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### **The role of talent management competencies in facing the digital transformation in human resources: A study of a sample of employees at Al Raqi Soft Drinks Company**

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#### **Abstract**

The search aims to analyze the role of talent management competencies in confronting the digital transformation in human resources. The study also started from the hypothesis that there is a significant effect of talent management competencies in its dimensions in the digital transformation of human resources management in its dimensions. In order to achieve the study objective and prove its hypothesis, the descriptive analytical approach was relied upon to determine the type and size of the effect between the study variables. The questionnaire was relied upon as a tool to collect data from the study sample, which is a group of employees at AL-Raqi soft drinks company. The study reached a set of conclusions, the most prominent of which is that talent management competencies contribute significantly to enhancing the digital transformation of human resources management. The study also recommended the need to develop strategies to enhance talent management competencies in line with the requirements of digital transformation to improve administrative and operational performance.

**Keywords:** Talent management, digital transformation, human resources

#### **Introduction**

In view of the development and openness that the world is witnessing today after the introduction of artificial intelligence in all fields, organizations in the current period are facing complications in today's business environment, which is characterized by instability and fluctuations that occur in the external environment, as it has become imperative for companies to attract distinguished individuals and work to maintain them and strengthen their essential murals through the development of the talents they possess and the difficulty of predicting their future, which seems to be the need to pay attention to one of the main pillars supporting digital transformation. Human resources in the research sample companies in order to enable them to obtain the market share that achieves profits and continuous growth in the field of tasks entrusted to them in the current labor market and the need to adapt to those changes to achieve progress and advancement in their field of work.

As the digital transformation of human resources has become a necessity for companies today, as most transactions have become through automation and electronic programs, and this did not come from a vacuum, but rather came as a result of rapid technological development, especially after the entry of artificial intelligence in all fields, because of which today organizations and companies face great challenges, especially at the end of the twentieth century and the beginning of the emergence of the third millennium, which was accompanied by the growth of human thought and the volume of activities of organizations, where the business environment today is witnessing great challenges, and that As a result of rapid technological developments and the intensity of competition between organizations, in addition to the continuous change in customer tastes, companies must work to change their operational and structural capabilities by developing organizational structures in line with the principles of digital transformation of their human resources and changing processes.

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**The research problem**

Today, in light of what the world is witnessing of rapid change in everything, including the trend towards digital transformation, if it has become necessary for companies to work to transform the human resources system from traditional work to electronic work, which we see today is prevalent in the labor market, and the worker who does not know how to work on computers and electronic programs has become a burden on the company. The research problem revolves around answering the following question:

What is the role of talent management competencies in facing the digital transformation of human resources management in Al-Raqi Soft Drinks Company?

**The importance of the research**

1. It deals with an important sector of vital sectors, which is the basis for the development of modern societies and enhancing their effectiveness well.
2. The importance of the current research stems from addressing an important topic of digital transformation of human resources management, which is one of the modern topics that contribute to the dissemination of sufficient awareness of interest in the research sample company.
3. The subject of talent management competencies is one of the important things that must be paid attention to to advance and achieve profitability, as it is a basic

requirement for growth, profitability and leadership in the field of business.

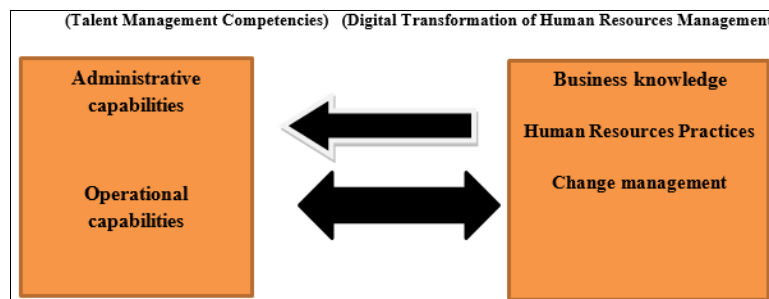
4. The recommendations of the current research are important for the company research sample that must be taken care of to enhance its competitive position and enhance its market share and growth in its field of work.

