation. It also seeks to clarify the role of digital leadership and human resource management strategies in enhancing digital adaptation, in addition to studying the causes of resistance to change and ways of dealing with it effectively in order to maximize the benefits of digital transformations within organizations.

The research focuses on modern institutions adopting digital transformation in their activities, with emphasis on how to develop employees' digital capabilities and prepare the work environment to support innovation and initiative.

The article also addresses the psychological and social dimensions of resistance to change, reflecting the scope of the research at the level of human resources and the interaction between technology and the human factor.

Thus, it becomes clear that digital empowerment of human resources is not merely the use of technology, but rather a comprehensive strategy aimed at developing human competencies, enhancing the competitiveness of institutions, and ensuring continuous adaptation to changes in the digital work environment.

Accordingly, the article will discuss two main axes: the conceptual framework of digital empowerment, and mechanisms of adaptation and resistance to change, with a focus on practical strategies to enhance the success of digital transformation.

2. The Conceptual Framework of Digital Empowerment of Human Resources

2.1 The Concept of Digital Empowerment and Its Importance in Modern Organizations

2.1.1 The Concept of Digital Empowerment

In light of the rapid transformations that the world is witnessing as a result of the digital revolution, organizations have become required to reconsider their methods of managing human resources in a way that aligns with the requirements of the digital environment. In this context, the concept of digital empowerment emerges as one of the fundamental pillars that help individuals interact efficiently with modern technologies and invest them in developing performance and improving the quality of work within organizations.

Digital empowerment refers to the ability of individuals to employ digital technologies in an effective and productive manner in line with the requirements of the information society.

This concept includes developing skills for searching information via the Internet, the ability to access reliable sources, and benefiting from them in performing professional and cognitive tasks.

The continuous increase in the volume of information within digital environments also requires individuals to possess the skills of distinguishing and selecting between different sources, ensuring reliance on accurate and reliable information (Ben Ahmed et al., 2022).

Accordingly, digital empowerment is not limited to merely using technological tools, but extends to include developing individuals' capabilities to consciously deal with digital information, analyze it, and employ it effectively, which constitutes a fundamental factor in enhancing human resource efficiency and achieving organizational excellence in contemporary organizations.

With the increasing reliance on digital technologies in various organizational activities, it has become necessary to develop human resource capabilities that enable them to deal with these technologies efficiently and effectively.

Hence, the concept of digital empowerment has emerged as one of the modern approaches adopted by organizations to prepare individuals and keep pace with the requirements of the changing digital environment.

Digital empowerment refers to one of the modern patterns of empowerment that focuses on developing the capabilities of individuals and groups through continuous training, with the aim of enabling them to use information and communication technology and its related applications in a safe and responsible manner.

This type of empowerment also seeks to enhance individuals' skills in dealing with digital tools efficiently and confidently, while developing their ability to control the use of these technologies and employ them effectively. Ultimately, this aims to prepare human competencies capable of innovation, creativity, and initiative, in addition to contributing to the production of digital knowledge capable of competing in the contemporary work environment (Al-Amin & Saadoun, 2020).

Based on this, digital empowerment represents a strategic tool for developing human resources, as it contributes to enhancing their technical and cognitive capabilities and supports

organizations' orientation toward innovation and excellence in light of rapid digital transformations.

2.1.2 Its Importance in Modern Organizations

The rapid development in information and communication technologies has led to fundamental transformations in the way organizations operate and manage their human resources. In this context, digital empowerment has emerged as one of the modern tools that help institutions improve organizational performance, enhance competitiveness, and enable employees to utilize digital technologies in performing their tasks more efficiently.

