Digital human resources management and its role in enhancing career agility: A research study that analyzes the viewpoints of a sample of employees at many private banks in the Najaf governorate

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Digital Human Resources Management and Its Role in Enhancing Career Agility
A Research Study That Analyzes the Viewpoints of a Sample of Employees at Many Private Banks in the Najaf Governorate

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Abstract. The research aims to identify the level of presence of digital human resources dimensions and tools, which are important factors in achieving functional agility. To achieve the objectives of the research, the researchers used the descriptive approach and the questionnaire as a main tool to obtain data after verifying the validity and structural stability, where the research sample consisted of (50) Employees work in the three private banks operating in Najaf. The governorate that was randomly selected and also used the statistical program (spss) to process the data and after the statistical analysis the results of the research concluded that the digital human resource management works to harmonize cultures, skills, experiences, talents, structure and processes to achieve a balance between efficiency, innovation and creativity, as well as maintain measurable outputs In an organization that seeks to continue to expand and develop.

Keywords: Digital Human Resources, Career Agility, Private Banking:

INTRODUCTION

Digital human resource management, which distinguishes technology that enables the human resource manager to develop and implement human resources policies and processes in order to successfully implement human resource practices in the workplace to manage employees and other resources, has emerged as a prominent function in human resource management compared to traditional human resource management. A transformation in people's lives has been brought about by the "Fourth Industrial Revolution." And fundamentally change communities, how they function, and how the company conducts business. Therefore, a firm must expressly integrate digitization into its human resource management. People are becoming more career agile and wondering how well their careers are integrated into an organization, and career agility speaks of the need for individuals to maintain career success and employability through organized self-adaptation to a rapidly changing world. Individuals with career agility who are looking for opportunities also benefit. Today's most disruptive workplace conditions have a profound impact on the job behavior and needs of individuals. Developing new professional paths and honing talents that provide for fulfilling avenues for creative self-expression .The scientific methodology of the research is covered in the first section, the theoretical underpinnings of the research variables are covered in the second section, the field or practical application of the research variables is covered in the third section, and the most significant findings and recommendations are covered in the fourth section.

Scientific Methodology of Research

The important part of solving a problem is knowing the real dimensions of the problem and finding appropriate solutions, so the scientific methodology of research is the scientific map, which is according to regular and sequential steps, the purpose of which is to reveal the nature of its overlaps and the emergence of the relationship between them to reach scientific solutions and able to address a certain phenomenon to clarify these relationships, and this section has been devoted to the presentation of research paths as follows:

The Problem of Research

Digital human resources management is the central management in various business organizations, and varies according to the business environments surrounding the work of the organization, the organizational environment based on technology and digital work is what governs the work environment and this represents a challenge and problem for organizations that cannot keep up with technology, and in light of the increasing strong competition appeared the concept of Career agility , which gives an image of organizations as being of high quality, Thus, the labor market may witness significant and rapid changes under the conditions and rapid developments in the digital business environment, which has become more complex than ever, and while the recruitment or job promotion processes in the past were concerned and based on the experiences and skills of the job and specialization of individuals, the trend in the contemporary digital work environment began to focus more and more on what has become called Career agility as an important feature **and the problem of research has been embodied in several questions:**

- What function does digital human resources management serve in the organization under study?
- Does the researched organization adopt a scientific and methodological approach that helps it adopt digital human resources management in order to be able to support its Career agility?
- What kind of link exists in the studied company between digital human resource management and the characteristics of career agility?
- What is the role of digital human resources management in reaching Career agility in the researched organization?
- What are the motivations for digital human resources management and Career agility and what are the reasons for adopting them in practice?

Research Objectives

The current research seeks to achieve the following objectives:
- Determine the level of adoption of the researched organization to manage digital human resources and determine the levels of Career agility.
- Know the characteristics that must be available in for-profit organizations (business organizations) in order to become distinct organizations and occupy a large space in the work environment.
- Verify the readiness of leaders and employees to activate the plans and strategies for digital human resources management in the dimensions of the Career agility of the researched organization.

