
THE ROLE OF SOFT SKILLS OF HUMAN RESOURCES IN THE DIGITAL TRANSFORMATION OF BUSINESS: A SURVEY STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE DIRECTORATE OF CIVIL STATUS, PASSPORTS, AND RESIDENCY IN SALAH AL-DIN GOVERNORATE

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Abstract

The study aimed to determine the relationship of the impact of the independent variable (soft skills of human resources) and its dimensions represented by (communication and communication skills, cooperation and teamwork skills, staff development and training skills) in the adopted variable (digital business transformation), and its dimensions represented by (digital data, digital technologies, digital talent management, digital operations), the study relied on the descriptive analytical approach in the interpretation and analysis of data and the questionnaire was used as a main tool for the study in data collection, and in order to achieve the objectives of the study and answer its questions, it was distributed (250) a questionnaire for employees of the Directorate of civil status, passports and residence in Salah Al-Din governorate, and (224) valid forms were recovered for analysis, with a recovery rate of (89.6%), and after examining the questionnaires, it was found that (26) questionnaires were invalid for analysis, and this was done by analyzing the data through the statistical program (SPSS Ver.25) to extract statistical methods. The study reached a set of conclusions, most notably: the results of the study showed that there is a significant correlation and influence between each dimension of soft skills of human resources and the digital transformation of business.

Keywords: Soft Skills of Human Resources, Digital Transformation of Business, Directorate of Civil Status, Passports and Residency in Salah Al-Din Governorate.

Introduction

The enormous technical development with the spread of the internet, digital means, and technologies has led to a change in the world and the lack of barriers and borders in its direction, and the way of working in various fields has changed, and organizations of all kinds, as well as governments, are facing great challenges to adapt to these novelties and developments in our world today, and therefore we must look for innovative ways to help

them improve performance and make a change in their structures, processes, the way they perform their activities and even in their culture, to be able to create new paths and create value that suits the digital world in which they operate. In the face of the digital world, the rapidly changing working conditions and the enormous and greatly accelerated technological development, all have led to the emergence of great competition between organizations, which depend on the success and innovations of human resources that possess soft skills, so the role of soft skills of human resources and how to implement their activities and methods has emerged.

1.1 The problem of the study

Today, Service Organizations are facing serious and very complex challenges, perhaps the most prominent of which are a shortage of specialized personnel, weakness in Internet networks, a shortage of modern technological devices and equipment, with technical and administrative problems, which leads to delays in providing services to citizens, which represents a real threat to the digital transformation of business, in light of all these developments, service organizations, represented by their management, have to adopt a new skill method in dealing with them, and one of these methods is soft skills, which is considered a leadership and skill method relied on by the human resource in accomplishing the tasks assigned to it through communication and cooperation between employees, and soft skills are a combination of several skills that indicate to deal flexibly in solving problems and building teams, negotiating with other individuals and respecting their success and helping them in case of failure, which leads to achieving cohesion and continuous motivation among working individuals by aligning their energies and unified efforts and recognizing them, which helps facilitate the digital transformation of business . In light of the above, the problem of the study is centered on a major question: What is the impact of soft skills of human resources in the digital transformation of business, the main question leads to the following sub-questions:

1. How many study variants are available in the studied organization?
2. Do the study variables vary depending on the personal (demographic) characteristics of the organization under study?
3. What are the trends in the relationship between soft skills and digital transformation in the studied organization?
4. What is the impact of soft skills in the digital transformation in the examined organization?

1.2 The importance of studying

The importance of the study is manifested in the following:

1. The study gains its importance from the importance of the field under research by describing the services provided by the surveyed organization to each citizen, as well as the demand for its services periodically, which necessitates the senior management to deal with skill patterns capable of achieving integration between the services provided by the surveyed organization such as the National card, housing card and passport for all citizens on the one

hand and integration between individuals working at all administrative and organizational levels on the other.

2. The study gains great cognitive importance by addressing two important variables to determine the success and sustainability of organizations, namely soft skills and digital transformation.
3. Provide the scientific foundations that the examined organization benefits from in developing new strategies to ensure that soft skills are directed towards the digital transformation of business.

1.3 Objectives of the study

The study aims to::

1. Identify the variability between the study variables depending on the personal (demographic) characteristics of the studied organization.
2. Knowledge of the role of soft skills of human resources in the digital transformation of business in the Directorate of Civil Status, passports, and residency in Salah Al-Din Governorate.
3. Identify the relationship between soft skills and digital transformation in the studied organization.
4. To identify the impact of soft skills on digital transformation in the organization under study.
5. Provide recommendations to the surveyed organization to employ the soft skills of human resources to adopt the digital transformation of business.

1.4 Outline of Study

The study outline represents an explanation of the variables studied and the relationship of influence and interconnection between their components and dimensions in order to determine the theoretical framework and field contents, as well as analyze the causal relationship between the variables forming the scheme, and also includes an explanation of the sub-dimensions of the variables and what are their effects in the service organization under study as in Figure (1).

