

The Impact of Digital Transformation on Human Resources Management Function – Case Study of SONATRACH Company

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Abstract:

The study aims to highlight the function of human resources management amid digital transformation by identifying the impact of technical, administrative and organizational requirements as a dimension of digital transformation. In order to achieve the study objectives, the questionnaire was used as a tool to collect data and information from the study sample. The data were analyzed using “spss” statistical software, and many statistical methods were applied to test hypotheses and to draw conclusions. The study concluded that digital transformation impacts the function of human resources (recruitment, training, compensation and wages system and incentive), as technical, administrative and organizational requirements contribute in developing the human resources management at the company under study with 70.6% which is a strong percentage. Administrative and organizational requirements are considered to be the most contributing to the development of human resources management in the company under study at 76.6%, followed by technical requirements at 46.2%.

Key words: Digital transformation, Technical requirements, Administrative and organizational requirements, Human resources, Human resources management, Sonatrach Company.

JEL Classification: M00, M12, O33, L60, L63.

1. Introduction

The fourth industrial revolution has brought about rapid developments and profound changes in various areas of life. It has become necessary to adapt and align with these changes by integrating digital technology into the infrastructure of governments, structures, and companies and fundamentally changing their way of operating, making an effort to achieve digital transformation and replacing the traditional operations with digital ones.

Digital transformation of institutions is a response to the different changes and challenges posed by the technology revolution, and is more urgently needed than ever. Therefore, institutions of all kinds and sizes must keep pace, contend with and integrate digital technology into organizational processes and models that contribute to the accomplishment of tasks easier, faster and at the lowest cost. Digital transformation is a comprehensive program that touches all departments, including human resources management, which is the key driver of all institutional activities and practices, and a fundamental pillar for achieving growth and continuity by transforming the functions of this latter into electronic business using digital technology.

1.1. Research problem statement: Through the above, the problem statement of this research can be elaborated as follows:

- What is the impact of digital transformation with its different dimensions on the function of human resources management at Sonatrach Company?

The main question is divided into a number of sub-questions as follows:

- What is digital transformation? And what are its requirements?
- What is human resources management? What are its characteristics?
- Is there a relationship between the technical, administrative and organizational requirements as a dimension of digital transformation and the function of human resources management at Sonatrach Company?

1.2. Research hypotheses: The research problem and the sub-questions can be answered through the following hypotheses:

Main hypothesis: Digital transformation does not impact the function of human resources management in the company «Sonatrach».

Sub-hypotheses: a set of sub-hypotheses are included within this hypothesis as follows:

- Technical requirements do not impact the function of human resources management in the company «Sonatrach».
- Administrative and organizational requirements do not impact the function of human resources management in the company «Sonatrach».

1.3. Objectives of the research: This study aims to achieve the following objectives:

- Introduction of concept of digital transformation, its requirements and constraints.
- Identification of the relationship between the requirements of digital transformation and the development of the function of human resources management.
- Reaching some results and suggestions relating to the importance of digital transformation and the need to activate it in the company to improve the function of human resources management.

1.4. Significance of the research: The significance of the study is shown by the great significance of its variables. Digital transformation has become an urgent necessity to keep up with the rapid development in the work environment, while the function of human resources management is an essential element for achieving the company's objectives.

1.5. Research methodology: We relied in this research on the descriptive and analytical method that adapts to the nature of the subject, by collecting data and information from multiple sources and references in order to create a clear picture of the perceived phenomenon, analyzing results related to the field of study and testing hypotheses.

2. The theoretical framework of the study

2.1. Digital transformation

2.1.1. Digital transformation definition

The term digital transformation has become very popular in recent years among researchers, experts and relevant advisers because of its great importance in organizational changes as a result of technological developments. It refers to (Andersson, 2022, pp. 5-6):

- Concerned with the changes digital technologies can bring about in a company's business model, which result in changed products or organizational structures or in the automation of processes.
- Fundamentally altering traditional ways of doing business by redefining business capabilities, processes and relationships.
- Digital transformation is multidisciplinary by nature, as it involves changes in strategy, organization, information technology, supply chains and marketing (Peter, Verhoef, & others, 2021, p. 890).
- Digital transformation is the use of new digital technologies such as social media, mobile technology, analytics, or embedded devices to enable major business improvements including enhanced customer experiences, streamlined operations, or new business models (Kraus & Others, 2021, p. 04).