Justifications for Research

The justifications for the research are embodied in several points that can be explained as follows:
- What encouraged the researchers to conduct the current research is the novelty of the concept of human resource management in the era of digitization and the great and deep belief that understanding Digital HR Management is a basis for understanding and benefiting from this concept and is the key to the success of business organizations, and that all the activities and dealings that take place enhance the Career agility of business organizations.
- Work to consolidate the awareness of the researched organization of the need to adopt the concept of Career agility, as a critical variable in the success of the researched organization and improve its ability to provide services of high quality and reflect the actual need of customers and to work to improve the reality of services provided by the researched organization by benefiting from the concept of digital human resources management.

The Importance of Research

The importance of research can be summarized through the following indicators:
- Expanding how to manage human resources digitally and not missing opportunities for the researched organization to benefit from them in the face of the challenges that stand in front of it and that the

digital transformation in the management of human resources adopted by the researched organization and in a way that qualifies it to enhance Career agility.

- The importance of digital human resources management and the positive role it can play in the organizational work environment.
- Study the possibility of enhancing Career agility in the researched organization.

Research Hypotheses

There are two primary hypotheses that illustrate the nature of the relationship between the study variables, namely the relationship of influence and correlation hypotheses, which are as follows: In order to gain the logical answer to the research questions and to achieve its objectives:

Relationships Between Correlation Hypotheses

The first major hypothesis is that Career agility and digital HR management are favorably connected.
This hypothesis generates four related hypotheses:

- The digital workforce is statistically significant and positively correlated with Career agility.
- Digital work and tasks are statistically significant and positively correlated with Career agility.
- Digital support management is statistically significant and positively correlated with Career agility.
- The modernization of HR technology is associated with a statistically significant positive correlation with Career agility.

Hypotheses of Influence Relationships

The second main hypothesis: Digital HR management has a Good moral effects have on career agility.
This hypothesis generates three related hypotheses:

- Career agility is statistically significantly improved by the digital workforce.
- Digital work and tasks have a statistically significant effect of positive Career agility.
- Digital support management has a statistically significant effect positive for Career agility.
- The modernization of HR technology has a statistically significant and significant effect positive for Career agility.

Research Outline

According to the research hypotheses, the researchers created a hypothetical blueprint for research that embodies a diagram of the relationship between career agility and digital human resource management, as well as trends that may influence these variables, see Figure 1. Digital HRM is measured based on the model (Halid et al.,2020: 97-98) and (Varadaraj & Al Wad, 2021:46)) In determining the dimensions of digital human resource management, as well as a model (Potgieter et al.,2020:2) has been adopted in measuring Career agility .
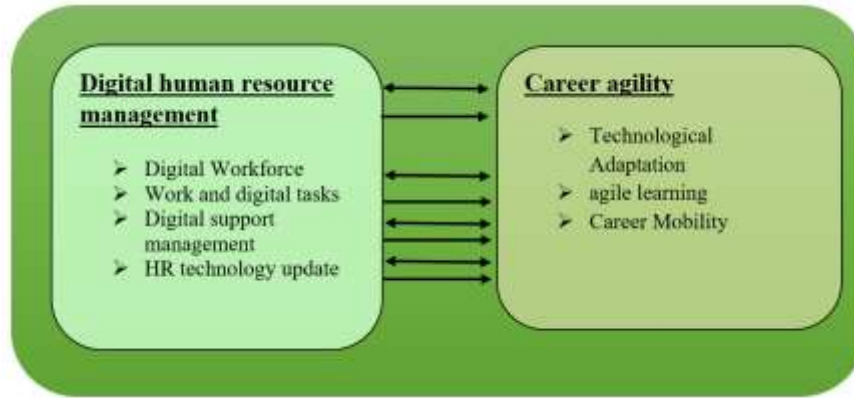
FIGURE 1. Hypothetical Research Chart

Community and Sample of the Research

The aim of the sample is to identify part of the components and elements of the researched community in order to be scientifically and statistically valid to draw conclusions that apply to the entire society, hence the research included three of the private banks operating in Najaf Al-Ashraf Governorate, as the research community was (112) and the sample size (50) of the workers in these banks as shown in the table below:

TABLE 1. Community and Research Sample

The name of the bank	Total of number employees	The number of male employees	The number of female employees	The number of resolutions distributed	Number of questionnaires received	The number of valid questionnaires for statistical analysis
Spectrum Islamic Bank	49	27	22	20	17	17
Islamic Cooperation Bank for Investment	30	18	12	20	15	15
Economy Bank for Investment and Finance	33	21	12	20	18	18
the total	112	66	46	60	50	50

Source: Constructed by the researchers based on the data of the owners in the targeted banks

Limits of Research

- **Human boundaries: Human** boundaries were represented by a number of employees in private banks.
- **Spatial boundaries:** Three private banks operating in Najaf Al-Ashraf Governorate
- **Time Limits:** The period for the period from 1/6/2022 to 15/8/2022.