**Objectives of the research**

1. Identify the competencies of talent management among the work staff in the surveyed companies covered by the research.
2. Enhancing the role of talent management competencies that contribute to increasing the achievement of digital transformation capabilities among employees in the research sample companies.
3. Identify the strengths and weaknesses of both talent management competencies and digital transformation of human resources management in the surveyed companies.
4. Determine the nature of the relationship between talent management competencies and the digital transformation of human resources management in the surveyed companies.

**Research Model**

**Independent variable Dependent variable**



Source: Prepared by the researchers based on a study (Ahmed & Abdullah, 2024)<sup>[4]</sup> (Al Ali, 2023)

**Research Hypotheses**

Based on a review of the previous relevant literature and in light of the questions and objectives of the study, the following hypotheses were formulated:

**Main hypothesis:** There is a significant impact of talent management competencies in the digital transformation of human resources management.

The sub-hypotheses are as follows:

**The first sub-hypothesis:** There is a significant effect of each dimension of talent management competencies (business knowledge, human resources practices, change management) in administrative capabilities.

**The second sub-hypothesis:** There is a significant effect of each dimension of talent management competencies (business knowledge, human resources practices, change management) on operational capabilities.

**Literature review**

**First: Talent Management Competencies**

Talent management competencies are a set of abilities, knowledge and skills that talent management professionals must possess to ensure excellence in attracting, developing and retaining talent within an organization. These competencies include strategic talent planning, which is the ability to develop proactive plans for an organization's talent needs, analyze skills gaps and align them with the strategic objectives of talent assessment and discovery, design and implement effective assessment tools to identify talent. Use scientific techniques to identify latent skills and personal values. Talent development by designing training and development programs that align with the needs of individuals and the organization Support the professional growth of employees through individual development plans and performance management that is the ability to develop performance management systems that help improve employee productivity and provide constructive feedback to support talent development.

## Second: The Concept of Talent Management Competencies

Talent management can be defined as a set of practices, activities and functions performed by specialists in the human resources department, such as recruitment, development, and career planning (Al Ali, 2023) <sup>[5]</sup> Talent management is the process of implementing integrated strategies and systems that improve the production process in the organization and the organization, which is reflected positively and significantly on the results of work (Oehley, 2007) <sup>[23]</sup> Talent management is the process of developing, improving and integrating new employees and the process of melting them into the organization or company in which we work and the ability to attract individuals who hold high qualifications and have the ability and experience to advance the reality of work (Li&Wang,2019) <sup>[20]</sup> It can be said that talent management is the mental abilities that management possesses in any organization, through which we can attract individuals who hold high qualifications away from Any external influences and the ability to develop, train and raise their qualifications to advance the reality of work to the top.

## Third: The Importance of Talent Management Competencies

Human talent management is one of the most important modern approaches in the management of institutions, as it has become one of the most common and used terms at the present time, due to the importance of the human element in the production process in any institution (Issawi,2022) <sup>[18]</sup>, as well as talent management constitutes a major input to the development of institutions and increase their competitiveness, and the ability to survive in the labor market, as talent is an essential source for achieving competitiveness between institutions. On the other hand, the importance of talent management crystallizes in the importance of the role that it is because it is the potential energy that helps move the competitive advantage and organizational excellence within different institutions in order to increase the level of quality of the products and services provided through it. It can also be said that talent management competencies are an essential element in the success of organizations, as they contribute to improving performance, increasing loyalty, and fostering innovation, leading to the effective achievement of strategic goals.

## Fourth: Objectives of Talent Management Competencies

The objectives of the talent management competencies revolve around achieving organizational excellence through the development and investment of human capital and working to enhance the capabilities of employees by attracting the right talent, i.e. attracting high-caliber individuals who are consistent with the organization's culture and strategic objectives. It also works to develop human capital and enhance employees' skills and capabilities through training and development programs, which helps to improve organizational performance, that is, enable individuals to achieve their full potential, leading to increased productivity and fostering innovation. Retaining talent by building a stimulating work environment that provides opportunities for growth and professional advancement, reducing employee turnover rates. Talent management competencies contribute to building a high-performance workforce, fostering innovation, and achieving

competitive advantage, this makes it a critical strategic element for the success of organizations (Al Ali, 2023) <sup>[5]</sup>.

