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The Role of Predictive Competency Management in Achieving Digital Transformation of Human Resources

دور التسيير التنبؤي للكفاءات في تحقيق التحول الرقمي للموارد البشرية

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Abstract
Digital transformations have become one of the most prominent challenges facing contemporary organizations, compelling them to reconsider their human resource management practices to ensure their capacity to adapt to accelerating technological changes. In this context, predictive competency management has emerged as a strategic approach aimed at anticipating future competency needs, analyzing gaps between available and required competencies, and devising policies and programs to develop human capital in alignment with the demands of digital transformation. This article aims to highlight the role of predictive competency management in achieving the digital transformation of human resources, by reviewing the theoretical foundations related to both predictive competency management and digital transformation, and elucidating the integrative relationship between them. It further clarifies the mechanisms through which this approach supports digital transformation, such as strategic competency planning, identifying future digital skill requirements, talent management, continuous training, and leveraging human resource analytics and modern digital technologies. The article also discusses the most significant challenges that may hinder the application of predictive competency management in the digital environment, alongside the essential prerequisites for its success, foremost among them the development of technological infrastructure, the

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enhancement of digital culture, the modernization of human resource information systems, and sustained investment in competency development. The article concludes that predictive competency management constitutes a fundamental pillar for supporting the digital transformation of human resources, by establishing a forward-looking vision that enables organizations to align their competencies with the requirements of the digital environment, and to strengthen their capacity for adaptation, innovation, and organizational sustainability amidst accelerating technological transformations.
Keywords: Predictive competency management; digital transformation; human resources; digital competencies; talent management; human resource information systems; strategic planning.

ملخص:

أصبحت التحولات الرقمية من أبرز التحديات التي تواجه المؤسسات المعاصرة، مما فرض عليها إعادة النظر في أساليب إدارة مواردها البشرية لضمان قدرتها على التكيف مع المتغيرات التكنولوجية المتسارعة. وفي هذا السياق، برز التسيير التنبؤي للكفاءات باعتباره أحد المداخل الاستراتيجية التي تهدف إلى استشراف الاحتياجات المستقبلية من الكفاءات، وتحليل الفجوات بين الكفاءات المتاحة والكفاءات المطلوبة، ووضع السياسات والبرامج الكفيلة بتطوير رأس المال البشري بما يتلاءم مع متطلبات التحول الرقمي.

يهدف هذا المقال إلى إبراز الدور الذي يؤديه التسيير التنبؤي للكفاءات في تحقيق التحول الرقمي للموارد البشرية، من خلال استعراض الأسس النظرية المرتبطة بكل من التسيير التنبؤي للكفاءات والتحول الرقمي، وبيان طبيعة العلاقة التكاملية بينهما، مع توضيح الآليات التي يسهم من خلالها هذا المدخل في دعم التحول الرقمي، مثل التخطيط الاستراتيجي للكفاءات، وتحديد الاحتياجات المستقبلية من المهارات الرقمية، وإدارة المواهب، والتكوين المستمر، والاستفادة من تحليلات الموارد البشرية والتقنيات الرقمية الحديثة. كما يناقش المقال أبرز التحديات التي قد تعيق تطبيق التسيير التنبؤي للكفاءات في ظل البيئة الرقمية، والمتطلبات

الأساسية لضمان نجاحه، في مقدمتها تطوير البنية التكنولوجية، وتعزيز الثقافة الرقمية، وتحديث نظم معلومات الموارد البشرية، والاستثمار المستمر في تنمية الكفاءات.

ويخلص المقال إلى أن التسيير التنبؤي للكفاءات يمثل ركيزة أساسية لدعم التحول الرقمي للموارد البشرية، من خلال إرساء رؤية استشرافية تمكن المؤسسات من مواءمة كفاءاتها مع متطلبات البيئة الرقمية، وتعزيز قدرتها على التكيف والابتكار وتحقيق الاستدامة التنظيمية في ظل التحولات التكنولوجية المتسارعة.