Search Metrics

The researchers reviewed the most important cognitive literature related to the study variables and the models for measuring these variables and identifying their sub-dimensions, which will be clarified in the table below:

TABLE 2. The main and sub variables and search criteria

Variables		number of vertebrae	The approved scale
Main	**Sub**		
Digital Human Resource Management	Digital Workforce	5	(Halid et al.,2020: 97-98) and (Varadaraj & Al Wad, 2021:46)
	Digital work and task	5	
	Management of Digital Support	5	
	Updated human resources technology	5	
Career Agility	Technological adaptively	5	(Potgieter et al.,2020:2)
	Agile learning	5	
	Career navigation	5	

Source: Prepared by the researchers based on the literature contained therein

Search Tools

The researchers relied on a set of appropriate scientific tools and means to achieve the objectives of the research and to cover both theoretical and field topics, as follows:

Data And Information Collection Tools

In collecting the required data to cover the theoretical side, the researchers relied on the available library and electronic references, represented by scientific sources of books, research, studies, letters, theses, and various periodicals related to the study variables, whether available from them in libraries or through the international information network (Internet). As for the field side, it was adopted The two researchers used the following means in preparing it:

- Personal Interview: The personal interviews were limited to the two researchers conducting with individuals working in the organization in question, which included discussing questions related to research variables, diagnosing reactions to them, and obtaining information directly.
- Questionnaire form: The researchers used the questionnaire as a main tool in collecting data and information about the research variables and their dimensions. Benefiting from the opinions of experts and specialists in business management, specifically human resources management. The questionnaire included two main parts:
- The first part: includes general data related to the respondents, including (age, gender, educational attainment, and number of years of service).
- The second part: included the standards adopted in measuring the main variables of the study, which included eight dimensions that were measured in (35) paragraphs.

REVIEW OF LITERATURE

Digital HR Management

The Concept of Digital Human Resource Management

Digital Human Resource Management (DHRM) is the process of using digital technologies and appropriate data to improve the efficiency and effectiveness of human resource management activities and It involves the application of digital devices, the internet, and web-based systems to enable employee managers, and HR professionals to interact on a single digital platform (Wang et al., 2022: 1). There is a need for digital HRM applications to improve and accelerate the HRM cycle and its functioning, which are increasingly innovative day by day following the evolution of the age and the increasingly complexity of the millennium. Practically, HRM should be enabled in all organizations through a digital HRM application framework to simplify and shorten the time and cost of different situations and circumstances (Sitaniapessy et al.,2021: 407). In order to improve the effectiveness of human resource management, digital human resource management (DHRM) transforms human resource procedures and methods using electronic media, mobile devices, analytics, and information technology (IT). (Halid et al., 2020: 96). Digital transformation in human resource management means increased work virtualization, collaboration with artificial intelligence, new employee requirements, and increased employee mobility. By dismantling legacy structures and developing from a lower degree to a higher degree of digital maturity, HRM can play a leading role in the organization and thus enhance its own influence on the development of organizations (Gurtner et al.,2021:160). And the digital transformation of human resources represents the process of change to move to digital human resources to become automated and data-based, and it is the use of technologies that enables business change (Mosca, 2020:7). And Digital HR Management is a path through which strategies, policies and practices can be implemented effectively, a comprehensive term that covers all possible mechanisms and contents of integration between human resource management and information technology with the aim of creating internal and cross-link value for employees and target management (Bhagat, 2020:1009). Digitization of HRM requires redesigning the role of HR professionals and developing new competencies that will help ensure employee well-being and organizational sustainability in the digital age (Samson & Agrawal, 2020:4085). Where (Mia & Faisal, 2020: 18) shown that using digital human resource management reveals the vast range of carrying out human resource functions, including:

- Electronic recruitment.
- Personnel Support Services (ESS).
- Management Support Services and Internet Services (MSS)
- A link to the database of the Human Resources Department digitally.