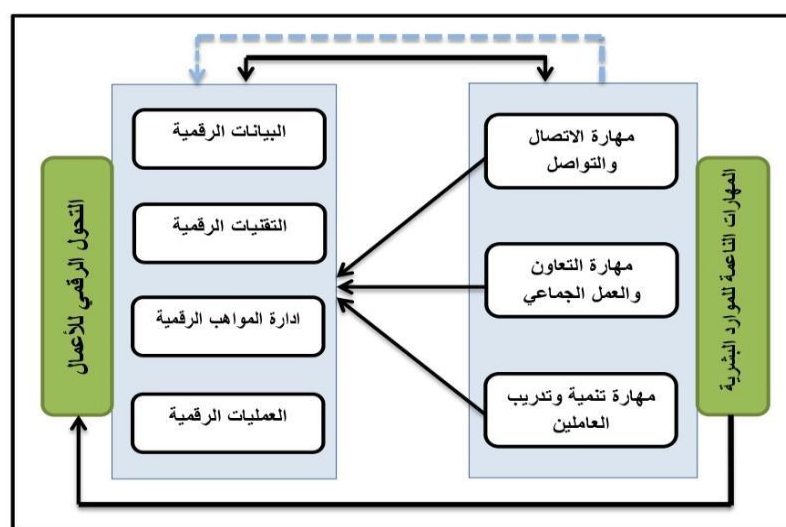


Figure (1) Hypothesis of the study scheme (Source: prepared by the Researcher).

1.5 Study hypotheses

Within the framework of the hypothetical study scheme, the following hypotheses emerge:

1. The first main hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variant of human resources depending on personal characteristics.

a. The first sub-hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variant of human resources depending on age.

b. The second sub-hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variable depending on gender.

c. The third sub-hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variant of human resources depending on the scientific qualification.

d. The fourth sub-hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variable for human resources depending on the number of years of Service.

2. The second main hypothesis: there are no significant statistical differences between the averages of the study sample responses towards the soft skills variant of human resources depending on personal characteristics.

a. The first sub-hypothesis: there are no significant statistical differences between the averages of the respondents of the study sample towards the variable of digital transformation of business depending on age.

b. The second sub-hypothesis: there are no significant statistical differences between the averages of the answers of the study sample individuals towards the variable of digital transformation of business depending on gender.

c. The third sub-hypothesis: there are no significant statistical differences between the averages of the answers of the study sample individuals towards the variable of digital transformation of business depending on the scientific qualification.

d. The fourth sub-hypothesis: there are no significant statistical differences between the averages of the answers of the study sample members towards the digital business transformation variable depending on the number of years of Service.

1.6 Study limits

The limits of the study are represented by the following:

1. Spatial boundaries: the boundaries of the spatial study at the chosen location, which is the Directorate of Civil Status, passports, and residence in Salah Al-Din governorate/ Iraqi Ministry of Interior, which is located within the administrative boundaries of Salah Al-Din governorate.
2. Time limits: the duration of the survey study was prepared at the Directorate of Civil Status, passports, and Residency in Salah Al-Din, which began with field visits and interviews that contributed to diagnosing the Study Problem, and then collecting initial information about the study community, and that the period of distribution and retrieval of the questionnaire form was limited from 13/12/2023 to 15/2/2024.

3. Human limits: the study identified an intentional sample represented by a number of employees in the Directorate of Civil Status, passports, and Residency in Salah al-Din Governorate, numbering (224) individuals represented by officers, associates, and civil servants in the Directorate.

1.7 Study method and tools

1. Method of study:

In this study, the researcher relied on the descriptive-analytical method, as it suits the purposes sought by the study, but from the descriptive point of view, previous studies and Arab and foreign research were reviewed to write the theoretical framework and frame it, and from the analytical point of view, the main tool of the study (questionnaire) was designed to answer the study questions in the field after asking them to the respondents and then testing their hypotheses.

1. Study tools

The researcher in this study relied on several sources to obtain data, and can be limited to two sources related to the study, namely:

- a. Secondary sources: the researcher relied on secondary data sources, which are represented by theses, University theses, periodicals, scientific journals, Arabic and foreign books, and websites.

- b. Primary sources: to address the analytical aspects of the study topic, the data has been collected through the following:

1. Personal interviews: interviews are one of the effective methods in collecting information about the community and the study sample because they provide a set of important information directly and accurately about the field of research. the researcher conducted personal interviews with some officers, associates, and employees in the Directorate of Civil Status, passports, and residency at different locations and levels before and during the distribution of the questionnaire. The interviews were exploratory and were open to obtaining the information the researcher needed related to the subject of the study.

2. Questionnaire: to measure the variables of the study, the researcher relied on the questionnaire form as the main tool for collecting primary data, and it included two main axes, the first axis was concerned with information related to the demographic characteristics of the individuals of the research sample, which included four types of information (age, gender, educational qualification, years of Service), and the second Axis Focused on measuring the study variables represented by two types of study variables, the first type is the independent variable (soft skills of human resources) through three dimensions (first. The skill of communication and communication, secondly. The skill of cooperation and teamwork, thirdly. The first dimension represents 7 phrases, the second and third dimensions are represented by 4 phrases for each dimension, and the second type is the dependent variable (business digital transformation) through four dimensions (first. Digital data, secondly. Digital talent management, III. Digital technologies, IV. Digital operations) by (16) phrases, distributed evenly for each dimension of 4 phrases, for a total of 31 phrases

The five Likert Scale methods (strongly agree, agree, agree to some extent, disagree, strongly disagree) have been used to convert qualitative data into quantitative, as in Table (1), which shows the quantitative number facing each of the answers of the respondents.