## Fourth: Dimensions of Talent Management

1. **Business knowledge:** Business knowledge is one of the basic dimensions of talent management, as it reflects the extent to which employees understand the organizational context in which they work, including strategies, goals and challenges facing the organization, this dimension is related to the ability of individuals to direct their skills and knowledge to support the success of the organization and achieve added value. The importance of business knowledge in the management of Talent by promoting strategic alignment as well as enabling employees to understand the organization's goals and link their roles to achieving these goals and work to increase the effectiveness of talent management plans by aligning them with the strategic needs of the organization. It also improves decision-making for employees with deep business knowledge who can make more accurate decisions based on a comprehensive understanding of the market, competition and internal processes. Sustainably developing talent helps identify skill gaps accurately and provide customized training programs focused on talent development commensurate with business requirements.
2. **Human Resources Practices:** Human Resource Management Practices As one of the dimensions of talent management, human resource management practices are one of the main pillars of talent management, as it aims to attract, develop, motivate and retain employees with high performance and unique skills. These practices play a vital role in creating a stimulating work environment, enhancing productivity, and achieving organizational goals. One of the most important practices of human resource management in talent management. Effective recruitment and recruitment Develop strategies to attract the best talent through the organization's brand (Abdulrahman *et al.*: 2022) <sup>[1]</sup>. Using modern recruitment methods such as artificial intelligence and predictive analysis to select the right candidates, who can keep pace with the development in the field of accelerated digital transformation in the work environment? As well as continuous training and development by supporting lifelong learning through workshops, training courses, electronic platforms, performance management and evaluation and the development of clear performance appraisal systems based on objective criteria. And work to identify future leaders and prepare them to assume leadership positions through preparation and development programs. Change management and adaptation to changes Support employees in facing new challenges and develop their abilities in dealing with change. Human resource management practices are an essential part of talent management, helping organizations attract, cultivate, and retain the best talent. By applying these practices effectively, organizations can enhance their competitiveness, increase their productivity, and achieve their long-term strategic goals. (Anastasia,et.al,2021)
3. **Change management:** Change management is an

essential dimension in talent management, as it works to enable organizations to adapt to continuous transformations and changes in the work environment, whether they are changes at the technological, organizational, cultural or strategic levels. Effective talent management depends on the organization's ability to prepare talent to keep pace with change and deal with it flexibly to ensure continuity and success. As well as the importance of change management in talent management by promoting The ability of talent to adapt to change, especially after the emergence of artificial intelligence, and works to develop the flexibility of employees to meet market challenges and technological transformations. It also works to empower leaders and work to support distinguished competencies and work hard to prepare leaders to be effective change agents within the organization, through training courses, continuous motivation, working to reduce resistance to change through clear communication and continuous guidance (Ali,2024), and working hard and continuously to support digital transformation and innovation and prepare talents to adapt to new technologies such as artificial intelligence and mega analytics. It can be said that change management is not just an organizational process, but a critical factor in the success of talent management. Organizations that adopt a proactive approach to change management will be better able to attract, develop, and retain talent in a rapidly changing business environment (Al Ali, 2023) [5].

#### **Fifth: Digital Transformation in Human Resources**

Today, in light of the rapid development and the replacement of modern technologies and technology in all operations, it has become necessary to replace modern technology in human resources management processes in order to facilitate and smooth work and keep pace with development, as well as to overcome crises, as we saw in the Corona pandemic, as it has become necessary for companies to work to automate everything so that they can continue to work in all circumstances, in addition to reducing costs, which have become a great burden that weighs on companies' budgets (Maimani, 2021:2) [21].

#### **The Concept of Digital Transformation of Human Resources Management**

The world today is witnessing a great openness to information technology, due to the service it provides at the lowest cost, the least effort and the fastest time, as technology has become an essential element in any business, hence the concept of digital human resource management was launched, (Suleiman, 2025) [28], as it refers to the integration of human resources activities with digital development, and all practices performed by human resources management become in an electronic digital form, such as recruitment, appointment, selection and training (Al-Maimani,2021) [21]. To be known as the transformations that have occurred in human resources management as a result of modern electronic development, which obligated companies to work with these progress and integrate digital transformation with management to compete and the ability to survive in the labor market and the digital transformation of human resources helps them achieve their goals, as it improves time, costs and methods and raises the quality of

services they provide better (Nachit & Okar, 2020) [22].