The researchers believe that the concept of digital human resource management is the processes of change in the management of operational human resources and its functions to become human resource management based on technology and digitization in business performance due to the digital transformation in the business environment surrounding the organization.

Benefits of Digital HR Management:

Digital human resources are crucial for the organization in helping them adopt digital human resources successfully and so improve their performance, and its advantages include the following. Organizations must progress towards digital transformation in order to achieve a competitive advantage (Mia & Faisal, 2020: 18):

- It's great that human resource management is being applied digitally because it makes HR services and functions simpler.
- Improves process and systems.
- Supports cloud-based systems.
- Makes real-time reaction simpler.
- Assures accountability and transparency.
- Permits the use of digital technology.
- Improve employee participation and efficiency by using digital human resource management.
- Flexibility in the rapid creation and application of HR policies and practices.

- Facilitates automation in HR practices.
- Create virtual communities.
- Working remotely.
- (Wang et al.,2022:1) states that one of the most important benefits of digital human resource management is:
- Increases the effectiveness of decision-making.
- To gain a competitive advantage digital HR helps companies adapt to a fast-paced environment.
- Increase the Human Resources Management Department's strategic involvement.
- Improve employee performance and experience.
- Digital HR management can also encourage social interaction between executives and HR managers.

Dimensions of Digital Human Resources Management

(Halid et al.,2020: 97-98) and (Varadaraj & Al Wad, 2021:46) agreed to define the dimensions of digital human resource management as it consists of four dimensions: (The digital workforce, Digital work and tasks, digital support management, Human resource technology update), and In the age of technology, human resource management is being changed to suit the competitive and dynamic world, as human resource management has been transformed from traditional to digital, and the following elements are required to make a shift in human resource management as follows:

A. Digital Workforce

The digital workforce has developed a number of skills in the context of its interaction with technology that can be used in the work of organizations, and one of these skills is its effectiveness in using technology to achieve the desired results, which is often referred to as "digital fluency." Digital fluency goes beyond simply knowing how to use some basic software or applications, and employees who have digital technologies achieve a level of proficiency. (Colbert et al.,2016: 732).

B. Digital work and task

Through the use of technology in the workplace and in the human resource management role, where businesses must include digital components into work processes and convert routine manual work to digital work, the contents of the work become digital (Halid et al.,2020: 97-98). And (Varadaraj & Al Wad, 2021:46) implies that in order to communicate with their employees, businesses must also use digital tools and media.

C. Management of Digital Support

This comprises developing, implementing, and utilizing digital technology to assist with tasks related to human resource management, such as processing payroll, awarding bonuses and compensation, managing performance, providing training and development, etc. (Varadaraj & Al Wad, 2021:46)).

D. Updated human resources technology

Traditional HR software is seeing a significant movement towards more contemporary platforms like clouds as HR applications have migrated to mobile devices (Halid et al.,2020: 97-98). As he sees (Varadaraj & Al Wad, 2021:46) Through a technology-based networking system, there has been a considerable shift in traditional HR's pattern toward digital HR. The HR sector has also changed from traditional operation to mobile device operation, where social and mobile jobs are an important necessity for the choice of HR recruitment.

Career Agility

The concept of career agility

The concept of Career agility enhances performance in activities that require a rapid change in direction while maintaining the basic elements of balance, speed, strength and control, as it leads to a faster response and can easily provide a great competitive advantage, and that Career agility is based on the personal strength of the employee and coordination Job consistency (Andersen,2020:1). Career agility is the capacity to be flexible and responsive to changes that impact one's happiness at work and future well-being. In the context of the digital age, career adaptability is crucial since it ushers in new industries, professions, and methods of working, mostly as a result of technology and digital innovation (Potgieter et al.,2020:2). Additionally, career flexibility has aided in people's ongoing development (Murphy,2017:1) through:

- Increase motivation, confidence and flexibility.
- Create fresh viewpoints on the employment process.
- Develop better career plans.
- Employees are more confident in the decisions they make.
- Development of action plans.

