


THE IMPACT OF DIGITAL HUMAN RESOURCES MANAGEMENT ON ORGANIZATIONAL AMBIDEXTERITY THROUGH HUMAN CAPITAL AS AN INTERACTIVE VARIABLE IN IRAQI TELECOMMUNICATIONS COMPANIES

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: April, 16th 2024 Accepted: June, 14th 2024</p>	<p>Objective: This study aims to test the interactive role of human capital in the relationship between digital human resource management and organizational ambidexterity in Iraqi telecommunications companies.</p>
<p>Keywords: Digital Human Resources; Organizational Ambidexterity; Human Capital; Iraqi Telecommunications Companies.</p>	<p>Theoretical Framework: In this topic, the main concepts and theories that underlie the research are presented. [Digital human resources management, human capital, organizational ambidexterity] stand out, providing a solid basis for understanding the context of the investigation.</p> <p>Method: An exploratory analytical approach was used, as the study was based on a stratified random sample of workers from Iraqi telecommunications companies. (350) questionnaires were distributed, and the number of questionnaires retrieved was (20), while those suitable for statistical analysis totaled (330) questionnaires, with a response rate of (90%). advanced statistical program (AMOS. V.26) and statistical program (SPSS.V.26).</p>
	<p>Results and Discussion: The results of the study revealed that there is a direct positive influence relationship between (human resource management (digital organizational ambidexterity). The results also showed that there is an interactive role for the variable (human capital) between digital and organizational human resource management ambidexterity). Based on these results, a set of conclusions was formulated and recommendations reached in the study.</p> <p>Research Implications: The practical and theoretical implications of this research are discussed, providing insight into how the findings can apply or influence practices in the field of HR management and organizational digital ambidexterity. These effects may include companies affiliated with the Ministry of Industry and Minerals and the services they provide.</p> <p>Originality/Value: The importance of this study arose from the scarcity of studies that attempted to identify and understand the nature of the relationship between the variables (digital human resources management, human capital, organizational ambidexterity), as well as the present study's attempt to address a realistic problem issue that affects directly the performance of workers in Iraqi telecommunications companies.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i7.4719</p>

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O IMPACTO DA GESTÃO DIGITAL DE RECURSOS HUMANOS NA AMBIDESTRIA ORGANIZACIONAL POR MEIO DO CAPITAL HUMANO COMO UMA VARIÁVEL INTERATIVA EM EMPRESAS DE TELECOMUNICAÇÕES IRAQUIANAS

RESUMO

Objetivo: Este estudo tem como objetivo testar o papel interativo do capital humano na relação entre a gestão de recursos humanos digitais e a ambidestria organizacional em empresas de telecomunicações iraquianas.

Estrutura teórica: Neste tópico, são apresentados os principais conceitos e teorias que fundamentam a pesquisa. [Destacam-se a gestão de recursos humanos digitais, o capital humano e a ambidestria organizacional, fornecendo uma base sólida para a compreensão do contexto da investigação.]

Método: Foi usada uma abordagem analítica exploratória, pois o estudo baseou-se em uma amostra aleatória estratificada de funcionários de empresas de telecomunicações iraquianas. Foram distribuídos (350) questionários, e o número de questionários recuperados foi de (20), enquanto os adequados para análise estatística totalizaram (330) questionários, com uma taxa de resposta de (90%). programa estatístico avançado (AMOS. V.26) e programa estatístico (SPSS.V.26).

Resultados e Discussão: Os resultados do estudo revelaram que há uma relação de influência positiva direta entre a gestão de recursos humanos (ambidestria organizacional digital). Os resultados também mostraram que há um papel interativo para a variável (capital humano) entre a ambidestria digital e a gestão de recursos humanos organizacionais.) Com base nesses resultados, foi formulado um conjunto de conclusões e foram feitas recomendações no estudo.

Implicações da Pesquisa: As implicações práticas e teóricas desta pesquisa são discutidas, fornecendo uma visão de como os resultados podem se aplicar ou influenciar as práticas no campo da gestão de RH e da ambidestria digital organizacional. Esses efeitos podem incluir empresas afiliadas ao Ministério da Indústria e Minerais e os serviços que elas prestam.

Originalidade/Valor: A importância deste estudo surgiu da escassez de estudos que tentaram identificar e compreender a natureza da relação entre as variáveis (gestão de recursos humanos digitais, capital humano, ambidestria organizacional), bem como da tentativa do presente estudo de abordar uma questão realista que afeta diretamente o desempenho dos funcionários das empresas de telecomunicações iraquianas.

Palavras-chave: Recursos Humanos Digitais, Ambidestria Organizacional, Capital Humano, Empresas de Telecomunicações Iraquianas.