#### **Sixth: The Importance of Digital Transformation of Human Resources Management:**

The digital transformation of human resources aims to keep pace with the development taking place in the world as a result of the technological revolution, electronic human resources management has many benefits such as the strategic alignment of the human resources system with the human resources strategy, cost reduction, saving time and budget, and easy and secure access to information Human resources, improving efficiency and communication, improving human resources services, improving intellectual capital, increasing competencies and employee knowledge. The use of electronic human resources management in human resources functions, (Nachit & Okar, 2020) [2] shows that the digital transformation of human resources is of great importance in the progress and development of workers and cadres through the arrival of instructions and directives quickly and directly, which reduces the error process as well as the arrival of problems and errors to decision makers faster, which accelerates the production process (Jones, *et al*, 2021) [25].

#### **Seventh: Electronic Management of Human Resources**

Electronic management of human resources can be defined as that new administrative method based on the use of technological awareness of information in the exercise of human resources functions, and relies heavily on computer systems and communication networks in the implementation of strategies and policies for human resources (Bin & Ahmed, 2019) [14]. Human resources also play a fundamental role in the implementation of digital transformation within organizations, as it is necessary to provide qualified cadres capable of using and analyzing data. Making effective decisions, planning and implementing visions requires human competencies and scientific and practical expertise with a belief in change and continuous development.

#### **Eighth: Stages of Transformation to Digital Management**

The digital management process has gone through several stages, including the decisions taken by senior management on the need for change in order to keep pace with the digital and technological development taking place in the external environment, (Nachit,Okar,2020) [22], and work on the need to introduce workers in training courses in the institution to increase their ability to interact and keep pace with the course of affairs and the continuous development in the surrounding work environment, and to provide and develop work procedures for each institution And the organization and company, and work to provide the infrastructure for electronic management, which is the preparation of all the necessary requirements for work, and work to document paper transactions electronically (Maimani,2021) [21].

#### **Ninth: The Benefits of Digital Transformation**

Any new system has benefits that users can benefit from, and when we talk about digital transformation, we find many benefits achieved from this system, including updating the work models through which technological developments are kept abreast (Al-Nuaimi *et al.*,2022) [10], as well as improving operational efficiency, increasing and improving quality and working to simplify procedures,

which in turn enable us to obtain services provided to the public and reduce the percentage of Errors, digital transformation works to support the improvement of institutions industrial path and the use of available resources more efficiently and optimally than before, and digital transformation works to create more opportunities after the process of dialogue between the public and private sectors and the partnership that can take place between them in cooperation with all ministries, (Al-Farouk,2023) <sup>[6]</sup> and digital transformation allows customers who have the intention to shop to learn about the business activity as a result of an over sight Access to information, which in turn stimulates the procurement process at any time and place, and allows officials to easily monitor the workflow, enhance investment income, ensure the satisfaction of employees and customers alike, and raise the level of total profits of commercial activities through the complete digital transformation of commercial activities and work to transform it in an elaborate and good way, (Abdullah,2024) <sup>[3]</sup>, as well as one of the most important advantages of the digital transformation process is the possibility of monitoring performance and analyzing the metrics that you will get through marketing Digital for your activity and will enable you to use this data.

#### **Tenth: Obstacles to the digital transformation of human resources Management**

There are many obstacles that work to falter in the process of digital transformation of human resources within institutions, and hinder the wheel of development for organizations in the process of digital transformation of their human resources, including, the great fear of risks that result from information security as a result of the use of modern technology means and suspicions is one of the biggest obstacles, especially if the assets in companies are of high value, (Abdul Rahman,2019) <sup>[2]</sup>, as well as the difficulty facing organizations In the process of changing the mentalities of many employees who are accustomed to the prevailing situation, fear and rejection of modern technology, either because they are unable to keep pace with being outside their capabilities or their insistence on staying in the old situation and not wanting to switch and move to modern technology, (Al-Farouk,2023) <sup>[6]</sup>, and the possibilities have a major role, including the lack of readiness of institutions in terms of the amount of resources and the ability to train human cadres and own Knowledge necessary for the transformation process, including the lack of competencies capable of managing work and capable capabilities in the organization that have the ability to lead digital transformation and change programs within the organization, as well as the lack of talent that possesses the exact specialization in the labor market, which enables the company to achieve the desired digital transformation. Also, the lack of budgets allocated to these programs limits the transition because the cost of transformation is often high (Salah al-Din, 2023) <sup>[26]</sup>.