Table (1): The five Likert Scale.

Degree of agreement	Strongly Agree	Agree Somewhat	Agree	Disagree	Strongly Disagree
Scale Degree	5	4	3	2	1

Source: Table prepared by the Researcher.

The level of approval trends of the respondents was also determined by measuring the weighted averages of the answers, as this trend in terms of the intensity of approval was divided into five categories, which were divided according to the length of the category below:

Category length = (highest value-lowest value) / number of required categories

Category length= (5 - 1)/ 5 = 0.8

To do this, each category expresses the strength and intensity of approval by the respondents, as shown in Table (2), which shows the scale of weighted averages of the answers:

Table (2): Scale of weighted averages of answers.

Intensity of agreement	Categories
Very Low	From 1 to less than 1.8
Low	From 1.8 to less than 2.6
Acceptable	From 2.6 to less than 3.4
High	From 3.4 to less than 4.2
Very High	From 4.2 to 5

Source: Table prepared by the Researcher.

1.8 Testing the validity and reliability of the questionnaire form

The validity and reliability of the questionnaire form was also tested by the following:

1. Validate the questionnaire form

The validity of the questionnaire form was tested by the following:

a. Virtual Validate

The questionnaire form was presented for Arbitration to a group of specialized academics at the Faculty of Management and Economics/Tikrit University and their number (11) was arbitrated as described in Appendix (2). some comments were made on the questionnaire phrases by the arbitrators, and they were taken by the researcher, for its final form to be distributed to the respondents.

b. Validate of the scale

The validity coefficient was calculated through the square root of Cronbach's Alpha coefficient, where Table (3) shows that the value ranges from (0.845 to 0.907), which is a high value that confirms that the questionnaire form truthfully represents what it was intended to measure.

Table (3): Validity of the scale and self-reliability.

Dimensions and Variables	Symbol	Validity Coefficient	Cronbach's Alpha Coefficient
First: communication and communication skills	xx1	0.838	0.703
Second: The skill of cooperation and teamwork	xx2	0.884	0.782
Third: Skill development and training of employees	xx3	0.883	0.779
Soft skills for human resources	X	0.907	0.822
First: digital data	yy1	0.862	0.743
Second: Digital talent management	yy2	0.849	0.720
Third: Digital technologies	yy3	0.855	0.731
Fourth: Digital operations	yy4	0.845	0.714
Digital transformation of business	Y	0.906	0.821

Source: Table prepared by the Researcher based on the results of the SPSS program.

2. The reliability of the questionnaire form

The reliability of the questionnaire was tested through the following:

a. Self-reliability of the questionnaire form

Self-reliability expresses the extent to which it is possible to reach a similar result by collecting data again under similar conditions. The stability of the questionnaire was measured through Cronbach's Alpha, as shown in Table (3). The table shows that the value of the coefficient ranges between (0.714 to 0.822), which confirms the reliability of the questionnaire, which reflects the availability of reliability and confidence in the variables of the study, and also confirms its validity for the subsequent stages of analysis.

2. Description of the study sample and variables

In this section, the variables of the study were described and diagnosed, in addition to describing the population and the study sample, based on the data collected from the questionnaire form distributed to the individuals investigated in the Directorate of Civil

Status, Passports, and Residence in Salah Al-Din, through adopting a set of appropriate statistical methods.

2.1 Study population and sample

The field of study was represented by the Directorate of Civil Status, Passports, and Residence / Salah Al-Din due to the importance of the field under study in providing services regularly, while the study population was represented by the individuals working in this directorate and the community, who numbered (528), while the study sample was determined using the Richard Jarger equation (Richard M. Jaeger 1984) It reached (222) individuals, and for the purpose of covering the sample, the researcher distributed (250) questionnaires in paper and electronic form, and (224) valid questionnaires were retrieved for analysis, with a recovery rate of (89.6%), which represents the sample approved in the study. current due to its coverage of the acceptable limit specified within the Richard Jaeger equation (Richard M. Jaeger 1984),

2.2 Description of the samplers

The questionnaire form included, in its first section, general information (demographic characteristics) of the individuals from whom the data was collected, as Table (4) shows the distribution of the sample members according to demographic information:

Table (4): Distribution of sample members according to demographic characteristics.

Information	Category	Number	Percentage %
Age	30 years and less	70	31.3
	From 31 - 40 years	110	49.1
	From 41 - 50 years	33	14.7
	From 51 - 60 years	8	3.6
	61 years and over	3	1.3
Gender	Male	168	75.0
	Female	56	25.0
Educational Qualification	Reads and writes	5	2.2
	primary	15	6.7
	Medium	17	7.6
	Preparatory school	22	9.8
	Diploma	53	23.7
	Bachelor's	104	46.4
	Master's	8	3.6
Number of years of service	Less than 5 years	23	10.3
	From 5 – 10 years	91	40.6
	From 11 – 15 years	48	21.4
	From 16 – 20 years	46	20.5
	21 years and over	16	7.1

Source: Table prepared by the Researcher based on the results of the SPSS program.

