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THE ROLE OF ORGANIZATIONAL AGILITY IN ENHANCING HUMAN RESOURCE DIGITAL SKILLS: AN ANALYTICAL STUDY AT THE SALAH AL-DIN GOVERNORATE OFFICE

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Abstract. The research purpose is to identify, how organizational agility contributes in improving the human resource digital skills from their dimensions. The research method used in this research was descriptive analytical. The research population were employees in the Salah Al-Din Governorate Office (748) employees. A total of (300) questionnaires were sent out 290 of which were returned for data collection. (283) questionnaires were adopted for statistical analysis after examination and verification. The results showed a statistical significance of the correlation and effect of organizational agility with human resources digital skills, and the presence of the effect of the dimensions of organizational agility on the dimensions of digital skills. The study found that improving agility of the organisation is an important means of building digital human resources. It identified the requirement for integration of developing the organizational environment and developing digital skills in a way that would meet the requirements of digital transformation.

Keywords: Organizational Agility, Human Resource Digital Skills, Salah Al-Din Governorate Office

Introduction

The world is currently experiencing fast and consecutive changes in several arenas especially in administration and technology wherein the nature of organizational work and how organizations handle human resources have been directly impacted. The world in which organisations work today is now marked by constant flux, complexity and uncertainty and the capacity to change and adapt is a key element in maintaining continuity and achieving success. Given these changes, it is no longer possible to rely on traditional structures and procedures to be efficient and effective. Instead, organisations have to have the ability to respond quickly to change, seize opportunities and respond to new challenges as they arise through organizational capability.

Organizational agility is one of the important characteristics that enable the companies to adjust to internal and external changes by changing their work processes and methods, redistributing resources, and responding to the demand of the surrounding environment faster and better. Organizational agility is also a factor in giving employees greater flexibility to respond to new situations and needs, fostering the acceptance of new working techniques, and helping the organization react to technological and administrative modifications better. In this light, organizational agility is not just a reaction to crisis situations, but a managerial attitude that can foster a learning and development organization.

Concurrently, the digital transformation has created a new reality for organizations, digital technologies have become an integral part of different administrative processes and activities. This change has resulted in new job roles and ways of working, as well as new needs and competencies that staff must learn to operate with digital applications, platforms, and systems. So, digital skills is one of the most critical needs of the HR in this context to ensure their ability to keep up with the technological advances, optimize their performance and effectively utilize modern technologies when completing tasks, taking decisions, communicating and exchanging information.

Digital skills refer to a range of skills which help employees use digital technologies and tools effectively and safely, manage information and data, use digital communication and collaboration applications, interact with electronic systems and applications and learn and adapt to new technologies. It is no longer something that organizations can wait to develop, but a must because of the nature of the world's work today, especially in government institutions that are increasingly turning towards electronic services and enhancing the efficiency of administrative processes.

This is an important relationship, especially between organizational agility and human resource digital skills. A highly agile organization can offer a learning environment for their employees and help them develop and learn new skills. It is also better equipped to manage and implement modern technologies and reshape work practices in accordance with the demands of digital transformation. On the other hand, HRs with digital skills are able to make the organization more adaptable to change by helping to utilize modern technologies, streamline the workflow of tasks, and facilitate the flow of information. Therefore, organizational agility and digital skills may be considered as complementary tools to create a more agile, and more skilled, organization to face changes and reach goals.

These topics are gaining significance in the context of the Iraqi government, as the government strives to enhance the performance of its administration and the quality of its services to citizens, as well as to follow up on the current trends in administration and digital transformation. Changing nature of work, technological advances and the need to improve procedures and reduce time and effort present challenges to government institutions. This demands employee competency development and the organization's ability to adapt to the changes. Therefore, the importance of focusing on human resources is evident as success of any orientation towards digital transformation is not only about providing technologies and systems, it is also about having human resources with the skills and capabilities to use them efficiently.

In view of the importance of organizational agility to facilitate human resources digital skills, the current study aimed to analyze the nature of the relationship between the two variables at the Salah Al-Din Governorate Office and the extent of the role played by organizational agility in supporting the employees' ability to acquire and develop their digital skills. The research also aims to create a scientific and practical basis that can help in understanding the relevance of a flexible organizational environment that can "catch up" with technological changes and help prepare human resources for the demands of digital work.

In this, the research aims to arrive at a set of conclusions and recommendations that can help the Salah Al-Din Governorate Office in developing its organizational practices, making it more agile to deal with changes, and paying attention to developing employee digital skills, in a way consistent with the requirements of the digital transformation and contribute to improve administrative performance efficiency and services quality for the community.

Methods

First: Research Problem

The world of work and work management is changing in an ever-changing and developing manner for organisations, especially in the context of the wide-spread use of digital technologies and changing working patterns. This has placed a new demand on government institutions to have the capacity to change and react quickly to the new environment they are in, as well as having to train their human resources in a way that allows them to work efficiently with digital technologies and systems. Organizational agility in this sense has become a key need that enables organizations to respond to changes and re-configure their procedures and working methods as per the developments.

However, the possession of digital skills by HR has turned into a necessary condition for the continuity and effectiveness of work and the achievement of the organization. Without the ability and knowledge of the employees to use and employ modern technology and electronic systems, the introduction of them cannot achieve the desired results. Therefore, inadequate digital skills or lack of opportunities to acquire digital skills can cause problems in coping with the demands of digital transformation and be a factor in lowering the efficiency of the work and quality of the services offered.

The research problem becomes more obvious in government institutions, which have many administrative procedures and processes and a large number of employees. Potential lack of digital skills among staff or some rigidity in procedures, structures and work methods could pose a barrier to digital transformation. Therefore, it is essential to understand how much organizational context can be agile enough to teach employees their digital skills and motivate them to learn and adapt to new technologies.