#### **Eleventh: Dimensions of Digital Transformation**

The researchers reviewed many studies that dealt with the subject of digital transformation and found that there are several dimensions and that the dimensions most consistent

with the current study are (administrative capabilities and operational capabilities) and according to a study (Ahmed and Abdullah, 2024) <sup>[4]</sup>.

**1. Administrative capabilities:** Administrative capabilities are the ability to transform workers, machinery, equipment, capabilities, materials and knowledge from the old system to a new era based on digital technologies, knowledge and innovations and continuous renewal (Karoui & Mustafa: 2024) <sup>[12]</sup> It is also considered the ability and possibility to apply administrative skills and knowledge in order to create an interactive environment for the process of integrating the various resources of the organization and interacting with each other to accomplish tasks in the shortest time and lowest cost, in order to maximize the benefit of employee participation in various operational processes (Al-Hindi, 2023) <sup>[7]</sup>.

These capabilities are very important for managers in the process of planning, strategizing, implementing organizational plans, as well as in helping to shape digital cultures, as they are strategically located to influence them. The bottom line is that digital transformation is more of a management issue than a technological one.

**2. Operational capabilities:** We believe that digital transformation requires the development of operational capabilities and capabilities of organizations, including organizational restructuring, the process of organizing the internal and external resources of the organization (Ahmed, 2024) <sup>[4]</sup>, and a sense of customer needs and the direction of technology in the digital environment. It also refers to the organization's productive ability to improve outputs, including quality, flexibility and delivery, as well as indicates that the capabilities Operational includes the ability to implement operational changes, as (Oliveira & Saraiva,2023) believes that the leadership skills possessed by leaders can show a positive relationship with some variables that lead to success, such as value to the customer, and all managers must turn into effective leaders who possess the ability and high vision in achieving goals, and leadership capabilities are one of the main pillars that directly affect the performance of the organization, including knowledge, experience and capabilities that he possesses. Employees and leaders, in addition to the fact that any organization that works to invest in the distinguished capabilities and capabilities of its employees is difficult to imitate and has a competitive advantage that distinguishes it at work, (Dabi, *et al.* 2023) <sup>[16]</sup>.

#### **The practical side**

##### **First: Study Population and Sample**

The study population consists of all employees in Al-Raqi Soft Drinks Company, and the study sample was selected using the simple random method, and 97 answers were obtained on the questionnaire form, and after examination and scrutiny, it was found that all forms are valid for statistical analysis, and the following table shows the distribution of the members of the study sample according to demographic variables:

**Table 1:** Demographic variables of sample members

	Categories	Duplicate	Percentage	Total
Sex	Male	87	89.7%	97
	Female	10	10.3%	
lifetime	25 years and under	32	33.0%	97
	25-35 years old	38	39.2%	
	35-45 years old	20	20.6%	
	45-55 years old	4	4.1%	
	55 years and above	3	3.1%	
Years of Experience	Less than 5 years	27	27.8%	97
	5-10 years	59	60.8%	
	More than 10 years	11	11.3%	
Total		97	100%	97

Source: Prepared by the researchers based on the outputs of SPSS V.27.

The results of Table (1) indicate that the majority of the sample members are males by 89.7%, while the percentage of females was only 10.3%, and in terms of age groups, the largest percentage was concentrated in the group from 25 to 35 years by 39.2%, followed by the category of 25 years and less by 33%, which indicates that the sample is predominantly youthful, while the older age groups (35 years and over) represent a lower percentage, and for years of experience, the results show that the majority of the sample members Have 60.8% of experience between 5 to 10 years, 27.8% of experience in less than 5 years, and 11.3% of experience over 10 years of experience.

**Second: Data collection tool**

The questionnaire was used as a basic tool for data collection, and includes sections covering three dimensions of talent management competencies (business knowledge, human resources practices, change management) and two dimensions to face digital transformation in human resources (administrative capabilities, operational capabilities), and the questionnaire includes a set of questions that measure each dimension using the Likert five-point scale, where respondents determine the degree of their approval of the paragraphs posed, which helps in assessing the role of talent management competencies in facing digital transformation.