(Coetzee, 2021:1) believes that Career agility enables individuals to embrace and take advantage of new job opportunities and jobs offered by the labor market in the digital age, career development and that individuals have become more agile in career life in the independent pursuit of career goals for continued growth and success And Career agility (as a feature of functional adaptation) is a trait that individuals need to view proactive career planning, make career decisions, explore career opportunities, and display functional self-efficacy beliefs (Potgieter et al., 2021:3). As (Coetzee et al., 2022:2) describes how career agility decreases job insecurity in non-employment contexts and how individuals' evolving career development needs are explained in light of their adaptability to the changes that swift technical and digital advances make to the nature of labor and professions, It raises new criteria to fit the demands of digital recruitment and improves people's self-efficacy in controlling the functional identity.

Through the literature presented above, the researchers came up with the definition of Career agility , which is the speed of response, adaptation, acceptance of change by working individuals, massive transformation in business, learning new and presenting creative ideas that are in line with the digital policies followed by business organizations.

Dimensions of Career Agility

There are three dimensions of Career agility emphasized (Potgieter et al.,2020:2): (Technological adaptation, agile learning, and job mobility) which describe the willingness of individuals to adapt to proactive functional self-management in the technology-driven digital age as follows:

A. **Technological adaptively**

Employees who feel that technologically advanced job roles improve their creativity, skills, and growth are said to be demonstrating high levels of technological and digital adaptation. Individuals who exhibit high levels of technological and digital adaptation also consider them important in updating their knowledge and skills in order to succeed in new job opportunities and career opportunities (Potgieter et al., 2020:2). Technological adaptation makes individuals feel competent when dealing with technological innovation, and individuals believe that technology helps them exercise control and independence in their careers and technological adaptation is related to feelings of reliability and job confidence when dealing with their jobs efficiently (Seifert et al., 2020: 2).

B. **Agile learning**

The dimension of agile learning refers to the desire to recognize and manage the accomplishment of career goals, People who exhibit high levels of agile learning feel energized and are eager to look for opportunities to learn new skills that will enhance their career and career success, Agile learning also aids people in acquiring smart knowledge that speeds up their career development and encourages people to think about projects and opportunities (Potgieter et al., 2020 :2). The focus of agile learning is the collaborative exchange of knowledge between individuals, founded on the foundations of common development goals and problem-solving existing in the workplace, since it requires a real-life challenge to represent problem-solving and build knowledge (Longmub & Hohne, 2017: 263-264).

C. Career navigation

Individuals with high levels of job mobility are willing to scour the environment in search of new career opportunities and profit from changes in the work environment and job, as these people enjoy high agility in their ability to adapt to change and opportunities in the market, and job mobility promotes environmental awareness, Job mobility reflects people's willingness to move and adapt to change and uncertainty in the work and job environment (Potgieter et al.,2020:2). Job mobility as one of the most important dimensions of Career agility is that individuals working in the organization can display problem-solving behavior efficiently and positively, survey the environment in search of new job opportunities and recognize opportunities and challenges in the labor market, and that job mobility is an important behavior for job adaptation that affects the individual's ability to display self-management and career development behavior (Potgieter et al., 2021:3).

THE PRACTICAL ASPECT OF RESEARCH (ANALYSIS AND TESTING OF HYPOTHESES)

Statistical Analysis of the Study's Variables

Through the use of the arithmetic mean, standard deviation, and percentage, this paragraph aims to determine the level of research dimensions represented by (digital human resources management and Career agility). Each dimension with an arithmetic mean less than (3) virtual medium or a percentage less than (60%) is rejected.

TABLE 3. Statistical Description of Digital Human Resources Management

independent dimensions	Arithmetic mean	standard deviation	Percentage _ _	Dimensional order
digital workforce	3.88	0.73	79 %	1
Work and digital tasks	3.14	0.66	72 %	2
digital support management	3.44	0.65	70 %	3
HR technology update	3.39	0.70	68 %	4
digital human resource management	3.45	0.78	70%	

Source: The findings of the electronic calculator were used by the researchers.