EL IMPACTO DE LA GESTIÓN DIGITAL DE LOS RECURSOS HUMANOS EN LA AMBIDEXTERIDAD ORGANIZATIVA A TRAVÉS DEL CAPITAL HUMANO COMO VARIABLE INTERACTIVA EN LAS EMPRESAS DE TELECOMUNICACIONES IRAQUÍES

RESUMEN

Objetivo: Este estudio tiene como objetivo probar el papel interactivo del capital humano en la relación entre la gestión digital de los recursos humanos y la ambidexteridad organizativa en las empresas de telecomunicaciones iraquíes.

Marco Teórico: En este tema se presentan los principales conceptos y teorías que subyacen a la investigación. Destacan [Gestión digital de recursos humanos, capital humano, ambidexteridad organizativa], que proporcionan una base sólida para comprender el contexto de la investigación.

Método: Se utilizó un enfoque analítico exploratorio, ya que el estudio se basó en una muestra aleatoria estratificada de trabajadores de empresas de telecomunicaciones iraquíes. Se distribuyeron (350) cuestionarios, y el número de cuestionarios recuperados fue de (20), mientras que los aptos para el análisis estadístico ascendieron a (330) cuestionarios, con una tasa de respuesta del (90%). programa estadístico avanzado (AMOS. V.26) y el programa estadístico (SPSS.V.26).

Resultados y Discusión: Los resultados del estudio revelaron que existe una relación de influencia positiva directa entre (gestión de recursos humanos (ambidexteridad organizativa digital). Los resultados también mostraron que existe un papel interactivo para la variable (capital humano) entre la ambidexteridad digital y organizativa de gestión de recursos humanos). Sobre la base de estos resultados, se formuló un conjunto de conclusiones y recomendaciones alcanzadas en el estudio.

Implicaciones de la Investigación: Se discuten las implicaciones prácticas y teóricas de esta investigación, proporcionando una visión de cómo los hallazgos pueden aplicarse o influir en las prácticas en el campo de la gestión de recursos humanos y la ambidexteridad digital organizacional. Estos efectos pueden incluir a las empresas afiliadas al Ministerio de Industria y Minerales y los servicios que prestan.

Originalidad/Valor: La importancia de este estudio surge de la escasez de estudios que intenten identificar y comprender la naturaleza de la relación entre las variables (gestión digital de recursos humanos, capital humano,

ambidexteridad organizativa), así como del intento del presente estudio de abordar una cuestión problemática realista que afecta directamente al rendimiento de los trabajadores de las empresas de telecomunicaciones iraquíes.

Palabras clave: Recursos Humanos Digitales, Ambidexteridad Organizativa, Capital Humano, Empresas de Telecomunicaciones Iraquíes.

1 INTRODUCTION

Companies in general are witnessing major competitive challenges and innovative technologies resulting from the rapid transformations towards the openness of the business environment to products at the regional and international levels, as well as the continuous changes in customer details and requirements, which have become more complex and dynamic, which requires business companies to make constant changes and transformations in their business activities. This is done by searching for new trends that enable it to deal with these challenges. As contemporary administrative thought witnessed new trends generated by the requirements and conditions of the business environment, organizational ingenuity was considered one of the most important trends in building brilliant companies that can reorganize, adapt, respond, and innovate according to the requirements of the environment. External studies to reach organizational status, represent one of the contemporary intellectual developments in management philosophy.

The importance of organizational ambidexterity stems from the ability of companies to shape the forces that support ambidexterity by achieving rapid rates of change, achieving sustainable competitive advantage, and maintaining organizational status (work, organizational culture, and organizational structure), and then a growing sense of ability to use technologies and creativity in them, and companies see The goal of the organizational ambidexterity process is to develop a strong and capable workforce that has the ability to provide opportunities for exploitation and exploration that exceed the internal and external expectations of the customer, achieve and identify his desires and ambitions, and focus on service to develop awareness of the company's goal, unleash the energies of creativity and innovation, and not link them to restrictive policies and procedures. Then provide flexible leadership to guide, motivate, and communicate with him, as the workforce is considered a professional force and human capital that can be relied upon in the process of creativity, innovation, and achieving ingenuity if managed well.

(Abdulraheem et al., 2020) indicated that digital human resources management is a web-based system that takes advantage of the latest web application technologies to provide a

solution for human resources management over the Internet in real time. Digital human resources management aims to make information available to managers and employees at any time and at any time. Mekan is working to change the way human resources management works with record keeping and information sharing, which significantly reduces paperwork and allows easy access to huge data.