In light of this, the current research problem lies in the need to identify the nature of the role played by organizational agility in enhancing human resource digital skills at the Salah Al-Din Governorate Office. Accordingly, the research seeks to diagnose the level of organizational agility and the extent to which digital skills are available among human resources, as well as to determine the extent to which organizational agility contributes to enhancing these skills. The research problem can be formulated through the following main question:

What is the role of organizational agility in enhancing human resource digital skills at the Salah Al-Din Governorate Office?

A number of sub-questions arise from this main question, as follows:

1. What is the level of availability of the dimensions of organizational agility at the Salah Al-Din Governorate Office?
2. What is the level of availability of digital skills among the human resources at the office?
3. What is the nature of the relationship between organizational agility and human resource digital skills?
4. To what extent does organizational agility contribute to enhancing the digital skills of employees?
5. Are there differences in the responses of the sample members regarding the research variables attributable to certain demographic and functional characteristics?

Second: Research Significance

The significance of the current research stems from the importance of organizational agility in enhancing human resource digital skills, in light of the rapid transformations taking place in the work environment and the new requirements they impose on government organizations to develop their organizational and human capabilities and keep pace with technological developments. The significance of the research can be demonstrated through the following two aspects:

First: Scientific Significance

1. The research contributes to enriching the body of knowledge related to the concept of organizational agility, as one of the modern managerial approaches that help organizations

adapt to environmental and technological changes.

2. It highlights human resource digital skills as one of the essential requirements for successful work in the digital environment and their role in enabling employees to deal with modern technologies efficiently.
3. It contributes to clarifying the nature of the relationship between organizational agility and human resource digital skills and identifying the role that organizational agility can play in developing the digital capabilities of employees.
4. The research adds to the administrative literature a study that combines two important variables in contemporary management, namely organizational agility and human resource digital skills.
5. The research may provide a scientific basis for future studies addressing organizational agility and digital skills in different environments and institutions, or linking them with other organizational and managerial variables.

Second: Practical Significance

1. The research helps the management of the Salah Al-Din Governorate Office identify the level of organizational agility and the extent to which the work environment is capable of responding to changes and modern requirements.
2. It contributes to identifying the level of digital skills among human resources and determining the areas that require development and enhancement.
3. It helps reveal the extent to which organizational agility contributes to enhancing employees' digital skills, thereby enabling management to take appropriate measures to develop the work environment.
4. The research findings may contribute to guiding management toward adopting training and development programs aimed at developing human resource digital skills in a manner consistent with the requirements of modern work.
5. It supports the organization's orientations toward digital transformation by focusing on developing the human element and creating an organizational environment that is more capable of adapting to technological developments.
6. The research findings and recommendations may contribute to developing procedures and work methods, enhancing the ability of human resources to deal with digital changes, and improving the level of organizational performance.
7. The research provides indicators that decision-makers can benefit from in developing more flexible organizational policies and practices, thereby enhancing the organization's ability to keep pace with changes and achieve its objectives efficiently and effectively.

Third: Research Objectives

The current research seeks to achieve a set of objectives, as follows:

1. To identify the level of organizational agility at the Salah Al-Din Governorate Office and the extent to which its dimensions are available in the work environment.
2. To identify the level of human resource digital skills at the Salah Al-Din Governorate Office and the extent to which employees possess the digital capabilities necessary to perform their tasks.
3. To analyze the nature of the relationship between organizational agility and human resource digital skills.
4. To determine the role of organizational agility in enhancing human resource digital skills at the Salah Al-Din Governorate Office.
5. To identify the extent to which organizational agility can support employees' adaptation to technological developments and the requirements of digital transformation.
6. To determine the dimensions that have the greatest influence within organizational agility in enhancing human resource digital skills.
7. To provide a set of recommendations and proposals that may contribute to enhancing organizational agility and developing human resource digital skills in a manner that supports improving performance and keeping pace with the requirements of the digital environment.

Fourth: Research Hypotheses

First Main Hypothesis: There is a statistically significant correlation between the independent variable

(organizational agility) and the dependent variable (human resource digital skills), from which the following sub-hypotheses are derived:

1. There is a statistically significant correlation between the strategic agility dimension and the human resource digital skills variable with its dimensions.
2. There is a statistically significant correlation between the structural agility dimension and the human resource digital skills variable with its dimensions.
3. There is a statistically significant correlation between the operational agility dimension and the human resource digital skills variable with its dimensions.

Second Main Hypothesis: There is a statistically significant effect of the independent variable (organizational agility) on the dependent variable (human resource digital skills), from which the following sub-hypotheses are derived:

1. There is a statistically significant effect of the strategic agility dimension on the human resource digital skills variable with its dimensions.
2. There is a statistically significant effect of the structural agility dimension on the human resource digital skills variable with its dimensions.
3. There is a statistically significant effect of the operational agility dimension on the human resource digital skills variable with its dimensions.

Fifth: Hypothetical Research Framework.