الكلمات المفتاحية :التسيير التنبؤي للكفاءات؛ التحول الرقمي؛ الموارد البشرية؛ الكفاءات الرقمية؛ إدارة المواهب؛ نظم معلومات الموارد البشرية؛ التخطيط الاستراتيجي.

Introduction

The world today is witnessing accelerated transformations driven by the digital revolution, which has permeated various economic and administrative activities. This has prompted organizations to reconsider their human resource management practices, given that human capital constitutes the fundamental element in achieving competitive advantage. In this context, predictive competency management has emerged as a strategic approach aimed at anticipating future competency needs and aligning them with the changes imposed by the internal and external environment, particularly in the context of the transition toward digital human resource management. This approach relies on forward planning and gap analysis between current and future competencies, thereby ensuring organizational readiness to confront technological and structural transformations (Le Boterf, 2018, p. 41).

Digital transformation has fundamentally reshaped the functions of human resource management, shifting them from traditional tasks related to recruitment and payroll to strategic functions grounded in big data, artificial intelligence, cloud computing, and human resource information systems. Consequently, organizations are now required to cultivate competencies equipped with digital skills and the capacity to adapt to the digital work

environment, which renders predictive competency management one of the most critical mechanisms for supporting the successful implementation of digital transformation projects (Armstrong & Taylor, 2023, p. 318).

The significance of this topic lies in highlighting the integrative relationship between predictive competency management and the digital transformation of human resources, by demonstrating how strategic competency planning contributes to ensuring the sustainability of human resources, achieving organizational agility, and enhancing institutional performance within the digital environment (Ulrich et al., 2021, p. 67).

1. The Conceptual Framework of Predictive Competency Management

1.1. Concept of Predictive Competency Management

The concept of *Gestion Prévisionnelle des Emplois et des Compétences* (GPEC) – Predictive Management of Jobs and Competencies – emerged in France during the 1980s in response to economic and technological transformations that compelled organizations to transition from traditional human resource management to strategic management grounded in foresight and anticipation. This approach aims to predict future changes in jobs and competencies and to devise appropriate policies to ensure the alignment of human resources with the organization's strategic objectives (Dietrich, 2017, p. 24).

Guy Le Boterf defines predictive competency management as a continuous process aimed at identifying the competencies essential for achieving the organization's future goals, while working to develop existing competencies or acquire new ones in order to maintain the organization's competitive capability (Le Boterf, 2018, p. 46).

John Armstrong, meanwhile, views predictive competency management as a strategic planning process that relies on analyzing future workforce trends, estimating skill and expertise requirements, and designing appropriate recruitment, training, and professional development programs to achieve a balance between supply and demand for competencies (Armstrong & Taylor, 2023, p. 305).

From the foregoing definitions, it can be asserted that predictive competency management is an administrative and strategic system that depends on analyzing the current state of human resources, anticipating the

organization's future competency needs, and subsequently devising policies and procedures capable of bridging the gaps between the present and future states, thereby ensuring performance sustainability and the achievement of strategic objectives (Peretti, 2022, p. 153).

1.2. Objectives of Predictive Competency Management

Predictive competency management seeks to achieve a set of strategic objectives, foremost among which is ensuring alignment between organizational development and the development of employee competencies, through the forward planning of future needs, the avoidance of shortages or surpluses in human resources, in addition to enhancing employee efficiency and improving their productivity in line with organizational and technological changes (Peretti, 2022, p. 160).

It also aims to support decision-making in the areas of recruitment, training, promotion, career path management, and workforce redeployment, based on accurate information and forward-looking analyses, thereby assisting management in coping with sudden changes and mitigating risks associated with economic and digital transformations (Dietrich, 2017, p. 39).

Among its most important objectives is also the enhancement of the organization's competitive advantage through investment in human capital, as the most valuable resource in the knowledge economy, where digital competence, creativity, and innovation have become key success factors in modern organizations (Ulrich et al., 2021, p. 72).