- The research sample's digital workforce variable had a mean of 3.88, a standard deviation of 0.73, a percentage weight of 79%, and the dimension's rank was (1).
- The research sample's digital tasks and work variable had an arithmetic mean of 3.14, a standard deviation of 0.66, and a percentage weight of 72%. The dimension's rank was (2).
- The research sample variable for digital support management had an arithmetic mean of 3.44, a standard deviation of 0.65, a weight percentage of 70%, and a dimension rank (3).
- For the research sample, the human resources technology update variable had an arithmetic mean of 3.39, a standard deviation of 0.70, and a percentage weight of 68%. The dimension's order was human resources technology update, then (4).

The primary independent variable was the digital human resources management of the research sample, which had an arithmetic mean of 3.45, a standard deviation of 0.78, and a percentage weight of 70%.

TABLE 4. Statistical description of Career agility dimensions

T	Dimensions	Arithmetic mean	standard deviation	Percentage _ _	Dimensional order
1	technological adaptation	3.55	0.77	75 %	2
2	agile learning	3.70	0.75	77 %	1
3	Career Mobility	3.44	0.80	72 %	3
4	Career agility	3.32	0.78	70%	

Source: The findings of the electronic calculator were used by the researchers.

- The variable of technological adaptation of the researched sample achieved a mean of (3.55), with a standard deviation of (0.77), and a percentage weight of (75%), and the order of the dimension was (2).
- The agile learning variable achieved for the researched sample a mean of (3.70), with a standard deviation of (0.75), and a percentage weight of (77%), and the order of the dimension was (1).
- The functional mobility variable of the researched sample achieved an arithmetic mean of (3.44), with a standard deviation of (0.80), and weight percentile of (72%), and the order of the dimension was (3).
- The dependent principal variable achieved Career agility for the researched sample, a mean of (3.32), with a standard deviation of (0.78), and a percentage weight of (70%).

Correlations between the primary and secondary study variables are being tested for accuracy

This section of the study focuses on a statistical presentation through which the correlation relationships between the two research variables—digital human resources management and career agility—are tested and analyzed. The variables will be tested in accordance with their inclusion in the following hypothetical research scheme:

TABLE 5. Main-variable and sub-variable correlation matrix

_ counting	functional agility	morale level
digital workforce	0.65	0.004
Work and digital tasks	0.81	0.000
digital support management	0.79	0.000
HR technology update	0.70	0.000
digital human resource management	0.88	0.000

Source: The findings of the electronic calculator were used by the researchers.

- **The first major** finding is that, overall, there is a strong relationship between digital human resources management and career agility. The level of morale was (0.000), which is lower than the level of morale set by the researchers (0.05), and there was a positive association (0.88), therefore this hypothesis is accepted at the research level.
- **The first sub-hypothesis:** On a broad scale, there is a very strong association between the digital workforce and career agility. The level of morale was (0.000), which is lower than the level of morale set by the researchers (0.05), and there was a positive association (0.65), therefore this hypothesis is accepted at the research level
- **The second sub-hypothesis**: Work, digital tasks, and career agility all significantly correlate with one another. The level of morale was (0.000), which is lower than the level of morale stated by the researchers (0.05), and it was discovered through the data in Table (4) that there was a positive connection (0.81), therefore this hypothesis is accepted at the research level.
- **The third sub-hypothesis:** At the overall level, there is a sizable association between digital support management and career agility. This hypothesis is accepted at the research level because it was specified by the researchers (0.05).
- **Fourth sub-hypothesis**: Human resource technology update and career agility have a high association at the overall level. This theory is approved at the research level since it meets the researchers' cutoff of 0.05.

The Outcomes of the Correlations that Show How the Research Variables Have an Impact on One Another

According to the main impact hypothesis (with a positive statistically significant effect of digital human resources management on Career agility at the overall level), the results of testing and analyzing the influence

relationships between the research variables will be discussed in this topic, and the sub-hypotheses arising from it will be tested sequentially in accordance with what is stated in Hypothetical Research Scheme:

1- The main hypothesis's main hypothesis's effect relationship test results

Assuming that there is a functional relationship between the actual value of digital human resources management (E) and Career agility (D), which can be expressed by the following equation, Table (5) displays the results of testing the impact relationship of digital human resources management in Career agility.