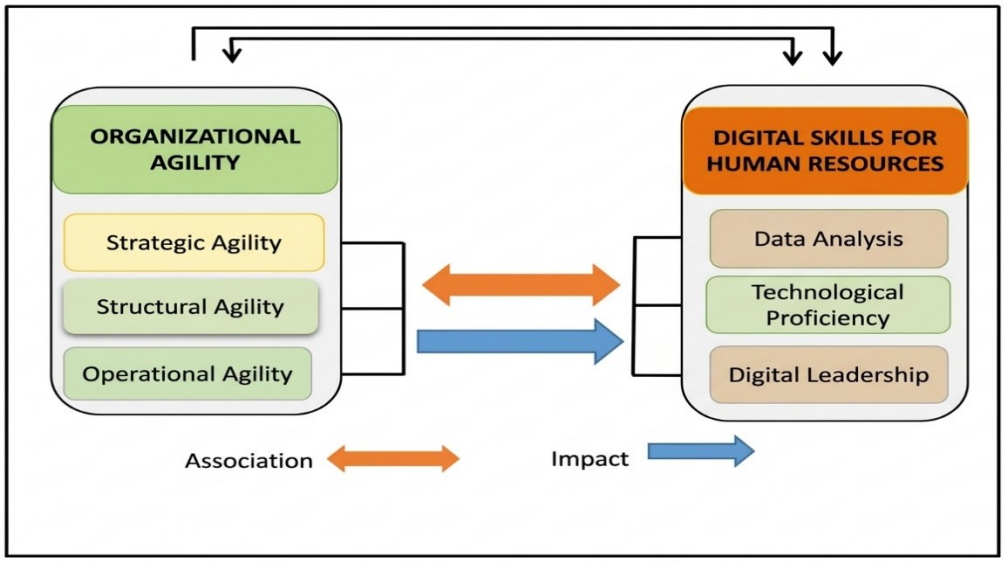


Figure 1. Hypothetical Research Framework
Source: Prepared by the Researcher

Sixth: Research Population and Sample

The research population consists of all employees at the Salah Al-Din Governorate Office, totaling (748) employees. This population represents the general framework targeted by the research in studying the role of organizational agility in enhancing human resource digital skills.

For the purpose of obtaining field data representing the research population, the researcher distributed (300) questionnaires to the sample members among the employees of the Salah Al-Din Governorate Office. A total of (290) questionnaires were retrieved, representing a response rate of (96.67%) of the total number of distributed questionnaires. After examining and verifying the questionnaires and ensuring their suitability for statistical analysis, (283) questionnaires were deemed valid for analysis, while (7) questionnaires were excluded because they did not meet the requirements for analysis.

Seventh: Research Methodology

The current research adopted the descriptive-analytical approach due to its suitability to the nature and objectives of the research, as this approach enables the description and diagnosis of the reality of the research variables and the analysis of the nature of the relationship and effect between them.

The independent variable was organizational agility, while the dependent variable was human resource digital skills.

The descriptive approach aims to describe the phenomenon under study and identify its characteristics and dimensions as they exist in reality, while the analytical aspect focuses on analyzing the field data obtained from the research sample and interpreting the results in a manner that helps reveal the nature of the relationship between organizational agility and human resource digital skills.

Results and Discussion

Section Two

Theoretical Framework of the Research

Organizational Agility

First: The Concept of Organizational Agility

Organizational agility is considered one of the modern managerial concepts whose importance has emerged as a result of the rapid and successive changes confronting organizations in contemporary work environments. Organizations have become increasingly required to possess capabilities that enable them to deal with uncertainty, disruptions, and continuous changes while, at the same time, maintaining business continuity and achieving their objectives. Organizational agility reflects the organization's ability to respond to and adapt to changes and to redeploy its resources and capabilities in accordance with new circumstances [1]. It is also associated with the organization's ability to detect changes and disruptions and respond to them appropriately, thereby helping it mitigate their effects and maintain the effectiveness of its operations [2]. It is also viewed as a set of organizational and managerial capabilities that enable the organization to adapt rapidly to various environmental changes [3]. Furthermore, it is associated with the organization's ability to implement change more rapidly and effectively in a manner consistent with changing circumstances and situations [4].

Organizational agility is not limited merely to responding to events after they occur; rather, it encompasses the organization's ability to prepare, learn, benefit from previous experiences, and develop its capabilities in a manner that enables it to deal with future changes. Hillmann and Guenther [5] argue that organizational agility is associated with the ability of organizations to survive and grow amid crises and disruptions, with conceptual overlap between organizational agility and the concepts of resilience, adaptation, and organizational change capability. Organizational agility is also closely associated with human resources because building an organization's capacity to confront unstable conditions requires employees to possess knowledge, capabilities, and behaviors that help them deal with new situations, in addition to providing an organizational environment that supports learning, adaptation, and rapid response [6]. From another perspective, agility represents a dynamic organizational capability that develops through preparing for changes, responding to them, and then learning from their outcomes and developing organizational capabilities in light of the acquired experiences [1]. It is also associated with the organization's possession of diverse resources and skills that help it maintain its continuity and growth in the face of the requirements of a changing environment [7].

Importance of Organizational Agility

The importance of organizational agility stems from the fact that it represents one of the important organizational capabilities that help organizations deal with an environment characterized by continuous change and uncertainty. It enables them to respond to disruptions and changes rapidly and effectively, maintain the continuity of their operations, and achieve their objectives under changing conditions [1]. Organizational agility also contributes to enhancing the organization's ability to adapt to environmental and technological changes by modifying work methods and redeploying resources and capabilities in accordance with new requirements [2]. Its importance is also evident in supporting the organization's ability to learn from crises and previous experiences and transform challenges into opportunities for development and continuous improvement, thereby enhancing its ability to maintain its performance and effectiveness in the long term [5]. Organizational agility also helps develop the organization's ability to implement change and respond to environmental requirements more rapidly, thereby enhancing its ability to confront competition and accelerating changes [4].