Through the above, digital transformation can be defined as making radical changes in processes, practices and organizational models, reliance on innovative business models, replacement of traditional processes with digital ones, facilitating administrative procedures and improving decision-making.

2.1.2. Objectives and importance of digital transformation

A. Objectives of digital transformation: Digital transformation has many objectives which are:

- Improving the performance of the institution as a result of increasing the level of confidence in the authenticity of data and information exchanged between different departments and minimizing the errors caused by manual input.

- The availability of information in digital version, which minimizes paperwork, and the need to obtain copies of paper documents that have been accessible electronically disappears.
- Guiding human energies to work in more productive works.
- Using technology based on information networks and finding the best ways for citizens to participate in the executive process, thus reducing cost and increasing productivity.
- Remotely accomplishing works and reducing application time, in addition to reducing the use of paperwork in administrative works.
- Reducing errors associated with the humanitarian factor and keeping pace with developments that support companies' competitiveness.

B. Importance of digital transformation: Digital transformation is of great importance to governments and institutions, and can be illustrated in the following points:

- Improving operational efficiency, speed in operation and product delivery with minimal effort and cost.
- Reducing errors as a result of relying on digital technology rather than manual work.
- Offering innovative products away from traditional ways of presenting them.
- Widespread deployment and access to a large number of customers as well as exceeding geographical limits.

2.1.3. Priorities and principles of the digital transformation pillars

There are a range of requirements and elements that must be available to achieve digital transformation ((UNDP), p. 07).

- **Management:** Clear vision, leadership and management of the digital strategy.
- **User centric design:** Provision of agile and accessible high-quality services in line with actual user needs with increased public engagement and open participation of citizens and businesses in the design of e-services of the institution.
- **Public administration reform:** Optimisation of processes for digital delivery and sustainability following the principle.
- **Organisational culture and employee skills:** Training of employees with the aim of developing digital skills and fostering a culture of cyber security, collaboration, knowledge exchange, innovation and creativity throughout the institution as the basis for continuous improvement.
- **Technological infrastructure:** Use of whole-of-institution and whole-of-government standardized technological and data infrastructure.
- **Data infrastructure, strategy and governance:** Improvement of data collection, analysis and sharing capabilities using new technologies and the principle 'once-only'.
- **Legislative and institutional framework:** Transparency in decision-making and in the provision of public services.
- **Digital and innovation ecosystem:** Understanding the existing digital ecosystem and promoting innovation, education and entrepreneurship.

2.1.4. Digital transformation steps

We can divide road mapping into three main phases: definition of goals, exploration of paths, and implementation and validation (Baalmans, Broekhuizen, & Fabian, 2022, p. 73):

- **Phase 1 : Definition of goals:**

Understand opportunities and risks: Explore the challenges that the digital economy brings to your organization, both in terms of new possibilities and potential difficulties. Your organization is not the first to undergo a digital transformation and, although each situation is different, there are many lessons to be learned from others' experiences.

Define priorities and explain reasoning: Make choices about the most important goals, in terms of their relevance and impact on your organization, and how achievable they are in practice. Define the timescale within which they may be achieved, preferably in a stepwise, iterative manner. Explain the reasons why these specific goals have been prioritized to help others in your organization align their thinking with the same goals.

– **Phase 2 : Exploration of paths:**

Propose solutions and design digital initiatives: Creatively explore possible solutions to meet your stated goals, considering the technology, human resources, business processes and possible changes to your products or services. Make implementation choices: Decide upon the designs and solutions that you will implement in the short term. These sprints are iterative and smaller, achievable implementation choices allow progress to be made without very high investment in time or budget.