$D = a + \beta E$

Where D = Career agility.

E = Digital HR Management.

B = slope of the equation (the amount of change in D that occurs as a result of a change of E units).

a = a statistical constant.

The estimations of this equation and its statistical indicators were generated at the level of the research sample of (50) individuals, and the equation demonstrates that Career agility is a function of the genuine value of digital human resources management. The following was the straightforward regression equation for the association between the variables of digital human resources management and career agility:

Career agility = (-0.117) + (0.81) Digital HR Management

In the framework of this analysis of variance (ANOVH) for the two variables was analyzed and the results were as in Table (6).

TABLE 6. Analysis of variance (ANOVA) results for the association between digital human resource management **and** career agility

Contrast source	degree of freedom	sum of squares	mean squares	R2	calculatedF value	level morale
regression	1	14,290	14,290	0.69	83.129	.000
The error	48	8,540	.178			
the total	49	22.830				

Source: The findings of the electronic calculator were used by the researchers. n=50

Regarding the coefficients table, it showed the following values:

TABLE 7. The findings from a test of the association between the effect of digital human resources management and career agility.

Sample	-non Transactions standard		Standard coefficients	T	morale level
	beta coefficient	standard error	beta		
Constant	-.117	.407		-.411	.683
digital human resource management	1.032	.115	.81	8.45	.000

Source: Compiled by the two researchers using the electronic calculator's output: n = 50

The relationship between digital human resources management (E), career agility, and at the level of the research sample of (50) people is evident from the analysis of variance table and the coefficients table. The value of (t) is large when compared to its tabular value (1.685) and the level of significance (0.05), and this suggests that the regression curve is adequate to describe the relationship between (E, D) with a confidence level of (0.95)., and this is confirmed by a statistical value (E) and according to the (t) test, it reached (t = 8.455).

The constant in the regression equation, (a = -0.117), denotes that there is a Career Agility of (-0.117) when the value of digital human resources management is 0 .

A change of (1) in the management of digital human resources (E) will result in a change of (0.81) in career agility, according to the marginal slope's value, which has reached ($\beta = 0.81$).

The coefficient of determination (R2) value also showed a coefficient of (0.69), which means that the digital human resources management (E) accounts for its value (0.69) of the variance in Career agility and that (0.31) of the unexplained variance is caused by variables that were not included in the model. Given these findings, this hypothesis is accepted. The regression, an appropriate indicator of comparing the estimated f value (83.129), is bigger than its tabular value of (3.91) within confidence bounds (0.05).

2. The influence of digital human resource management (digital workforce, digital work and tasks, digital support management, and human resource technology update) on career agility must be examined after the main impact hypothesis has been established.

This hypothesis states that the multiple regression equation for the career agility (D) variable in the multiple regression equation for the digital human resources management variables (E1, E2, E3, E4) is as follows:

$D = a + \beta_1 E_1 + \beta_2 E_2 + E_3 X_3 + \beta_4 E_4$

The following was the multiple regression equation for the association between career agility and digital human resource management (E):

Career agility = (-0.198) + (-0.01) digital workforce + (0.46) digital work and tasks + (0.44) digital support management + (0.22) human resource technology update.

Table (8), on the other hand, listed the values as follows:

TABLE 8. The findings from an analysis of the impact linkages between digital human resource management and career agility

Sample	standard transactions-Non		Standard coefficients	T	mor ale level
	beta coefficient	standard error	beta		
Constant	-.198	.381	- 0.01	-.537	.596
digital workforce	-.033	.102		-.322	.751
Work and digital tasks	.537	.132	0.46	4.074	.000
digital support management	.434	.134	0.44	3.255	.002
HR technology update	.106	.106	0.22	1.000	.324

Source: Compiled by the two researchers using the electronic calculator's output: n = 50

It is clear from Table (8) that the regression equation indicates the constant (a=-0.198), which means that there is a Career agility of -0.198) when the value of digital human resources management is zero.

The digital workforce's marginal slope has reached a value of ($\beta1 = -0.01$), and the accompanying (E1) shows that a change of (1) in the digital workforce (E1) would result in a decrease of (-0.01) in career agility..