**Third: Authenticity of the tool**

The apparent validity of the questionnaire was verified by presenting it to a group of arbitrators from academics and specialists in the field of human resources management and digital transformation, in order to assess the clarity and accuracy of the paragraphs in measuring the dimensions of the study, represented in the competencies of talent management (business knowledge, human resources practices, change management) and facing digital transformation in human resources (administrative capabilities, operational capabilities), and the arbitrators agreed that the paragraphs are appropriate to measure these dimensions, with some observations that were taken Consideration is given to improving the wording and development of the tool, which enhances its apparent validity and suitability to collect the data necessary for the study.

**Fourth: Stability of the Tool**

The questionnaire was used as the main tool to collect the study data, and it was subjected to the internal consistency coefficient test (Cronbach's alpha) to ensure the stability of the tool and the consistency of the paragraphs with the dimensions of the study, and the results showed that all dimensions of the resolution have a good level of stability, as the values of Cronbach's alpha ranged between (0.706) and (0.924), which confirms the validity of the tool to collect and analyze data accurately, as shown in Table (2):

**Table 2:** Internal consistency coefficient (Cronbach alpha) for resolution dimensions

Cronbach alpha value	Number of paragraphs	Variable
0.715	5	Business knowledge
0.791	5	HR Practices
0.787	5	Change Management
0.900	15	Talent Management Competencies
0.706	5	Administrative Capabilities
0.739	5	Operational Capabilities
0.821	10	Digital transformation of human resource management
0.924	25	All the resolution

Source: Prepared by the researchers based on the outputs of SPSS V.27.

**Fifth: Analysis Methods**

A set of statistical methods (SPSS V.27) was used to analyze data and process the results using a program in order to ensure accuracy in testing hypotheses and achieving the objectives of the study, and the analysis methods included the following:

- 1. Descriptive Statistics:** to display the demographic characteristics of the sample, and use arithmetic averages and standard deviations to measure sample responses about the dimensions of the study.
- 2. Cronbach's Alpha coefficient:** To verify the stability

of the measuring instrument and the consistency of the internal paragraphs for each dimension of the resolution.

- 3. Pearson Correlation:** To measure the strength and direction of the relationship between talent management competencies and the dimensions of facing digital transformation in human resources.
- 4. Simple & Multiple Regression Analysis:** To measure the impact of talent management competencies in their various dimensions on facing digital transformation.
- 5. Statistical significance tests (t-test and F-test):** To

test the significance of the relationship and impact between variables.

- These methods are adopted to ensure a comprehensive and accurate analysis of data and draw reliable conclusions that support research hypotheses.

**Sixth: Presentation, Analysis and Interpretation of the Sample Response to the Research Variables**

**Presenting, analyzing and interpreting the results of the dimensions of the independent variable (talent management competencies) and the dependent variable (digital transformation of human resources**

**management)**

In this paragraph, the results of the response of the sample to the independent variable (talent management competencies) are presented, analyzed and interpreted by addressing three sub-dimensions (business knowledge, human resources practices, change management) through (15) items, and the dependent variable (digital transformation of human resources management) by addressing two sub-dimensions (administrative capabilities, operational capabilities) through (10) paragraphs, and the following is a presentation of the results of these dimensions:

**Table 3:** Arithmetic Averages, Standard and Ranked Deviations of Study Variables

Sequencing	Dimension	Arithmetic mean	Standard deviation	Rank
1	Business knowledge	3.77	0.67	2
2	HR Practices	3.81	0.74	1
3	Change Management	3.71	0.73	3
Independent variable	Talent Management Competencies	3.76	0.64	
1	Administrative Capabilities	3.88	0.56	2
2	Operational Capabilities	3.93	0.681	1
Dependent variable	Digital transformation of human resource management	3.90	0.53	

Source: Prepared by the researchers based on the outputs of SPSS V.27.