– **Phase 3: Implementation and validation Phase 1: Definition of goals:**

Experiment and initiate digital change: Now that you have made specific choices, the transformation can be put into practice. By considering the small steps forward to be a form of experimentation, your organization will learn and adapt as you gain experience in digital change. Be realistic and open about what you expect from employees and external partners. Measure performance and identify next steps: Keeping your stated goals in mind, assess the extent to which the objectives are being met and what needs to be improved in the next iteration. Be aware that the assessment of the performance of your digital transformation could include its impact on your employees, suppliers, customers, finances and on your position in the value chain.

2.2. Human Resource Management

2.2.1. Human Resource Management definition

The terms ‘human resource management’ (HRM) and ‘human resources’ (HR) have largely replaced the term ‘personnel management’ as a description of the processes involved in managing people in organizations (**Armstrong, 2013, p. 04**).

The policies and practices involved in carrying out the “people” or human resources aspects of a management position, including recruitment, screening, training and appraising (**Coyle-Shapiro & others, 2013, p. 12**).

Human resources management is one of the functions of the company. It relies on the management of the most important resource in the institution, which is the human element in terms of recruitment and attracting the best human resources, training and organizing skills and abilities, rewards and incentives to maintain it in order to achieve the objectives of the institution.

2.2.2. The goals of Human Resource Management

The goals of HRM as to (**O’Riordan, 2017, p. 09**):

- Support the organization in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy.
- Contribute to the development of a high-performance culture.
- Ensure that the organization has the talented, skilled and engaged people it needs.
- Create a positive employment relationship between management and employees and a climate of mutual trust.
- Encourage the application of an ethical approach to people management.

2.2.3. Functions of human resources management

The functions of human resources management are:

- **Human resources planning:** This is done by identifying human resources needs in the right quantity, quality and time for the goals to be achieved.
- **Attraction and selection:** This is by attracting individuals to occupy jobs both within and outside the company, selecting the best candidates and appointing them in the places and positions suitable for their abilities.

- **Employees' performance appraisal:** This is done by examining and analyzing the performance of workers, determining their efficiency and the results of their work periodically and systematically to identify strengths and weaknesses.
- **Remuneration and incentives:** This is done through the systems of remuneration related to each functional level, in addition to identifying incentives offered to individuals that contribute to raising their morale and productivity.
- **Management of promotion and mutation operations:** This is through the setting of a clear plan for promoting and its conditions. While mutation is related to the policy of moving individuals from one branch to another and from one job to another.
- **Training and development of human resources:** This is done through the design, implementation and follow-up of training programs. The training aims to improve skills in doing the work at the present time or in the near future, whereas human resources development depends on training for future skills.
- **Design and implementation of human maintenance programs:** This is done by working to provide security and peace to the human element and to protect and preserve it.

2.3. Management of human resources amid digital transformation

Digital transformation has a great role and importance in developing and improving the management of human resources and moving them from traditional handicrafts to innovative digital works, Through the application of modern technology to facilitate the functioning of the human resources function and the transformation of its various functions into a new business model based on the integration of information and communication technology and information systems into its human resources management activities related to employment, remuneration and incentives systems, training, performance evaluation and other Contributing to Significant Benefits of Human Resources Management.

The role of digital transformation in improving and developing human resources management is shown as follows:

- **Digital recruitment:** Digital recruitment is the sum of tools and technologies used by the company to attract, select and appoint individuals either directly through the company's website or indirectly through the electronic recruitment agencies or via social media platforms.