The importance of digital empowerment in modern organizations is manifested in several aspects, most notably:

- It contributes to developing employees' efficiency and raising their performance level, enabling them to accomplish their daily tasks more effectively while reducing the need for multiple administrative levels.
- It represents an important factor in enhancing creativity within the organization.
- It provides continuous opportunities for developing employees' skills and enhancing their technical and cognitive capabilities in line with the requirements of the digital environment.
- It represents a modern approach to organizational change, helping institutions adapt to an increasingly complex competitive environment.
- It provides organizations with greater flexibility and the ability to learn and adapt in order to keep pace with competition, meet customer needs, and maintain their market share.
- It strengthens employees' sense of responsibility and belonging to the organization by granting them greater autonomy in carrying out tasks and making certain work-related decisions.
- It helps simplify administrative procedures and provide faster and more efficient work mechanisms compared with traditional methods that required more time, effort, and a larger number of individuals.
- It supports improving the quality of services provided and increases the accuracy and speed of information circulation.
- It contributes to facilitating communication and reducing distances within and outside the organization.
- The increasing development in the manufacturing of digital devices and software has provided more efficient tools and technologies at lower prices, which has helped organizations adopt digital transformation more widely (Mahmoud Hussein Al-Wadi, 2012).

Thus, it becomes clear that digital empowerment constitutes an essential element in the development of modern organizations, as it contributes to improving institutional performance, enhancing innovation and organizational flexibility, and supporting institutions' ability to adapt to rapid changes in the digital business environment.

2.2 Motives for Adopting Digital Empowerment and Its Dimensions

2.2.1 Motives for Adopting Digital Empowerment

Among the reasons that drive organizations to adopt digital empowerment are the following : (Afandi, 2012)

With the rapid transformations witnessed in the business world as a result of technological development and the information revolution, organizations have become required to adopt modern administrative methods that enable them to keep pace with these changes and maintain their competitiveness.

Digital empowerment is considered one of the most prominent approaches adopted by institutions to achieve this goal, as it contributes to developing human resource capabilities and enhancing their efficiency in dealing with the contemporary digital environment.

There are several factors and motives that push organizations to adopt digital empowerment, the most important of which are:

- Internal institutional challenges: the emergence of what is known as knowledge workers who possess high skills and expertise, which pushes institutions to adopt empowerment approaches that give them greater space for initiative and independence.
- External challenges: represented in the increasing intensity of competition at both local and international levels, in addition to the rising expectations of customers regarding the quality and speed of services and products.
- The information and communication revolution: which has provided wide opportunities for obtaining and exchanging information at the appropriate time and place.
- Availability of qualified human resources: as many institutions now include individuals who possess high technical expertise and skills enabling them to deal efficiently with modern technologies.
- The growing trend toward organizational democracy: which emerged as a reaction to traditional centralized management methods, leading to the adoption of administrative practices based on employee participation and empowerment.
- The emergence of Total Quality Management (TQM): as empowerment is considered one of its essential requirements due to its role in improving performance and achieving quality in various organizational processes.
- The diversity of customer needs and desires: which requires individuals with creative and cognitive abilities capable of making quick and flexible decisions to meet changing market needs.
- The need to increase organizational flexibility and responsiveness to the market: through reducing administrative levels in organizational structures and granting employees broader authority.
- Enabling top management to focus on strategic aspects: by reducing its involvement in daily executive matters.
- Achieving optimal utilization of available resources: as digital empowerment helps improve the use of human and technological resources within the organization.

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- Changes in the nature of the work environment: as employees have become more educated and capable of continuous learning, which supports the adoption of empowerment-based work methods.
 - Expansion of the scope of competition: as competition is no longer local but has become global, which requires organizations to continuously develop their organizational and technological capabilities.

From the above, it becomes clear that resorting to digital empowerment is no longer a secondary option for organizations, but rather a strategic necessity imposed by the requirements of the modern competitive environment, as it contributes to enhancing human resource efficiency, improving innovation capacity, and supporting institutions' ability to adapt to rapid transformations in the business environment.

2.2.3 Dimensions of Adopting Digital Empowerment

The implementation of digital empowerment within organizations requires a transformation in traditional managerial methods, shifting from a management style based on strict supervision and direct control to a model that relies on granting employees trust and authority that enables them to perform their tasks more efficiently. This transformation requires adopting a set of managerial practices that constitute fundamental pillars for the success of the empowerment process within the institution.