1.3. Characteristics of Predictive Competency Management

Predictive competency management is distinguished by a set of characteristics that set it apart from traditional human resource management. First, it relies on a future-oriented perspective rather than addressing problems after they occur, and it is based on long-term planning and the integration of human resource policies with the organization's overall strategy (Le Boterf, 2018, p. 58).

It is also characterized by its reliance on data and statistical indicators to forecast future changes, such as retirement rates, employee turnover, technological developments, and demographic shifts, thereby rendering

human resource decisions more objective and precise (Armstrong & Taylor, 2023, p. 314).

Furthermore, it is flexible in nature, as it allows for job redesign, skill development, and plan adjustments in response to changes in the organizational environment, making it one of the most critical strategic tools in the era of digitalization and digital transformation (Peretti, 2022, p. 171).

1.4. Stages of Predictive Competency Management

The process of predictive competency management proceeds through several interrelated stages, beginning with the analysis of the current state of human resources by examining the organizational structure, job positions, and available competencies, followed by forecasting future needs based on the organization's strategic plans and environmental and technological changes (Dietrich, 2017, p. 65).

Subsequently, a comparison is conducted between current competencies and future required competencies in order to identify gaps—whether they manifest as competency shortages, surpluses, or mismatches with the requirements of new roles—which enables management to formulate appropriate intervention plans (Le Boterf, 2018, p. 82).

In the final stage, action programs are developed, encompassing training, reskilling, recruitment, job mobility, and talent management, along with the ongoing monitoring of these programs and the periodic evaluation of their outcomes to ensure the achievement of the organization's strategic objectives (Armstrong & Taylor, 2023, p. 326).

2. The Concept of Digital Transformation of Human Resources

Digital transformation has become one of the most prominent managerial trends of the twenty-first century, as organizations rely on digital technologies to redesign their processes and improve operational efficiency. In the field of human resources, digital transformation is not limited to the use of software or the automation of procedures; rather, it encompasses the reconfiguration of job roles, processes, and organizational culture in a manner that achieves integration between technology and the human element, and contributes to enhancing service quality and improving decision-making efficiency (Bondarouk & Brewster, 2016, p. 266).

Digital transformation of human resources is defined as the process of employing digital technologies—such as Human Resource Information Systems (HRIS), artificial intelligence, cloud computing, and big data analytics—to develop all human resource management functions, including recruitment, selection, training, performance appraisal, career planning, talent management, and employee experience enhancement (Strohmeier, 2020, p. 58).

Many researchers contend that digital transformation represents a transition from traditional paper-based management to intelligent management reliant on real-time data and predictive analytics, thereby enabling the delivery of faster, more accurate, and more transparent services, and positioning human resource management as a strategic partner in achieving organizational goals (Marler & Boudreau, 2017, p. 18).

2.1. Objectives of Digital Transformation of Human Resources

Digital transformation aims to improve the operational efficiency of human resource management by automating routine procedures and reducing the time and costs associated with administrative processes, thereby allowing management to focus on value-added strategic activities such as talent management and future competency planning (Bondarouk & Brewster, 2016, p. 271).

It also seeks to enhance the quality of managerial decisions through reliance on data and digital analytics, as it has become possible to analyze employee performance, predict turnover rates, and identify future training needs, thereby enabling the organization to make more accurate and objective decisions (Marler & Boudreau, 2017, p. 24).

Among the fundamental objectives is also the improvement of employee experience through the provision of integrated electronic services, such as employee portals, electronic signatures, online leave and payroll management, in addition to supporting e-learning and remote work, all of which contribute to higher job satisfaction and increased productivity (Strohmeier, 2020, p. 63).

2.2. Dimensions of Digital Transformation of Human Resources

Digital transformation rests upon several interrelated dimensions. The first is the technological dimension, which consists of providing the appropriate digital infrastructure, such as databases, human resource information systems, artificial intelligence technologies, cloud computing, and the Internet of Things, to ensure effective data and process management (Vial, 2019, p. 123).