Digital employment is done through:

- **Digital attraction:** It is a system that allows attracting job seekers to submit their applications through the websites and e-mail of the company, social media platforms or e-employment institutions via the Internet.
- **Digital selection:** It is the process of liquidating the candidates' curricula vitae, as it enables the company to increase the opportunity to obtain highly competent individuals to recruit in the jobs required.
- **Digital appointment:** It is the last procedure in the electronic recruitment process in which the decision is made to appoint and integrate the new individual electronically.
- **Digital training:** It is the development of the skills of individuals using media and technology either simultaneously with the attendance of individuals and trainers at the same time, or asynchronously allowing the reduction of effort and cost. Digital transformation has contributed greatly to the shift from traditional methods in the training process to effective and innovative participatory methods by integrating modern technologies into the training process. This enables the training of individuals at anytime and anywhere via electronic media and interactive learning materials, which positively reflects on the development of human resources and improves the performance of individuals to the best in digital transformation.
- **Digital remuneration and compensation system:** The system of digital remuneration and compensation is used in many tasks, including calculating payments for pay, tax and insurance, as well as payment receipts, on an electronic basis, thereby reducing costs and speeding up the completion of tasks.
- **Digital assessment:** It is a computerized digital online system that is used by managers to evaluate individuals' performance, and know their level of competence in accomplishing their tasks. As digital transformation helps

to evaluate performance clearly and fully through electronic evaluation models, making it easier to manage and implement the evaluation process.

3. Empirical framework

3.1. Introduction to the company under study

The Sonatrach Skikda complex is a branch of 154 sub-companies of the Sonatrach energy complex founded in 1961. It specializes in research, production, transport, diversion and marketing activities, and occupies the international profile by being the first Oil and Gas Company in Africa, and the first gas company in the Mediterranean. The company comprises several complexes, including the GNL complex specializing in the conversion and liquefaction of natural gas into Ditane, Propane, Butane, and Gasoline Products, which orients these products to the national and international market.

3.2. Study sample

50 questionnaires were distributed in the department of human resources management at the GNL complex, and 37 questionnaires were analyzed by using the statistical software “SPSS”. Various statistical methods were applied to test the hypotheses and draw conclusions.

3.3. Study Consistency

The following table demonstrates the values of consistency coefficient of the research:

Table 1: Consistency coefficients of the study

Axis	Rate
Technical requirements	0,789
Administrative and organizational requirements	0,876
Human ressources management	0,898
Total consistency rate	0,928

Source: elaborated by the researcher based on the Spss outputs of the data collected by the questionnaire.

The total consistency coefficient of the study is estimated with **0,928** which is a high consistency rate. Thus, the questionnaire can be applied on the study sample with great confidence.

3.4. Data analysis of requirements of digital transformation axis

3.4.1. Analysis of Technical requirements

Table 2: Technical requirements

N°	Items	Arithmetic mean	Standard deviation	Degree of approval
01	The company uses digital technology such as social media platforms, mobile devices and various programs to complete the work.	3,837	1,111	High
02	The company seeks to bring the latest equipments, tools and advanced technologies.	4,047	0,754	High
03	The company has programs that allow it to shift from manual work to electronic work.	4,023	0,672	High
04	The company offers new ways of working using ICT.	3,907	0,840	High

05	The company has access to technological tools that facilitate the exchange of information	4,186	0,664	High
06	The company is constantly working on keeping abreast with the latest technologies needed for digital transformation	4,023	0,886	High
	Technical requirements	4,004	0,821	High

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table shows that the general average of technical requirements is 4.004. It is an average that falls under the fourth category of the 5-point Likert scale categories (3.41-4.20), which is the category that indicates a high degree of approval.

The opinions of the study samples individuals are high in all the items and they are arranged as follows:

- The company has access to technological tools that facilitate the exchange of information, with an arithmetic mean of 4,186 and standard deviation of 0,664.
- The company seeks to bring the latest equipments, tools and advanced technologies, with an arithmetic mean of 4.047 and standard deviation of 0.754.
- The company is constantly working on keeping abreast with the latest technologies needed for digital transformation, with an arithmetic mean of 4.023 and standard deviation of 0.886.
- The company has programs that allow it to shift from manual work to electronic work, with an arithmetic mean of 4.023 and standard deviation of 0.672.
- The company offers new ways of working using ICT, with an arithmetic mean of 3.907 and standard deviation of 0.840.
- The company uses digital technology such as social media platforms, mobile devices and various programs to complete the work, with an arithmetic mean of 3.837 and standard deviation of 1.111.