On the other hand, organizational agility is of great importance in the field of human resource

management, as it contributes to providing a work environment that encourages employees to learn, adapt, and develop their knowledge and skills, thereby enhancing the organization's ability to respond to changes and make better use of its human capabilities [6]. It also contributes to enhancing the organization's ability to preserve and utilize its essential resources more effectively in confronting unstable conditions [7]. Accordingly, it can be stated that the importance of organizational agility lies in its ability to enhance organizational adaptation, facilitate rapid responses to changes, support business continuity, encourage learning and development, improve the utilization of human resources, and support technological and digital transformation, thereby contributing to improving the organization's efficiency and effectiveness and achieving its objectives in a changing work environment.

Third: Objectives of Organizational Agility

Organizational agility aims to enable the organization to build a sustained capacity for adapting and responding to the changes and disruptions it faces, thereby helping it maintain business continuity and achieve its objectives in environments characterized by uncertainty and continuous change. One of the objectives of agility is to develop the organization's ability to adapt to changes by benefiting from digital technologies and employing them to support work methods and respond to changing conditions [8].

It also aims to enhance the organization's ability to confront crises and unexpected conditions by providing organizational and monitoring mechanisms that help management monitor changes and take appropriate measures, thereby supporting the organization's ability to deal with adversity more effectively [9]. Organizational agility also seeks to improve organizational performance by developing the capabilities of the organization and its employees to deal with challenges. Studies indicate that integrating agility capabilities with human resource management practices can contribute to achieving higher levels of performance, particularly through developing employee capabilities, information sharing, and training [10].

Organizational agility also aims to develop human capital and enhance the ability of human resources to help the organization recover from disruptions and move forward after overcoming them. The findings indicate that high-performance work systems contribute to building agility capabilities through the value and diversity of human capital, which is reflected in the organization's ability to achieve future performance [11].

Furthermore, organizational agility aims to enhance the organization's ability to prepare for and deal with disruptions by developing multiple sources of adaptive capacity, the most important of which are financial resources, the level of digitalization, and collaboration. This confirms that agility is not an isolated characteristic, but rather a dynamic capability composed of an interconnected set of organizational resources and capabilities [12].

Fourth: Dimensions of Organizational Agility

The dimensions of organizational agility vary according to differences in researchers' orientations and the nature of the organizations and environments in which they operate. Collectively, these dimensions represent the capabilities that enable the organization to adapt and respond effectively to changes. In light of the administrative literature, organizational agility can be addressed through a set of dimensions. The current research focuses on three main dimensions, namely strategic agility, structural agility, and operational agility, as they are more suitable to the nature and objectives of the research, as follows:

1. Strategic Agility: Strategic agility represents the organization's ability to reshape its choices and orientations in a manner consistent with changing environmental conditions [13]. Umeir [14] confirms that strategic agility refers to the organization's ability to change its plans and orientations and redeploy its resources in accordance with new requirements. Accordingly, it can be viewed as the organization's ability to respond strategically to changes and maintain the achievement of its objectives in an environment characterized by instability and continuous change [14].
2. Structural Agility: Structural agility is associated with the organization's ability to adapt its structure and coordination and control mechanisms in a manner that enables it to deal with changing conditions and reduce organizational rigidity [15]. Volberda [13] also indicates that organizational structural agility helps the organization modify coordination and

communication methods and the distribution of responsibilities in accordance with environmental requirements, thereby enhancing the speed of response and adaptation to organizational and environmental changes [13].

3. Operational Agility: Operational agility enables the organization to modify its processes, procedures, and methods of performing work according to changes in work requirements [14]. Volberda [13] confirms that operational agility is associated with the organization's ability to change the scale and type of its activities and resources in a manner that enables it to deal with changes and maintain the continuity of its operations. Accordingly, operational agility represents the organization's ability to make the necessary adjustments to its processes and resources rapidly and appropriately in response to the requirements of the changing environment [13].

Human Resource Digital Skills

First: The Concept of Human Resource Digital Skills

Advanced uses of human resource digital skills (HR Digital Skills) are defined as a "holistic collection of technical knowledge, analytical competencies and behavioral and adaptive skills that allow HR professionals and experts to effectively use emerging technologies, including artificial intelligence, People Analytics and cloud-based integrated systems, to create organizational strategies and shape a unique employee experience" [16].

These skills are not only limited to being familiar with conventional software and applications, but also means being able to understand and use Human Resource Information Systems (HRIS), automate complex administrative tasks [17], and use data to anticipate employee behaviour and work retention [18].

Academic studies suggest that HR professionals' digital competency and cyber security skills lead to efficient reaction to the evolving digital setting [19] and to uphold moral conduct while securing the safety of employee data and its administration with the principles of digital governance [20]. In the same context, these skills represent the bridge that transforms human resource management from its traditional executive role into a strategic leadership center supporting the comprehensive digital transformation of organizations [21], thereby fostering a culture of innovation and the capacity for reskilling to meet the requirements of future jobs [22]. Finally, digital skills have become a fundamental pillar in shaping agile digital leadership [23], capable of enhancing job satisfaction and increasing organizational productivity in hybrid and fully digital work environments [24].

Importance of Human Resource Digital Skills

The importance of human resource digital skills lies in their role as a strategic driver that transforms management from its traditional executive function into a center for organizational leadership and development. These skills contribute to improving organizational decision-making through People Analytics, as well as predicting employee behaviors and retention rates [16].

The automation of routine administrative procedures and processes also enhances operational efficiency and reduces human errors [17], enabling the organization to focus on developing workforce reskilling strategies to bridge technological gaps and address future requirements [25]. In parallel, digital skills enhance the ability to design interactive work environments that enrich the employee experience and increase job satisfaction under hybrid and remote work systems [26]. They also enable management to position itself as a strategic partner leading comprehensive digital transformation plans within the organization [21], while attracting top global talent through algorithms and smart recruitment technologies [27].