The marginal propensity to work and perform digital tasks has attained a value of ($\beta2 = 0.46$) and the accompanying (E2) suggests that a change of (1) in work and perform digital tasks (E2) will result in a positive change of (0.46) in career agility.

According to the value of the marginal propensity to achieve digital support management, which was ($\beta3 = 0.44$), a change of (1) in managing digital support (E3) will result in a rise of (0.44) in career agility.

The accompanying (E4) indicates that a change of (1) in the modernization of human resources technology (E4) will result in a positive change of (0.22) in Career agility. The value of the marginal propensity to modernize human resources technology has reached ($\beta4 = 0.22$) at which point it will positively change by (0.22) in Career agility.

The digital workforce hypothesis and the modernization of human resources technology are rejected in light of these findings, whereas the sub-hypotheses on digital support management, work, and tasks are accepted.

CONCLUSION

- In order to make human resources more effective, efficient, and integrated, a procedure known as "digital human resources management" is currently being developed. As such, it represents a fundamental shift in how human resources are used in organizations.
- Digital HR aligns cultures, skills, experiences, talents, structure and processes to balance efficiency, innovation and creativity, as well as maintain measurable outcomes for an organization that seeks to continue to expand and develop.

- It was found that one of the results of the descriptive data of the answers of the research sample is the trend of increasing the awareness of the researched organization about a clear vision and a high level of agreement about the principles that must be followed in the management of digital human resources for its active role in developing and updating information technology for human resources for the sample surveyed.
- Career agility is an organized process aimed at directing the work of business organizations towards identifying current opportunities and the possibility of exploiting them in the future, by focusing on creating new technological ideas for the organization's work for the purpose of keeping pace with modern developments in line with technological development.
- It is imperative for organizations that adopt indicators and criteria for Career agility to recognize that it is a kind of change and development towards creativity and innovation, which constitutes a revival of its current strategies or leaving it irreversibly.
- It turns out that digital human resource management is the one that responds to environmental changes and that is honest in involving key workers in discussing its plans and strategies, and taking their ideas and developing them as essential in managing digital support and working with digital tasks.
- It appeared through the statistical analysis that the organization in question has a high level of the two dimensions of work, digital tasks and digital support management, by focusing on working individuals and their response to technological work and their acceptance of new ideas and trends in the research organization.

RECOMMENDATIONS

- It is necessary for the research sample banks to create a culture that encourages work according to the principles of digital human resource management in order to face the continuous environmental and technological changes.
- That the organization in question adopts training and development processes for employees related to enhancing, adapting and exploiting tacit knowledge and generating technological ideas, which are among the most important strategies that must be developed and exploited in the internal work environment.
- Focusing on working people and highlighting the degree to which they accept digital work within the company is essential in accordance with the organization's orientations toward innovation, creativity, and career agility, all of which improve the quality of career life.
- Focus on innovative behavior in business organizations to bring about a change in the core capabilities of the organization and adopt a special method that distinguishes it from competitors to be a source of discrimination to reach the ranks of digital organizations.
- The need to focus on the digital workforce, which contributes to the flow of information at a high speed and the readiness to adapt and respond proactively to changes that affect well-being and job satisfaction in the future.
- Work to achieve a balance between the current requirements of the organization in the short term according to the dimensions of Career agility (technological adaptation, agile learning, and organizational mobility) and the future requirements for the success of the organization in the long term.
- The need for a good understanding of the dimension of human resource technology modernization, through employees learning new skills and working on breaking the collar of survival within a fixed strategy, but rather working on generating new ideas and strategies such as holding conferences, seminars and workshops for the cross-fertilization of ideas and participation that enhances the skills and intellectual capabilities of individuals in Facing complex environmental changes to keep pace with the massive transformation of traditional HR software towards modern systems such as cloud systems, and the migration of HR applications to mobile devices.

Mechanisms for Implementing Recommendations

- Assigning a specialized team to follow up changes in the external environment and focus on the strengths and weaknesses of competing organizations.
- That the organization in question works to establish awareness programs for employees, to clarify the most important instructions and procedures related to work tasks, especially with regard to agile learning and supporting talented ideas and benefiting from them.

- The organization in question should work on developing strategic plans based on looking ahead, and there should be a periodic review of the most important plans and their replacement according to competitive and environmental conditions.

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