The results of Table (3) show that the responses of the sample members to the dimensions of talent management competencies were generally positive, as the general average of the variable was (3.76) with a standard deviation of (0.64), which indicates the availability of these competencies at a good level among employees, and after human resources practices ranked first with an average of (3.81) and a standard deviation of (0.74), which indicates that employees pay great attention to the application of effective human resources practices.

In second place came after business knowledge with an average of (3.77) and a standard deviation of (0.67), which reflects that employees have sufficient knowledge about the nature of the company's business and market requirements, while after change management came in third place with an average of (3.71) and a standard deviation of (0.73), which indicates that this dimension, despite its importance, still needs more focus to enhance the change management skills of employees.

As for the digital transformation in human resources management, the results showed a high level of readiness, as the general average of the variable reached (3.90) with a standard deviation of (0.53), which is an indicator that the company is moving well towards digital transformation, and

after the operational capabilities ranked first with an average of (3.93) and a standard deviation of (0.61), which reflects the company's efficiency in using digital tools to improve operational processes.

On the other hand, the dimension of administrative capabilities came in second place with an average of (3.88) and a standard deviation of (0.56), which indicates the availability of digital management skills among employees, but it is still relatively lower than the operational side.

These findings suggest that employees are well placed to face digital transformation, with a greater focus on HR practices and operational capabilities, however, change management skills and management capabilities can be enhanced to achieve a more inclusive and effective digital transformation.

**Seventh: Testing and Interpreting Research Hypotheses**

Main hypothesis: There is a significant impact of talent management competencies in the digital transformation of human resources.

This hypothesis and its sub-hypotheses were tested by simple regression test, and the following table shows the results of the analysis:

**Table 5:** Analysis of the impact of talent management competencies in its dimensions on the digital transformation of human resources management in its dimensions

Dimensions of the independent variable	Dependent variable	Correlation coefficient (R)	Coefficient of determination (R <sup>2</sup> )	value (F) Calculated	value (i) Adoption of the Covenant on Calculated	The value of the marginal inclination coefficient (β)	Sig	Significance
Business knowledge	Administrative Capabilities	0.738	0.545	37.086	0.847	0.074	0.410	Immoral
HR Practices					3.524	0.295	0.00	Moral
Change Management					2.900	0.256	0.00	Moral
Business knowledge	Operational Capabilities	0.616	0.379	18.945	2.130	0.240	0.00	Moral
HR Practices					0.765	0.080	0.446	Moral
Change Management					2.368	0.263	0.00	Moral
Talent Management Competencies	Digital transformation of human resource management	0.742	0.551	116.396	10.789	0.610	0.00	Moral

Source: Prepared by the researchers based on the outputs of SPSS V.27.

The results of the table indicate that the correlation coefficient ( $R = 0.742$ ) reflects a strong positive relationship between talent management competencies and the digital transformation of human resource management. This means that increasing the level of talent management competencies leads to improved digital transformation. The coefficient of determination ( $R^2 = 0.551$ ) shows that 55.1% of changes in digital transformation can be explained by talent management competencies, while 44.9% are due to other factors not included in Prototype.

The results showed that the calculated value of (F) was 116.396, which is a statistically significant value at a significant level (Sig = 0.000), indicating that the model used to measure the relationship between variables is significant in general, and is able to explain the impact of talent management competencies on digital transformation.

The coefficient of inclination was ( $\beta = 0.61$ ), which shows that every one-unit increase in talent management competencies leads to an increase in digital transformation by 0.61 units. The calculated value of (t) (10.789) confirms the significance of this effect at a significant level (Sig = 0.000), which means that this effect is statistically significant and cannot be caused by chance.

These results confirm the validity of the main hypothesis, as it was found that there is a significant and positive impact of talent management competencies in promoting the digital transformation of human resources management.

**The first sub-hypothesis: There is a significant effect of each dimension of talent management competencies (business knowledge, human resources practices, change management) in administrative capabilities.**

The results of the table indicate that the correlation coefficient ( $R = 0.738$ ) between business knowledge and management capabilities reflects a strong positive relationship between the two variables. However, the slope coefficient ( $\beta = 0.074$ ) and ( $t=0.847$ ) are not statistically significant at (Sig = 0.41), suggesting that the impact of business knowledge on managerial capabilities is not significant. This means that improving business knowledge does not necessarily lead to a clear improvement in managerial capabilities within this statistical model.