Achieving digital empowerment requires providing a set of dimensions and elements that help activate this approach within the organization. Managers must develop new leadership skills and methods aimed at supporting employees and maximizing their contribution to achieving the institution's objectives. Among the most important of these dimensions are the following:

A- Training

Training refers to the set of organized activities and efforts aimed at providing employees with the knowledge, information, and skills necessary to perform their tasks efficiently. It also aims to develop their abilities and practical experience in a way that contributes to improving their current performance, in addition to preparing them to face future work requirements and improving their ability to adapt to technological and organizational developments (Mahmoud & Rami, 2013).

Training has a number of basic objectives that organizations seek to achieve, including the following:

- Contributing to achieving quantitative and qualitative balance in the workforce structure within the institution. When there is a surplus in certain specializations or sectors, retraining programs can help requalify employees and direct them toward other specializations that suffer from a shortage of competencies.
- Preparing a second line of qualified competencies that can be relied upon for delegation of authority and the application of decentralization in performance, in addition to their ability to assume leadership positions when current leaders retire or move to other positions.
- Enhancing trainees' awareness of the importance of organizational change and encouraging them to accept it and prepare to adapt to its requirements.

- Enabling employees to achieve their professional self-realization, especially those who possess ambition and a desire for development and advancement within the institution (Murad, 2011).

B- Delegation of Authority

Delegation of authority refers to involving subordinates in exercising certain administrative powers, whereby the manager or supervisor transfers part of his authority to employees or team members to enable them to perform their tasks and make certain decisions related to their work. However, the process of delegation does not mean complete abandonment of responsibility, as the supervisor remains ultimately responsible for the overall results of the work assigned to him by higher administrative levels (Radi, 2012).

C- Work Teams

Work teams are considered one of the fundamental components for the successful implementation of empowerment within organizations, as teamwork plays an important role in addressing problems and improving the efficient and effective use of resources. Cooperation among team members contributes to the exchange of experiences and ideas, which helps in finding appropriate solutions to various challenges that the institution may face, as the shared sense of collective responsibility also enhances employees' sense of belonging and organizational loyalty, and increases their commitment to achieving the institution's objectives. On the other hand, working within teams contributes to unifying visions and directing efforts toward achieving the general interest of the organization, as individuals integrate into a shared vision that drives them to work with a team spirit. This approach also encourages the activation of self-monitoring within the team, whereby each individual feels responsible for the tasks they perform and the results they achieve.

D- Motivation

Motivation is considered one of the essential factors supporting the success of empowerment programs within organizations. The absence of an appropriate reward system may weaken the effectiveness of these programs.

Therefore, empowerment requires adopting an incentive system based primarily on performance and achievement rather than merely rewarding the effort exerted. Linking returns to performance levels enhances employees' motivation and encourages them to achieve the organization's objectives by linking their personal interests to the success and development of the institution.

Motivation is also defined as a set of external influences that stimulate individuals' behavior and drive them toward satisfying their various needs and desires, thereby contributing to reducing the tension resulting from unmet needs.

The importance of motivation appears in several aspects, most notably:

- Contributing to satisfying some employees' needs, which directs their behavior toward achieving the organization's objectives.
- The diversity of incentive systems among institutions helps attract and recruit distinguished human competencies.

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- Encouraging employees to improve their performance levels and develop their professional capabilities.
 - Contributing to increasing institutional productivity, which positively reflects on increasing profits and improving overall performance (Hareqat, 2011).

3. The Inevitability of Adaptation and Resistance to Change

With the continuous advancement of technology and the digital transformation witnessed by the world, organizations face increasing challenges that require reconsidering methods of managing human resources and traditional work processes.

Adapting to digital transformation has become a **strategic necessity** to ensure performance continuity and achieve institutional objectives with high efficiency and quality.