Business companies have also realized the importance of the intangible asset of human capital, which has been used effectively to achieve organizational ambidexterity by increasing the effectiveness of their operations as well as performance. On the other hand, achieving high levels of organizational ambidexterity requires workers with high skills, knowledge, abilities, competencies and attitudes. It was discussed To the concept of human capital, as indicated by Armstrong (2020), it is the knowledge, skills, and abilities of the people working in the company. The study addressed the relationship between digital human resources management, represented by its dimensions (digital recruitment, digital selection, digital training, digital performance evaluation, digital compensation) and ambidexterity. Organizational dimensions (exploitation, exploration), and the interactive role of human capital in its dimensions (knowledge, ability, skill).

The current study seeks to achieve a set of objectives, including identifying the level of digital human resources management in the banks under study, identifying the level of organizational ambidexterity in the companies under study, identifying the level of human capital in the companies under study, and knowing the nature of the relationship between digital human resources management Organizational ambidexterity, and testing the role of the interactive variable of human capital in the relationship between digital human resources management and organizational ambidexterity.

Based on the above, the problem of the study can be determined through the following main question: What is the impact of digital human resources management on organizational ambidexterity through human capital as an interactive variable in telecommunications companies?

2 THEORETICAL FRAMEWORK

2.1 CONCEPT OF HUMAN RESOURCES MANAGEMENT

The function of human resources management has evolved. After its traditional role was limited to attracting labor, hiring, disbursing wages, and granting vacations, its role began to expand to become more comprehensive and specialized, and human resources management has a strategic role that requires the availability of specialized competencies to carry out the multiple aspects of its activities. Resource management has become Human resources perform specialized and strategic tasks in addition to executive tasks (Nasrallah, 2002). (Noe & Mondy, 2005) define human resources management as the benefit of individuals working in the company to achieve the company's goals. (Gilley et al., 2009) defined it as referring to activities and tasks. Which leaders and managers use as a dynamic, advanced practice in maximizing the performance of employees in the company in order to enhance productivity, effectiveness, and quality. Dessler, 2019, defined human resources management as policies and practices that are used in implementing aspects of human resources in terms of planning, job analysis, recruitment, selection, and training. "Development, performance evaluation, and compensation," and he defined them (Armstrong & Taylor, 2020). From the previous introduction, we notice that the concepts share a set of points, the most important of which are:

- human resources management means using individuals in the company in order to achieve its goals;
- a set of activities and tasks that leaders use as practices to maximize individuals' performance;
- a strategic approach, which consists of practicing a set of practices to manage the company's most valuable assets;
- accordingly, we conclude that human resources management can be defined as a set of practices represented by planning, selection, recruitment, compensation, training, and performance evaluation that leaders in companies practice on human resources in order to have employees who possess qualifications commensurate with the job and work to enhance their efficiency in order to achieve organizational goals.

The importance of human resources management stems from the fact that it plays a major role in developing and implementing strategic plans, as the human resources strategy must be integrated with both the company's overall strategy and other functional strategies.

(Durra and Al-Sabbagh, 2008), and in a study prepared by (Huselid Mark), it was found The human resources management strategy played a fundamental role in improving the performance of the companies studied by (Durra and Al-Sabbagh, 2008):

- improving the quality of employees' performance;
- reducing production costs;
- improve customer and customer service;
- high customer satisfaction rate;
- high productivity rate.

2.2 DIGITAL HUMAN RESOURCES MANAGEMENT

With the increase in the number of Internet users at the present time, and the attempt of many people to accomplish their work through the Internet, data technologies have come to play an important role in digital human resources management practices (C-HRM), which is concerned with the application of information technology in human resources practices that facilitate interactions within the company between... Employees and employers, as it stores information such as employee payrolls and company data on recruitment and training (Raja & Balasubramanian, 2011).

There has been a trend towards changing human resources departments to e-HRM. Due to rapid innovations in information network based technologies and so on, the traditional activities of all HRM functions have been replaced by HRM to be transformational activities, which in turn leads to increased organizational performance. Implementing C-HRM within the strategic design of the company's business requires the use of human resources management tools such as employee benefits, salaries, recruitment, training, etc. (2016, Al-Hamouze).