Through the answers of the study sample individuals, it appears that the company under study has the technical requirements of the digital transformation process. This dimension is the basis of the digital transformation and its infrastructure through the use of its system of devices, operating systems, storage media, software operating in technical environments and information centers, all of which reflect the company's capacity and readiness for digital transformation.

3.4.2. Analysis of administrative and organizational requirements

Table 3: administrative and organizational requirements

N°	Items	Arithmetic mean	Standard deviation	Degree of approval
01	The company has a clear vision of what it wants to be in the future.	3,721	1,182	High
02	The company adopts a digital transformation strategy by setting a clear plan for achieving vision and objectives.	3,651	0,948	High
03	The company seeks to develop its organizational structure, distance from complex structures and adapt to changes to support the digital transformation process.	3,698	0,989	High
04	There is leadership and management support for digital transformation efforts and focus on technology-related management practices	3,512	1,183	High
05	The company has an effective communication network to exchange ideas and information between different	3,512	1,055	High

	individuals and departments.			
06	The company has a trend towards the training of its members to keep pace with recent developments in the field of digital technology.	3,605	1,178	High
	Administrative and organizational requirements	3,616	1,089	High

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table shows that the general average of administrative and organizational requirements is 3,616. It is an average that falls under the fourth category of the 5-point Likert scale categories (3.41-4.20), which is the category that indicates a high degree of approval.

The opinions of the study samples individuals are high in all the items and they are classified according to the following:

- The company has a clear vision of what it wants to be in the future, with an arithmetic mean of 3.721 and standard deviation of 1.182.
- The company seeks to develop its organizational structure, distance from complex structures and adapt to changes to support the digital transformation process, with an arithmetic mean of 3.698 and standard deviation of 0.989.
- The company adopts a digital transformation strategy by setting a clear plan for achieving vision and objectives, with an arithmetic mean of 3.651 and standard deviation of 0.948.
- The company has a trend towards the training of its members to keep pace with recent developments in the field of digital technology, with an arithmetic mean of 3.605 and standard deviation of 1.178.
- The company has an effective communication network to exchange ideas and information between different individuals and departments, with an arithmetic mean of 3.512 and standard deviation of 1.055.
- The company has an effective communication network to exchange ideas and information between different individuals and department, with an arithmetic mean of 3.512 and standard deviation of 1.183.

Through the answers of the study sample individuals, it shows that the company possesses the necessary administrative and organizational requirements for the digital transformation operation through providing a suitable and supportive work environment in terms of planning, identifying the means, switching from traditional to digital management and integrating digital activities within the structure of the institution and administrative units.

3.5. Data analysis of Human resources management axis

Table 4 : Human resources management

N°	Items	Arithmetic mean	Standard deviation	Degree of approval
01	The company plans its future resource requirements in terms of their number, types and skills and in accordance with the nature of the activities to be accomplished.	3,744	0,848	High
02	The company seeks to attract competencies from human resources that possess skill, ability and scientific qualification.	3,558	1,181	High
03	The company selects the right competencies and appoints them to the appropriate jobs.	3,140	1,207	Average
04	The company is keen to train its members continuously to increase their abilities and develop their performance.	3,698	1,186	High

05	The company follows different strategies to motivate its members.	3,302	1,103	Average
06	The company evaluates the performance of its personnel and determines their efficiency in the performance of their work.	3,326	1,190	Average
	Human resources management	3,461	1,119	High

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table shows that the general average of administrative and organizational requirements is **3,461**. It is an average that falls under the fourth category of the 5-point Likert scale categories (3.41-4.20), which is the category that indicates a high degree of approval.

As for the items in which the opinions of the study samples individuals are high, they are arranged as follows:

- The company plans its future resource requirements in terms of their number, types and skills and in accordance with the nature of the activities to be accomplished, with an arithmetic mean of 3.744 and standard deviation of 0.848.
- The company is keen to train its members continuously to increase their abilities and develop their performance, with an arithmetic mean of 3.698 and standard deviation of 1.186.
- The company seeks to attract competencies from human resources that possess skill, ability and scientific qualification, with an arithmetic mean of 3.558 and standard deviation of 1.181.