2. Literature review of soft skills

3.1 The concept of soft skills for human resources

When entering into the concept of soft skills for human resources, it is necessary to define the skill, which is “proficient performance based on understanding and reducing the cost of effort and time.” Skill is the ability to accomplish a specific task with high accuracy, and increase speed in implementation. Skill also includes a specific activity in which the best procedures and methods are used that contribute to completing the tasks assigned to the human resource through the positive interaction that occurs between people to increase productivity and their ability to carry out the tasks assigned to them. With high accuracy (Andrievskikh and Lapina, 2021:1). Skill refers to the ability of individuals to perform the tasks assigned to them well, which can be divided into behavioral elements or technical elements (Patacsil, RT, 2017; 350). The skill also means performing a task or any specific activity well, in an appropriate manner and procedure, and effectively and efficiently (Banat, 2019: 43). Accomplishing tasks accurately comes through skills.

3.2 The concept of digital business transformation

The widespread spread of technology has led to a change in the world as a whole, including the method of work in various fields and industries, as technology has become the competitive advantage with which organizations compete, as their existence and survival within the framework of competition depends on the degree of availability of technology in it, as it has become an urgent and important need at present. It means using modern digital technologies, such as mobile phone technology, social media networks, or embedded devices, to enable the improvement of core business.

3. Description of the study variables, dimensions, and diagnosis

4.1 Descriptive analysis of the study

The variable (soft skills for human resources) includes three dimensions (communication and communication skill, cooperation and teamwork skill, employee development and training skill) represented by 15 statements distributed over these dimensions, which are as follows:

- 1. The dimension of communication and communication skill:** The dimension of communication and communication skill is the first dimension of the independent variable of the current study (soft skills for human resources), as shown in Table (5).

Table (5): Description of statements after communication skill.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
X1	4.308	0.682	86.16%	4	Very high
X2	4.478	0.583	89.55%	1	Very high
X3	4.397	0.627	87.95%	2	Very high
X4	4.196	0.779	83.93%	6	high
X5	4.188	0.696	83.75%	7	high
X6	4.254	0.735	85.09%	5	Very high
X7	4.313	0.764	86.25%	3	Very high

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (5) shows that there is a large agreement between the 7 phrases of this dimension expressed by the respondents' answers regarding the phrases (X1-X7), as it is noted that the phrase (X2) expressed (Exchange information with workers in finding solutions to reduce... Errors at work) recorded the highest percentage of agreement in terms of the arithmetic mean of (4.478) and the relative importance of (89.55%). This agreement is reinforced by the low standard deviation of (0.583), which confirms the consistency and lack of dispersion of opinions on this statement, while the statement recorded No. (X5) and expressed as (I encourage communication between colleagues to exchange experiences among themselves.) The lowest agreement between the dimension statements in terms of the arithmetic mean is (4.188) and the relative importance is (83.75%). This agreement is reinforced by the low standard deviation of (0.696), which confirms consistency and lack of Opinions scattered about this phrase, which favors consensus on the dimension in all its expressions.

2. The dimension of cooperation and teamwork skill: The dimension of cooperation and teamwork skill is the second dimension of the independent variable of the current study (soft skills for human resources), as shown in Table 6). Table (6) shows that there is great agreement between the expressions of this dimension. It amounts to 4 statements and is expressed in the respondents' answers to the statements from (X8-X11), as it is noted that the statement number (X8) expressed (I deal with group members with respect.) recorded the highest percentage of agreement in terms of the arithmetic mean of (4.531) and the relative importance. amounting to (90.63%), and this agreement is reinforced by the low standard deviation of (0.682), which confirms the consistency and lack of dispersion of opinions on this statement, while the statement No. The dimension is in terms of the arithmetic mean of (4.161) and the relative importance of (83.21%). This agreement is reinforced by the low standard deviation of (0.709), which confirms the consistency and lack of dispersion of opinions on this statement, which tips the balance of agreement on the dimension in all its expressions.

Table (6): Description of statements after the skill of cooperation and teamwork

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
X8	4.531	0.682	90.63%	1	Very high
X9	4.277	0.742	85.54%	3	Very high
X10	4.295	0.644	85.89%	2	Very high
X11	4.161	0.709	83.21%	4	high

Source: Table prepared by the Researcher based on the results of the SPSS program.

2.The dimension of the skill of developing and training employees:

The dimension of the skill of developing and training employees is the third dimension of the independent variable of the current study (soft skills for human resources), as shown in Table (7).

Table (7): Description of statements following the skill development and training of employees.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
X12	4.170	0.791	83.39%	4	high
X13	4.103	0.811	82.05%	3	high
X14	4.281	0.755	85.63%	2	Very high
X15	4.290	0.740	85.80%	1	Very high

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (7) shows that there is a large agreement between the 4 phrases of this dimension, expressed by the respondents' answers to the phrases (X12-X15), as it is noted that the phrase (X15) expressed (We encourage colleagues to participate in scientific conferences The highest percentage of agreement was recorded in terms of the arithmetic mean of (4.290) and the relative importance of (85.80%). This agreement is reinforced by the low standard deviation of (0.740), which confirms the consistency and lack of dispersion of opinions on this statement, while the statement number (X12) was recorded. What is expressed is (We encourage colleagues to train.) The lowest agreement between the dimension statements in terms of the arithmetic mean of (4.170) and the relative importance of (83.39%). This agreement is reinforced by the low standard deviation of (0.791), which confirms the consistency and lack of dispersion of opinions regarding this statement, which filters the scale of agreement on the dimension in all its expressions. As for the dependent variable (digital business transformation), it included four dimensions (digital data, digital talent management, digital technologies, digital operations), which are as follows:

1. The digital data dimension: The digital data dimension is the first dimension of the dependent variable of the current study (digital business transformation), as shown in Table (8).