(Schramm, 2006) explained that it is a method of implementing the procedures, strategies and policies of human resources management in the company through direct and conscious support based on web technologies. (Parry Metal: 2007) specified that digital human resources management is the use of technology with human resources management functions. He also explained that communication using technology directed through networks between employees and the company with regard to human resources management, (Torres Coronas & Arias-Oliva, 2009) stated that digital human resources management means the process of planning and implementing information technology to assign and support at least two people or a group of individuals to participate In performing human resources activities, digital human

resources management is defined as applications related to human resources that are implemented based on Internet technologies and in a way that helps provide information related to human resources in the best possible way. We note from the previous definition that human resources practices depend in a way Direct on the Internet and the Intranet 2009 (Ruel & Bondarouk, and from a strategic point of view it has been defined as a modern technology that the company adopts to implement its policies and practices related to its human resources in order to make the most of the advantages provided by information technology) (Marler & Fisher, 2010). In almost the same direction, resource management is known Digital humanity is the company's strategies related to its human resources, which it implements based on the internal and external information channels it deals with (Al-Masoudi, 2010). Emphasizing the importance of technology in digital human resources management, Bulmash (2011) defined it as one of the forms of information technology used by human resources department managers so that they can integrate their strategies with the company's strategy to achieve their goals of providing the best services to employees at the lowest costs using computers and the Internet, and he defined it (Al-Salmi, 2013) as the process of automating all administrative functions of human resources based on all the information technologies necessary to achieve this, which aims to reduce the use of paper, simplify procedures, eliminate routine, and speed and accuracy in implementing tasks and transactions, and this was emphasized by (2014) Nivlouei, pointing out that digital human resources management uses information technology to implement all its activities, which start from planning and attracting human resources to retaining the best of them. There are a number of advantages that digital human resources management can provide to contemporary companies, the most prominent of which are employee satisfaction and providing an opportunity for participation and training. In a way that helps reduce administrative costs and support other departments and then implement the company's strategy as a whole. (Al Shobaki et al., 2017) indicated that it is a system that can help the company in querying, analyzing, storing, retrieving and distributing information related to human resources management and service, as it is Digital human resources management works on a larger scale than human resources information systems, as human resources services are provided via the intranet or the Internet for use by all employees in the company. (Malkawi, 2018) defined digital human resources management as a strategic approach to managing rapidly changing companies based on... A technology-based system, as this strategic approach begins with the vision and mission and emphasizes the value that the company obtained through information technology capabilities, and (Walid & Sherzad, 2020) defined it as a modern term that refers to the use of

information and communications technology to increase the efficiency, effectiveness, and transparency of companies in providing their services to employees. To enable them to obtain information and be able to eliminate corruption, and to give employees the opportunity to participate in all stages of the administrative process and related decisions that affect various aspects of life, (Masoudi and Fattah, 2021) mention that it is an Internet-based information technology that reaches all employees and in all Levels within the company, Wahba & Friedrich (2021) added that it is the means to reshape the corporate world, working to find new Internet-based technologies that have an impact on society in general.

Based on the above, it can be said that digital human resources management is the employment and use of modern technology based on the World Wide Communications Network, the Internet, and computer software in accomplishing the tasks, responsibilities, and functions of the administrative apparatus with regard to human resources, and achieving integration with the company's activities. This, in turn, is reflected in achieving its goals and investing its resources. Developing its performance at the lowest costs.

2.3 CONCEPT OF HUMAN CAPITAL

The great credit for laying the scientific foundations for the concept of human capital goes to the American economist Schultz, who won the Nobel Prize in Economics in 1979, through the famous lecture he delivered at the American Economic Association in December 1960 entitled (Investment in Human Capital and Individual Income). With the beginning of the eighties, the concept of human capital entered the world of economics, and since the end of the nineties and the beginning of the emergence of the knowledge economy, the use of the concept of human capital has spread, because the rules of the modern economy no longer depend only on machines, money, and material resources only, but also on non-material resources. Owned by individuals, human capital has become a subject of investment, accumulation and production.

Human capital is considered one of the important concepts that companies have begun to pay attention to. Researchers in administrative sciences have enriched this concept with research and study, and provided many definitions to define its concept. These definitions differed in terms of looking at human capital. Some of them considered it part of the work. The company, others view it as including a group of components related to humans, and a third group views it as including the education, experience, and skills possessed by individuals, while some of them consider it to be directly related to work (Jaradat, 2008).

The Arab Human Development Report for 2013 also considers that human capital “is the relatively solid core of knowledge capital.