While for the items in which the study sample individuals’ opinions were average, they are arranged according to the following:

- The company evaluates the performance of its personnel and determines their efficiency in the performance of their work, with an arithmetic mean of 3.326 and standard deviation of 1.190.
- The company follows different strategies to motivate its members, with an arithmetic mean of 3.302 and standard deviation of 1.103.
- The company selects the right competencies and appoints them to the appropriate jobs, with an arithmetic mean of 3.140 and standard deviation of 1.207.

3.6. Testing research hypotheses

In order to test the main hypothesis, all its sub-hypotheses will be tested. So that we reach the overall test of this hypothesis as follows:

A. Testing the first sub-hypothesis:

The first sub-hypothesis reads as follows:

- H₀: Technical requirements do not impact the function of human resources management at Sonatrach Company.

The results of testing this hypothesis are illustrated in the following table:

Table 5: Testing results of the first sub-hypothesis

Technical requirements	Human resources management						Results of testing hypothesis	
	R	Coefficient of determination R ²	T	Significance level Sig	F value	H ₀	H ₁	
	0.462	0.213	3.332	0.000	11.101	Rejection	Acceptance	

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table above shows that R, which measures the correlation between the independent variable (technical requirements) and the dependent variable (human resources management), has reached 46.2%, a very acceptable degree of correlation. While the coefficient of determination R^2 , measuring variability in the dependent variable interpreted by the independent variables, has reached 21.3%. Thus, 21.3% of the development in human resources is interpreted by the availability of technical requirements, and the remaining percentage is due to other reasons other than the independent variable. While the T value is 3.332 and the significance level of this test is 0.000 sig which is less than 0.005 along with the calculated F value of 11.101. This confirms the significance of this role, therefore; we reject the null hypothesis H_0 and accept the alternative hypothesis. Thus, Technical requirements impact the function of human resources management at Sonatrach Company.

B. Testing the second sub-hypothesis:

The second sub-hypothesis reads as follows:

- H_0 : Administrative and organizational requirements do not impact the function of human resources management at Sonatrach Company.

The results of testing this hypothesis are illustrated in the following table:

Table 6: Testing results of the second sub-hypothesis

Administrative and organizational requirements	Human resources management						
	R	Coefficient of determination R^2	T	Significance level Sig	F value	Results of testing hypothesis	
						H_0	H_1
	0.766	0.587	3.353	0.000	58.295	Rejection	Acceptance

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table above shows that R, which measures the correlation between the independent variable (administrative and organizational requirements) and the dependent variable (human resources management), has reached 76.6%, that is a strong degree of correlation. While the coefficient of determination R^2 , measuring variability in the dependent variable interpreted by the independent variables, has reached 58.7%. Thus, 58.7 % of the development in human resources is interpreted by the availability of administrative and organizational requirements, and the remaining percentage is due to other reasons other than the independent variable. While the T value is 3.353 and the significance level of this test is 0.000 sig which is less than 0.005. This confirms the significance of this role, therefore; we reject the null hypothesis H_0 and accept the alternative hypothesis. Hence, administrative and organizational requirements impact the function of human resources management at Sonatrach Company.

C. Testing the main hypothesis:

- H_0 : Digital transformation does not impact the function of human resources management at Sonatrach Company.

The results of testing this hypothesis are illustrated in the following table:

Table 7: Testing results of the min hypothesis

Digital transformation requirements	Human resources management						
	R	Coefficient of determination R^2	T	Significance level Sig	F value	Results of testing hypothesis	
						H_0	H_1
	0.706	0.499	6.391	0.000	40.850	Rejection	Acceptance

Source: elaborated by the researcher based on “Spss” outputs of the data collected by the questionnaire.