Dimensions of Human Resource Digital Skills

The dimensions of human resource digital skills are represented by three main dimensions that reflect the analytical, technological, and leadership aspects of modern human capital management, as follows:

1. Data Analytics Dimension: Skills of human resource practitioners related to the collection, analysis of large volume of data related to employment indicators and conversion to strategic information for evidence-based decision making. This dimension goes beyond merely preparing traditional statistical reports to using predictive models to interpret employee behaviors and measure organizational performance efficiency [16].
2. Technological Competence Dimension: This dimension is related to the technical and

operational skills to professionally manage current digital systems, such as cloud-based Human Resource Information Systems (HRIS), Artificial Intelligence (AI) systems and Process Automation applications. This helps to minimize human mistakes and improve the working processes of human resources (HR) [17].

3. Digital Leadership Dimension: This is related to the ways in which an organization's culture needs to shift to become digital, work teams need to adapt to digital and hybrid workspaces, and resistance to technological change needs to be managed on an organizational level [23].

Section Three

Practical Aspect of the Research

This part is about the practical part of the research. It is intended to present and tabulate the field result from the response of the members of the research sample and analyze the results so as to test the research hypotheses and determine the degree to which the research objectives are met. The section involved presentation of statistical analysis results of data by applying the set of appropriate statistical methods to determine the level of availability of organizational agility and HR digital skills, and to determine the level of relationship and impacts between the variables of the research and their dimensions. It also involves interpreting and discussing the findings within the framework of the hypotheses assumed and arriving at findings that reveal the actuality of the variables in the organization studied.

First: Characteristics of the Research Sample

The tables below present the demographic characteristics of the research sample and the participation rate of each category in the responses to the questionnaire items, as follows:

1. Distribution of the Research Sample Members by Gender

Table 1. Distribution of Sample Members by Gender

Variable	Category	Number of Respondents	Percentage
Gender	Male	233	82.33%
	Female	50	17.67%
Total		**283**	**100%**

Source: Table prepared by the Researcher.

It was seen from the Table (1) that the respondents were distributed according to the gender, there were 233 male respondents and 50 female respondents making 82.33% and 17.67% of the total sample members respectively. This means that there were more males in the sample than females which is indicative of the distribution of the sample members.

2. Distribution of the Research Sample Members by Age

Table 2. Distribution of Sample Members by Age

Variable	Category	Number of Respondents	Percentage
Age	Less than 30 years	70	24.73%
	From 30–39	99	34.98%
	From 40–49	78	27.56%
	50 years and older	36	12.72%
Total		**283**	**100%**

Source: Table prepared by the Researcher.

As seen in the Table (2), the age group of 30-39 years is the first with 99 respondents. (34.98%) while the age group of 40-49 years had 78 respondents. (27.56%). The age group of less than 30 years was the third most while the age group of 50 years and above was the last with 70 respondents or (24.73%) and 36 respondents or (12.72%) respectively. This means that most of the sample population falls in between the middle age groups, in this case, in the age group 30-39 years.

3. Distribution of the Research Sample Members by Educational Qualification

Table 3. Distribution of Sample Members by Educational Qualification

Variable	Category	Number of Respondents	Percentage
Educational Qualification	Bachelor's Degree	158	55.83%
	Higher Diploma	15	5.30%
	Master's Degree	81	28.62%
	Doctorate (Ph.D.)	29	10.25%
Total		**283**	**100%**

Source: Table prepared by the Researcher.

It is evident from Table (3) that the highest proportion of the research sample members, according to educational qualification, held a Bachelor's degree, with 158 respondents, representing (55.83%) of the total sample of (283) respondents. They were followed by those holding a Master's degree, with 81 respondents, representing (28.62%), while the number of respondents holding a Doctoral degree was 29, representing (10.25%). As for those holding a Higher Diploma, their number was 15 respondents, representing (5.30%), which was the lowest proportion among the sample members.

4. Distribution of the Research Sample Members by Years of Service

Table 4. Distribution of Sample Members by Years of Service

Variable	Category	Number of Respondents	Percentage
Years of Service	Less than 5 years	143	50.53%
	From 5–10 years	74	26.15%
	More than 10 years	66	23.32%
Total		**283**	**100%**

Source: Table prepared by the Researcher.

It is evident from Table (4) that the category of less than 5 years ranked first, with 143 respondents, representing (50.53%), followed by the category of 5–10 years, with 74 respondents, representing (26.15%), while the number of respondents in the category of more than 10 years was 66, representing (23.32%). This indicates that more than half of the sample members have less than five years of work experience, reflecting the high proportion of employees with relatively short periods of service among the sample members.

Second: Description and Diagnosis of the Research Variables

This section aims to conduct a descriptive analysis of the research variables based on the indicators of the arithmetic mean, standard deviation, and coefficient of variation for each variable, as follows:

1. Description and Diagnosis of Organizational Agility

Table (5) presents the results of the descriptive analysis of the dimensions of the organizational agility variable using the arithmetic mean, standard deviation, and coefficient of variation, with the aim of diagnosing the level of organizational agility adoption from the perspective of the sample members.