The organizational dimension focuses on redesigning organizational structures and administrative processes to align with the digital environment, simplifying procedures, and increasing flexibility in decision-making, thereby enabling the organization to adapt rapidly to environmental and technological changes (Bondarouk & Brewster, 2016, p. 273).

The human dimension is manifested in developing employees' digital skills and fostering a culture of innovation and continuous learning, as the success of digital transformation largely depends on employees' readiness to adopt new technology and utilize it efficiently in performing their daily tasks (Ulrich et al., 2021, p. 95).

2.3. Tools of Digital Transformation in Human Resource Management

Modern organizations employ a variety of digital tools to manage their human resources, most notably Human Resource Information Systems (HRIS), which enable the automated storage and processing of employee data, thereby facilitating recruitment, payroll, attendance, and performance evaluation processes (Strohmeier, 2020, p. 70).

Artificial intelligence has also become one of the most significant tools used in recruitment and selection processes, as organizations rely on algorithms to analyze curricula vitae, classify candidates, and conduct initial electronic interviews, thereby saving time and increasing the precision of selecting suitable competencies (Parry & Battista, 2019, p. 41).

Human Resource Analytics (HR Analytics) is considered one of the modern strategic tools, as it allows data to be transformed into indicators that assist management in predicting future performance, analyzing the causes of resignations, measuring training effectiveness, and forecasting future competency needs, thereby reinforcing the decision-making process (Marler & Boudreau, 2017, p. 27).

3. The Relationship between Predictive Competency Management and Digital Transformation of Human Resources

Predictive competency management and digital transformation represent two complementary elements in modern management, as digital transformation depends on the availability of competencies possessing the requisite digital skills, while predictive management provides the mechanisms that allow these competencies to be identified and developed before the actual need for them arises. Therefore, the success of digital transformation is closely linked to the organization's capacity to anticipate its future needs for digital competencies (Le Boterf, 2018, p. 96).

Furthermore, digitalization provides predictive management with an accurate and continuously updated database on employees, encompassing their qualifications, experience, performance levels, and training needs, which renders planning and forecasting processes more precise compared to traditional methods that rely on subjective estimates (Marler & Boudreau, 2017, p. 30).

On the other hand, predictive competency management helps mitigate the risks associated with digital transformation by designing proactive training and reskilling programs, thereby ensuring that employees possess the required digital skills and reducing resistance to change that may accompany the implementation of modern technologies within the organization (Ulrich et al., 2021, p. 101).

Recent studies indicate that organizations that have succeeded in integrating predictive competency management into their digital transformation strategies have achieved higher levels of productivity, greater speed in executing digital projects, and enhanced capacity for innovation and adaptation to technological changes, compared to organizations that focused solely on the technical aspect without investing in human capital development (Vial, 2019, p. 131).

4. The Role of Predictive Competency Management in Achieving Digital Transformation of Human Resources

The success of digital transformation in organizations has come to depend largely on the extent to which human capital is prepared to possess the

requisite digital skills and competencies. In this framework, predictive competency management plays a pivotal role in anticipating the organization's future needs for digital competencies, identifying gaps between current skills and required skills, and then devising practical plans to bridge these gaps before they become obstacles to the implementation of digital transformation projects (Armstrong & Taylor, 2023, p. 331).

The role of predictive management is not limited to providing the appropriate number of employees; it extends to ensuring that they possess competencies aligned with the requirements of the digital economy, such as the ability to use artificial intelligence applications, data analysis, working through digital platforms, knowledge management, and adapting to continuous technological changes (Le Boterf, 2018, p. 108).

Consequently, the relationship between predictive competency management and digital transformation is an integrative one, where the former provides qualified human capital, while the latter provides the technological environment that enables these competencies to achieve optimal performance within the organization (Ulrich et al., 2021, p. 108).

4.1. Identifying Future Digital Competencies

The first contribution of predictive competency management lies in identifying the competencies that the organization will need in the future in the context of digital transformation, through analyzing technological trends, studying job evolution, and anticipating the skills required in the coming years. This analysis assists management in developing digital competency maps and linking them to the organization's strategic objectives (Dietrich, 2017, p. 92).