This adaptation requires developing employees' skills, preparing a supportive work environment, and promoting an organizational culture that encourages innovation and initiative, while confronting the natural resistance to change that may hinder the success of any new digital or administrative project.

3.1 Mechanisms for Adapting to Digital Transformation

3.1.1 Developing Employees' Digital Skills

Developing employee performance represents a fundamental objective for any institution, as the efficiency of employees and the quality of their performance constitute the cornerstone of achieving institutional goals and producing products or services of high quality.

To ensure that development results appear effectively, a set of basic requirements that support this performance must be available, which can be summarized as follows:

- **Support and commitment from top management:** The commitment of top management is one of the most important factors ensuring the success of performance development programs. This requires the existence of clear plans and strategies, management's belief in the importance of continuous development, and the allocation of the necessary financial and human resources to achieve this goal.
- **Preparing the work environment and organizational culture:** Employees must be prepared to receive development concepts and objectives, which contributes to enhancing their cooperation and reducing their resistance to change. The organizational culture must support this process by promoting values and beliefs that encourage continuous learning and continuous performance improvement.
- **Effective human resource management:** Human resources represent the driving force in developing job performance. Therefore, attention must be given to selecting appropriate competencies and providing targeted training programs that enable the acquisition of the necessary skills to perform work efficiently.
- **Adopting appropriate leadership dimensions:** Performance development requires supportive leadership that encourages teamwork and full participation from all members of the institution, based on the belief that performance development is a collective responsibility not limited only to top management.

- **Establishing an integrated information system:** Providing accurate data and information related to organizational activities and processes helps analyze and monitor performance effectively, and facilitates knowledge exchange among employees within the institution.
- **Organizational learning:** Continuous learning represents an essential element for the success of performance development, as it allows benefiting from employees' experiences and knowledge to modify ineffective behaviors and strengthen positive practices.
- **Customer focus:** The performance development process must include attention to all activities aimed at meeting customer expectations through collecting and analyzing information, identifying the gap between expected quality and the actual quality of products or services, and continuously improving the customer experience (Hussein, 2007).

We observe that developing employees' digital skills constitutes a fundamental element in supporting adaptation to digital transformation and improving performance efficiency within the institution.

3.1.2 The Role of Digital Leadership in Supporting Empowerment

Digital leadership is defined as the strategic use of digital assets within the institution to achieve its organizational objectives efficiently and effectively.

The role of this leadership appears at two main levels:

Individual level: Digital leaders include individuals responsible for managing and supervising digital assets, such as information systems managers or other concerned employees regardless of their job title.

An effective digital leader is characterized by the ability to clearly understand the institution's objectives and to know how to employ their job responsibilities to support the achievement of these objectives, while ensuring alignment between their work and the institution's digital strategy.

Organizational level: At this level, digital leaders focus on exploring ways to use information technologies to enhance the institution's response to customer needs and changing work requirements.

Successful digital leaders understand the importance of incoming data and the internal processes that support it, and they also bear responsibility for managing the outgoing digital information produced by the company through various systems and digital environments within which it operates.

3.1.3 Human Resource Management Strategies in the Digital Environment

Human resource management in the context of digital transformation requires adopting a set of strategies that ensure a smooth transition from traditional methods to modern practices compatible with the requirements of the digital revolution.

The most important of these strategies can be summarized as follows: (Ben Antar, 2010)