Table 5. Descriptive Analysis of Organizational Agility Dimensions

S	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Strategic Agility	3.613	0.965	26.694%
2	Structural Agility	3.810	0.882	23.149%
3	Operational Agility	3.505	0.839	23.955%
Total	**Overall**	**3.642**	**0.895**	**24.599%**

Source: Prepared by the Researcher based on the SPSS program

The results obtained from Table (5) shows that the overall arithmetic mean of the organizational agility variable was (3.642), standard deviation was (0.895) and coefficient of variation was (24.599%) which proves that the overall level of organizational agility among the members of the

research sample is relatively high. The dimension of structural agility measured as arithmetic mean (3.810) and standard deviation (0.882) had the highest coefficient of variation (23.149) at the dimension level, indicating that the structural agility is perceived by the members of the sample as high capability to adapt the structure, coordination mechanisms, and work practices based on changes. The second one was the strategic agility dimension with an arithmetic mean of (3.613), a standard deviation of (0.965) and a coefficient of variation of (26.694%). The operational agility dimension was ranked third and last with arithmetic mean (3.505), standard deviation (0.839) and coefficient of variance (23.955%). Summarizing these results, it is concluded that in the analyzed organization the highest arithmetic mean from the three dimensions of organizational agility is the structural agility, whereas the lowest one is the operational agility.

2. Description and Diagnosis of Human Resource Digital Skills

Table (6) presents the results of the descriptive analysis of the dimensions of the human resource digital skills variable, using the arithmetic mean, standard deviation, and coefficient of variation, with the aim of diagnosing the level of human resource digital skills from the perspective of the sample members.

Table 6. Descriptive Analysis of Digital Skills Dimensions for Human Resources

S	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Data Analysis	3.854	0.771	20.00%
2	Technological Proficiency	3.758	0.717	19.08%
3	Digital Leadership	3.849	0.639	16.61%
Total	**Overall**	**3.820**	**0.709**	**18.563%**

Source: Prepared by the Researcher based on the SPSS program

From the results of Table (6), it is clear that the arithmetic mean of the variable related to digital skills of human resources of the research sample is (3.820), the standard deviation is (0.709), and the coefficient of variation is (18.563%) which shows that the members of the research sample have high digital skills. At the dimension level, the data analytics dimension was the best with the highest arithmetic mean of (3.854), standard deviation of (0.771) and coefficient of variation of (20.00%), indicating that the sample members have a high level of possession of data analytics related capabilities. The digital leadership dimension was ranked second with an arithmetic mean of (3.849), a standard deviation of (0.639) and a coefficient of variation of (16.61%) and the technological competence dimension was ranked third with an arithmetic mean of (3.758), a standard deviation of (0.717) and a coefficient of variance of (19.08%). Overall, the results point to the fact that the members of the sample have a relatively high level of digital skills and that digital leadership is the area with the highest mean value regarding arithmetical mean, while the mean value of technological competence is not as high as the other areas.

Third: Testing the Research Hypotheses

1. Testing the Correlation Hypotheses

Main Hypothesis One: There is a statistically significant correlation between the independent variable (organizational agility) and the dependent variable (human resource digital skills).

Table (7) presents the results of the Pearson Correlation Coefficient test to measure the nature and strength of the relationship between organizational agility as the independent variable and human resource digital skills as the dependent variable. This test aims to verify the existence of a statistically significant correlation between the two research variables and to determine its direction and strength, in order to test the validity of the main correlation hypothesis of the research.

Table 7. Correlation between Organizational Agility and Digital Skills for Human Resources

Independent Variable	Dependent Variable	R	Sig.
Organizational Agility	Digital Skills for Human Resources	0.724	0.000

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (7) that there is a positive, strong, and statistically significant correlation between organizational agility and human resource digital skills, as the Pearson correlation coefficient reached (R = 0.724), a value that indicates the strength of the positive relationship between the two variables. The significance level was (Sig = 0.000), which is lower than the adopted significance level (0.05). This means that a higher level of organizational agility in the organization is associated with a higher level of human resource digital skills. Accordingly, the first main hypothesis, which states that there is a statistically significant correlation between organizational agility and human resource digital skills, is accepted.

Testing the Sub-Hypotheses

1. There is a statistically significant correlation between the strategic agility dimension and the human resource digital skills variable with its dimensions.
2. There is a statistically significant correlation between the structural agility dimension and the human resource digital skills variable with its dimensions.
3. There is a statistically significant correlation between the operational agility dimension and the human resource digital skills variable with its dimensions.

Table 8. Correlation Matrix between Dimensions of Organizational Agility and Digital Skills for Human Resources

S	Dimensions of Organizational Agility	Dimensions of Digital Skills for Human Resources		
		Data Analysis	Technological Proficiency	Digital Leadership
1	Strategic Agility	0.731	0.682	0.591
2	Structural Agility	0.723	0.676	0.511
3	Operational Agility	0.405	0.495	0.229

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (8) that there are positive correlations between all dimensions of organizational agility and the dimensions of human resource digital skills; however, the strength of these relationships varies from one dimension to another. Strategic agility recorded the highest correlation coefficients with the dimensions of digital skills, with its correlation coefficient reaching (0.731) with data analytics, (0.682) with technological competence, and (0.591) with digital leadership. Structural agility ranked second, with correlation coefficients of (0.723), (0.676), and (0.511) with data analytics, technological competence, and digital leadership, respectively. As for operational agility, its correlation coefficients were (0.405) with data analytics, *(0.495)* with technological competence, and *(0.229)* with digital leadership. These results indicate that strategic agility has the strongest correlations with the dimensions of digital skills in general, while the weakest relationship was between operational agility and digital leadership, with a coefficient of (0.229).

1. Testing the Effect (Regression Analysis)

Main Hypothesis Two: There is a statistically significant effect of the independent variable (organizational agility) on the dependent variable (human resource digital skills).