As for human resources practices, the results showed a strong significant impact on managerial capabilities, with a value of ( $t = 3.524$ ) and a coefficient of inclination ( $\beta = 0.295$ ), which is statistically significant at (Sig = 0.000). This indicates that every one-unit increase in HR practices leads to an increase in managerial capacity by 0.295 units. This finding underscores the importance of resource practices Human resources in enhancing administrative capabilities by providing systems and procedures that support administrative performance.

As for the change management dimension, the results also showed a significant effect, with a value of ( $t = 2.9$ ) and a coefficient of inclination ( $\beta = 0.256$ ), which is statistically significant at (Sig = 0.000). This means that change management positively affects managerial capabilities, highlighting the importance of adaptation skills and continuous improvement in the development of managerial capabilities.

These results suggest that HR practices and change management have a significant and direct impact on managerial capabilities, while business knowledge has not demonstrated a significant impact.

**The second sub-hypothesis: There is a significant effect of each dimension of talent management competencies (business knowledge, human resources practices, change management) on operational capabilities.**

The results of the table indicate that the correlation coefficient ( $R = 0.616$ ) between business knowledge and operational capabilities reflects a positive average strength relationship between the two variables. The coefficient of determination ( $R^2 = 0.379$ ) shows that 37.9% of changes in operational capabilities can be explained by business knowledge. The value of ( $t = 2.13$ ) and the inclination coefficient ( $\beta = 0.24$ ), which is statistically significant at (Sig = 0.000), suggesting that business knowledge has a significant impact on operational capabilities. This means that enhancing business knowledge directly contributes to improving the operational efficiency of employees.

As for HR practices, the results showed that the value of ( $t = 0.765$ ) and the inclination coefficient ( $\beta = 0.08$ ) are not statistically significant at (Sig = 0.446). Although there is a correlation, the impact is not strong enough to be significant, which means that HR practices do not clearly and directly affect operational capabilities within this statistical model.

As for the change management dimension, the results showed a strong significant impact, with a value of ( $t = 2.368$ ) and a coefficient of inclination ( $\beta = 0.263$ ), which is statistically significant at (Sig = 0.000). This means that change management positively and directly impacts operational capabilities, emphasizing the importance of change management skills in enhancing operational processes by improving adaptation to changes and developing procedures. Operational.

These results suggest that business knowledge and change management have a direct significant impact on operational capabilities, while HR practices have not demonstrated a significant impact in this context.

**Conclusion and recommendation**

**First: Conclusions**

The study reached the following conclusions:

- Talent management competencies contribute significantly to enhancing the digital transformation of human resources management.
- HR practices and change management have a direct moral impact on managerial capabilities.
- Business knowledge has not yet shown a significant impact on managerial abilities in this model.
- Business knowledge and change management have a significant impact on operational capabilities, while the impact of HR practices has been immoral.
- Operational capabilities outperformed management capabilities in terms of readiness for digital transformation.
- HR practices are the most influential dimension within talent management competencies.
- Change management needs more focus to enhance adaptation to changes and improve performance.
- The company's digital transformation is moving in a positive direction with high readiness for operational tools.
- Enhancing talent management competencies requires developing strategies focused on coaching and change management.



## Second: Recommendations

Based on the conclusions reached, the study recommends the following:

1. Develop strategies to enhance talent management competencies in line with the requirements of digital transformation to improve administrative and operational performance.
2. Focus on improving HR practices by adopting modern policies that support the professional development of employees.
3. Provide intensive training programs to enhance the business management skills of employees to improve their impact on management capabilities.
4. Develop change management skills through workshops and training courses that help workers adapt to constant changes.
5. Enhance digital operational capabilities by investing in modern technology and digital infrastructure.
6. Develop digital management capabilities to ensure a balance of readiness between administrative and operational aspects.
7. Improving the digital work environment by introducing technical systems that facilitate administrative and operational processes and support digital transformation.
8. Conduct a periodic assessment of the level of readiness of digital transformation to ensure continuous updating and development of strategies.
9. Focus on performance management and organizational change to enhance the company's ability to face future digital challenges.
10. Enhance cooperation between different departments to ensure the integration of talent management competencies with digital transformation strategies.

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