Table (8): Description of phrases after numerical data.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
Y1	4.183	0.824	83.66%	3	high
Y2	4.107	0.856	82.14%	4	high
Y3	4.250	0.769	85.00%	2	Very high
Y4	4.330	0.797	86.61%	1	Very high

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (8) shows that there is a large agreement between the phrases of this dimension, amounting to 4 phrases, expressed in the answers of the respondents regarding the phrases from (Y1-Y4), as it is noted that the phrase No. (Y4) expressed (Our directorate resorts to storing and updating data in databases Numerical) recorded the highest percentage of agreement in terms of the arithmetic mean of (4.330) and the relative importance of (86.61%). This agreement is reinforced by the low standard deviation of (0.797), which confirms the

consistency and lack of dispersion of opinions on this statement, while the statement number (Y2) was recorded.) and expressed (Our directorate seeks to benefit from digital programs and means.) The lowest agreement between the dimension expressions in terms of the arithmetic mean of (4.107) and the relative importance of (82.14%). This agreement is reinforced by the low standard deviation of (0.856), which confirms consistency and lack of dispersion of opinions. Concerning this phrase, which favors agreement on the dimension in all its expressions.

2. The digital talent management dimension: The digital talent management dimension is the second dimension of the dependent variable of the current study (digital business transformation), as shown in Table (9).

Table (9): Description of statements of the digital talent management dimension.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
Y5	4.094	0.839	81.88%	1	high
Y6	4.067	0.858	81.34%	2	high
Y7	3.835	0.865	76.70%	3	high
Y8	3.830	0.936	76.61%	4	high

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (9) shows that there is a large agreement between the phrases of this dimension, amounting to 4 phrases, expressed in the answers of the respondents regarding the phrases from (Y5-Y8), as it is noted that the phrase No. (Y5) expressed (Our directorate possesses human talents capable of dealing with... Digital technologies and means) recorded the highest percentage of agreement in terms of the arithmetic mean of (4.094) and the relative importance of (81.88%). This agreement is reinforced by the low standard deviation of (0.839), which confirms the consistency and lack of dispersion of opinions on this statement, while the statement recorded No. (Y8) and expressed (Our directorate implements training programs and methods to enhance digital capabilities and talents.) The lowest agreement between the dimension expressions in terms of the arithmetic mean is (3.830) and the relative importance is (76.61%). This agreement is reinforced by the low standard deviation of (0.936), which confirms consistency. There is no dispersion of opinions on this phrase, which favors consensus on the dimension in all its expressions.

3. Dimension of digital technologies: The dimension of digital technologies is the third dimension of the dependent variable of the current study (digital business transformation), as shown in Table (10). Table (10) shows that there is a great agreement between the phrases of this dimension, amounting to 4 phrases, expressed in the answers of the respondents regarding the phrases from (Y9-Y12), as it is noted that the phrase No. (Y11) expressed (Our directorate’s possession of digital technologies represents a means of excellence in Performance compared to other directorates.) The highest percentage of agreement was recorded in terms of the arithmetic mean of (4.076) and the relative importance of (81.52%). This agreement is reinforced by the low standard deviation of (0.830), which confirms the

consistency and lack of dispersion of opinions on this statement, while Statement No. (Y9), which expresses (Our directorate is keen to provide the digital environment and material supplies.) The lowest agreement between the dimension statements in terms of the arithmetic mean of (3.964) and the relative importance of (79.29%). This agreement is reinforced by the low standard deviation of (0.917), which confirms the Consistency and lack of dispersion of opinions on this phrase, which favors consensus on the dimension in all its expressions.

Table (10): Description of statements of the digital talent management dimension.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
Y9	3.964	0.917	79.29%	4	high
Y10	4.027	0.893	80.54%	2	high
Y11	4.076	0.830	81.52%	1	high
Y12	4.000	0.898	80.00%	3	high

Source: Table prepared by the Researcher based on the results of the SPSS program.

4. Digital operations dimension: The digital operations dimension is the fourth dimension of the dependent variable of the current study (digital business transformation), as shown in Table (11).

Table (11): Description of phrases after digital operations.

Phrases	Mean	Standard Deviation	Relative Importance%	Order of Importance	Intensity of Agreement
Y13	4.112	0.858	82.23%	4	high
Y14	4.202	0.727	84.03%	1	Very high
Y15	4.201	0.857	84.02%	2	Very high
Y16	4.183	0.707	83.66%	3	high

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (11) shows that there is a large agreement between the phrases of this dimension, amounting to 4 phrases, expressed in the answers of the respondents regarding the phrases from (Y13-Y16), as it is noted that the phrase No. (Y14) expressed that the digital operations implemented by our directorate lead to improving... Services provided to their beneficiaries.) recorded the highest percentage of agreement in terms of the arithmetic mean of (4.202) and the relative importance of (84.02%). This agreement is reinforced by the low standard deviation of (0.727), which confirms the consistency and lack of dispersion of opinions on this statement, while Statement No. (Y13), which expresses that our directorate is working to convert its operations to the digital method.) recorded the lowest agreement between the dimension statements in terms of the arithmetic mean of (4.112) and the relative importance of (82.23%). This agreement is reinforced by the low standard deviation of (0.858), which confirms consistency and lack of dispersion of opinions on this phrase, which favors consensus on the dimension in all its expressions.