Table 9. Simple Linear Regression Analysis

Independent Variable	(β)	(R^2)	(F)	T	Significance Level (Sig.)	Decision
Organizational Agility	0.769	0.525	310.069	17.609	0.000	Accept Hypothesis

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (9) that there is a statistically significant effect of organizational agility on human resource digital skills, as the regression coefficient reached (β = 0.769), indicating that an increase in the level of organizational agility leads to an increase in the level of human resource digital skills. The correlation coefficient (R = 0.724) also indicates a strong positive

correlation between the two variables, while the coefficient of determination (R^2 = 0.525) indicates that organizational agility explains 52.5% of the variance in human resource digital skills, whereas the remaining 47.5% is attributable to other factors not included in the regression model. The calculated F value was (310.069), and the T value was (17.609), with a significance level of (Sig = 0.000), which is lower than the adopted significance level (0.05). This confirms the significance of the regression model and the existence of a statistically significant effect of organizational agility on human resource digital skills. Accordingly, the second main hypothesis, which states that there is a statistically significant effect of organizational agility on human resource digital skills, is accepted.

Testing the Sub-Hypotheses (Multiple Effect)

Following the test of the second main hypothesis (the impact of organizational agility on human resource digital skills), the sub-hypotheses that emerged from this main hypothesis were tested for the impact of each dimension of organizational agility (strategic agility, structural agility, and operational agility) on the dimensions of human resource digital skills. For this purpose multiple regression analysis was used to ascertain the direction and strength of the effect of each dimension of organizational agility on data analytics, technological competence, and digital leadership, based on the regression coefficient (β), R squared (R^2), T value, and significance level (Sig.), which allowed for a judgement whether the sub-hypotheses were accepted or rejected at the significance level (0.05). The results of testing these hypotheses are presented in Tables (10, 11 and 12).

Testing the First Sub-Hypothesis:

There is a statistically significant effect of the strategic agility dimension on the human resource digital skills variable with its dimensions.

Table 10. Multiple Regression Analysis for the Impact of Strategic Agility Dimension on Digital Skills Dimensions for Human Resources

Hypothesis	Path	(β)	T	R^2	Sig.	Decision
First Sub-hypothesis	Strategic Agility ---> Data Analysis	0.721	17.958	0.534	0.000	Accept Hypothesis
	Strategic Agility ---> Technological Proficiency	0.626	15.630	0.465	0.000	Accept Hypothesis
	Strategic Agility ---> Digital Leadership	0.484	12.269	0.349	0.000	Accept Hypothesis

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (10) that there is a statistically significant effect of strategic agility on the dimensions of human resource digital skills, as all effect paths recorded a significance level of (Sig. = 0.000), which is lower than the adopted significance level (0.05), confirming the significance of the effect and the acceptance of the first sub-hypothesis.

The effect of strategic agility on data analytics was (β = 0.721), with a coefficient of determination of (R^2 = 0.534) and a T value of (17.958), indicating that strategic agility explains 53.4% of the variance in data analytics. Its effect on technological competence was (β = 0.626), with (R^2 = 0.465) and a T value of (15.630), meaning that it explains 46.5% of the variance in technological competence. As for its effect on digital leadership, it was (β = 0.484), with (R^2 = 0.349) and a T value of (12.269), indicating that it explains 34.9% of the variance in digital leadership.

Accordingly, it is evident that the strongest effect of strategic agility was on the data analytics dimension, followed by technological competence and then digital leadership. This indicates that the organization's ability to adapt and redirect its strategic orientations is more strongly associated with enhancing human resources' ability to analyze data, followed by developing their technological competence, while its effect on digital leadership was relatively lower. Accordingly, the first sub-hypothesis stating that there is a statistically significant effect of strategic agility on the dimensions of human resource digital skills is accepted.

Testing the Second Sub-Hypothesis:

There is a statistically significant effect of the structural agility dimension on the human resource digital skills variable with its dimensions.

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Table 11. Multiple Regression Analysis for the Impact of Structural Agility Dimension on Digital Skills Dimensions for Human Resources

Hypothesis	Path	(β)	T	R^2	Sig.	Decision
Second Sub-hypothesis	Structural Agility ---> Data Analysis	0.846	17.552	0.523	0.000	Accept Hypothesis
	Structural Agility ---> Technological Proficiency	0.736	15.384	0.457	0.000	Accept Hypothesis
	Structural Agility ---> Digital Leadership	0.496	9.970	0.261	0.000	Accept Hypothesis

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (11) that there is a statistically significant effect of structural agility on the dimensions of human resource digital skills, as the significance level was (Sig. = 0.000), which is lower than the adopted significance level (0.05), confirming the significance of the effect and the acceptance of the second sub-hypothesis. The effect of structural agility on data analytics was (β = 0.846), with a coefficient of determination of (R^2 = 0.523) and a T value of (17.552), indicating that structural agility explains 52.3% of the variance in data analytics. Its effect on technological competence was (β = 0.736), with (R^2 = 0.457) and a T value of (15.384), meaning that it explains 45.7% of the variance in technological competence. As for its effect on digital leadership, it was (β = 0.496), with (R^2 = 0.261) and a T value of (9.970), indicating that it explains 26.1% of the variance in digital leadership.

These results indicate that the strongest effect of structural agility was on the data analytics dimension, followed by the technological competence dimension, and then the digital leadership dimension. This reflects that the flexibility of the organizational structure and the ability to adapt organizational roles and relationships are more strongly associated with human resources' ability to analyze data, followed by competence in using technology, while its effect on digital leadership was relatively lower. Accordingly, the second sub-hypothesis, which states that there is a statistically significant effect of structural agility on the dimensions of human resource digital skills, is accepted.

Testing the Third Sub-Hypothesis:

There is a statistically significant effect of the operational agility dimension on the human resource digital skills variable with its dimensions.