The United Nations Development Program defines human capital as everything that increases the productivity of workers and employees through the cognitive and technical skills they acquire, that is, through science and experience. It is clear that human capital differs from physical capital in a fundamental way, which is that it is intangible in nature, that is, it does not have a width, height, or density like machinery, equipment, or structure, so it cannot be measured physically like them, despite the great role of human capital in increasing economic production of goods. And services. (UNDP, 2003)

(Yassin, 2007) indicated that human capital expresses the combination of knowledge, education, competence, and core competencies of individuals working for the goals, programs, and job tasks assigned to them, while (Al-Ali et al., 2009) saw that human capital represents the sum of experiences, knowledge, energies, enthusiasm, and creativity. And the qualities that the company’s employees possess and invest in their work, and it is clear (Ahmed, 2014) that the basis of human capital is built on knowledge and skills in addition to the internal capabilities to identify and find sources of knowledge and skills that individuals do not currently possess, which is what managers sometimes call initiative, innovation, or The company’s capabilities, also known (Abdul, 2015) as “the applied knowledge, skills, and experiences possessed by the company’s employees,” and (Okacha & Moulay, 2015) defines it as “a set of experiences, knowledge, and skills that each individual possesses, part of which (innate) is the transmitted intellectual capabilities.” Genetically, the other part is acquired throughout life. (Bisar, 2017) defines human capital as the sum of human capabilities, experiences, and skills varying in their level of performance that are currently working in the company, or that are preparing to work in the future, or that are disabled from it due to accidents and work injuries, and it is responsible for implementing The general objectives of the company, and human capital can leave the company when its employees leave. (Al-Awawi, 2018) defined human capital as the intangible wealth owned by workers in companies and from which the company benefits directly, and it can be refined and developed through training, education, and care. “Health skills, expertise, innovative capabilities, and other leadership and administrative qualities that employees take with them when they leave the company.” (Brahimi & Quraish, 2019) Human capital refers to the sum of knowledge, skills, experiences, expertise, and innovations that the company’s members possess and invest in raising the level of performance. And achieving the company’s goals. One of the widespread definitions is that of UNICEF: “It is the stock that a country

possesses of a healthy, educated, competent and productive population, which is a major factor in estimating its potential in terms of economic growth and enhancing human development (Hassan, 2021).”

By reviewing the previous concepts of human capital, the researcher believes that it is related and linked primarily to the individual, person, or working person, that is, to the combination of knowledge, skills, scientific and practical experiences, abilities, creativity, and innovation, to have a collective impact on the various jobs that that individual performs, especially when related to work. At companies and companies. Thus, we can define human capital as “a combination of skills, abilities, capabilities, experiences, and academic qualifications that individuals possess or acquire, and their ability to work within teams and cooperate in accomplishing their tasks, so that the totality of these energies is exploited and invested to achieve social and economic well-being.”

2.4 CONCEPT OF ORGANIZATIONAL AMBIDEXTERITY

The word dexterity is of Latin origin and means right hands, and it can also have multiple meanings, namely using both hands with equal ease, or using them several times (Al-Baghdadi, Al-Jubouri 2011). It indicates how the company works to accomplish today's tasks, and also indicates the tasks that will be performed tomorrow. The world of the future will face more challenges than the present in terms of quantity and quality; This is a process that follows the evolution and changes of the business environment and requires continuous planning and an adaptation process. (Alpkan et al., 2012) To deal with these circumstances and challenges, the idea of organizational ambidexterity came as one of those trends through which business companies can confront these challenges and stand strong towards them in order to survive and continue performing their work (Raisch et al., 2009), the term organizational ambidexterity can be traced back to the mid-seventies (Alghamdi, 2018), as (Duncan, 1976) was the first to introduce this concept (Aberg & Lind, 2020), and although (Simon & March, 1958) have discussed the necessity of a balance between... Firms' Conflicting Demands for Exploitation and Exploration (Birkinshaw & Gibson, 2004). However, Duncan (1976) used the term organizational ambidexterity for the first time in a scientific paper in which he noted that firms manage their priority among their conflicting activities by establishing “dual structures,” whereby specific business units or groups are concentrated within Business units focus on alignment, while others focus on adaptation, later called the structural skill (Birkinshaw &

Gibson, 2004). Duncan (1976) added that organizational structures that help deal with contradictory elements simultaneously are called organizational ambidexterity (Takemura & Kobayashi, 2020). He also pointed out that companies with dual structures that allow for the simultaneous implementation of activities with different time horizons require the use of diverse management capabilities (Mielcarek). (2019).