The table above shows that R, which measures the correlation between the independent variable (digital transformation requirements) and the dependent variable (human resources management), has reached 70.6%, that is a strong degree of correlation. While the coefficient of determination R^2 , measuring variability in the dependent variable interpreted by the independent variables, has reached 49.9%. Thus, 49.9 % of the development in human resources management is interpreted by the availability of digital transformation requirements, and the remaining percentage is due to other reasons other than the independent variable. While the T value is 6.391 and the significance level of this test is 0.000 **sig** which is less than 0.005. This confirms the significance of this role, therefore; we reject the null hypothesis H_0 and accept the alternative hypothesis. Hence, digital transformation requirements impact the function of human resources management at Sonatrach Company.

4. Conclusion

Through this study, we tried to learn about the impact of digital transformation on the function of human resources management in the Sonatrach company, where the problem of this study was to demonstrate the role of digital transformation through providing its technical, administrative and organizational requirements in the development of the functions of human resources management. It is one of the strategic priorities and imperative needs, therefore; companies must keep pace with its positive effects on their various functions, as well as the developments and transformations in the way they operate.

This study has reached a set of findings that can be summed up as follows:

- Digital transformation is the replacement of traditional processes with digitization and changing the business style and model towards innovative business models, enabling the company to achieve efficiency in its key processes and save time and effort.
- Digital transformation contributes to the development of all the company's functions through the mechanization of its basic processes and its digital design, resulting in shortening administrative procedures and optimal use of human energies, speeding up operations, thus increasing productivity and reducing cost.
- Human resources management is a function that concerns the human element in terms of recruitment, training, rewards and incentives, assessment of workers' performance, management of promotions, design and implementation of human maintenance programs.
- Human resources have no continuous meaning if they do not develop appropriately to keep abreast with technological changes and developments.
- The digital transformation of human resources management is the basis of the digital transformation of the company as a whole, without which the objectives of the company cannot be achieved. It is the main driver of all the activities and practices of the enterprise.
- Digital transformation contributes to the development of HR management function by transforming all its functions into a new business model based on modern technology and various technology programs and applications, which facilitates the functioning of HR function.
- Digital Transformation Transforms human resources management functions into digital Jobs including digital recruitment, digital training, digital evaluation, digital remuneration and rewards system.
- Digital transformation impacts recruitment function and shift towards e-employment both in terms of attraction, selection and appointment, making the job of recruitment more effective by speed and attracting competent individual.
- Digital transformation affects the function of training through the development of the skills and knowledge of individuals using technology and electronic media and the shift from traditional methods of training to modern means, leading to the upgrading of the level and efficiency of training.
- Digital transformation shifts the personnel assessment system into a digital evaluation system and relies on electronic evaluation models that facilitate the management and implementation of the evaluation process.

- Digital transformation contributes to the transformation of the compensation and wages system into a digital system that reduces costs and speeds up the completion of tasks.
- The company is aware of the importance of digital transformation, as it has all the necessary elements and requirements to achieve digital transformation.
- Technical requirements affect the function of human resources management in the company under study, which negates the validity of the first sub-hypothesis.
- Administrative and organizational requirements impact the function of human resources management in the company under study, which negates the validity of the second sub-hypothesis.
- Technical and administrative requirements, as one of the dimensions of digital transformation, contribute to the development of human resources management in the company under study at 70.6%, which denies the validity of the main hypothesis.
- Administrative and organizational requirements are considered the most contributing to the development of human resources management in the company under study at 76.6%. They are the basis of digital transformation and reflect the company's attitude towards new technology, as well as its ability to exploit these technologies. Digital transformation cannot take place without a suitable and supportive environment. Followed by technical requirements, as it impacts the development of the human resources management function in the company under study at 46.2%.

Recommendations:

- The company must constantly pursue modern technology and work to train its members in a continuous manner in line with these developments.
- The company must take care of all the requirements of digital transformation because it is interconnected and integrated with each other to develop the various functions of the company, including the function of human resources.
- The company's holders must develop some of the functions of the Human Resources Department, especially the employment function, as the company relies on traditional methods in the recruitment process.

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