4.2 Description and diagnosis of the study variables

Table (12) shows the results of the descriptive analysis that includes the arithmetic means, standard deviation, relative importance, and coefficient of variation for the dimensions and variables of the study.

Table (12): Results of the descriptive analysis of the respondents’ opinions regarding the variables and dimensions of the study.

Variables and Dimensions	Symbol	Mean	Standard Deviation	Lowest value	Highest value	Relative Importance%	Intensity of Agreement
First: communication and communication skills	xx1	4.305	0.350	3.14	5.00	86.10%	Very high
Second: The skill of cooperation and teamwork	xx2	4.316	0.463	2.75	5.00	86.32%	Very high
Third: Skill development and training of employees	xx3	4.211	0.553	2.25	5.00	84.22%	Very high
Soft skills for human resources	X	4.283	0.325	3.27	5.00	85.65%	Very high
First: digital data	yy1	4.218	0.610	2.25	5.00	84.35%	Very high
Second: Digital talent management	yy2	3.956	0.645	2.25	5.00	79.13%	Very high
Third: Digital technologies	yy3	4.017	0.659	2.50	5.00	80.33%	high
Fourth: Digital operations	yy4	4.174	0.580	2.50	5.00	83.48%	high
Digital transformation of business	Y	4.091	0.439	3.19	5.00	81.82%	high

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted from Table (12) that there is high agreement regarding the variable (soft skills for human resources) with its dimensions (first: communication and networking skill, second: cooperation and teamwork skill, third: employee development and training skill) combined in terms of the arithmetic mean of (4.283) and the importance The relative value of (85.65%), which enhances the value of this agreement is the low value of the standard deviation of (0.325). This confirms the presence of high agreement for the variable of soft skills for human resources in the Directorate of Civil Status, Passports, and Residence in Salah al-Din. As for the dimensional level, it is noted that there is agreement. It is also high, as the dimension (Second: Cooperation and teamwork skill) had the highest agreement, followed by the dimension (First: Communication and communication skill) and finally the dimension (Third: The skill of developing and training workers). As for the variable, digital transformation of business, in its dimensions (First: digital data). Secondly, digital talent management, thirdly, digital technologies, and fourthly, digital operations) combined in terms of the arithmetic mean of (4.091) and the relative importance of (81.82%). What enhances the significance of the arithmetic mean and its generalization to the sample as a whole is the low dispersion and variance and the presence of consistency in the individuals’ answers. This is proven by a decrease in the value of the standard deviation, which amounted

to (0.439). This confirms the existence of a moderate agreement for the digital transformation of business variables in the Directorate of Civil Status, Passports and Residence in Salah Al-Din. As for the dimensional level, it is noted that there is a difference in terms of the level of agreement, as it is noted that there is a high agreement about Dimension (first: digital data), followed by dimension (fourth: digital operations), then dimension (third: digital technologies), and finally dimension (second: digital talent management).

4.3 Testing hypotheses of significant differences

The paragraph includes two hypotheses as follows:

(H₁): The first main hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the human resources soft skills variable depending on personal characteristics.

(H_{1.1}): The first sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the variable of soft skills for human resources according to age. To test the validity of the existence of differences in the human resources soft skills variable in its three dimensions (first: communication and networking skill, second: cooperation and teamwork skill, third: employee development and training skill) at the macro and micro levels, the researcher used the (One-Way ANOVA) test, which is a parametric test used To ensure the presence of differences between groups (more than two groups), Table (13) shows the level of the human resources soft skills variable in its three dimensions according to age.

Table (13): Level of variation according to age for the soft skills variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: communication and communication skills	xx1	2.082	0.084
Second: The skill of cooperation and teamwork	xx2	1.269	0.283
Third: Skill development and training of employees	xx3	0.441	0.779
Soft skills for human resources	X	0.968	0.426

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (13) shows that the value of (F) was not significant for the variable of soft skills for human resources in its three dimensions, as the significance of (F) was greater than 5%, so the first sub-hypothesis must be accepted, meaning that there are no significant differences between the averages of individuals' answers. The study sample towards the variable of soft skills for human resources according to age.

(H_{1.2}): The second sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the soft skills variable according to gender.

To test this hypothesis, the researcher used the T-test. This test is used to determine the differences between the two groups. Table (14) shows the results of this test as follows:

Table (14): Variation by gender for the soft skills variable.

Variables and Dimensions		F	Sig.	T	df.	Sig. (2-tailed)
xx1	Equal variance	0.615	0.434	-0.220	222	0.826
	Unequal variance			-0.241	112.019	0.810
xx2	Equal variance	3.907	0.049	-1.020	222	0.309
	Unequal variance			-1.131	114.959	0.260
xx3	Equal variance	0.032	0.858	0.087	222	0.931
	Unequal variance			0.086	93.195	0.931
X	Equal variance	3.636	0.058	-0.458	222	0.647
	Unequal variance			-0.515	118.570	0.607

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted from Table (14) that (F) was for the human resources soft skills variable and two of its dimensions (first: communication skill and communication, third: employee development and training skill) except (secondly: cooperation and teamwork skill) at a level of significance greater than 5%. This means that it is a non-significant function and therefore there is homogeneity between the variance of the two groups, as can be seen from the results of the (T) test corresponding to the phrase “equality of variance” that (Sig. 2-tailed) in Table (14) was greater than 5% for the soft skills variable. For human resources and its three dimensions, therefore, the second sub-hypothesis is accepted, meaning that there are no significant differences between the averages of the answers of the study sample members regarding the soft skills variable according to gender.