He noted (March 1991) that the basic challenge facing companies is the need to exploit existing assets and capabilities, and provide sufficient exploration to become relevant to the market. The basic problem lies in the balance between exploitation that guarantees current continuity, and devoting enough to exploration that guarantees the future, and building... Therefore, different structures are required. Successful companies need to change structures over time to align the structure with the company's strategy. Companies achieve ingenuity in a sequential manner by changing structures over time. To face rapid change, companies need to explore and exploit in a simultaneous manner, and this can be achieved. This is done by creating sub-units that are independent and structurally separated, each with its own structure, processes, and cultures, with targeted integration to ensure the use of resources and capabilities. (Duncan, 1976) Thus, a company can achieve ambidexterity by designing company features to allow individuals; By determining how to divide their time between exploratory and exploitative activities (Gibson & Birkinshaw, 2004), Luo and Rui (2009) see it as “the ability of a company to pursue two different things at the same time.” He added that ambidexterity gives company management a range of options for producing important outcomes. Andriopoulos & Lewis (2010) point out that organizational ambidexterity “is leveraging existing products to enable innovation, and exploring new opportunities to foster more radical innovations.” The concept of organizational ambidexterity can be defined as “an organizational style that represents the company’s ability to pursue two complementary activities at the same time, and to manage contradictions and tensions in the current and future dealings in activities, at adequate organizational levels” (Al-Baghdadi & Al-Jubouri, 2013). Organizational ambidexterity is defined as “the company’s ability to explore new possibilities and benefit from existing capabilities such as innovation, effectiveness, exploration, and exploitation under the umbrella of a flexible organizational structure” (Riyad, 2014), and it was defined by (Al-Mahasneh, 2017) as “representing cognitive requirements for the requirements of the current stage.” What strategic opportunities can be explored or exploited to move the company to a better reality that will enable it to maximize its impact in its market environment. Saurav (2018) defined “organizational ambidexterity” as seeking at the same time to exploit existing resources and

explore new possibilities, that is, reconciling operations that focus on “The company’s exploitation of its competitive position, and exploration that focuses on new opportunities in the future,” defined by (Al Zalemy, et al., 2019) “The company’s ability to meet conflicting demands simultaneously, in accordance with advanced administrative skills.” (Al-Obaidi, 2020) defined it as “the company’s ability to use a set of methods and methods in an attempt to explore potential opportunities.” Present a thesis in front of her, and work on investing in it In a way that contributes to improving its value and avoiding various environmental threats and deviations, as well as continuing research in light of the advantages, opportunities, investments and work that the future holds To use it in a way that helps achieve its organizational strategies and objectives.

Based on the previous narrative of the literature and the definition discussed, we find that organizational ambidexterity: is the management’s ability to balance the company’s contradictory requirements (exploitative and exploratory) efficiently and effectively to achieve organizational superiority.

3 RESEARCH PROCEDURES AND METHOD

3.1 METHODOLOGY

The researcher followed the descriptive analytical method due to its suitability to the subject and objectives of the study, which “deals with the study of existing events, phenomena, and practices that are available for study and measurement as they are; without the researcher’s interference in their course of action, and the researcher can interact with them directly” (Al-Agha, 2000, p. 43).

3.2 RESEARCH POPULATION AND SAMPLE

The study population was represented by all workers in Iraqi telecommunications companies in Baghdad Governorate, of both genders, for the academic year (2022-2023), amounting to (1566) male and female employees (telecommunications companies, 2022). The following table shows the distribution of the categories of the study population according to the company.

Table 1*Distribution of the study population by company and gender*

Total	Gender		Companies
	female	male	
550	200	350	Asasiel Company
506	300	206	Zain company
510	110	400	Cork Company
1566	610	956	Total

Source: Prepared by the researcher, referring to the companies' contact information.

A random exploratory sample of (25) employees of telecommunications companies was selected for the study, of both genders, from outside the total sample. The tool used in the current study was applied to the exploratory sample with the aim of verifying the validity of the tool for application to members of the total sample, by calculating its validity and reliability. Using appropriate statistical methods.

The total study sample was (350) male and female employees working in telecommunications companies, representing (25%) of the study population. They were selected by a stratified random method according to the variables of gender, educational qualification, years of service, job position), and after retrieving and unpacking the questionnaires, it was found that The number of responses valid for statistical analysis was (330) questionnaires, because the questionnaire was distributed electronically, so that the percentage of the sample compared to the study population was stable at (25%). The following is an accurate description of the study sample using tables, which contributes to forming an accurate perception of the distribution and composition of the study sample:

Table 2*Distribution of sample members according to categorical variables*

Percentage	Frequencies	Class	Taxonomic variables
%70	235	male	Gender
%30	95	female	
%3	10	Preparatory school	Qualification
%52	170	Bachelor's	
%5	20	Higher Diploma	
%31	110	Master's	
%9	30	Ph.D	Years of service
%15	54	Less than 5 years	
%24	75	From 5-9 years	
%29	93	From 10-14 years	
%14	49	From 15-19 years	

%18	59	From 20 or more	job position
%61	202	employee	
%29	96	Division official	
%5	16	Head of the Department	
%3	10	Assistant branch manager	
%2	6	Branch Manager	
%100	330	Total	