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- **Reformulating the institutional mission:** by supporting the adoption of technological thinking among all actors within the institution, which enhances the orientation toward innovation and motivates employees to adopt modern technologies.
 - **Upgrading core technologies:** replacing traditional programs and work methods such as recruitment and leadership with modern tools and technologies compatible with continuous digital changes.
 - **Developing a multi-year technological human resource strategy:** it has become necessary to establish a long-term plan for human resource management that includes integrating artificial intelligence tools and digital technologies into organizational processes to ensure performance improvement and continuous development.
 - **Establishing a digital human resources team:** creating a specialized team for digital transformation responsible for implementing innovative work mechanisms aimed at improving service quality and achieving institutional objectives, while attracting digital competencies capable of dealing with technological developments within the institution.
 - **Organizing human resources within a work network based on expertise and effective partnerships:** redesigning the traditional HR management model based on employee data analysis, accumulated expertise, and consideration of cultural and technological factors to enhance performance effectiveness.
 - **Making creativity of the environment human resource management strategy:** digital transformations have led to the emergence of new practices that focus on innovation and renewal in all activities carried out by HR employees, which contributes to enhancing organizational flexibility and responsiveness to changes in the digital work environment.

It becomes clear that adopting **digital human resource strategies** is not merely an administrative choice but an inevitable necessity to ensure performance continuity and enhance competitiveness.

By integrating technology, organizing digital work teams, and promoting creativity, institutions can transform digital challenges into opportunities for growth and innovation, which enhances the ability of human resources to provide real and sustainable value for both the institution and its customers

3.2 Resistance to Change in the Context of Digital Empowerment

3.2.1 The Concept of Organizational Change Resistance

Organizational change resistance is considered a natural response shown by individuals when facing any transformation or modification in the work environment. People often tend to adhere to familiar habits and methods even if they are not ideal from a logical personal perspective. This resistance stems from individuals' feeling that change may threaten existing relationship patterns, established working methods, and individual or collective interests to which they have become accustomed (Amer, 1992).

Therefore, institutions must, when implementing digital empowerment programs, take into account the nature of this resistance and deal with it strategically through awareness, training, and employee participation in the change process in order to ensure successful adaptation and achieve the objectives of digital transformation efficiently.

The concept of organizational change resistance refers to the state of rejection or reservation that employees may show toward changes announced by management within the institution, whether this rejection is explicit or indirect. This often occurs when employees believe that these changes may conflict with their personal interests or with the general interest of the institution.

Resistance to change may manifest in multiple forms, as it can be individual or collective, explicit or hidden. It may also appear in the form of negative behaviors or direct objections to administrative decisions (Al-Owaisat, 2009).

It can be observed that resistance to change is a natural behavior among individuals when facing organizational transformations, which requires managing change in a well-planned manner that reduces such resistance.

3.2.2 Causes of Change Resistance Among Human Resources

Resistance to change among employees appears as a result of several psychological, social, and professional factors that affect their acceptance of any transformation within the institution. Among the most prominent causes are the following:

- **Fear of the unknown:** Employees tend to feel comfortable with familiar methods and tasks and fear new and unknown changes that may disrupt their daily routines.
- **Concern about losing previous expertise:** Long-serving employees may worry that change could reduce the value of the experiences and knowledge they have accumulated over the years, especially when new skills and knowledge are required that may place new employees on equal footing with them in terms of performance.
- **Fear of losing employment or personal interests:** This fear includes the possibility of losing advantages or personal privileges that the employee previously enjoyed.
- **Lack of information about the change:** The absence of sufficient information regarding the objectives and results of change leads to a sense of uncertainty, which increases resistance.
- **Fear of increased workload:** Employees may believe that change will require greater intellectual and physical effort compared with traditional methods, reducing their willingness to adapt to new approaches.
- **Belief in the superiority of the current situation:** Some employees believe that current methods are better than new alternatives, and their lack of conviction about the benefits of change leads them to resist it.
- **Fear of losing social relationships:** Employees may feel concerned about distancing themselves from friends and colleagues with whom they have supportive relationships within the work environment.
- **Concern about losing administrative or social status:** Some employees feel that their administrative or social position within the institution may be threatened by the proposed changes, which increases their resistance (Gad Al-Rab, 2005).

Understanding these causes helps institutions design effective strategies to manage resistance to change, such as raising employee awareness, providing them with the necessary information, and

offering psychological and professional support to ensure the successful implementation of digital empowerment programs and the achievement of organizational transformation goals.