(H_{1.3}): The third sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the variable of soft skills for human resources according to an academic qualification. To test the validity of the existence of differences in the human resources soft skills variable in its three dimensions (first: communication and networking skill, second: cooperation and teamwork skill, third: employee development and training skill) at the macro and micro levels, the researcher used the (One-Way ANOVA) test, which is a parametric test used To ensure the presence of differences between groups (more than two groups), Table (15) shows the level of the human

resources soft skills variable in its three dimensions according to the educational qualification.

Table (15): Level of variation according to educational qualification for the soft skills variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: communication and communication skills	xx1	2.573	0.020
Second: The skill of cooperation and teamwork	xx2	1.510	0.176
Third: Skill development and training of employees	xx3	1.048	0.395
Soft skills for human resources	X	2.503	0.023

Source: Table prepared by the Researcher based on the results of the SPSS program.

Table (15) shows that the value of (F) was not significant for two dimensions (second: the skill of cooperation and teamwork, third: the skill of developing and training employees), as the significance of (F) was greater than 5%, while the significance of (F) was smaller. From 5%, for the variable of soft skills for human resources and the dimension (first: communication and communication skill), there are no significant differences between the averages of the answers of the study sample members for the two dimensions (second: cooperation and teamwork skill, third: skill of developing and training employees) according to academic qualification. While there are significant differences between the averages of the answers of the study sample members regarding the human resources soft skills variable and the dimension (first: communication and communication skills) according to academic qualification, the third sub-hypothesis must be accepted.

(H_{1.4}): The fourth sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the human resources soft skills variable depending on the number of years of service. To test the validity of the existence of differences in the human resources soft skills variable in its three dimensions (first: communication and networking skill, second: cooperation and teamwork skill, third: employee development and training skill) at the macro and micro levels, the researcher used the (One-Way ANOVA) test, which is a parametric test used To ensure the presence of differences between groups (more than two groups), Table (16) shows the level of the human resources soft skills variable in its three dimensions according to years of service.

Table (16): Level of variation according to years of service for the soft skills variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: communication and communication skills	xx1	2.778	0.028
Second: The skill of cooperation and teamwork	xx2	1.947	0.104
Third: Skill development and training of employees	xx3	0.875	0.480
Soft skills for human resources	X	2.173	0.073

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted from Table (16) that the value of (F) was not significant for the variable of soft skills for human resources with two of its dimensions (except for the first dimension: communication and communication skill), as the significance of (F) was greater than 5%, so the fourth sub-hypothesis must be accepted, That is, there are no significant differences between the averages of the answers of the study sample members regarding the human resources soft skills variable according to years of service, and based on the results of the four sub-hypotheses, so it can be said that the first main hypothesis is accepted.

(H₂): The second main hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the human resources soft skills variable depending on personal characteristics.

(H_{2.1}): The first sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the digital business transformation variable according to age. To test the validity of the existence of differences in the variable of digital business transformation in its four dimensions (first: digital data, second: digital talent management, third: digital technologies, fourth: digital processes) at the macro and micro levels, the researcher used the One-Way ANOVA test, which is a parametric test used To ensure that there are differences between groups (more than two groups), Table (17) shows the level of the business digital transformation variable in its four dimensions according to age. It is noted from Table (17) that the value of (F) was not significant for the variable of digital business transformation in its four dimensions, as the significance of (F) was greater than 5%, so the first sub-hypothesis must be accepted, meaning that there are no significant differences between the averages of the answers of the sample members. The study towards the variable of digital business transformation according to age.

Table (17): Level of variation by age for the digital business transformation variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: digital data	yy1	1.075	0.370
Second: Digital talent management	yy2	0.567	0.687
Third: Digital technologies	yy3	0.386	0.818
Fourth: Digital operations	yy4	1.852	0.120
Digital transformation of business	Y	0.988	0.415

Source: Table prepared by the Researcher based on the results of the SPSS program.

(H_{2.2}): The second sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the digital business transformation variable according to gender. To test this hypothesis, the researcher used the T-test. This test is used to determine the differences between the two groups. Table (18) shows the results of this test as follows:

Table (18): Variation by gender for the digital business transformation variable.

Variables and Dimensions		F	Sig.	T	df.	Sig. (2-tailed)
yy1	Equal variance	3.737	0.054	0.237	222	0.813
	Unequal variance			0.260	113.273	0.795
yy2	Equal variance	0.233	0.630	0.075	222	0.941
	Unequal variance			0.077	99.681	0.939
yy3	Equal variance	2.626	0.073	-1.423	222	0.156
	Unequal variance			-1.571	113.863	0.119
yy4	Equal variance	0.027	0.870	-0.797	222	0.426
	Unequal variance			-0.772	89.416	0.442
Y	Equal variance	1.390	0.091	-0.686	222	0.493
	Unequal variance			-0.787	123.537	0.433

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted above in Table (18) that (F) for the digital business transformation variable in its four dimensions (first: digital data, second: digital talent management, third: digital technologies, fourth: digital operations) was at a level of significance greater than 5%, which means It is a non-significant function and therefore there is homogeneity between the variance of the two groups, as is evident from the results of the T-test corresponding to the phrase “equality of variance” that (Sig. 2-tailed) in Table (18) was greater than 5%, so the second sub-hypothesis is accepted. That is, there are no significant differences between the averages of the answers of the study sample members regarding the digital transformation variable according to gender.