Table 12. Multiple Regression Analysis for the Impact of Operational Agility Dimension on Digital Skills Dimensions for Human Resources

Hypothesis	Path	(β)	T	R^2	Sig.	Decision
Third Sub-hypothesis	Operational Agility ---> Data Analysis	0.547	7.423	0.164	0.000	Accept Hypothesis
	Operational Agility ---> Technological Proficiency	0.623	9.553	0.245	0.000	Accept Hypothesis
	Operational Agility ---> Digital Leadership	0.257	3.949	0.053	0.000	Accept Hypothesis

Source: Prepared by the Researcher based on the SPSS program

It is evident from the results of Table (12) that there is a statistically significant effect of operational agility on the dimensions of human resource digital skills, as the significance level was (Sig. = 0.000), which is lower than the adopted significance level (0.05), confirming the significance of the effect and the acceptance of the third sub-hypothesis. The effect of operational agility on data analytics was (β = 0.547), with a coefficient of determination of (R^2 = 0.164) and a T value of (7.423), indicating that operational agility explains 16.4% of the variance in data analytics. Its effect on technological competence was (β = 0.623), with (R^2 = 0.245) and a T value of (9.553), meaning that it explains 24.5% of the variance in technological competence. As for its effect on digital

leadership, it was (β = 0.257), with (R^2 = 0.053) and a T value of (3.949), indicating that it explains 5.3% of the variance in digital leadership.

These results indicate that the strongest effect of operational agility was on the technological competence dimension, followed by data analytics, and then digital leadership. This indicates that the organization's ability to maintain flexibility in its operational procedures and methods is more strongly associated with enhancing technological competence among human resources, while its effect on digital leadership was relatively the weakest. Accordingly, the third sub-hypothesis, which states that there is a statistically significant effect of operational agility on the dimensions of human resource digital skills, is accepted.

Conclusions and Recommendations

First: Conclusions

1. The research results showed that organizational agility is available at a good level in the organization under study, reflecting its appropriate ability to adapt to changes and address the requirements of the work environment.
2. It was found that structural agility represents the most prominent aspect of organizational agility, indicating a good ability to adapt organizational structures and relationships in accordance with work requirements.
3. The results showed that strategic agility represents one of the important pillars supporting human resource digital skills, particularly in the areas of data analytics and technological competence.
4. The results revealed the existence of a positive relationship between organizational agility and human resource digital skills, indicating that a flexible organizational environment helps provide appropriate conditions for developing employees' digital capabilities.
5. The results showed that organizational agility plays an influential role in enhancing human resource digital skills, confirming the importance of not addressing the development of digital skills separately from the development of the organizational environment.
6. It was found that strategic agility has a clear effect on data analytics, indicating the importance of flexible strategic orientations that enable human resources to benefit from data and utilize it in their work.
7. The results showed that structural agility contributes to enhancing data analytics and technological competence, reflecting the importance of having an organizational structure capable of facilitating communication, coordination, and the exchange of digital knowledge and expertise.
8. The results revealed that operational agility is more clearly associated with technological competence, indicating that flexibility in procedures and work implementation methods helps human resources deal more effectively with digital technologies and systems.
9. It was found that digital leadership requires greater attention within efforts to develop digital skills, as the effect of the dimensions of organizational agility on it was lower compared with some other dimensions of digital skills.
10. Overall, the results confirm that achieving development in human resource digital skills requires integration among strategic, structural, and operational agility, rather than focusing on a single organizational dimension in isolation.

Second: Recommendations

1. The need to enhance organizational agility within the organization by developing work methods and procedures in a manner that allows for rapid response to changes, through periodically reviewing administrative procedures, identifying procedures that hinder rapid response, working to simplify them, and granting administrative units appropriate authority to deal with emerging cases and situations.
2. The need to maintain and develop the level of structural agility in a manner that contributes to facilitating coordination and communication among organizational units, through periodically

reviewing the organizational structure, identifying cases of overlap and duplication of tasks, reallocating responsibilities when necessary, and activating joint work teams.

3. The need to enhance strategic agility in a manner that helps the organization adapt to technological changes and the requirements of digital transformation, through periodically reviewing strategic plans, involving employees specialized in technology and data in the planning process, and preparing strategic alternatives that can be adopted when changes occur in the work environment.
4. The need to achieve integration between organizational agility and the development of human resource digital skills by preparing annual training plans based on the organization's strategic orientations, identifying employees' digital needs, providing appropriate training programs, and monitoring their impact on the level of performance and digital skills.
5. The need to increase attention to developing data analytics skills among human resources by organizing practical training programs in data analytics, providing appropriate tools and software, and giving employees the opportunity to apply the skills they have acquired to actual data related to their job responsibilities.
6. The need to periodically evaluate the level of technical skills of HR, recognize gaps, design training programs, and provide technical assistance to HR in order to develop human resources' technological competence in accordance with the rapid changes in digital technologies and systems.
7. To enhance attention on operational agility and establish procedures and methods for carrying out work in a way that allows fast adaptation to changes by reviewing operational procedures, identifying procedural steps that can be shortened or transformed into an electronic procedure, providing administrative units with adequate authority for decisions on operations in a timely and agile manner.
8. Attention to develop digital leadership among leaders and HR to make them manage digital work efficiently; by conducting special training programmes on digital leadership and managing digital work teams; by training leaders on how they can use data and digital technologies in monitoring and decision making.
9. To improve coordination and exchanging digital knowledge between organizational units in a way that supports the development of digital skills and makes use of existing expertise, by creating joint work teams on digital projects, setting up internal exchange of expertise and information and organising regular meetings to share successful experiences and practices.
10. The necessity to create an institutional development program that involves the review of the strategy, structure and procedures; identification of required digital skills; their application to training and development plans; and establishment of periodic mechanisms for monitoring implementation and tracking the level of progress made, with the aim of creating an integrated system of dimensions of organizational agility and human resource digital skills.

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