Future digital competencies include skills in using human resource information systems, big data analytics, cybersecurity, cloud computing, and artificial intelligence, in addition to behavioral skills such as creativity, teamwork, continuous learning, and complex problem-solving (World Economic Forum, 2023, p. 36).

Through this proactive identification, the organization can avoid shortages in critical competencies, reduce emergency recruitment costs, and ensure the continued efficient execution of its digital projects (Peretti, 2022, p. 185).

4.2. Bridging the Digital Skills Gap

The digital skills gap is among the most prominent challenges facing organizations during the implementation of digital transformation projects, as organizations often possess modern technologies without having the human resources capable of utilizing them optimally. Therefore, predictive competency management works to diagnose this gap, analyze its causes, and develop practical programs to address it (Armstrong & Taylor, 2023, p. 338).

This is achieved by comparing employees' current skills with future required skills, then designing targeted training programs, reskilling employees, or recruiting new competencies when skills cannot be developed internally, thereby ensuring the alignment of human capital with the requirements of the digital environment (Le Boterf, 2018, p. 115).

Studies have demonstrated that organizations investing in digital skills development achieve higher rates of productivity and innovation compared to organizations that focus on technology acquisition without developing the human element (OECD, 2023, p. 81).

4.3. Supporting Training and Continuous Learning

In the digital work environment, knowledge changes rapidly, rendering traditional training insufficient to keep pace with technological developments. Consequently, predictive competency management is grounded in the philosophy of continuous learning, which aims to develop employees on an ongoing basis in line with the organization's future needs (Noe, 2020, p. 214).

This includes designing e-learning programs, utilizing distance learning platforms, employing virtual reality and simulation technologies in training, in addition to encouraging self-directed learning and the acquisition of digital professional certifications, all of which contribute to enhancing employee efficiency and their readiness to engage with modern technologies (Armstrong & Taylor, 2023, p. 344).

Predictive management also enables the identification of training priorities according to the actual needs of each job, leading to the rationalization of training expenditure and achieving a greater return on investment in human resource development (Peretti, 2022, p. 194).

4.4. Digital Talent Management

Distinguished digital competencies have become one of the most important sources of competitive advantage for organizations. Therefore, predictive competency management focuses on identifying and retaining digital talent by providing a stimulating work environment, clear career paths, and continuous opportunities for development and innovation (Ulrich et al., 2021, p. 119).

Digital information systems also assist in identifying high-performing employees, analyzing their future potential, and proposing individualized development plans tailored to their abilities and career aspirations, which contributes to enhancing organizational loyalty and reducing turnover rates (Marler & Boudreau, 2017, p. 33).

Contemporary trends indicate that talent management is increasingly relying on predictive analytics that enable the forecasting of the likelihood of high-performing employees leaving and the implementation of proactive measures to retain them (Parry & Battista, 2019, p. 55).

4.5. Supporting Innovation and Organizational Transformation

Digital transformation is not limited to the introduction of technology; it requires profound changes in the organization's culture and work methods. Predictive competency management plays a significant role in disseminating a culture of innovation and continuous learning, encouraging employees to embrace change, and participating in the development of digital processes and services (Vial, 2019, p. 135).

It also contributes to the formation of multidisciplinary teams that combine technical and managerial expertise, thereby facilitating the more efficient execution of digital transformation projects and enhancing collaboration and knowledge sharing within the organization (Bondarouk & Brewster, 2016, p. 278).

Management literature affirms that organizations that succeed in integrating competency management with innovation strategy achieve greater capacity to adapt to environmental changes and enjoy higher organizational agility compared to organizations that rely solely on technology (Ulrich et al., 2021, p. 124).

5. Challenges Facing Predictive Competency Management in the Context of Digital Transformation

Despite the considerable importance of predictive competency management, its application faces a number of challenges. Most prominent among these is the rapid pace of technological development, which causes required skills to change constantly, thereby compelling organizations to update their plans periodically (OECD, 2023, p. 84).