(H_{2.3}): The third sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the digital business transformation variable according to academic qualification. To test the validity of the existence of differences in the variable of digital business transformation in its four dimensions (first: digital data, second: digital talent management, third: digital technologies, fourth: digital processes) at the macro and micro levels, the researcher used the One-Way ANOVA test, which is a parametric test used To ensure that there are differences between groups (more than two groups), Table (19) shows the level of the business digital transformation variable in its four dimensions according to the educational qualification.

Table (19): Level of variation according to educational qualification for the business digital transformation variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: digital data	yy1	1.321	0.249
Second: Digital talent management	yy2	0.668	0.676
Third: Digital technologies	yy3	1.037	0.402
Fourth: Digital operations	yy4	1.968	0.071
Digital transformation of business	Y	0.987	0.435

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted from Table (19) that the value of (F) was not significant for the variable of digital business transformation in its four dimensions, as the significance of (F) was greater than 5%, so the third sub-hypothesis must be accepted, meaning that there are no significant differences between the averages of the answers of the sample members. The study towards the variable of digital business transformation according to academic qualification.

(H_{2.4}): The fourth sub-hypothesis: There are no significant differences between the averages of the answers of the study sample members regarding the business digital transformation variable according to the number of years of service. To test the validity of the existence of differences in the variable of digital business transformation in its four dimensions (first: digital data, second: digital talent management, third: digital technologies, fourth: digital processes) at the macro and micro levels, the researcher used the One-Way ANOVA test, which is a parametric test used To ensure that there are differences between groups (more than two groups), Table (20) shows the level of the business digital transformation variable in its four dimensions according to years of service.

Table (20): Level of variation according to years of service for the business digital transformation variable.

Variables and Dimensions	Symbol	Value (F)	(Sig.)
First: digital data	yy1	1.527	0.195
Second: Digital talent management	yy2	0.362	0.836
Third: Digital technologies	yy3	1.725	0.146
Fourth: Digital operations	yy4	4.187	0.003
Digital transformation of business	Y	2.187	0.071

Source: Table prepared by the Researcher based on the results of the SPSS program.

It is noted above in Table (20) that the value of (F) was not significant for the digital business transformation variable for three of its dimensions (except for the fourth dimension: digital operations), as the significance of (F) was greater than 5%, so the fourth sub-hypothesis must be accepted, meaning there are no Significant differences between the averages of the answers of the study sample members regarding the digital business transformation variable according to years of service, and based on the results of the four sub-hypotheses, so it can be said that the second main hypothesis is accepted.

4. Conclusions

1. The results of the study showed that there is an agreement in the opinions of the study sample members that the Directorate of Civil Status, Passports, and Residence in Salah al-Din is interested in practicing soft skills and that it is also keen to encourage workers to cooperate and work collectively in order to employ communication and communication.
2. The results of the current study showed that the Directorate of Civil Status, Passports, and Residence in Salah Al-Din has a high level of communication communication among working individuals, which is characterized by the ability to work with individuals to exchange information easily in completing the work assigned to them and finding appropriate solutions to enhance production capabilities, provide services and maintain On the possibility of communication in the workplace to reduce errors resulting from work.
3. The results of the study showed that the Directorate of Civil Status, Passports, and Residence in Salah al-Din is characterized by transparency in its dealings with respect for all its cadres of workers, but there is a lack of interest on the part of the administration in solving problems and developing appropriate solutions to these problems, and this results from not allowing the workers to participate in expressing their opinions. But at the general level, cooperation and teamwork achieved a high level of practice.
4. The results of the current study showed that there are statistically significant differences between the answers of the study sample members regarding the soft skills of human resources due to functional and personal variables (age, gender, academic qualification, and number of years of service). This indicates that workers in the Directorate of Civil Status, Passports, and Residence in Salah Religion, in terms of their gender, educational level, and the experiences they possess, realize the importance of soft skills for human resources and the importance of applying them at work.
5. The results of the study showed that there are statistically significant differences between the answers of the study sample members regarding the digital transformation of business due to functional and personal variables (age, gender, educational qualification, and number of years of service). This indicates that workers in the Directorate of Civil Status, Passports, and Residence in Salah al-Din have A desire for digital business transformation and its application at work.

Recommendations

1. Encouraging workers in the Directorate of Civil Status, Passports, and Residence in Salah Al-Din Governorate to work with modern methods of communication and communication.
2. The need for workers in the Directorate of Civil Status, Passports, and Residence in Salah al-Din to exercise cooperation and teamwork.
3. Urging the administration of the Directorate of Civil Status, Passports, and Residence in Salah Al-Din to pay attention to the development and training of employees on a regular and continuous basis.
4. The Directorate of Civil Status, Passports, and Residence in Salah al-Din provides digital training programs for its workers through social media programs and using digital

programs and tools for workers at different times, thus being able to continuously enhance their capabilities and competencies.

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