Source: Analysis of demographic characteristics on SPSS

It is clear from the figure above:

- 70% of the sample members were male, while the percentage of females was (30%);
- (52%) of the sample's academic qualifications are (Bachelor's), (31%) are Master's, (9%) are Doctorate, (5%) are Higher Diploma, and (3%) are. Their educational qualification is middle school;
- the percentage of (29%) is their years of service (from 10-14 years), and the percentage of (24%) is their years of service (from 5-9 years), and the percentage of (18%) is their years of service (from 20 or more), and the percentage of (15%) of their years of service (less than 5 years), and (14%) of their years of service (from 15-19 years);
- a percentage of (61%) are employees, a percentage of (29%) holds the position of Division Officer, a percentage of (5%) holds a position as Head of a Department, a percentage of (3%) holds a position as Assistant Branch Manager, and a percentage of (2%) holds a branch manager position.

3.3 STUDY INSTRUMENT (QUESTIONNAIRE)

Questionnaires are widely used in social research, especially business administration research, especially descriptive ones. As the questionnaire seeks to obtain specific information and facts about the specific problem (Al-Agha, 2000), and to achieve the objectives of the study and to collect more data, information and facts related to the subject of his study, the researcher built the study tool, a questionnaire, to be applied to the study sample.

3.4 TESTING THE STUDY HYPOTHESES

Testing hypotheses about the relationship between two study variables. There are two types of hypotheses

- null hypothesis: there is no statistically significant relationship between two variables of the study;
- alternative hypothesis: there is a statistically significant relationship between two variables of the study.

If the Sig.(P-value) is greater than the significance level of 0.05 a, then the null hypothesis cannot be rejected and therefore there is no statistically significant relationship between two variables of the study. However, if the Sig. (P-value is less than the significance level of 0.05, then Reject the null hypothesis and accept the alternative hypothesis that there is a statistically significant relationship between two variables of the study.

Testing the first hypothesis: There is an influence relationship between human resources and organizational prowess in telecommunications companies in Iraq.

To test this hypothesis, the researcher used structural equation modeling, and the figure below shows this:

Table 3

The relationship of influence between digital human resources management and organizational ambidexterity

			Estimate	S.E.	C.R.	P
Z	<---	X	.662	.229	2.898	.004

It is noted from the figure above that there is an influence relationship between digital human resources management and organizational prowess in telecommunications companies in Iraq. The researcher attributes this to the keenness of the telecommunications companies under study to provide the best workforce, which possess sufficient experience and knowledge, especially digital knowledge, which enables them to accomplish their work and the ability to Creativity and innovation in their fields of work, in addition to the keenness of these companies to provide the digital knowledge capabilities available to them and disseminate them to all employees, and to emphasize the importance of disseminating practices within companies and the availability of various means that help them invest in their digital knowledge. On the other hand, companies may seek to provide organizational structures Which encourages teamwork, and urges employees to build strong and distinguished relationships with external parties, as well as its keenness to create an organizational environment that encourages every individual in the company to use digital means to raise the level of performance of others, all of which will help the company under study improve its ability to Investing and employing available

digital capabilities to maintain current activities, as well as improving its ability to search and explore new activities in new, non-existing fields, enabling it to keep pace with development and rapid change in employing and managing digital knowledge in the business environment.

Testing the second hypothesis: There is an influence relationship between human resources and human capital in telecommunications companies in Iraq.

Table 4

The impact relationship between digital human resources and human capital.

			Estimate	S.E.	C.R.	P
Y	<---	X	.392	.157	2.490	.013

It is noted from the above figure that there is an influence relationship between digital human resources management and human capital in telecommunications companies in Iraq.

Therefore, it can be said that digital human resources management has a high level of impact on human capital, and that telecommunications companies that have sought to increase human capital in their operations can do so by paying attention to digital human resources management in them.

Testing the third hypothesis: There is an influence relationship between human capital and organizational ambidexterity in telecommunications companies in Iraq.

Table 5

The influence relationship between human capital and organizational ambidexterity

			Estimate	S.E.	C.R.	P
Z	<---	Y	1.198	.096	12.461	***

It is noted from the above figure that there is a relationship influencing human capital and organizational prowess in telecommunications companies in Iraq.

Fourth hypothesis: There is an interactive role for human capital in the influence relationship between digital human resources management and organizational ambidexterity.

Table 6

The interactive role of human capital in the influence relationship between digital human resources management and organizational ambidexterity.