Organizations also encounter difficulties in accurately forecasting future competency needs, particularly in light of the uncertainty characterizing the global economic environment, in addition to the limited availability of precise data in some organizations and the weakness of human resource information systems (Dietrich, 2017, p. 101).

Among the most significant obstacles are also employee resistance to change, weak digital culture, insufficient training budgets, the high cost of recruiting specialized digital competencies, as well as challenges related to data protection and cybersecurity (Strohmeier, 2020, p. 79).

To overcome these challenges, organizations should invest in digital infrastructure, promote a culture of continuous learning, develop human resource information systems, involve employees in digital transformation projects from their early stages, and adopt organizational leadership that supports change (Armstrong & Taylor, 2023, p. 351).

6. Requirements for the Success of Predictive Competency Management in the Context of Digital Transformation

The success of predictive competency management in supporting digital transformation does not depend solely on the availability of technology; rather, it requires an integrated strategic vision that merges human resource planning with the organization's digital objectives. This necessitates the adoption by top management of forward-looking policies grounded in data analysis and forecasting of future needs, while providing the requisite financial and human resources for the implementation of competency development programs (Armstrong & Taylor, 2023, p. 358).

The modernization of human resource information systems also represents one of the most critical requirements for the success of digital

transformation, as these systems contribute to providing accurate and integrated databases on employees, and assist in performance analysis, forecasting training needs, talent management, and evidence-based strategic decision-making, rather than relying on subjective estimates (Strohmeier, 2020, p. 86).

Among the fundamental requirements is also the dissemination of an organizational culture that encourages continuous learning and innovation, whereby all employees should be prepared to acquire new skills and keep pace with technological developments, while fostering values of collaboration, teamwork, and knowledge sharing within the organization (Ulrich et al., 2021, p. 131).

Likewise, organizations should rely on clear performance indicators to measure the success of predictive competency management, such as the rate of coverage of future competency needs, the rate of bridging skills gaps, the participation rate in digital training programs, and productivity and innovation indicators, thereby enabling the evaluation of the effectiveness of adopted policies and the continuous implementation of necessary improvements (Peretti, 2022, p. 205).

Seventh: Prospects for Predictive Competency Management in the Age of Artificial Intelligence

Contemporary trends indicate that artificial intelligence will radically transform the future of human resource management, as forecasting processes for future competency needs will become more precise through the use of intelligent algorithms and big data analytics. Organizations will also be able to build predictive models to identify jobs susceptible to change or obsolescence, as well as competencies that will gain increased importance in the coming years (World Economic Forum, 2023, p. 52).

It is anticipated that the applications of artificial intelligence will expand across recruitment, performance management, career planning, and training needs assessment, which will enhance the effectiveness of predictive competency management and increase organizations' capacity to adapt to accelerating technological changes (Marler & Boudreau, 2017, p. 25).

However, this development imposes new challenges related to the ethics of data usage, the protection of employee privacy, and ensuring fairness and

the absence of bias in decisions based on artificial intelligence, which necessitates the establishment of legal and regulatory frameworks governing the use of these technologies within organizations (OECD, 2023, p. 92).

Conclusion

The study has demonstrated that predictive competency management constitutes one of the fundamental pillars for the successful digital transformation of human resources, as it enables organizations to anticipate their future competency needs, analyze gaps between current and future skills, and develop effective programs for training, talent management, and professional development. Moreover, the integration between strategic competency planning and digital technologies contributes to improving the quality of managerial decisions, enhancing productivity, and strengthening the competitive capability of organizations in an environment characterized by rapid change.

It has also been shown that the success of digital transformation is not solely linked to the provision of technological infrastructure; rather, it depends to a greater extent on investment in the human element and the development of its digital skills, as the true driver of innovation and organizational development processes. Therefore, organizations that systematically adopt predictive competency management are better equipped to face future challenges and more prepared to capitalize on the opportunities afforded by the digital revolution (Le Boterf, 2018, p. 143).

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