3.2.3 Strategies for Reducing Change Resistance and Enhancing Digital Adaptation

- **Effective communication:** Clear and continuous communication is fundamental to the success of the change process. All stakeholders at different administrative levels should be involved. Informing employees about changes before their implementation helps avoid feelings of surprise and gives them the opportunity to participate in decision-making and present suggestions that may improve the change process.
- **Attention to the implementation phase:** Employees may agree with the idea of change but resist it due to the low efficiency of those responsible for implementing it. Therefore, it is essential to select qualified individuals to manage the change process and train them in appropriate methods to ensure effective implementation that achieves employee satisfaction.
- **Choosing the appropriate timing for change:** The timing of change plays an important role in employees' acceptance of it. Implementing change at an inappropriate time or according to an unrealistic timetable may increase employee resistance.
- **Gradual implementation of change:** Gradual and calm change is often more successful than sudden and rapid change because involving employees in developing the vision and planning for change helps reduce their resistance and enhances their acceptance of it.
- **Adopting a proactive approach to dealing with resistance:** Addressing resistance to change should be part of the change plan from the beginning rather than merely a reaction after resistance appears, as dealing with it later becomes more difficult and may negatively affect transformation outcomes.
- **Adopting flexible leadership approaches:** Methods of dealing with change resistance differ among management styles. Imposing change by force may achieve temporary results but does not guarantee the success of transformation. In contrast, conscious management seeks to reassure employees and enhance their sense of job security while working toward achieving change objectives (Amer, 1992, p. 198).

It can be observed that the success of digital transformation requires adopting effective change management strategies based on communication, participation, and gradual implementation, which reduce employee resistance and enhance their ability to adapt.

4. Conclusion

The study showed that digital empowerment of human resources represents one of the fundamental pillars for achieving outstanding institutional performance in modern organizations. It directly contributes to improving employee efficiency, enhancing work quality, and strengthening the ability to innovate and be creative.

The results also revealed that institutions that invest in digital empowerment and develop employees' digital skills demonstrate greater flexibility in facing technological changes and respond more quickly to the evolving demands of customers and the market.

The results also indicated that resistance to change represents one of the most prominent obstacles facing digital transformation, as employees often display it due to fear of the unknown,

fear of losing acquired expertise, concerns about benefits or job positions, or uncertainty about new work methods.

The study confirmed that effective digital leadership management and the application of digital human resource strategies such as continuous training, digital work teams, and modern information systems represent critical elements for reducing resistance to change and enhancing digital adaptation.

The study also concluded that digital empowerment is not limited to developing technical skills but also includes enhancing participation in decision-making, encouraging creativity, and strengthening employees' sense of responsibility and belonging.

Institutions that combine these factors achieve higher productivity, greater employee satisfaction, and maintain their competitive ability in a rapidly changing work environment.

In light of these findings, the study recommends the following:

- Strengthening digital training and development programs for all employees to ensure they acquire the skills necessary to keep pace with digital transformations.
- Adopting supportive digital leadership policies that encourage participation and collective decision-making, while focusing on continuous communication to clarify the objectives and importance of change.
- Designing human resource management strategies integrated with digital transformation, including the use of modern technological tools, the creation of specialized digital work teams, and facilitating the exchange of information and expertise among employees.
- Adopting a proactive approach to addressing change resistance by involving employees in change planning, providing the necessary information, and implementing changes gradually and systematically.
- Creating a work environment that encourages creativity and innovation, while providing appropriate incentives that enhance employees' sense of ownership and responsibility for institutional outcomes.
- Monitoring and evaluating performance regularly to ensure the achievement of desired objectives and to introduce necessary improvements at the appropriate time.
- This study confirms that digital empowerment of human resources represents a comprehensive strategy that goes beyond the mere use of technology to include the development of human capabilities, the promotion of a culture of innovation, and the achievement of effective organizational adaptation. This ensures sustainable performance and the preservation of the competitive advantage of institutions in a rapidly evolving and constantly changing work environment.

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