			Estimate	S.E.	C.R.	P
Y	<---	X	.392	.157	2.490	.013
Z	<---	Y	1.159	.098	11.766	***
Z	<---	X	.208	.143	1.456	.145

It is noted from the figure and table above that human capital plays a large and high interactive role in the relationship between digital human resources management and organizational prowess in Iraqi telecommunications companies as a whole.

4 CONCLUSION

Through this, we discussed, in the theoretical framework at hand, the most important concepts related to digital human resources management, human capital, and organizational ambidexterity, and we touched on the most basic components, as we addressed the dimensions of digital human resources management, represented in its uses, such as (digital planning, digital selection and appointment, and compensation). Digital, digital training, and digital performance evaluation) in the telecommunications companies under study. The other variable, which is human capital in all its dimensions (knowledge, experience, capabilities and skills, creativity, innovation, and qualifications), and the dependent variable, which is represented by organizational prowess in all its dimensions (exploration, exploitation, And the flexible organizational structure) with mention of the field study that was conducted on telecommunications companies in Iraq, and after formulating and testing the study hypotheses, a set of results were reached, which will be mentioned along with the relationship with the proposals and prospects related to the study and identifying the weak points and strengths, according to what follows:

4.1 RESULTS

1. the management of Iraqi telecommunications companies is interested in the individuals working for them and their proposals, as it relies on individuals with good qualifications and experience and works to provide the necessary support and support for them in order to benefit from the creative ideas they present, in addition to its interest in developing

work systems and benefiting from information and communications technology in performing its work;

2. iraqi telecommunications companies work to grant individuals the necessary powers to perform their work and encourage teamwork, as well as developing individuals' skills through continuous training programs and rewarding individuals and encouraging them for high performance;
3. iraqi telecommunications companies are making efforts to support and encourage their employees to take work initiatives, in addition to translating the policies followed into clear rules and work mechanisms to chart the course and plans that employees will follow;
4. iraqi telecommunications companies focus on transforming and translating established policies into clear rules and work mechanisms to chart the path and plans followed by workers, and ensuring the appropriate organizational climate to implement their plans, as well as encouraging new work initiatives, exchanging ideas between individuals, and working to implement them in reality;
5. telecommunications companies are interested in ethical standards, as they are one of the main goals of companies that govern actual achievement, in addition to their focus on ethical rules and behaviors in performing their work.

4.2 STATISTICAL RESULTS

1. there is a statistically significant impact relationship between digital human resources management and organizational ambidexterity in Iraqi telecommunications companies;
2. there is a statistically significant impact relationship between digital human resources management and human capital in Iraqi telecommunications companies;
3. there is a statistically significant relationship between human capital and organizational prowess in Iraqi telecommunications companies;
4. human capital plays a major interactive role in the relationship between digital human resources management and organizational ambidexterity in Iraqi telecommunications companies as a whole.

4.3 RECOMMENDATIONS AND PROPOSALS

1. the researcher recommends that Iraqi telecommunications companies qualify individuals and work to direct them towards paying attention to the strategic direction of their ideas to enable them to make the right decision in the situations they are exposed to when carrying out the tasks assigned to them;
2. the need for the management of telecommunications companies to adopt new methods to explore the external environment in order to develop thoughtful organizational strategies to enhance strengths, explore weaknesses, and develop appropriate solutions for them, through:
 - gaining customer confidence in Iraqi telecommunications companies by introducing workers to intensive courses for the purpose of teaching them how to deal with customers;
 - the most important thing that major companies are working on in the administrative field is positive organizational psychology. The researcher recommends paying attention to this element by taking advantage of employees with specializations by transferring them to the training centers of telecommunications companies to benefit from their golden skills by training workers to develop their capabilities;
 - one of the reasons for losses in telecommunications companies is reliance on traditional methods. Therefore, the planning department must be strengthened, its role activated, and previous mistakes taken advantage of for the purpose of diagnosing strengths and weaknesses internally and points of threat externally;
3. spreading the spirit of initiative and enhancing the culture of teamwork through:
 - giving individuals the necessary powers to deal with emergency environmental conditions;
 - forming qualified and trained teams to perform daily work;
 - providing the financial and logistical resources necessary to perform the work of the work teams;
 - working to motivate individuals and encourage them to submit new proposals, grant incentive rewards, undermine the necessary powers to perform work, and follow new logistical methods to confront daily circumstances;

4. develop future policies, programmes, activities and plans and work to implement them accurately to raise the level of performance, as well as implement future plans with greater accuracy;
5. empowering workers to deal with crises and different environmental conditions through:
 - subjecting employees to training courses to raise performance levels;
 - allow individuals to complete their postgraduate studies to benefit from the knowledge they acquire;
 - simulating global experiences in facing competition and developing proactive plans.

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